



Arab American University
Faculty of Graduate Studies

**Utilizing Strategic Planning in Achieving Competitive
Advantage for AAUP**

By

Ibrahim Mohammad Dibs

Supervisor

Dr. Ahmad Saleh Sadaqa

**This thesis was submitted in partial fulfillment of the
requirements for the Master's degree in
Strategic Planning and Fundraising
January/2021**

© Arab American University –2020.


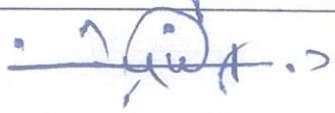
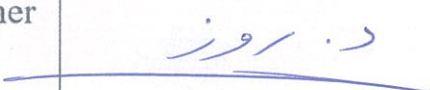
All rights reserved

**Utilizing Strategic Planning in Achieving Competitive Advantage for
AAUP**

By

Ibrahim Mohammad Dibs

This thesis was defended successfully on 04/01/2021 and approved by:

Committee members	Position	Signature
Dr. Ahmad Saleh Sadaqa	Supervisor	
Dr. Sharif M. Abu Karsh	Internal Examiner	
Dr. Rose Sameer Othman	External Examiner	

Declaration

The thesis entitles “**Utilizing Strategic Planning in Achieving Competitive Advantage for AAUP**” is conducted under the supervision of Dr. Ahmad Saleh Sadaqa, an instructor of Strategic Planning and Fundraising in the Arab American University (AAUP).

I declare that the information reported in the current paper is the result of my own work, except where due to references is made. The thesis has not been accepted for any degree and is not concurrently submitted to any candidature for any other degree.

Student Name: Ibrahim Mohammad Dibs

Signature:
Ibrahim Dibs

Date:
01.02.2021

Dedication

I dedicate this work to my wife and our lovely children, who have been patient and endured our two absences and our preoccupation for the sake of studying for masters.

Acknowledgment

I would like to express my lovely and worm thanks, gratitude, and appreciation to my lovely wife who was also my colleague in the graduate studies in AAUP. She is the one who encouraged me after a long interruption from my studies to register for the master's program. I would like as well to express my thanks to all academic staff who taught me in this program as they were respectful, cooperative and distinguished in education. Finally, I have to express a special thanks to my supervisor Dr. Ahmad Saleh Sadaqa who gave me this golden opportunity to do this wonderful thesis on the topic and provided me with all needed assistance to succeed.

Abstract

This study aimed to be a guideline that proves the role of strategic planning in achieving the competitive advantage of Arab American University. This study came after the university's board of directors decided to develop the university towards a trendy concept which is the competitiveness as the competition between universities is increasing day by day. This thesis contained an expanded conceptual framework to be a starting point for every researcher on the topic of competitive advantage in universities, so that all the pillars, objectives, justifications, determinants, requirements, global trends, dimensions and indicators of measuring competitive advantage in universities were presented, and then a SWOT analysis was made based on all these pillars for many Palestinian universities.

This thesis used the descriptive analytical approach parallel with the comparative approach to describe, analyze, and compare all available information in the competitor universities. After collecting these data, the researcher analyzed and made a critical evaluation on the materials in the method of analytical research. The two largest competing universities for Arab American University were counted, namely Birzeit University and An-Najah National University, in which field studies and results were analyzed, as is the case in Arab American University in deep details and wide research. This study proofed finally that there is a strong and positive relation between the strategic planning and achieving the competitive advantage for Arab American University. the study provided main recommendations for the university is mainly to use this thesis with all of its component as a manual in all stages of strategic plan preparation and implementation and to be the basic tool in the formation of the competitive advantage.

