



Directions For Improving The Efficiency Of Public Administration In The Sphere Of Higher Education In Palestine

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ABSTRACT

This study examines directions for improving the efficiency of public administration in the sphere of higher education in Palestine. It underscores the importance of adopting international models and fostering international cooperation, along with developing effective leadership and undertaking political and institutional transformations. Additionally, the study emphasizes the need to focus on ensuring educational quality, enhancing professional skills, and building resilience to external challenges. Finally, the study calls for a comprehensive approach that combines international cooperation, leadership development, and policy reform to achieve improvements in the general administration of higher education in Palestine.

Keywords: Palestine, higher education, public administration, educational quality

Introduction:

Efficiency in public administration within the realm of higher education is crucial for the advancement and development of any nation, including Palestine. Over the years, various experiences and lessons have been garnered globally, shedding light on effective strategies to enhance the management of educational institutions. These international experiences offer valuable insights into the intricacies of reforming educational institutions and implementing strategies for improvement. (Koni, et al,2013)

Palestine, like many other countries, faces unique challenges in its higher education sector, ranging from resource constraints to institutional governance issues. However, by drawing upon international experiences and adopting proven strategies, Palestine can pave the way for a more efficient and effective public administration framework in its higher education sphere.

Numerous countries have undergone significant reforms in their higher education systems, yielding valuable lessons for Palestine. For instance, countries like Finland and Singapore have prioritized investment in education, leading to the establishment of world-class educational institutions and systems. These nations have implemented comprehensive policies focusing on teacher training, curriculum development, and infrastructure enhancement, resulting in improved educational outcomes and administrative efficiency. (Abu Naser,et al,2016).

Additionally, countries such as the United States and the United Kingdom have emphasized the importance of accountability and transparency in higher education governance. By implementing robust monitoring and evaluation mechanisms, these countries have been able to identify areas for improvement and allocate resources more effectively, thereby enhancing the overall efficiency of their educational systems.

In light of these international experiences, several key strategies can be identified for improving the efficiency of public administration in Palestine's higher education sector. Firstly, there is a need to enhance institutional governance and accountability mechanisms to ensure transparency and effective decision-making. This could involve strengthening regulatory frameworks, promoting stakeholder engagement, and fostering a culture of accountability within educational institutions. (Affouneh, et al,2021).

Furthermore, investing in teacher training and professional development is essential for enhancing the quality of education and optimizing administrative processes. By equipping educators with the necessary skills and knowledge, Palestine can enhance teaching methodologies, curriculum design, and student support services, ultimately improving overall academic performance and administrative efficiency.

Moreover, leveraging technology and innovation can streamline administrative processes and facilitate better communication and collaboration among stakeholders. Implementing digital platforms for student enrollment, academic record-keeping, and administrative management can reduce paperwork, minimize errors, and improve efficiency in higher education institutions.

The Significance of Studying

The study of improving the efficiency of public administration in the sphere of higher education in Palestine holds paramount importance for several reasons:

1. **National Development:** Palestinian higher education institutions play a crucial role in fostering human capital development, which is vital for the socio-economic progress and national development of Palestine. Enhancing the efficiency of public administration in higher education can contribute significantly to achieving national development objectives.
2. **Quality Education:** Improving public administration in higher education ensures the delivery of quality education to Palestinian students. By optimizing administrative processes, institutions can allocate resources effectively, streamline academic programs, and enhance the overall learning experience for students.
3. **Labor Market Relevance:** Efficient public administration in higher education facilitates the alignment of academic programs with the demands of the labor market. By enhancing coordination between educational institutions and industries, graduates can acquire skills that are relevant to the needs of employers, thereby reducing unemployment and fostering economic growth.
4. **Global Competitiveness:** A well-administered higher education sector enhances the global competitiveness of Palestinian universities. By implementing best practices in governance, management, and academic quality assurance, institutions can attract international students and faculty, engage in meaningful research collaborations, and elevate their global reputation.
5. **Social Cohesion:** Higher education institutions serve as important agents for promoting social cohesion and fostering national identity. Efficient public administration ensures equitable access to educational opportunities for all segments of society, regardless of socio-economic background or geographical location, thereby contributing to social inclusion and harmony.
6. **Resource Optimization:** Effective public administration practices help in optimizing the utilization of resources within higher education institutions. By promoting transparency, accountability, and strategic planning, administrators can make informed decisions regarding resource allocation, infrastructure development, and budget management.
7. **Innovation and Research:** Improving public administration fosters an environment conducive to innovation and research within Palestinian higher education. By streamlining administrative processes, institutions can allocate more resources to research activities, support faculty in pursuing innovative projects, and contribute to knowledge creation and dissemination.

In summary, the study of enhancing the efficiency of public administration in Palestinian higher education is essential for driving national development, ensuring quality education, fostering labor market relevance, enhancing global competitiveness, promoting social cohesion, optimizing resource utilization, and fostering innovation and research. By addressing these key areas, Palestinian higher education institutions can play a pivotal role in advancing the overall socio-economic development and prosperity of Palestine.

