



Scenarios To Achieve The Objectives Set By The Implementation Of Excellence Management In Palestinian Universities

Dr. Eman Mustafa Ahwail Assistant Professor, Faculty Member.

Abstract

The study's objectives were to discover potential scenarios for managing excellence at Palestinian universities. To accomplish these goals, the developmental approach was employed. The Purposive Sample approach was used by the researcher to choose the study sample. There were 100 university administrators in the study sample. In order to expand on the findings and provide scenarios that support achieving excellence management, a questionnaire was created to assess the demands of adopting excellence management in Palestinian universities. There were 25 items in the questionnaire, and its psychometric properties were confirmed, The study produced a number of findings, the most significant of which was the necessity for excellence management in Palestinian universities. Improving the administrative performance of universities to attain excellence and possess competitiveness also serves as one of the most significant field beginning places for the scenarios that have been offered. Despite the efforts made, the required level in the culture of excellence and quality still has weaknesses that prevent it from being reached. In light of the growing global interest in the significance of achieving excellence and global competitiveness in educational institutions, the study also showed that there is an increase in Palestinian society voices pushing for the development and quality of education, The Ministry of Education is becoming more interested in promoting electronic administration excellence and in providing administrative leaders with ongoing professional development opportunities to enhance their work and clarify educational concepts in the educational environment, Three scenarios were offered in this study: the reference scenario, the reform scenario, and the innovative scenario. The study's most significant contribution is to innovative scenario, which is illustrated by the research. The study produced a number of recommendations, the most crucial of which was the requirement that university leaders be educated regarding the standards of excellence that must be present in university work and the requirement that a system of incentives be provided in order to encourage and motivate employees to achieve excellence.

Keywords: Scenarios, Excellence Management Application, Palestinian Universities

Introduction

In a world characterized by rapid advances in science and technology, educational institutions must choose between surviving and expanding or remaining isolated from domains where successful and innovative people are working. Universities must now aim to adopt and put into place an administrative structure that can keep up with the demands of the modern world, accomplish improvement and development, and deliver educational products that stand out in the marketplace.

Additionally, due to the world's quick advancement and development throughout many facets of life, management principles have also advanced and improved. Since it is the advanced station for overall quality management, it became a call for specialists and people interested in excellence and its administration. The majority of the acknowledged management techniques that have been created for growth and development, such process re-engineering, the Six Sigma technique, and others, are first steps on the path to excellence (Zohar,2018).

Dr. Eman Mustafa Ahwail **Scenarios To Achieve The Objectives Set By The Implementation Of Excellence Management In Palestinian Universities**

For institutions to be successful, compete with others, have the quality of being better than their peers, and hold high positions in national and worldwide rankings, excellence is a need. Supporting greater quality and originality in its institutional performance requires coordinated efforts from the administrative leaders to accomplish more success, progress, and excellence while depending on speed and invention (Mazro', 2010).

Accordingly, the concept of excellence management was developed in order to implement all the principles and components that go into creating organizations, increase their capacity to deal with outside influences and variables, aid in achieving coherence and consistency, and invest all of their key capabilities, all while gaining advantages for stakeholders, institution owners, their staff, and the entire community (Alsilmi, 2014).

The excellence management entrance works to optimize the use of the university's human and material resources, focuses on students as the most important group in the educational process, and spreads beliefs and values that facilitate task performance and demonstrate creativity and innovation. As well as focuses on influential parties like the local community and others, so that the university can provide quality education in accordance with global de (Nyrox).

One of the most important strengths in the excellence management approach is the possibility of using it as an effective and impartial tool in the self-assessment process, as it shows the strengths, points of improvement, and shows the organization its position on the road of quality and excellence. Many scientific researches have been conducted as well as many workshops that have been held to prove the effectiveness and strength of this approach and its success in achieving the desired goals of its application (Al-Rashed, 2004).

To reap the benefits of this program, organizations who want to successfully adopt excellence management must upgrade and locate all the components required to achieve the desired results. Excellence is achieved by work, not by dreaming. . Global and regional models have arisen to convey the thinking and philosophy of excellence management and its fundamental principles as a result of the efforts made to achieve excellence and its management in diverse businesses. In order to encourage organizations and their staff to adopt effective administrative practices and lead them toward excellence, some nations have established awards for outstanding institutions and administrative leaders. These awards serve as diagnostic, evaluation, and motivational tools for organizations and their staff (Pahtan, 2011).

The models also provide a list of domains or comprehensive standards for every element of the organizations, along with an explanation of how those components relate to one another and suggestions on how to attain excellence in accordance with each model. Among the models of excellence that emerged: the European foundation of quality management (EFQM), The Malcolm Baldrige National Quality Award (MBNQA), The Japanese Deming Prize, the Emirati model of excellence, the Queen Rania Al Abdullah Award, and other models, each of which carries its own specifications suitable for its application in an environment (Al-Sinani, 2010).

Based on what has been mentioned, it was found that the management of excellence is crucial to the success of educational institutions and the completion of all their needs, and that in order to be fully implemented, it requires a variety of factors .It is necessary to raise the efficiency in educational institutions and upgrade all the requirements of the modern era by finding the basic foundations that are needed to achieve permanent excellence and thus rely on them. Therefore, the researcher conducted a developmental field study aimed at finding proposed scenarios to achieve what is required by the application of excellence management in Palestinian universities.