TABLE OF CONTENTS

Thesis Approval.....	I
Declaration.....	II
Dedication.....	III
Acknowledgment.....	IV
Abstract.....	V
TABLE OF CONTENTS	VI
LIST OF TABLES	VIII
LIST OF ABBREVIATIONS	IX
LIST OF APPENDICES	X
Chapter One: Research Framework	1
1.1 Introduction	1
1.2 Research Problem.....	3
1.3 Research Objectives	4
1.4 Beneficiary	4
1.5 Research Significance and Justifications	5
1.6 Research Questions and Hypothesis.....	5
1.7 Research Methodology	6
1.8 Research Tools	7
1.9 Research Limitations	7
1.10 Research Sample	8
1.11 Definition of Terms	8
1.12 Literature Review	9
Chapter Two: Competitive Advantage Conceptual Framework	22
2.1 Introduction	22
2.2 Competitive Advantage in Universities.....	23
2.3 Competitive Advantage Dimensions in Universities	24
2.4 Competitive Advantage Determinants in Universities.....	27
2.5 Competitive Advantage Strategies in Universities.....	28

2.6	Competitive Advantage Indicators in Universities	29
2.7	Competitive Advantage Justifications in Universities	30
2.8	Characteristics of Competitive Advantage in Universities	37
2.9	Requirements of Competitive Advantage in Universities	39
2.10	Trends of Achieve Competitive Advantage in Universities	49
	Chapter Three: Competitive Advantages of Local Universities Based on SWOT Analysis	55
3.1	Introduction	55
3.2	Competitive Advantage Methodology	55
3.3	Competitive Advantage Data Collection Tools.....	55
3.4	Competitive Advantage of Birzeit University.....	56
3.5	Learned Lessons from Other Competitive Universities	89
	Chapter Four: Strategic Goals Toward Achieving a Competitives for AAUP with other Local Universities	92
4.1	Conceptual Research Results	92
4.2	Field Research Results	95
4.3	Proposed Perception Strategic Goals for Arab American University (AAUP).....	161
4.4	Proposed Perception Objectives for Arab American University (AAUP)	164
4.5	Proposed Perception Mechanisms Arab American University (AAUP).....	168
4.6	Proposed Perception for Achieving a Competitive Advantage for Arab American University (AAUP).....	173
	Chapter Five: Conclusions and Recommendations.....	174
5.1	Conclusions	176
5.2	Recommendations	176
5.3	Bibliography	179
5.4	Appendixes	186
	الملخص.....	193

LIST OF TABLES

Table 1: BZU Student's Sample Distribution.....	96
Table 2: BZU Academic's Sample Distribution.....	96
Table 3: Student's Sample Results.	97
Table 4: BZU Student's Results Analysis.	104
Table 5: BZU Academic's Sample Results.	112
Table 6: BZU Academic's Results Analysis.	116
Table 7: BZU Public Relation Interview.....	119
Table 8: An-Najah Student's Sample Distribution.....	122
Table 9: An-Najah Academic's Sample Distribution.....	123
Table 10: An-Najah Student's Results Analysis.	123
Table 11: An-Najah Academic's Results Analysis.	128
Table 12: An-Najah Public Relation Interview.	130
Table 13: AAUP Student's Sample Distribution.....	133
Table 14: AAUP Academic's Sample Distribution.....	134
Table 15: AAUP Student's Results Analysis.	135
Table 16: AAUP Academic's Results Analysis.	144
Table 17: AAUP Public Relation Interview.	147
Table 18: Field Research Results (Students).....	152
Table 19: Field Research Results (Academics).....	155

LIST OF ABBREVIATIONS

Abbreviation	Meaning
AAUP	Arab American University
BZU	Birziet University
Kadoorie	Palestine Technical University
TQM	Total Quality Management
SWOT	Strength / Weakness / Opportunity / Threat

LIST OF APPENDICES

Appendix 1 Interview Proposed Questions 186
Appendix 2 Interview Proposed Questions 188
Appendix 3 Interview Proposed Questions 190

Chapter One

Research Framework

1.1 Introduction

Competitiveness is a concept that has attracted the interest of many economists, international economic institutions, companies and countries since the end of the eighties of the twentieth century. I conceive that competitiveness has become a goal that everyone university seeks to achieve in order to reach the goal of raising the standard of education to achieve well-being. From the other hand, competitiveness is also as an indicator of the economic strength of the country, as the economy does not have importance or impact in the international environment unless it has a high competitive strength and that was shown in many studies spoke about competitiveness from an economical view. Many global studies discussed this important trendy concept as doe example in the study of Bin Ahmad titled “The role of strategic planning in achieving competitive advantage in the organization” (Bin Ahmad, 2017).