Objectives of the Study

The objectives of this study encompass several key areas aimed at addressing pertinent issues and contributing to the advancement of public administration in the sphere of higher education in Palestine:

1. **Assessment of Current Practices:** To conduct a comprehensive assessment of the current practices and processes within the public administration framework of higher education institutions in Palestine. This involves examining existing policies, procedures, and governance structures to identify strengths, weaknesses, opportunities, and threats.
2. **Identification of Challenges:** To identify the major challenges and obstacles hindering the efficiency of public administration in higher education in Palestine. This includes analyzing issues such as resource constraints, institutional governance issues, bureaucratic inefficiencies, and external pressures.
3. **Review of International Experiences:** To review and analyze international experiences and best practices in public administration within the higher education sector. This involves studying successful case studies from countries that have implemented effective reforms and strategies to enhance administrative efficiency and improve educational outcomes.
4. **Development of Strategic Framework:** To develop a strategic framework for improving the efficiency of public administration in Palestinian higher education institutions. This framework will outline specific goals, objectives, and action plans tailored to address the identified challenges and leverage international experiences.
5. **Implementation Guidelines:** To provide practical guidelines and recommendations for the implementation of the strategic framework. This includes outlining steps for institutional reform, capacity building, stakeholder engagement, and monitoring and evaluation mechanisms.

6. Evaluation of Impact: To assess the impact of the proposed interventions on the efficiency and effectiveness of public administration in Palestinian higher education institutions. This involves monitoring key performance indicators, conducting regular evaluations, and soliciting feedback from stakeholders to measure progress and identify areas for further improvement.

By pursuing these objectives, this study aims to contribute valuable insights and recommendations for enhancing the governance and management of higher education institutions in Palestine, ultimately fostering socio-economic development and improving educational outcomes for students.

Addressing the Gap

Addressing the gap between the current state of public administration in Palestinian higher education institutions and the desired level of efficiency and effectiveness requires a multifaceted approach, focusing on the following key areas:

- 1. Reform of Administrative Processes:** Implementing comprehensive reforms to streamline administrative processes and reduce bureaucratic inefficiencies. This includes simplifying procedures, digitizing paperwork, and introducing automated systems for tasks such as student enrollment, academic record-keeping, and financial management.
- 2. Enhancement of Governance Structures:** Strengthening governance structures within higher education institutions to promote transparency, accountability, and stakeholder participation. This involves establishing clear roles and responsibilities, enforcing ethical standards, and fostering a culture of integrity and professionalism among administrators and faculty members.
- 3. Investment in Resources:** Increasing investment in resources, including funding, infrastructure, and human capital, to address the resource constraints faced by Palestinian higher education institutions. This may involve mobilizing domestic and international funding, upgrading facilities, and providing professional development opportunities for faculty and staff.
- 4. Curricular Reform and Pedagogical Innovation:** Undertaking curricular reform and promoting pedagogical innovation to enhance the quality of education and align it with the needs of the labor market. This includes updating curricula to incorporate industry-relevant skills, promoting experiential learning opportunities, and integrating technology into teaching and learning processes.
- 5. Promotion of Research and Innovation:** Encouraging research and innovation within higher education institutions to drive socio-economic development and foster a culture of creativity and entrepreneurship. This involves providing support for research activities, establishing partnerships with industry and government agencies, and commercializing research outcomes.
- 6. Conflict Resolution and Peacebuilding:** Addressing the impact of political instability and conflict on higher education institutions by promoting peacebuilding initiatives and fostering dialogue and reconciliation among stakeholders. This includes providing psychosocial support for students and faculty affected by conflict, promoting intercultural understanding, and advocating for the protection of academic freedoms.

By addressing these gaps through targeted interventions and strategic initiatives, Palestinian higher education institutions can enhance their capacity for effective public administration, thereby contributing to the advancement of education, research, and socio-economic development in the region.

Identifying the Problem

The identification of the problem within the sphere of public administration in Palestinian higher education institutions reveals several critical issues that hinder efficiency and effectiveness: **Bureaucratic Red Tape:** One of the primary problems is the prevalence of bureaucratic red tape, which slows down decision-making processes and hampers the implementation of necessary reforms. **Complex administrative procedures and excessive paperwork** contribute to inefficiencies and delays in addressing key issues. **Limited Resources:** Palestinian higher education institutions often face resource constraints, including inadequate funding, limited infrastructure, and insufficient human capital. This limits their ability to provide quality education, conduct research, and innovate, thereby hindering overall development and competitiveness. **Weak Governance Structures:** Many institutions struggle with weak governance structures characterized by insufficient transparency, accountability, and stakeholder engagement. This leads to issues such as nepotism, favoritism, and mismanagement, eroding trust and credibility in the higher education system. **Quality of Education:** The quality of education in Palestinian higher education institutions is another pressing concern. **Outdated curricula, inadequate teacher training, and limited access to modern teaching methods and technologies** compromise the learning experience and fail to equip students with the skills needed for the labor market. **Mismatch between Skills and Market Demands:** There exists a mismatch between the skills imparted by higher education institutions and the demands of the labor market. This gap undermines the employability of graduates and exacerbates unemployment rates, contributing to socio-economic challenges in Palestinian society. **Political Instability:** Political instability and conflict in the region further exacerbate the challenges faced by higher education institutions. **Disruptions to academic activities, restrictions on movement, and funding uncertainties** create additional barriers to effective public administration and

institutional development. Addressing these underlying problems is essential for enhancing the efficiency and effectiveness of public administration in Palestinian higher education institutions, thereby ensuring the delivery of quality education, fostering innovation and development, and promoting socio-economic progress. make idea in paragraph