Problem and Questions of the study:

**Dr. Eman Mustafa Ahwail Scenarios To Achieve The Objectives Set By
The Implementation Of Excellence Management In Palestinian Universities**
pg. 318

Due to the availability of best practices and the need to upgrade their current reality in order to attain a desired reality that achieves the element of competitive advantage, nations and institutions in all of its forms have focused on achieving excellence in all domains of work. Universities play a significant role in society and are one of the main pillars in the construction of societies. because of this, countries sought to prepare standards and indicators of excellence and introduced the idea of excellence management to form a management approach and philosophy that institutions can follow in achieving their goals. The need of implementing the excellence management system at universities was highlighted by Al-study Rashidi's in 2021, and according to Abdel-study Hadi's in 2020, there is limited use of excellence management in universities. This study aims to give a set of scenarios essential to implement the management of excellence in Palestinian universities in order to achieve sustainable excellence. This is because departments are interested in the management of excellence and its direct application in universities. Based on the foregoing, the problem of the study lies in answering the following two questions:

1. What are the basic needs for applying excellence management in Palestinian universities?
2. What are the proposed scenarios to fulfill the needs of Palestinian universities for the application of excellence management?

Aims of the study:

The significance of the study can be attributed to the significance of its subject, which dealt with scenarios that could be employed to accomplish the goals of the application of excellence management in Palestinian universities. This study will give decision-makers in Palestinian universities a set of scenarios to use in order to achieve excellence in management. The study could help the Palestinian Ministry of Education and Higher Education by offering indicators for the start of achieving institutional excellence in universities and the methods for doing so. The Universities Administration and the Ministry of Higher Education and Scientific Research in Palestine are expected to use this report, which is considered recent.

Limitations of the study:

The study was limited to the following limits:

The human limitations: The study was limited to administrators in Palestinian universities (presidents and their deputies, deans, heads of departments).

Spatial limitations: The study included all universities in the West Bank governorates (governmental, public, and private).

Time limit: This study was conducted during the first semester of the academic year 2022-2023.

Definitions of the study:

Requirements: The essential pillars for accomplishing the management of excellence in universities are the administrative, organizational, and logistical elements (Shahin, 2013).

Excellence Management Requirements: A collection of pillars, conditions, and demands that Palestinian universities must meet in order to coordinate and balance their constituent parts and provide educational outputs that are exceptionally competitive (Al-Baqi, 2012).

The proposed scenario: It anticipates the future by presenting alternatives that take into account a variety of circumstances, repercussions, and directions that serve as the foundation for future goals (Fxonem, 2017).

Theoretical framework:

Because excellence management is the most suitable and capable of adapting to changes, keeping up with the times, and keeping up with the growing competition, we are currently experiencing an increase in attention from advanced institutions and researchers. All areas of our modern society are experiencing rapid change in knowledge and information technology, and the dominance of global competitive thinking is growing. This poses a challenge to institutions that want progress and prosperity. Excellence management is also regarded as a management philosophy and complete administrative strategy based on the idea of making the best use of the resources available to the business in order to maximize its use to the fullest extent. The field of excellence management enables the organization to become one of the best organizations in its field of activity in a manner that leads to adding positive benefits to all stakeholders of the organization, shareholders, internal and external customers, and employees (Verboncu, 2011). Al-Shebrini and Ghabbour (2012) also see that excellence management means planning, coordinating, organizing and operating efforts through administrative processes to achieve continuous excellence to achieve beneficiary satisfaction through the optimal investment of available resources.

Excellence management objectives:

According to Muhammad (2013), each administrative entry has a set of objectives that enables individuals who follow them to accomplish what they need:

1. Defeat rivals in the local and international commercial fields.
2. The management of excellence permits the improvement of quality and the lowering of selling prices, which enables an increase in the profit rate and the quantity of products. This is accomplished by making the best use of all resources available.
3. One of Excellence Management's strategic goals is to increase profitability while delivering added value to stakeholders.
4. Excellence management focuses on aspects of value or that have a comparative advantage over other competitors in order to identify differences from competitors.
5. The goal of excellence management is to help businesses thrive in the business world as they expand from the local to the global scale and engage in competitive global trade.
6. The organization's Department of Excellence seeks constant growth and development to put itself in a better position than rivals and to take the lead in creating goods, services, and performance management systems in a way that ensures quicker market entry and offers advantages and benefits to customers than rivals.
7. The Department of Excellence seeks to achieve balanced returns and benefits for the various beneficiaries, and it also works to develop relationships with them and manage them in the long term, and one of the characteristics of excellence is the ability to invest and employ those relationships to maximize the organization's opportunities towards reaching its strategic goals and objectives.

Excellence culture:

Any organization's culture is a reflection of how people think about the organization's operations and how they see themselves in it. We need to focus on fostering an outstanding culture that is suited for the organization in order to ensure its existence and continuity. It boosts employees' motivation to work harder and demonstrates their creative energies in performance, providing them with assurance and satisfaction. Understanding organizational culture, which is a set of presumptions, beliefs, values, rules, and standards shared by members of the company, is important in order to arrive at the concept of the culture of excellence. It is the human environment in which the employee performs his work, and it is the comprehensive and integrated range of

**Dr. Eman Mustafa Ahwail Scenarios To Achieve The Objectives Set By
The Implementation Of Excellence Management In Palestinian Universities**

values, ethics, ethics and work practices prevailing in a particular institution. The culture of excellence affects all the services provided by the organization by partially influencing the methods and tools for providing these services on the one hand and advancing the methodology of planning, management and performance monitoring on the other hand (Al-Dajani, 2013).