Developed countries have realized the importance of providing the requirements of a competitive advantage for universities with a view to bridge the gap between reality and expected level of university performance, but the Arab countries in general and Palestine in particular, continues to focus on managing threats and ignoring opportunities management, at the same time the expansion in university education replaces external education due to the blockade and the difficulty of movement which necessitated keeping abreast of what is new to achieve competitiveness (Abu Z’eter, 2020).

Universities in the region as most of the universities in the world face environmental, political, and competitive pressures to find the sources through which it can achieve success in the field, therefore, it seeks to achieve record performance rates, and mobilizes all its energies and resources to build strategic capabilities and achieve competitive advantages through the superiority of competitors' capabilities, where the competitive advantage indicates the characteristic that distinguishes the university from others, and achieves a strong position towards different parties.

Universities in Palestine are among the most demanding institutions at the present time to manage innovation, excellence and care for competencies, and secure requirements for creativity and work to achieve its index, because of its great role in providing the community with competencies and community service, while the intensity of competition increases day after day. This era has imposed on universities to change their practices and postulates, rethink all of their activities to link education to development and reconsider the internal efficiency standards for them, in order to achieve the highest levels of external efficiency of these institutions through the transition from traditional organizations to learning organizations, and to maintain their competitive advantages. Achieving competitive advantage in universities is considered platforms for achieving its uniqueness through its basic functions (Education - Scientific research - Community service), There is no doubt that future university education in Palestine must be a distinctive education in order to achieve our aspirations for national independence, freedom, culture and creativity. Therefore, excellence in university education is launched according to a holistic view that addresses all its components and its internal and external indicators, and from the link between theory, practice and the assimilation of variables contemporary knowledge, renewable technological applications, a shift to a

culture of innovation and improved performance, ensuring access to criteria for building a distinguished university that is autonomy in organizing its affairs and decisions, choosing its programs and study system, providing academic freedom of scientific research to its faculty members, creating a distinct educational community, and intensifying productivity for all the component elements the university (Professors, Students, Assistants), and taking into account the future dimension in its teaching philosophy and programs, and relying on innovation in its teaching methods.

In light of the extrapolation of the foregoing, I think it becomes clear that competition between Palestinian Universities has become something that cannot be overlooked and must be demanded, especially in the presence of international classifications of universities, which means the necessity of Arab American University (AAUP) to achieve a number of requirements to achieve competitive advantages if it wants to achieve its success and uniqueness under the challenges of domestic and even international competition in the field of university education, such as high-tech, the great communications revolution, and the ongoing labor market variables.

1.2 Research Problem

In light of the increase in the number of universities, operation cost, competitiveness in the labor market and the decrease in the number of high school graduate students, many challenging issues have been facing universities in Palestine such as, their ability to survive, compete, and keep pace entries for excellence in their performance.

All of this comes in light of the implications of globalization, the internationalization of education and the knowledge economy; as a result, the Palestinian Universities in general and Arab American University (AAUP) in particular need to be more developed

and competitive in the local, regional and global education market. Arab American university (AAUP) has become facing a new challenge requiring it to struggle to improve the quality of its academic activities compared to its peers at the level of Palestine in the arena of competition between Palestinian universities. So the problem needs to be solved by this research is **how to utilize the strategic plan to achieve competitive advantage for Arab American University (AAUP).**

1.3 Research Objectives

- 1- Determining the conceptual framework for competition between universities.
- 2- Learning about the forms and levels of competition between the Palestinian Universities.
- 3- Proposing a perception for achieving a competitive advantage for Arab American University (AAUP) by finding all required strategic goals, objectives, implementation mechanisms, and its vision in the strategic plan to be utilized in achieving the competitive advantage for the (AAUP).