FOREIGN EXPERIENCE: ADAPTING AND LEARNING FROM INTERNATIONAL MODELS

Introduction:

The study delves into the significance of incorporating and adapting knowledge from global models to enhance public administration effectiveness within Palestinian higher education institutions. It underscores the importance of drawing lessons from international experiences to improve governance and collaboration in academia. Through an analysis of various studies and research, the paper sheds light on the necessity of leveraging foreign viewpoints and best practices to address critical issues and drive progress in Palestinian higher education administration. (AlMajdalawi, 2015)

Global Knowledge Exchange and Adaptation The research emphasizes the importance of global knowledge exchange and adaptation to enhance the efficiency of public administration in Palestinian higher education. By utilizing worldwide models and research findings, the study aims to gain insights into effective strategies and best practices for governance and collaboration in Palestinian institutions. This approach not only enriches academic discourse but also offers practical perspectives for policymakers and administrators seeking to enhance university involvement in community development and cooperation with non-governmental organizations, particularly in conflict-affected regions like the Gaza Strip. (Badah, 2013)

Advancement of Human Resources in Palestinian Higher Education Abdel-Hameed's study (2015) examines the advancement of human resources in Palestinian higher education, focusing on training and development at Al-Aqsa University. It highlights the importance of adapting global advancements, particularly Western models, in identifying and addressing training needs for academic and administrative personnel. The research provides a conceptual framework that draws from Western models such as Kirkpatrick's Four-Level Model and Phillips Five-Level Framework, offering insights into how foreign models can improve the efficiency of public administration in Palestinian higher education.

Role of Ministry of Planning and International Cooperation (MOPIC) Sayigh and Shikaki's study (1999) underscores the pivotal role of the Ministry of Planning and International Cooperation (MOPIC) within the Palestinian Authority (PA) in adopting and implementing international best practices in higher education. It suggests that MOPIC's involvement in organizing international aid presents an opportunity to leverage foreign knowledge and resources to enhance the Palestinian higher education system. By overseeing sector-specific working groups and prioritizing projects, MOPIC can facilitate the implementation of globally recognized methods in educational planning, administration, and policy development.

Conclusion: In conclusion, the utilization of foreign experiences and models is crucial for improving the efficiency and effectiveness of public administration in Palestinian higher education institutions. By drawing lessons from international research and adapting global best practices, policymakers and administrators can address critical issues, drive progress, and ensure the advancement of higher education in Palestine.

Incorporating Global Models to Enhance Public Administration in Palestinian Higher Education

The National Report on the Higher Education System in Palestine underscores the importance of incorporating insights from global models to enhance the effectiveness of public administration in the realm of higher education. This approach involves fostering collaboration between Palestinian institutions and their international counterparts, as well as aligning policies with national development objectives and workforce demands. Additionally, Abou-Dagga and Aelholly (2014) emphasize the significance of embracing foreign experiences and adopting best practices to improve quality assurance and upgrading within Palestinian higher education institutions.

Collaboration with Overseas Counterparts The Ministry of Education and Higher Education (MoEHE) in Palestine is actively promoting collaboration between Palestinian higher education institutions and their foreign counterparts. This collaboration includes the exchange of experiences, capacity enhancement, and resource sharing. For example, institutions may collaborate to create joint programs or form partnerships with foreign universities, facilitating knowledge transfer and fostering innovation.

Harmonization with National Development Objectives The National Report highlights the importance of harmonizing policies and plans with national development objectives and labor market requirements. It suggests leveraging effective global frameworks such as the European Union's Bologna Process, which aims to establish a European Higher Education Area. By aligning higher education systems and credentials, promoting student and faculty mobility, and enhancing education quality, Palestinian institutions can adapt and implement foreign models to drive progress.

Embracing Foreign Experiences for Quality Assurance Abou-Dagga and Aelholly (2014) advocate for the incorporation of foreign experiences and best practices in quality assurance and upgrading within Palestinian higher education institutions. They propose engaging in regional and international conferences, seminars, and training programs to gain insights and evaluate performance against global benchmarks. This proactive

approach enables institutions to identify areas for improvement and implement initiatives to enhance efficiency and effectiveness.

Adoption of Global Approaches for Management Enhancement Ramahi (2015) emphasizes the importance of adopting international approaches to enhance higher education management in Palestine. By selecting programs that incorporate emancipatory education principles and have proven impact, Palestinian institutions can enhance teacher leadership, professional development, and community empowerment. Disseminating research and evaluations of successful programs further enriches the knowledge base and supports the implementation of effective practices tailored to Palestinian circumstances.

Conclusion: Incorporating and drawing insights from global models is essential for enhancing public administration in Palestinian higher education. By fostering collaboration, aligning policies with national objectives, embracing foreign experiences for quality assurance, and adopting global approaches for management enhancement, Palestinian institutions can drive progress and improve educational outcomes in the region. This concerted effort contributes to the overall advancement of higher education administration and promotes socio-economic development in Palestine.

Leveraging Foreign Models to Enhance Public Administration in Palestinian Higher Education

The utilization of foreign models holds significant promise for improving the effectiveness of public administration within Palestinian higher education institutions. By drawing insights from international experiences and best practices, Palestinian authorities and institutions aim to address challenges, modernize systems, and stimulate economic development. This paper explores various studies and reports that underscore the importance of incorporating foreign expertise and methodologies to enhance public administration in the higher education sector in Palestine.