Excellence management Characteristics:

Considering that the idea of excellence management is characterized by a number of traits, the most important of which are as stated in (Sharaf El-Din, 2014):

1. Contribute to the creation of the organization's values and long-term vision and ensure that its vision, purpose, and values are all congruent.
2. Focusing on the clients for whom the business was founded in partnership with clients and vendors.
3. Managing the process, as each task requires a number of services and actions that may or may not have functional overlap.
4. Participation and delegation as all employees are concerned with issues of excellence. Focus also should be placed on self-development.
5. Constant learning and improvement.
6. Offer assistance to the community.

Excellence culture in institutions:

A set of considerations must be taken into account in the culture of excellence in institutions, including setting its future perceptions with the cooperation of theorists, creators and dreamers to sculpt formulas and sayings that lead behavior towards the goal. A special model for its development program should be put in place to move it from its current reality to the stage of ambition and development. And that its developmental steps be accompanied by reinforcers of the developed behavior, and that the workers see the positive results of their renewed and creative behaviors, such as giving rewards. The availability of a culture of excellence in institutions takes into account the interests of students, workers, and the desires and needs of them that are required to be available in the university. It also requires team work with maintaining team spirit, communicate all the time, and having dialogues between workers themselves to achieve freedom from intolerance and good listening skills. It is also necessary to bring about continuous development and change in aspects of school performance, as they are the basis for achieving a culture of excellence (Al-Salti, 2015).

Characteristics of Excellence Management:

The concept of managing excellence is characterized by a set of characteristics, as stated in Abu Al-Rub (2013), namely:

1. That the customer is the primary component in management's thinking, the starting point in management's thinking, as it begins in determining the results, where the targeted results are approved by studying and analyzing the customers' interests and desires for the target of the analysis of the customers' desires, and it is also the end point where the degree of his satisfaction with the institution and its services is the deciding factor in judging the excellence
2. All organizations, regardless of size, scope of operations, or even whether they are governmental or non-governmental, can benefit from the excellence management concepts.

3. The self-evaluation process is the key element of excellence management approaches . It enables institutions to regularly assess their status without having to wait for external reviews, and it reveals deficiencies and their effects on output and performance. Along with the amount to which they have invested in and benefited from their sources of strength in creating and developing competitive strength and crucial competencies.
4. The importance of focusing on the activities with the greatest return, and getting rid of the activities with the least return, by assigning them to specialized external parties that carry them out on behalf of the institution with higher efficiency and lower cost.
5. The importance of focusing on cognitive activities, because they are the highest in achieving added value.
6. Developing pivotal capabilities is the basis of distinction from disclosing them, and employing them in the organization's operations to outperform its competitors.

Guidelines for excellent administrative leadership

According to Mubarak (2013), distinguished administrative leadership is based on eight major principles:

1. The ability to find a common vision.
2. Confidence in oneself and others.
3. Increasing the rates of participation of subordinates.
4. Provide learning and training opportunities.
5. Respect and benefit from diversity.
6. Developing innovation at the individual and organizational levels.
7. Integration at work.
8. Compatibility with society.

The Department of Excellence focuses on all areas of the business so that administrative executives may create both long- and short-term strategic goals and make use of physical resources like labs, green spaces, and buildings. In order to achieve the desired goals of the institution, which represent an added value to the local and global community, there must also be the capacity to manage the educational processes in a system, coordination, and agreement, as well as to concentrate on the beneficiary, who is the most significant in the educational institution (Downer, 2016).

Excellence Management Requirements:

In order to achieve the goals of excellence management in educational institutions, there must be a set of requirements that form the main pillar of excellence management. It includes the following elements: (mission, vision, strategic objectives, mechanism for preparing strategic plans for the institution).The institution's work must be governed and regulated by an integrated system of policies that instructs those in charge of performance on the fundamentals of decision-making, offers adaptable organizational structures that are consistent with performance standards, and is subject to modification and adaptation to internal and external factors (Verboncu, 2011).

As a result of their reliance on giving employees autonomy and giving them authority over specific aspects of their work, excellence management structures exhibit a higher degree of decentralization than other types of management structures. They also make extensive use of

communication and information technologies. As well as developing a sophisticated system for total quality assurance that outlines the methods for analyzing processes, the underlying principles for figuring out the requirements and conditions for quality, the tolerance rates therein, the methods for quality control and control, and the entrances to correct quality deviations, as well as providing an integrated information system that includes methods for monitoring the necessary information, figuring out its sources, and ways of gathering the information.

The development of a sophisticated system for managing human resources that demonstrates the rules and mechanisms for planning, attracting, forming, and developing human resources as well as controlling their performance is also important. This includes the rules and mechanisms for using them to support decision-making. It also includes guidelines and procedures for assessing performance, the foundation for paying employees in accordance with performance outcomes, and the development of a performance management system with guidelines and procedures for identifying the tasks and responsibilities necessary to carry out the operations of the educational institution. Determining the rates and levels of performance, the foundations of planning, the rules for directing and following up performance, evaluating results and achievements, laying the foundations and standards within the criteria for the elements of proper implementation and programs by effective leadership to confirm the institution's opportunities to achieve management excellence (Al-Luqan, 2011).