1.4 Beneficiary

- 1- The higher management in Arab American University (AAUP).
- 2- The university president.
- 3- The board of trustees.
- 4- Members of the academic staff.
- 5- Members of administrative staff.
- 6- Students at Arab American University (AAUP).

1.5 Research Significance and Justifications

The research drew its significance from:

- 1- Theoretical significance of highlighting the issue of competition between the Palestinian universities.
- 2- The importance of spreading a culture of competition between the Palestinian universities.
- 3- The practical significance of improving the competitiveness of Arab American University (AAUP) through a strong competitive advantage reached by a competitive strategic goals in the strategic plan to achieve added value.

1.6 Research Questions and Hypothesis

- **The main research question:**

How to utilize the strategic plan to achieve the competitive advantage for Arab American University (AAUP)?

- **The sub-questions:**

- 1- What is the competition status between the Palestinian Universities?
- 2- What is the role of goals and objectives in achieving competitive advantage?
- 3- What is the proposed perception for achieving a competitive advantage for Arab American University (AAUP)?

- **The Research Hypothesis:**

There is statistically significant relationship at the level of significance ($\alpha \leq 0.05$) in the followings:

- 1- Between strategic planning and achieving the competitive advantage for Arab American University (AAUP).
- 2- Between the accuracy of strategic goals/objectives and achieving the competitive advantage for Arab American University (AAUP).
- 3- Between student satisfaction and achieving the competitive advantage for Arab American University (AAUP).
- 4- Between the vision and achieving the competitive advantage for Arab American University (AAUP).
- 5- Between the quality of education and achieving the competitive advantage for Arab American University (AAUP).

1.7 Research Methodology

The research used the descriptive analytical approach (Cross sectional study) and the comparative approach. It is a mix approach in which a study of status can widely being used specially in education with a deep analysis for the existing situation for each organization and then making a wide and deep comparison between all organizations in the study in order to find the competitiveness situation for the organization subject of the research. Its value is based on the premise that problems can be solved and practices improved through observation, analysis, comparison, and description. Hence, the research used the descriptive analytical approach all the way with the comparative one to find out the issue of competition between Palestinian universities in terms of its concept, dimensions, sources, determinants, strategies, indicators, and justifications for measuring it. In addition to that, identifying the facts of the competitive advantage in the Palestinian universities, its characteristics, its entrances, requirements, and extracting

facts to provide an in-depth understanding of the issue and its dimensions and come up with a vision of the strategic goals to be achieved in Arab American University (AAUP) to reach the required competitive advantage. The needed data will be collected within the latest 4 years from all available updated strategic plans, published data, books, magazines, and personal interviews with students, academic staff, administrative staff, graduated students, people working around the university campus, and public relation departments.

The data will be collected by using the open question technique in order to let the person speak freely and frankly. The interview questions are all abstracted from the pillars or indicators of competitiveness in the universities that need to be indicated previously.

1.8 Research Tools

The research used the most common descriptive research tools which are the published and given data and information, Books, Master Thesis, Magazines, Survey, which includes Personal Interviews, Phone Conversations, and Normative Surveys.

1.9 Research Limitations

- **Qualitative Limitation (Population and Respondents):** Academic Staff, Administrative Staff, Students, Previously graduated students, The local community around Jenin campus, and Public Relations Staff.
- **Time Limitation:** Analyze the latest strategic plans (4 years), latest published data for the Palestinian Universities and for (AAUP) since it was established.
- **Geographical Limitation:** Local universities, AAUP Jenin and Ramallah campus.

1.10 Research Sample

The sample will be in Arab American University both Jenin and Ramallah Campus. Not less than 5% of each of the following two categories and the third category:

- 1- The Academic Staff.
- 2- The Administrative Staff.
- 3- The Public Relation Department Staff.
- 4- The local community around Jenin campus.
- 5- ($40 \leq \text{Students} \leq 100$). The sample will be selective and representative sample, from different colleges. The number depends of the availability of students due to the closure in the country of the study because of corona pandemic and Israeli occupation.