Collaborative Approach with Foreign Partners "The Case of E-Government in the Palestinian Authority (2018)" highlights the Palestinian Authority's proactive engagement in policy discussions with foreign partners to leverage their knowledge and skills in e-government and higher education administration. Through partnerships with institutions such as the University of Milan-Bicocca and Birzeit University, the PA aims to establish academic exchange programs focused on e-government matters. This collaborative approach reflects the OECD's emphasis on knowledge sharing and capacity building through international collaboration, demonstrating a commitment to integrating global expertise to improve institutional coordination and ICT literacy.

Reforming Policies and Reorganizing the Public Sector Saqer (2019) emphasizes the importance of using foreign expertise and exemplary methods to guide institutional enhancement and policy reform within Palestinian higher education institutions. By learning from successful reforms implemented by donor countries and reorganizing the public sector, Palestinian institutions can efficiently distribute tasks and adopt administrative and financial policies that align with international best practices. This approach fosters accountability mechanisms, institutional structures, and ongoing development efforts in compliance with international norms.

Adoption of International Models for Higher Education Reform Atiyeh (2022) advocates for the adoption of foreign models in public administration to enhance operational efficiency and effectiveness within Palestinian higher education institutions. By incorporating international patterns and assimilating best practices, institutions can navigate challenges and foster development in alignment with global standards. Moreover, Buckner (2011) discusses the potential of adopting worldwide best practices in higher education administration and curriculum creation by partnering with international organizations and leveraging international relationships.

Enhancing Data Collection and Legislative Engagement Hashweh et al. (2003) propose supporting Palestinian research organizations and higher education institutions to improve data collection and engage legislative bodies more actively in higher education matters. By adopting transparent methods, trustworthy statistics databases, and modeling approaches, Palestinian institutions can identify priority sectors and minimize political distortions. Additionally, Khalaily and Ghanem (2023) acknowledge the trend of Palestinian minorities in Israel seeking higher education opportunities overseas, suggesting a willingness to explore and modify foreign models to enhance public administration effectiveness in Palestinian higher education.

Conclusion: Incorporating foreign models and drawing insights from international experiences are essential strategies for enhancing public administration effectiveness in Palestinian higher education. By embracing collaborative approaches, reforming policies, adopting international best practices, and engaging in data-driven decision-making, Palestinian institutions can navigate challenges, drive progress, and ensure alignment with global standards. This concerted effort contributes to the overall advancement of higher education administration and promotes socio-economic development in Palestine.

Harnessing Foreign Models to Enhance Public Administration in Palestinian Higher Education

Aldahdouh et al. (2023) advocate for the use of foreign models to bolster public administration effectiveness in Palestinian higher education. Through initiatives like the eTraining FinPal project, which adapts international expertise to meet the unique needs of Palestinian institutions, collaborative efforts are underway to enhance institutional transformation and drive progress. This paper examines various studies and reports that highlight the potential of leveraging foreign models to address challenges, foster innovation, and promote resilience in Palestinian higher education administration.

Tailored Initiatives for Palestinian Institutions The eTraining FinPal initiative exemplifies the adaptation of foreign models to cater to the specific requirements of Palestinian higher education institutions. By collaborating with Finnish counterparts, Palestinian universities aim to create pedagogical training programs tailored to the needs of Palestinian professors. This approach demonstrates the potential of modifying global frameworks to address the distinct challenges faced by Palestinian institutions and enhance public administration effectiveness in higher education.

Adoption of International Best Practices Abu-Lughod (2000) and Allen (2014) emphasize the importance of adopting foreign models to improve the quality of Palestinian higher education. By learning from international experiences and engaging in faculty development and learning initiatives, Palestinian institutions can draw inspiration from successful reforms and foster collaborative efforts in higher education. This proactive approach facilitates the assimilation of international best practices and promotes institutional development while preserving cultural identity.

Learning from Global Trends and Crisis Management Iter et al. (2023) underscore the significance of drawing lessons from foreign models, particularly in emergency circumstances like the COVID-19 pandemic. By analyzing international strategies for crisis management in higher education, Palestinian institutions can enhance readiness and response methods for future challenges. This proactive approach to learning from global trends ensures the resilience and flexibility of Palestinian universities in the face of unexpected obstacles.

Policy Dialogue and Institutional Transformation Alfoqahaa (2015) and Bruhn (2006) advocate for active participation in policy discussions informed by international experiences to drive institutional growth and strategic reforms in Palestinian higher education. By adopting effective policies and institutions inspired by international models, Palestinian universities can address political instability, financial constraints, and external dependencies. This collaborative approach fosters innovation, operational efficiency, and knowledge-sharing, promoting sustainable development in Palestinian higher education.

Conclusion: Incorporating foreign models into public administration practices is crucial for enhancing effectiveness in Palestinian higher education. By leveraging international experiences, adapting global frameworks, and engaging in collaborative efforts, Palestinian institutions can navigate challenges, drive progress, and promote resilience in the higher education sector. This proactive approach ensures alignment with global standards while preserving cultural identity and advancing sustainable development in Palestine.