Shaqoura (2016) adds that the most important requirements for managing excellence in universities are:

- **Administrative empowerment:** the process of moving from centralization to decentralization and giving department heads authority over decisions, the execution of plans, and other tasks. This boosts both their sense of commitment to the job and their administrative confidence.
- **Effective leadership:** the administrative leaders, starting with the presidency of the university and ending with the heads of departments, must embody the qualities of an effective leader, so that each of them performs his basic duties and then works that distinguish him from others, and he must also be able to develop a set of skills to develop work.
- **A culture of excellence:** the dominant culture transitions from running things to a culture of excellence, there must be a value system that spreads among university employees, facilitates the procedural aspects, facilitates the process of meeting and meeting between people, and contributes to creativity and excellence.
- **Human Resources Management:** The human energies of teachers and workers in the university must be invested and a plan should be drawn up for their development and development in accordance with the developments of the times and modernity and its implications for educational performance.
- **Social Responsibility:** The conviction that the university is an important part of relations, the university is required to identify the requirements of beneficiaries, stakeholders and students, so that these requirements are subject to aspects of its work and to standards for measuring excellence.
- **A comprehensive evaluation system:** in order to determine the positive and negative characteristics of the university, which contributes to its position in light of the standards of excellence and local and global competition.
- **Information System:** Availability of quantitative and qualitative data and information helps the university in facing the difficulties it faces and taking appropriate decisions.

- Use of modern technologies: The university is required to invest in the science of modern application and techniques, especially the development of electronic management systems.

Literature review:

By referring to many previous studies, the researcher found that there is a lack of studies that dealt with a proposed scenario for managing excellence in universities. That is why I resorted to using studies closer to the subject. Studies examining scenarios for managing excellence are scarce and unavailable. The researcher arranged the studies from the newest to the oldest, as follows:

Study by Al-Jaludi and Al-Sharman (2021)

The purpose of this study was to determine "the extent to which university administrations in Jordanian universities practice the concepts of strategic leadership, and its relationship to organizational excellence." The descriptive correlative method and a basic random sample were employed by the researcher. Strategic leadership, reflected in the following aspects, was used to construct a questionnaire that was split into two main sections (strategic leadership, the administrative dimension, systems and decisions, and the moral dimension). The following dimensions of organizational excellence are also represented: (leadership, human resources, strategy, organizational culture, financial dimension). The results also showed a positive correlation between the degree to which university administrations practice the principles of strategic leadership and the level of organizational excellence at the university, indicating that organizational excellence in Jordanian universities was at a medium level from the perspective of employees. The study identified a set of recommendations, the most important of which are: holding courses, seminars or conferences in Jordanian universities to disseminate and enhance the meaning of strategic leadership and its importance in developing administrative and functional performance in universities and the extent of its impact on the organizational level in them.

Al-Hazmi study (2021)

The goal of the study was to gauge Umm Al-Qura University's level of excellence management in comparison to the European model (EFQM) from the perspectives of administrative and academic leaders. The instrument included a questionnaire with 46 items spread across nine criteria (leadership, strategy, employees, partnerships and resources, operations, beneficiary satisfaction, employee satisfaction, community service, and performance measurement). The findings showed that the availability of Umm Al-Qura University Excellence Management Standards was low for the criterion (workers' satisfaction), but average for the total score and the other eight criteria (leadership, strategy, employees, partnerships and resources, operations, beneficiaries' satisfaction, community service, and performance measurement). The results also showed that there were statistically significant differences between the averages of the respondents' responses due to the difference in the job title in favor of the academic leaders, as well as the presence of differences due to the accreditation status of the leaders working in accredited departments and departments. While there were no differences due to gender or the number of years of experience in leadership work at the university. The study recommended adopting the application of excellence management standards at the university in accordance with the European Excellence Model (EFQM); Increasing the activation of tools for measuring employee satisfaction, empowering and involving them in decision-making, developing them professionally, and improving the communication process between the different leadership levels.

Daas study (2017)

The study makes an effort to examine and explore a subject that is receiving more attention on both an academic and practical level today. This is because managing excellence is one of the entries that aid in the discovery and development of people's organizational and management skills. The need for the subject of study increases in light of the new global transformations, and the importance of the subject increases as it is one of the modern administrative topics in management science, which needs discussion, especially in light of the promotion of excellence management in various institutions, including higher education institutions, which encourage creativity, curriculum development and joint cooperation. According to the research, enhancing the effectiveness and quality of universities has become essential, and as a result, taking advantage of effective and efficient global expertise has become possible. The excellence management approach is one such contemporary administrative strategy that aims to boost universities' productivity and ability to adapt to external changes.

Abu Humaidan Study (2016)

This study aimed to propose mechanisms for managing excellence in Jordanian universities according to the European Foundation for Quality Management (EFQM) model of excellence. The researcher adopted the developmental descriptive approach, and the study population consisted of all the presidents of Jordanian universities, vice-presidents and their assistants, deans, deputy deans and their assistants, and heads of departments working in Jordanian universities in the capital, Amman, during the academic year 2015/2016, and they numbered (501) academic leaders. The sample of the study was chosen by the stratified random method, and it numbered (217) individuals. To achieve the objectives of the study, the study tool was built, consisting of (93) items and (23) criteria, within (9) areas, namely (leadership, strategy, employees, partnerships and resources, operations, products and services, customer results, employee results, community results, community results, business) according to the areas of the European Excellence Model EFQM after ensuring the validity and reliability of the study tool.

The study's findings showed that: In all fields, the general evaluation of the actuality of managing excellence in Jordanian universities was moderate. The job title variable has no statistically significant effects on the actuality of excellent management at the significance level (0.05). Due to the academic rank variable, there are statistically significant variations between the reality of excellent management at the significance level (0.05), and the disparities between the ranks of professor and associate professor were in favor of the associate professor rank. Recommending methods for implementing the European Foundation for Quality Management (EFQM) concept of excellence at Jordanian universities. In light of the study's findings, the researcher offered a number of recommendations, the most crucial of which are that Jordanian universities adopt a global excellence model that serves as a framework for the institutionalization of excellence management, that they adopt the suggested mechanisms in accordance with the European Excellence Model EFQM to achieve sustainable excellence management, and that they set up efficient performance monitoring and evaluation systems.