1.11 Definition of Terms

The most important research terminology is:

- **Competitive Advantage of University:**

(Tawfeeq, Al Hoot, 2016): Better utilization of the university's research capabilities and knowledge production that contribute to the development of society and the preparation of human resources at a high level and distinctly from other universities.

The researcher: The features that the university possesses based on its vast experiences and capabilities, and which searches for its superiority over other competing universities in resources, cost, specializations, university classification locally and internationally, the number of problems solved by its researches, their quality with international universities, and the level of services they provide as well as their possession of human

resources with competencies, skills, knowledge and expertise that help them to achieve excellence and uniqueness than other competitors.

- **Strategic Planning for University:**

(Bin Ameen, 2007): A long-term planning that takes into account internal and external variables and identifies the sectors and market segments and the method of competition with other universities, thus it is a renewed process that is updated every year to study the external and internal development opportunities for the university.

The researcher: Long-term planning that relies on the data available at the university and accurate information for its internal and external environments and aims to find appropriate competitive strategies that help in the development of teaching, learning and scientific research processes in all aspects of the university's educational process, which was measured to the degree that the examiners examined in that obtained.

1.12 Literature Review

1. Study: (Abu Z'eter, 2020).

Title “Requirements for the Sustainability of the Competitive Advantage of Palestinian Universities and their Relationship to the Practice of College Deans for Strategic Planning”

- **Aim:**

To define the requirements to maintain the competitive advantage of Palestinian universities and their relationship to the practice of the deans of the college for strategic planning. To achieve this, the researcher followed the descriptive analytical method. By applying two questionnaires (the requirements of competitive advantage - the practice

of strategic planning) to a sample of (145) faculty members from Palestinian universities (Al-Azhar University, the Islamic University).

▪ **Results:**

- 1- The total estimate of the requirements for sustaining the competitive advantage from the point of view of the sample was large at a relative weight (74.27%), during which the field (focus on competition) came first, and that the degree of total appreciation of the deans of colleges practice of strategic planning was very large at relative weight (86.60%), where the field of (Vision and Mission Drafting) came first.
- 2- There is a weak positive correlation statistically significant between the overall score of the respondents 'assessment of the sustainability requirements of the competitive advantage and the degree of their appreciation of the deans' practice of strategic planning, where the Pearson correlation coefficient was (0.249).

▪ **Recommendations:**

- 1- Adoption of future scenario planning for universities, development of clear performance standards and indicators It is suitable for measuring the strategic planning process in all its stages and is consistent with the feature competitiveness.
- 2- The need to focus on managing human resources and on risks and threats of their positive impact that limits the institution's ability to sustain a competitive advantage.
- 3- Adopt a resource-based strategy in institutions; Because it is a theory the task is to achieve competitive advantage.
- 4- Emphasizing the importance of universities having scarce resources, regardless of cost it is of the utmost importance in achieving and sustaining the competitive advantage.

2- Study: (Hasan, 2019).

Title “Degree of Employing Planning Requirements of the Strategic Planning at Al-Zaytoonah University in Jordan from the Viewpoint of Members Teaching Staff”

▪ Aim:

This study investigated the extent to which the requirements of strategic planning are achieved at Al-Zaytoonah University of Jordan from the perspective of its faculty members. The study adopted the descriptive survey method. The sample of the study consisted of 117 faculty members at Al-Zaytoonah University of Jordan during the academic year of 2018-2019. For the purpose of this study a questionnaire was designed consisting of 35 items pertaining to the four requirements of strategic planning. These requirements include human resources requirements, management requirements, logistics requirements and material requirements.

▪ Results:

- 1- The four requirements of strategic planning are achieved to a considerable extent.
- 2- The findings prove the lack of any significant statistical differences ($\alpha \leq 0.05$) in the participants' responses regardless of the participant's faculty, academic rank or administrative position.