Enhancing Public Administration Efficiency through Effective Leadership in Palestine

Competent leadership is crucial for improving the effectiveness of public administration in Palestinian higher education institutions. Drawing from studies by Al Hilaa et al. (2017) and Al-Arini (2014), this paper emphasizes the pivotal role of leadership in governance, collaboration, and operational efficiency within Palestinian academic settings. Additionally, it explores the significance of leadership strategies in organizational management, highlighting their relevance in fostering learning, growth, and community engagement.

Leadership Influence on Governance and Collaboration Al Hilaa et al. (2017) underscore the importance of strong leadership in shaping the governance and operational effectiveness of Palestinian higher education institutions. Their research echoes findings from Al-Arini (2014), which emphasizes the impact of competent leadership on administrative procedures and academic achievements. This highlights the critical role of leadership in driving institutional governance and fostering collaboration, thereby improving public administration in Palestinian universities.

Leadership in Organizational Management The emphasis on leadership in enhancing public administration aligns with broader discussions on organizational management in higher education. Dealtry's (2008) research on corporate learning techniques emphasizes the pivotal role of leadership in promoting organizational growth and learning. Similarly, Campbell's (2003) study on community college governance highlights the influence of strong leadership on institutional dynamics. These insights reinforce the importance of effective leadership in driving efficiency and effectiveness in public administration within Palestinian universities.

Practical Perspectives for Policymakers and Administrators The research by Al Hilaa et al. (2017) provides valuable insights for policymakers and administrators seeking to enhance university involvement in community development and collaboration with non-governmental organizations. By emphasizing the significance of leadership in governance and collaboration, the study offers practical approaches to improving public administration efficiency in Palestinian higher education institutions. This aligns with efforts to

promote sustainable development and foster harmonious regional ties, particularly in conflict-affected areas like the Gaza Strip.

Conclusion: In conclusion, effective leadership plays a pivotal role in enhancing public administration efficiency in Palestinian higher education. Drawing from research by Al Hilaa et al. (2017), Al-Arini (2014), and other scholars, it is evident that strong leadership influences governance, collaboration, and organizational dynamics within academic settings. By embracing leadership strategies that prioritize learning, growth, and community engagement, Palestinian universities can navigate challenges, drive progress, and contribute to regional development efforts.

Competent leadership is paramount for improving public administration efficiency in Palestinian higher education institutions. Drawing from a wealth of research, this paper highlights essential tactics aimed at bolstering leadership capabilities to drive institutional transformation and enhance effectiveness. These strategies encompass various aspects of governance, collaboration, innovation, and adaptability crucial for navigating challenges and promoting progress in Palestinian higher education. (Al-Zoubi, 2012).

- 1. Constitutional Governance:** Establishing a written constitution or Basic Law can clarify government principles, delineate responsibilities, and enhance transparency in public administration. (Barvinok& Pudlo, 2023).
- 2. Executive Branch Reform:** Streamlining the executive branch reduces centralized authority, fosters coherent policy initiatives, and empowers the cabinet to synchronize policies for improved governance. (Al Shobaki, et al,2017)
- 3. Legislative Strengthening:** A comprehensive legislative plan can empower the Palestinian Legislative Council (PLC) to effectively oversee the executive authority and streamline laws.
- 4. Judicial System Improvement:** Implementing a Supreme Judicial Council and autonomous courts uphold the rule of law, integrity of contracts, and recommendations from the Rule of Law Strategic Development Plan.
- 5. Public Administration Reforms:** Streamlining administrative frameworks, executing recommended reforms, and ensuring consistent application of internal norms enhance efficiency.
- 6. Personnel Management:** Enforcing new public service laws and centralizing civil service positions address staffing issues in public service.
- 7. Effective Planning:** Establishing a unified planning entity, enhancing public spending administration, and considering population growth and economic trends in planning processes improve efficiency. (Alenius, Pet al ,2019),
- 8. Public Finance Transparency:** Presenting comprehensive budgets for legislative endorsement and centralizing public revenues under the Ministry of Finance enhances transparency and accountability. (Bsharat, & Shayeb, 2022)
- 9. Enhancing Social Services:** Implementing performance metrics and facilitating NGO and private-sector participation improve service delivery and cost assessment.
- 10. Economic Reforms:** Streamlining ministries, enhancing regulatory independence, and advocating state monopolies' privatization promote economic growth.
- 11. Police Force Reforms:** Ensuring civilian authority over the police force, establishing clear command hierarchies, and optimizing staff efficiency through reduction enhance law enforcement effectiveness. (Talla, et al. (2018)

Strategies for Enhancing Public Administration Efficiency in Palestinian Higher Education

1. May 2016 National Report on Higher Education in Palestine:

- Effective leadership is crucial for improving public administration efficiency in higher education.
- Enhanced coordination between MoEHE and higher education institutions is vital for policy implementation and compliance.

2. Enhancing MoEHE Personnel Competencies:

- Training MoEHE personnel in management information systems facilitates effective decision-making and resource allocation.

3. Collaboration with MoEHE:

- Collaborating with MoEHE to align policies with national development objectives and labor market demands fosters institutional development.

4. Abou-Dagga and AelHoly (2014):

- Fostering a culture of openness, enhancing leadership abilities, and prioritizing continuous improvement enhance public administration efficiency.