Study by Al-Farra and Sahmoud (2015)

By obtaining opinions from those who hold supervisory positions (members of the university council, directors of departments and units, and heads of academic/administrative departments), this study aimed to determine the reality of excellence management at Al-Aqsa University and ways to develop it in accordance with the European model of excellence EFQM. The analytical descriptive approach was used, and a questionnaire created especially for this study was used to gather the primary data. As the return rate reached (80%), 98 questionnaires were retrieved, and 5 of them were discarded for not complying with the rules. The study came to a number of conclusions, the most significant of which is that Al-Aqsa University applies less than 60% of the

**Dr. Eman Mustafa Ahwail Scenarios To Achieve The Objectives Set By
The Implementation Of Excellence Management In Palestinian Universities**

elements of excellence management, which are represented by leadership, policies and strategies, personnel (human resources), operations (procedures), partnerships and resources, target group satisfaction, employee satisfaction, community service, and main performance results. Among the most important recommendations of the study: Working to raise the level of application of all elements of the European model of excellence EFQM at Al-Aqsa University is a modern necessity to enhance the competitive advantage of the university and to enable it to provide graduates with the skills, knowledge and behaviors that meet the needs of the labor market. Keywords: Excellence Management, European Excellence Model (EFQM), Al-Aqsa University.

Al-Barazy study (2015)

In light of the literature on contemporary administration and educational ideas, the goal of this study is to fulfill the conditions for implementing the excellence management method at Kuwait University. This is accomplished by outlining the idea of excellence management, its key components, the concept's historical context, the prerequisites for applying to higher education institutions that provide excellence management programs, and the principal difficulties that the field currently faces. The descriptive method was employed to accomplish the aforementioned. The study's conclusion outlined the issues that higher education institutions must address in order to use the excellence management approach, including: accelerating rates of change; fierce competition; globalization of management thought and practice; shifting employee demographics; and a lack of available resources. The factors that must be present in order to utilize the excellence management method in higher education institutions have been given as the fundamental requirements. Including proper briefing and comprehension of the term "Excellence Management"; creating and enacting a strategic plan for the institution that reflects its major objectives and long-term goals; establishing a comprehensive set of policies to direct the institution's operations and offer the framework and guidelines for making choices. establishing a thorough quality control system and implementing it at all organizational levels and divisions.

Methodology:

The study was conducted based on the descriptive approach being the closest approach to the nature of the study, as the descriptive study determines the current situation of the phenomenon to be studied, and it is an approach that uses questionnaires to collect data on a degree of objectivity and stability.

Study population and sample:

During the first semester of the academic year (2022–2023), administrators at Palestinian universities in the West Bank governorates made up the study population. From this group, an accessible sample of 110 administrators was chosen. They received a questionnaire, from which (100) valid questionnaires were retrieved for analysis, and the table below was created. It displays the study sample's features in light of its independent factors.

Variable	genre	Number	Percentage
Gender	male	67	67
	Female	33	33
	Total	100	100
College	Scientific	56	56
	Humanity	44	44
	Total	100	100

Academic rank	Assistant Professor or less	34	34
	Associate Professor	46	46
	Professor Doctor	20	20
	Total	100	100

Study tool:

The researcher prepared a questionnaire as a study tool to find out the needs of applying excellence management in Palestinian universities, and within the framework of modern educational literature. And in the light of previous research related to the problem of the study that was viewed, and based on the opinion of a sample of experts to seek their opinion through personal interviews and by reference to the study (Shaqoura, 2016) that dealt with the requirements for applying excellence management in higher education institutions. The study tool consisted of (25) items, and the three-step scale was used to measure the responses of the study sample as follows: agree to a large degree (3), agree to a moderate degree (2), disagree (1).

Psychometric properties

- ☒ Validity of the questionnaire: To determine the validity of the apparent questionnaire, it was presented to a group of academic supervisors in Palestinian universities, in order to ensure the validity of the questionnaire in its final form of (25) paragraphs.
- ☒ Stability of the resolution: The researcher used the Cronbach alpha equation to find the stability coefficient of the resolution.

Statistical treatment:

After collecting, coding and processing the data with appropriate statistical methods, using the SPSS statistical program, the two researchers used frequencies, arithmetic averages, standard deviations, Cronbach's alpha equation, t-test for two independent samples, and Pearson's test for the significance of the relationship.

Results

In order to fulfill the goal of this study, which is to develop recommended scenarios to accomplish what is necessary for the implementation of excellence management in Palestinian institutions, the researcher employed a questionnaire with (25) distributed items. It was given to a sample of (42) workers, and the researcher utilized the following test to evaluate the replies of the sample in order to interpret the study's findings:

- 66% or more, the degree of approval of the paragraph is high.
- 66% or less, the degree of approval of the paragraph is weak.

The first question: What is the degree of basic needs for applying excellence management in Palestinian universities?