▪ Recommendations:

- 1- Working to provide sustainable administrative, organizational, human and material requirements that support the success of strategic planning.
- 2- Conducting more reference comparisons and studies during the process of analyzing and generalizing the external internal environment.

- 3- Adopting a system and sufficient financial allocations for long-term incentives and bonuses and circulating it to the faculty and staff.
- 4- Conducting more studies to explore students' needs and desires when strategic planning at the university.

3- Study: (Jaffal, 2018).

Title “Results-based Strategic Planning and its Role in Development Public Policies Towards Financial Stability at Al-Quds University”

▪ Aimed:

To identify the results-based strategic planning and its role in the development of public policies towards financial stability at Al-Quds University (Abu Dees). The researcher used the analytical descriptive method for this purpose and the questionnaire as a main tool for data collection since (2015 to 2017). The researcher focused on the role of understanding the employees of the university of all parts of the strategic plan on achieving the university all of the objectives in the plan.

▪ Results:

- 1- There is a statistically significant role for results-based strategic planning in the development of public policies towards financial stability at Al-Quds University.
- 2- There are no statistically significant differences at the level of ($\alpha \leq 0.05$) between the averages of the respondents' responses to strategic results-based planning and its role in the development of public policies towards financial stability at Al-Quds University which attributed to personal data.

- **Recommendations:**

- 1- The research recommended continuous work to enhance understanding among all employees of the university of the concept of results-based strategic planning to achieve the university's objectives and the success of the financial stability plan.
- 2- The research recommended working on modifying the university's mission in accordance with its internal and external environment, taking advantage of the experiences and results achieved previously in the executive plan, and the current circumstances in developing the strategic plan.

4- Study: (Al Zuhairi, 2018).

Title “Strategic Vigilance: An Introduction to Excellence Management to Achieve a Competitive Advantage for Educational Institutions”

- **Aimed:**

To identify the role of the strategic vigilance for the management in achieving a competitive advantage for the universities as the concept of being aware for what is being changing around with other competitors is very crucial in keeping the university in line with the market requirements. The researcher in this study focused on the characteristics, types, and methods of implementations of the competitive vigilance in the universities.

- **Results:**

- 1- The study demonstrated that the Japanese Kaizen strategy, which means in Japanese, continuous improvement, can be adopted and applied to educational institutions and out of it with a strategy of vigilance to reach competitive strategies.

▪ **Recommendations:**

- 1- Adopting strategic vigilance approach as a continuous and integrated work methodology to support competitiveness as a key factor in the continuity of strategic performance.
- 2- Adopting a strategic management approach to managing educational institutions to support excellence and competitiveness in the strategic performance of the institution.
- 3- The necessity of providing all material and non-material resources as strategic vigilance is practical a strategy that an educational institution cannot do without because it provides it with information that qualifies them to better face competition.

5- Study: (Abu Naser, Al Shobaki, 2017).

Title “The Role of the Practice of Excellence Strategies in Education to Achieve Sustainable Competitive Advantage to Institutions of Higher Education-Faculty of Engineering and Information Technology at Al-Azhar University in Gaza as a Model”

▪ **Aim:**

To search in the role of practicing excellence strategies in education and its role in achieving a sustainable competitive advantage for higher education institutions at the faculty of engineering and information technology at Al-Azhar University in Gaza as a model for its unique experience in the field of excellence in education.

The study was based on the hypothesis that developing strategies for excellence in education and implementing them is an essential and important prerequisite for achieving the advantage Sustainable competitiveness in higher education institutions.

The study followed a descriptive and exploratory methodology through reviewing the theoretical literature.

▪ **Results:**

- 1- There is a strong relationship between the level of practicing excellence strategies in education and the achievement of higher educational institutions for sustainable competitive advantage.
- 2- The academic focus of the process of developing the skills of workers, especially academics at the university, helps to distinguishing demand and increasing the employment rate for them after graduation.