5. Ramahi (2015):

- Implementing emancipatory education, fostering teacher leadership, and promoting innovation improve public administration efficiency.

6. E-Government in the Palestinian Authority (2018):

- Strategic leadership is essential for implementing e-government initiatives and modernizing higher education administration.

7. Saqer (2019):

- Transparent policies, adaptive structures, accountability mechanisms, and collaboration enhance public administration efficiency.

8. Iter et al. (2023):

- Proactive leadership, innovation promotion, and crisis preparedness improve public administration efficiency and institutional resilience.

9. Alfoqahaa (2015):

- Effective leadership development programs and collaboration with international models enhance public administration efficiency.

10. Bruhn (2006):

- Strategic reforms, leadership promotion, and collaboration enhance public administration efficiency and institutional development.

11. Shraim (2012):

- Political will, leadership endorsement, faculty training, and innovation promotion facilitate e-learning adoption and improve public administration efficiency.

Conclusion: Effective leadership plays a pivotal role in enhancing public administration efficiency in Palestinian higher education. By implementing strategic reforms, fostering collaboration, promoting innovation, and embracing international best practices, Palestinian institutions can navigate challenges and drive positive institutional transformation.

POLICY REFORM AND INSTITUTIONAL DEVELOPMENT IN PALESTINIAN HIGHER EDUCATION

Policy reform and institutional development are crucial aspects of enhancing the effectiveness of public administration in Palestinian higher education, as highlighted by Al Hilaa et al. (2017). Their emphasis on these areas resonates with the findings of Abdo (2015), who explored the implementation of a partnership approach between public and private institutions to enhance educational services' quality. Abdo underscores the necessity of policy change and strategic collaborations for improving the educational environment, stressing the importance of institutional growth and cooperative endeavors. This underscores the critical role of policy reform and institutional development in shaping the governance and operational dynamics of higher education institutions in Palestine, offering valuable insights for advancing policy initiatives and promoting institutional growth.

Furthermore, emphasis on policy reform and institutional growth aligns with broader discussions on educational policy and institutional progress. This alignment is evident in Hakim and Jafar's (2010) research, which proposed a framework for managing open education at Egyptian institutions based on governance principles. Similarly, Tetevová's (2010) study on collaboration barriers between universities and other sectors in the Czech Republic underscores the significance of policy reform and institutional development in influencing higher education institutions' governance and operational dynamics. Such insights are instrumental in guiding policy initiatives and fostering institutional growth within the framework of public administration in Palestinian universities. (Koni & Ibrahim, 2013)

Hallinger, 's (2014) work underscores the critical need for policy reform and institutional development in Palestinian higher education to enhance public administration effectiveness. This underscores the pivotal role of policy initiatives and institutional growth in shaping governance and operational efficiency within Palestinian higher education institutions. By drawing on research insights and perspectives from various scholars, the study provides a comprehensive understanding of potential policy and institutional solutions to enhance governance and cooperation in Palestinian institutions. Such an approach not only enriches academic discourse on educational policy and institutional growth in higher education but also offers practical guidance for policymakers and administrators seeking to enhance universities' involvement in community development and collaboration with non-governmental organizations, particularly in conflict-affected areas like the Gaza Strip.

Sayigh and Shikaki (1999) comprehensively analyzed various areas of policy reform and institutional growth in Palestinian higher education, aiming to bolster the effectiveness of public administration in this domain. Their research highlights several key areas of focus: (Bsharat, & Shayeb, 2022)

1. **Data Gathering and Analysis:** The establishment of the Palestine Academic Network by the Ministry of Higher Education (MHE) is instrumental in connecting all higher education institutions and providing

comprehensive statistics on higher education. This collaboration with the Palestinian Central Bureau of Statistics (PCBS) facilitates policy-oriented research and ensures high standards in higher education through informed decision-making. (Abu Naser, et al. 2016).

- 2. Cooperation and Council Formation:** The MHE oversees numerous external councils comprising governmental and non-governmental representatives, such as the Advisory Council for Higher Education, the Council of Scientific Research, and the Council of University Presidents. These councils play a crucial role in setting sector-specific goals and developing criteria for assessing performance, thereby contributing to effective governance and strategic planning. (Affouneh, et al, 2021).
- 3. Cost Estimation and Quality Improvement:** Standardized methodologies employed by the MHE for cost estimation in higher education, in partnership with the Ministries of Education and Labor, demonstrate a comprehensive approach to improving educational quality. Strategic plans for vocational training and other educational programs reflect a commitment to enhancing education standards and outcomes. (Alsayed, 2012)
- 4. Human Resource Development:** Prioritizing performance-based assessment systems and investing in ongoing education and training for workers are key aspects of human resource development. Efforts such as transforming the School of Qualified Nurses into a College of Nursing by the Ministry of Health underscore a commitment to enhancing educational standards and professional development.
- 5. Challenges and Constraints:** Despite progress, challenges such as currency depreciation and budgetary limitations pose obstacles to meeting global educational benchmarks and expanding educational offerings. These constraints highlight the need for innovative solutions and strategic resource management in higher education.
- 6. Executive Authority and Institutional Control:** The concentration of administrative authority, particularly under the President of the Palestinian Authority, influences higher education through bodies like the Council of Higher Education. Centralized control impacts the ability to enact organizational changes and reforms within the public sector, necessitating careful consideration of governance structures.
- 7. Collaborative Efforts in Planning and Policy:** Effective coordination among the Ministries of Labor, Higher Education, and Education, especially in vocational training, underscores the importance of collaborative planning and policy implementation. Addressing organizational deficiencies requires cohesive efforts and efficient institutional structures.
- 8. Legal and Regulatory Framework Development:** Enhancing the legal and regulatory framework is essential for facilitating the participation of non-governmental and private sector entities in service provision. This includes establishing connections to national research and development strategies and resolving disputes related to NGO registration and legal safeguards.