In order to answer the study question, the arithmetic means, standard deviations, and relative weights were extracted, and the following table shows that:

Table (2) The responses of the total study sample to the paragraphs of the needs of applying excellence management in Palestinian universities

M	Paragraphs	Average	Deviation	Weight	Order
---	------------	---------	-----------	--------	-------

		Arithmetic	Normative	Relative	
1	Awareness of university leaders of the standards of excellence that must be met in university work.	2.57	0.81	%86	2
2	Spreading the culture of excellence necessary for the completion of administrative and educational processes.	2.32	0.77	%78	12
3	Provide a system of incentives in order to motivate employees and encourage them to achieve excellence.	2.27	0.85	%76	14
4	Administrative leaders have the qualities and skills of effective leadership.	2.27	0.85	%76	15
5	Taking care of training workers according to recent developments in university work	2.36	0.82	%79	8
6	Empowering administrative leaders and granting them sufficient powers to achieve excellence.	2.36	0.77	%79	9
7	Amending some regulations and instructions in line with the requirements of the Excellence Department.	2.42	0.74	%81	6
8	Attention to the application of electronic management and the integration of technology in all areas of work.	2.27	0.85	%76	16
9	Consolidating the thought of the ethical direction of the university towards society	2.42	0.71	%81	7
10	Provide a data and information system that helps in solving problems and making decisions.	2.21	0.83	%74	21
11	Preparing a comprehensive follow-up and evaluation system in light of international standards of excellence.	2.27	0.85	%76	17
12	Training administrative leaders to link inputs and outputs	2.23	0.82	%74	22
13	The university seeks to attract projects and programs that keep pace with the times	2.65	0.75	%88	1
14	Participation of employees in the development of plans, policies and decision-making.	2.27	0.85	%76	18
15	Spreading the culture of community participation in education	2.48	0.71	%83	5

16	Immersion of administrative leaders in universities with social responsibility.	2.36	0.82	%79	10
17	Possess information and control over its distribution in relation to future plans	2.15	0.82	%73	24
18	Increasing the level of interaction and integration between leaders and employees	2.27	0.85	%76	19
19	Investing the material resources in the university towards achieving the goals of excellence.	2.38	0.82	%79	11
20	Training administrative leaders on modern administrative systems.	2.23	0.82	%74	23
21	Focus on getting things done in a team spirit and teamwork	2.48	0.81	%83	4
22	Encourage employees to submit their ideas and suggestions	2.57	0.81	%86	3
23	Supporting the experiences of leading universities morally and financially.	2.27	0.85	%76	20
24	Investing scientific research methods in generating knowledge and developing work	2.36	0.77	%78	13
25	Fairness and integrity in procedures, incentives and rewards	2.18	0.82	%73	25
Total		2.44	0.77	81.9%	

We notice from the data in the previous table that the overall degree of appreciation of the respondents about the requirements of applying excellence management in universities was at a relative weight (81%), which is a high degree of appreciation. This means that all items in the questionnaire are considered basic needs for the application of excellence management in Palestinian universities, and as long as the degree of appreciation is large, this means that it is more needed. The highest paragraph was paragraph No. (13) entitled "The university seeks to attract projects and programs that keep pace with the times." The paragraph got the first degree with a relative level (88%). Paragraph No. (1) titled "University leaders' awareness of the standards of excellence that must be available in university work" got the second degree at a relative level (86%). The researcher explains this result to the fact that the global changes and the progress of knowledge and technology are reflected in their impact on the life professions and jobs in society. Therefore, the universities believe in the need for change in their programs and specializations according to modernity. And that awareness is the first basis for forming competencies for all workers, in order to be convinced of it and pay attention to achieving it in the university field. The researcher also explains that although these paragraphs have relatively large relative weights, they indicate that universities care about some aspects and work to achieve them as one of the needs of excellence management. There are some weaknesses in universities that prevent the application of excellence management and may weaken the achievement of its goals, such as the availability of a strong information system that serves them in plans for the coming years, and the weak level of justice and integrity in procedures.

The second question: Suggested scenarios to achieve what is required by applying excellence management in Palestinian universities.

Universities in any society are an essential pillar for progress, prosperity, and progress for their societies and countries. And a great interest appeared for those looking for development in the performance of universities in line with the changes and requirements of the era. There is no doubt that the reform of higher education in its multiple institutions requires attention to the administrative and technical aspects, and the administrative leadership in universities is the most important human resource capable of taking the initiative and investing its material and human resources and tracking global changes. In addition to spreading the spirit of change and development, and practicing the views in the educational administration in order to achieve his goals and those of his educational institution with efficiency and competence and meet the requirements of the society in which he lives. Through the results of the study in its theoretical and field frameworks, on the theoretical side, the study dealt with the concept of excellence management, its objectives and importance, and the recognition of the culture of excellence as the most important in the prevailing organizational culture. On the field side, the researcher applied a questionnaire to study the needs of applying excellence management in Palestinian universities. And in light of the preparation of a strong thought and perception of individuals and groups so that they are able to be recognized by others and break into all circles of global and regional competition, and in light of the constant pursuit and research by the Palestinian Ministry of Education and Higher Education to search for new alternatives that guarantee the achievement of what it aspires to in universities, proposed scenarios were presented. . To achieve what is required by the application of excellence management procedures in Palestinian universities. According to a number of steps as follows:

First: The foundations of building the proposed scenario in this study:

This study lays out a proposed scenario to achieve what is required by the application of excellence management in the Palestinian higher education institutions, based on several starting points, as follows:

☒ Theoretical premises:

There are many theoretical starting points for preparing the proposed scenario. It is derived from the theoretical study and is generally focused on the inevitability of reaching one of the alternatives that includes comprehensive and integrated standards for all influences and elements in line with the speed and keeping pace with the tremendous developments in the world that can achieve the status of Palestinian universities and the recognition of others. The theoretical premises can be summed up as follows:

1. Developing the fundamental foundation and the most crucial human resource, represented by the administrative leaders, is the only way to achieve development and progress in universities. By doing so, they will be able to transform the current reality into one that meets the needs of the beneficiaries.
2. Establishing a new philosophy in universities that is appropriate for the requirements of our century, takes into account its fresh expressions, and deals with its numerous obstacles.
3. Applying excellence and achieving it as a necessity now requires staying in the local and international competition.
4. Outstanding administrative leadership has the capacity to contribute in the school community and use a variety of contemporary training techniques.
5. Using effective contemporary techniques and approaches in all educational activities and operations consistent with the traits of the contemporary period.

6. Exceptional administrative administrators are able to engage the neighborhood and all of its residents in supporting the school, sponsoring its activities and programs, and assisting it in attaining its objectives
7. Exceptional administrative leadership has strategic planning abilities that are essential for foreseeing the future and putting forth alternatives and plans for it.
8. Excellent administrative management strikes a balance between what the educational process demands and the beneficiaries' needs.
9. Exceptional administrative leadership fully incorporates all facets of the educational process into its activities.

☒ Field premises:

The most important field premises are:

1. Enhancing university administration performance to attain excellence and competitiveness.
2. Despite the efforts made, the culture of excellence and quality is still lacking in its ability to reach the necessary level.
3. The emergence of voices in the Palestinian society asking for the advancement and excellence of education, given the growing global attention to the significance of achieving excellence and global competitiveness in educational institutions.
4. The Ministry of Education is becoming more interested in promoting an electronic management culture to raise the bar for excellence.
5. The Ministry of Education supports administrative leaders' ongoing professional development to enhance their performance and clarify educational concepts in the educational environment.

Therefore, the researcher will put forward a scenario with its three alternatives, including: the reference scenario or the status quo scenario, the reform scenario, and the innovative scenario, while highlighting the innovative scenario as the most important in the study, which the study explains as follows:

1. **The reference scenario (realistic, extensional, or linear):** This scenario expresses the image of the current situation in Palestinian universities as a situation that we live within the challenges and difficulties that we face in light of the lack of resources, stifling financial crises, and the difficulty of movement and travel as a result of the Israeli blockade. This results in weak follow-up by specialists and experts to the latest developments in university work in the world, and this scenario did not form a strong basis to build upon in the way of achieving the needs of applying excellence management in Palestinian universities.
2. **The mediating or reformist scenario:** The reformist scenario addresses the difficulties universities face when implementing excellent management. It also serves as a remedy for the difficulties it encounters when putting the management of excellence into practice. In this case, the philosophy of the universities for which it was developed may be preserved, and efforts may be made to encourage community involvement in an effort to close significant gaps between the objectives of universities and those of society as a whole. The excellent contact between the Palestinian universities in the two sides of the country to identify the best ways to find excellence is one of the characteristics that may contribute to universities adopting social responsibility in speech and deed to develop society and work to address its problems.
3. **Innovative or targeting scenario:** In order for this scenario to be directed, which is the most important, there must be an innovative leadership that possesses the skills of

innovative thinking, capable of diagnosing weaknesses and investing in strengths to move the reality of the educational institution into a desired reality. The innovation scenario can be described as follows:

A- The assumptions on which the innovative scenario is based:

The innovative scenario is based on several assumptions, namely:

- Creating development projects and presenting them to organizations and funders to fill the gap in university funding.
- Examining university standards of excellence in relation to national and worldwide models of excellence.
- Continually update university policies and practices to reflect advances in knowledge, research, and technology.
- The availability of strong competences capable of administrative work training, development, and adoption of a future vision.

Second: Justifications for preparing the innovative scenario:

The preparation of the innovative scenario has a number of justifications, including interest in using global models of excellence in all nations as tools and keys to achieving development and advancement in institutions of various types of work, calling on interested parties and researchers to focus on universities as the most crucial pillar of the community education system, and the competitive advantage many institutions have attained.

Third: Possible Repercussions of the Innovative Scenario:

There are a number of features or repercussions that can occur after applying the innovative scenario, which is determining the training requirements for administrative leaders in Palestinian universities. And work on preparing training programs that address the deficiencies and needs in their skills, and focus on aspects of the entrance to managing excellence, training administrative leaders to diagnose the current situation and investigate weaknesses to work on remedying them.

It is envisaged that universities would be able to evaluate the existing situation, identify their needs in light of the excellence management method, and then look into the future through definable policies and plans. Under the guidance of experts and specialists in this sector, it is envisaged that the universities would build channels of contact and communication with the top institutions throughout the world in order to convey the cutting-edge fields of work. Universities are expected to research models of excellence from other countries and create one that is appropriate for Palestinian society so that its fields serve as the means for achieving excellence. They are also expected to place special emphasis on the community's participation as the most crucial component of everyone's involvement in raising the performance of the university. It is expected that the universities will offer a system of motivation and promotion based on the evaluation and follow-up system prepared according to the models of excellence. It is hoped that the universities will offer forward-looking sessions for experts and stakeholders between the two parts of the country to benefit from the areas of excellence management, including electronic administration and resource management, in addition to leadership and focus on learners, follow-up and evaluation.

Recommendations

The researcher makes several recommendations based on the study's findings:

1. The necessity of educating university administrators on the requirements for academic excellence.
2. The culture of excellence that is required to complete the administrative and educational processes should be spread by decision-makers.
3. The requirement for a system of rewards in order to inspire employees and support their pursuit of excellence.
4. The need that administrative leaders possess the traits and abilities of successful leadership.
5. Helping administrative leaders succeed by giving them the authority they need to do so.
6. Currently revising a few rules and directives to conform to the demands of the Department of Excellence.