Overall, Sayigh and Shikaki's research provides valuable insights into the multifaceted nature of policy reform and institutional development in Palestinian higher education, highlighting the importance of strategic collaboration, resource management, and governance reforms for effective public administration in this sector.

ENHANCING PUBLIC ADMINISTRATION IN PALESTINIAN HIGHER EDUCATION THROUGH POLICY REFORM AND INSTITUTIONAL DEVELOPMENT

The National Report on Higher Education in Palestine (2016) underscores the critical importance of policy reform and institutional development in improving public administration effectiveness within the higher education sector. Highlighting the need for strengthened coordination and cooperation between the Ministry of Education and Higher Education (MoEHE) and higher education institutions, as well as among the institutions themselves, the report emphasizes the necessity of enhancing management information systems for informed decision-making. Moreover, it stresses the significance of aligning institutional policies with national development objectives and labor market demands to foster institutional development.

Similarly, Abou-Dagga and Aelholly (2014) emphasize the essential role of policy reform and institutional development in enhancing public administration efficacy in Palestinian higher education. They advocate for quality assurance initiatives supported by financial, technical, and administrative backing from top management. Acknowledging the challenges posed by the Israeli occupation, the study recommends continuous professional development for staff and the establishment of centers for excellence and e-learning to support faculty development.

Ramahi (2015) proposes policy modifications rooted in emancipatory education to empower Palestinians and counteract socio-political disempowerment. Emphasizing the need for a comprehensive educational vision and plan, the study advocates for institutional advancements guided by emancipatory principles to foster creativity and expand human freedom.

Similarly, Saqer (2019) underscores the significance of policy reform and institutional development in enhancing public administration effectiveness. Stressing the importance of well-defined administrative and financial policies, evidence-based policymaking, and clear institutional responsibilities and accountabilities, the study highlights the potential for governmental reforms in higher education akin to successful reforms in other sectors.

In conclusion, policy reform and institutional development are paramount for improving public administration efficiency in Palestinian higher education. By fostering collaboration, aligning policies with national objectives, promoting emancipatory education, and implementing clear administrative structures, Palestinian institutions can navigate challenges and drive positive transformation in higher education governance and administration.

ENHANCING PUBLIC ADMINISTRATION IN PALESTINIAN HIGHER EDUCATION: A PATH TOWARDS PROGRESS

Atiyeh (2022) underscores the pivotal role of policy reform and institutional development in bolstering public administration effectiveness within Palestinian higher education. By advocating for legislative changes and emphasizing institutional growth, Atiyeh suggests a pathway toward more streamlined and productive procedures, potentially alleviating the challenges faced by Palestinian higher education institutions.

Building upon this foundation, Kennedy (2003) emphasizes the need for transformative governance paradigms in Palestinian higher education to adapt to evolving societal roles and economic demands. This necessitates a shift towards diverse governance structures that balance traditional academic principles with contemporary corporate management techniques. By embracing external stakeholders and fostering effective communication, Palestinian universities can ensure comprehensive decision-making aligned with societal goals.

Hashweh et al. (2003) provide valuable insights into the challenges confronting Palestinian higher education institutions, stressing the imperative of policy reform and institutional growth. Through strategic resource allocation, quality enhancement initiatives, and effective leadership, Hashweh et al. propose solutions to address obstacles such as limited financial resources and infrastructure destruction, ultimately advancing public administration efficiency.

Similarly, Khalaily and Ghanem (2023) shed light on the correlation between education levels and civic engagement among Palestinian minorities in Israel, suggesting that investing in higher education can bolster public administration effectiveness. Their findings underscore the importance of inclusive organizations and autonomous advocacy groups to reflect the needs of Palestinian residents. This highlights the potential for policy interventions to promote civic participation and institutional development.

Finally, Aldahdouh et al. (2023) examine the impact of pedagogical training programs and e-training initiatives on teaching methods in Palestinian higher education. Their research underscores the significance of ongoing support for educators and collaborative efforts to enhance institutional practices and curriculum development. By addressing social, political, and economic challenges through policy reform and institutional growth, Palestinian universities can enhance public administration efficiency and drive progress in higher education.

ADVANCING PUBLIC ADMINISTRATION IN PALESTINIAN HIGHER EDUCATION: A CALL FOR POLICY REFORM AND INSTITUTIONAL GROWTH

Abu-Lughod (2000) explores the intricate connection between Palestinian higher education and national identity, highlighting the imperative of developing institutions that safeguard Palestinian culture amidst globalization. This underscores the vital role of policy changes and institutional growth in preserving national identity within higher education institutions.

Similarly, Abouzir (2010) underscores the unique circumstances of Palestinian higher education, advocating for policy changes to meet the distinct educational needs of the Palestinian environment, particularly in open and distant education. These insights underscore the necessity of adapting policies to the specific context of Palestinian higher education to ensure effective public administration.