References

- Abdul-Hadi, Mansour (2020) The extent to which excellence management is applied in Iraqi universities, **Journal of Administrative and Legal Sciences**, 12 (6), 311-329.
- Abu Al-Rub, Syed (2014) Management of Creativity and Competitive Excellence, second edition, Cairo, Dar Al-Fikr for Publishing and Distribution.
- Abu Humaidan, Mosleh (2016) Suggested Mechanisms for Management of Excellence in Jordanian Universities According to the European Foundation for Quality Management "Efqm" Excellence Model (PhD thesis) University of Jordan: Amman.
- Al-Baqi, Khaled (2012) A suggested model for the management of excellence for the development of military sports schools (unpublished master's thesis), Helwan University: Egypt.
- Al-Barazi, Mubarak (2015) The Requirements of Excellence Management Application at Kuwait University: An Analytical Study. An Analytical Study, **Journal of Scientific Research in Education**, 16 (5), 495-506.
- Al-Dajani, Ali (2013) The reality of institutional performance in Dar Al-Arqam schools in the governorates of Gaza in the light of the European model of excellence and ways to develop it (unpublished master's thesis) The Islamic University: Palestine.
- Al-Farra, Majed and Sahmoud, Ihab (2015) The Reality of Excellence Management at Al-Aqsa University According to European Excellence Model EFQM, **Journal of the Islamic University for Economic and Administrative Studies**, 23 (2), 211-234
- Al-Hazmi, Layla (2021) Availability Degree of Excellence Management Standards at Umm Al-Qura University in Light of the European Model "EFQM" from the Viewpoint of Administrative and Academic Leaders, **Journal of the College of Education**, 40 (191), 119-150.
- Al-Jaloudi, Asmaa (2021) The Degree of Practicing the Principles of Strategic Leadership by University Administration and its Relationship to Organizational Excellence in Jordanian Universities. **Journal of the College of Education**, 37 (9), 307-328.
- Al-Luqan, Muhammad (2011) Managing Organizational Excellence in Saudi Public Universities: A Proposed Perception in Light of International Standards (Unpublished PhD Thesis), Umm Al-Qura University: Makkah Al-Mukarramah.
- Al-Rasheed, Saleh (2004) Towards building a systematic framework for creativity and business excellence in Arab organizations, from the research of the Fifth Arab Conference on Management and Innovation - The Role of the Arab Director in Creativity and Excellence, Cairo, Arab Organization for Administrative Development.
- Al-Rashidi, Nawaf (2021) Excellence Management System in Kuwaiti Universities and its Relationship to Administrative Creativity, **Journal of Administrative Sciences**, 12 (4), 124-148.
- Al-Salami, Ali (2014) Management in the era of globalization and knowledge, Egypt, Cairo, International Group for Publishing and Distribution.

- Al-Salti, Muhammad (2015) The degree of practice of transformational leadership by secondary school principals in Gaza governorates and its relationship to their excellence management (unpublished master's thesis) The Islamic University: Palestine
- Al-Zatma, Ziyad (2015) The reality of the organizational climate and its relationship to the management of excellence among secondary school principals in the governorates of Gaza (unpublished master's thesis), Al-Azhar University: Palestine.
- Douner.A(2016)The strategic plan for sustainable excellence and its relationship to outstanding performance in universities, **Journal of Quality**, 5 (2), 229-236.
- El-Sherbiny, El-Hilali and Ghabbour, Amani (2012) Introduction to excellence management and its application requirements in Mansoura University, **Journal of the Future of Arab Education**, 12 (82), 12- 142.
- Fxonem.L(2017)Managing excellence in the Russian public sector from the point of view of university administrators, **Journal of Education**, 7 (4), 119-133.
- Mazroo, Badr (2010) Building a Model to Achieve Excellence in the Performance of the Security Services, (unpublished PhD thesis) Naif Arab University for Security Sciences, Saudi Arabia
- Mohamed, Hamed (2013) Managing Excellence an Introduction to Developing Functional Performance of Swimming Pool Workers (Unpublished Master's Thesis), Assiut University: Egypt.
- Mubarak, Saeed (2013) Competences of educational leaders and the impact on excellence management - a field study applied to the Ministry of Education in the Kingdom of Saudi Arabia (unpublished doctoral thesis) Cairo University, Egypt.
- Muhammad bin Saud.(2018) Islamic Studies in the Light of the Introduction to Excellence Management, **Journal of the College of Education**, 14 (7), 181-196.
- Neyrox.D(2016)Organizational development and its relationship to outstanding performance in universities, **Journal of Qualitative Inquiry**, 13 (6), 339-352.
- Pahtan.S(2021)Organizational development and its relationship to outstanding performance in universities, **Journal of Qualitative Inquiry**, 13 (6), 339-352.
- Shaheen, Nermin (2013) Leadership styles of public school principals in the govern-orates of Gaza and the relationship of promoting a culture of achievement (unpublished master's thesis) The Islamic University, Palestine.
- Sharaf El-Din, Ali (2014) Developing the Administrative Performance of Yemeni Universities in the Light of Excellence Management (Unpublished Ph.D. Thesis), Ain Shams University: Egypt.
- Verboncu.L(2011) Management Excellence: A Desideratum, Business Excellence and management, Vol. 1, Issue 1,2011, pp5-18
- Zohar.H (2018)The developmental model and criteria guide for the categories of the Abu Dhabi Award for Excellence in Governmental Performance, **Journal of the International Federation**, 12 (3), 312-324.