Echoing these sentiments, Iter et al. (2023) stress the need for adaptable policy frameworks that respond to the evolving challenges faced by Palestinian universities, especially in emergency situations like the COVID-19 pandemic. Their research underscores the importance of reviewing and revising policies to enhance flexibility and resilience in public administration, emphasizing the vital role of institutional growth in building administrative capacity.

Furthermore, Alfoqahaa (2015) emphasizes the critical importance of policy reform and institutional development in aligning Palestinian higher education with the evolving demands of the job market and society. Drawing lessons from global practices, the study highlights the necessity of harmonizing policies with economic goals and fostering a culture of innovation within institutions.

Bruhn (2006) sheds light on the challenges facing Palestinian universities, including political instability and financial constraints, emphasizing the need for policy reforms to preserve institutional autonomy and integrity. This underscores the vital role of policy changes in overcoming external dependencies and advancing sustainable development in Palestinian higher education.

Finally, Shraim (2012) underscores the significance of political support and well-defined policies in implementing e-learning strategies within Palestinian higher education. The research highlights the importance of methodical assessment and feedback mechanisms to enhance the effectiveness of e-learning initiatives, illustrating the necessity of policy reform for technological advancement in education.

In conclusion, the collective body of research underscores the critical need for policy reform and institutional growth to enhance public administration effectiveness in Palestinian higher education. By adapting policies

to the unique context of Palestinian institutions, fostering a culture of innovation, and preserving institutional autonomy, Palestinian universities can overcome challenges and advance sustainable development in higher education.

Conclusions

1. The adoption of International Models: The chapter focuses on the strategic value of combining global knowledge and superior practices in Palestinian higher education. This international perspective is considered essential to increasing the local educational quality and ensuring that it is in line with global standards. It promotes cooperation between Palestinian institutions and European-based organizations like the United Nations, the European Union and the International Monetary Fund. These organizations should implement educational programs like the Bologna Process, which is European-based.

2. Effective leadership is depicted as essential to the improvement of higher education administration in Palestine. The passage states that it is necessary for leadership styles that promote inclusion and active participation, these styles are more beneficial than authoritarian leadership. It highlights the importance of leadership development programs that cover a broad range of administrative abilities that are essential for institutional development and effective leadership.

3. Policy Reform and Institutional Development: The discussion on policy reform is centered on its critical function in association with labor market demands and societal needs. The chapter focuses on the necessity of policy changes that are emancipatory and promote the development of a common educational philosophy. It also suggests the importance of transparent, defined financial and administrative policies that would enhance accountability and institutional responsibility.

4. External challenges include: The chapter recognizes the significant obstacles posed by external forces, such as the ongoing Israeli occupation, which has an effect on the functioning and development of higher education in Palestine. It talks about the necessity of resilience in the policy making and institutional frameworks in order to successfully navigate and mitigate these external forces.

5. Quality Assurance and Professional Development: The importance of quality assurance and the professional development of faculty and staff is recognized as crucial to maintaining and enhancing educational quality. This focus is important for establishing institutional legitimacy and ensuring that educational outputs are both national and international standards.

6. Comprehensive Approach: Finally, the conclusion of Chapter 3 promotes a comprehensive approach to reform the higher education system in Palestine. This strategy should incorporate aspects of international cooperation, effective leadership, and policy reform that are intended to create a resilient and adaptive educational system that is capable of meeting both local and global changes.

These findings together suggest a path for reforming Palestinian higher education that involves multiple approaches that include international cooperation, leadership development, and policy innovation in order to address both internal administrative issues and external political forces.

Recommendations

Based on the findings presented in the chapter, here are some recommendations for reforming Palestinian higher education:

1. Embrace International Models and Cooperation: Palestinian higher education institutions should actively engage with international organizations and adopt global best practices to enhance educational quality and meet global standards. Collaboration with organizations like the United Nations, the European Union, and the International Monetary Fund can facilitate the implementation of programs like the Bologna Process, which promotes educational harmonization and mobility.

2. Foster Inclusive Leadership: Institutions should prioritize the development of inclusive leadership styles that encourage active participation and collaboration among stakeholders. Leadership development programs should be designed to equip administrators with the necessary skills for effective institutional development and governance.

3. Prioritize Policy Reform: Policy changes should be oriented towards meeting the demands of the labor market and societal needs while promoting a common educational philosophy. Transparent financial and administrative policies should be established to enhance accountability and institutional responsibility.

4. Build Resilience to External Challenges: Palestinian higher education institutions must develop resilience in their policy-making and institutional frameworks to navigate and mitigate the challenges posed by external forces, such as the ongoing Israeli occupation. This may involve developing contingency plans and forging partnerships with international allies to address external pressures.

5. Enhance Quality Assurance and Professional Development: Institutions should prioritize quality assurance mechanisms to maintain and enhance educational quality. Professional development opportunities for faculty and staff should be provided to ensure that educational outputs meet both national and international standards.

6. Adopt a Comprehensive Approach to Reform: A comprehensive approach to reforming Palestinian higher education should incorporate elements of international cooperation, inclusive leadership, and

policy innovation. This holistic strategy aims to create a resilient and adaptive educational system capable of addressing both internal administrative issues and external political forces.

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