▪ **Recommendations:**

- 1- The need to exercise excellence strategies in education, excellence reward at the national level, and those higher educational institutions follow the criteria for measuring the competitive advantages of its institutions always.
- 2- There is a need to increase efforts to implement programs of excellence, the allocation of adequate time, reward outstanding efforts as well.
- 3- There is a necessity for each faculty to achieve competitive advantage and sustainability, using the general philosophies of competitive advantage.
- 4- The study recommended the adoption of strategies for excellence in education on a national public policy level.

6- Study: (Al Ghouti, 2017).

Title “The Role of Strategic Planning to Increase the Production Efficiency of the Employees in the Institutions of Higher Education in the Provinces of Gaza”

▪ **Aim:**

To identify the role of strategic planning in raising the productive efficiency of employees in higher education institutions in Gaza governorates. To achieve the objectives of the study, the researcher used the descriptive analytical approach to conduct this study. The researcher used the questionnaire as a main tool for data collection. The questionnaire consisted of (39) paragraphs, divided into four areas: (Human Resource Management - Material and Technological Resources - Systems and Operations - Quality of Service Management), while the population and the sample of the study consists of all deans and their deputies, directors and heads of administrative departments in both the Islamic and Al-Aqsa Universities, who are related to the subject of the study and whose number is (186) individuals.

▪ **Results:**

- 1- The total relative weight of the role of strategic planning in raising the productive efficiency of employees in institutions of higher education in the Gaza was (76.08%) which indicates a high degree of availability.
- 2- The role of strategic planning for human resource management was (77.03%), for the material and technological resources (79.93%), for the administrative systems and operations (75.56%) and for quality service management (71.97%).
- 3- There were no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the mean scores of the respondents for the role of strategic planning in raising the productive efficiency of employees in higher education institutions in

Gaza attributed to the variable of job title and scientific qualification, except for the variable the university and years of service where there are statistically significant differences.

▪ **Recommendations:**

- 1- The strategic planning must be prepared by the team trained for that in light for increasing the productive efficiency of the employees.
- 2- The university administrations should pay more attention to strategic planning for quality services management because of its great impact on improving and developing services, increasing the efficiency of employees and improving the performance of the university as a whole.
- 3- Making a separate human resources management unit whose functions is to identify needs, to attract and recruit, to develop an indemnity system, and to formulate strategies for training and human resources development.

7- Study: (Sayed, 2016).

Title “Measurement of Intellectual Capital of Researchers at Beni-Suef University Analytical Study to Achieve Competitive Advantage for University”

▪ **Aim:**

To measure the knowledge capital of researchers at Beni Suef University by measuring human capital and measuring the structural capital and measuring the relationship capital to reach to measure the competitive advantage of the university.

▪ **Results:**

- 1- The knowledge capital of researchers at the university is the most important component of achieving the university's competitive advantage.

2- The continuous measurement of knowledge capital for researchers at the university and the creation of accurate measurement tools for this purpose are among the most important factors in sustaining the university's competitive advantage.

▪ **Recommendations:**

- 1- The researcher recommended that all universities to keep measuring the knowledge capital for the academic staff.
- 2- Highlighting the role of the university portal in highlighting scientific and research activities.
- 3- Create databases for researchers that include their scientific activities, such as attending conferences, obtaining scientific awards, and participating in research and books.
- 4- Encouraging researchers to publish internationally, register patents, and obtain scholarships.
- 5- The development of structural capital in universities in line with modern developments.

8- Study: (Diab, 2014).

Title “Using the Competitive Dimensions to Achieve Competitive Advantage”

▪ **Aim:**

to know, if the Jordanian private hospitals using the competitive dimensions to achieve competitive advantage, the study populations consists of all managers at the Jordanian private hospital, were as the sample consisting of (200) managers. The simple statistical methods were used like repetitions, percentages, means, standard deviations, and multiple liner regression.

- **Results:**

- 1- The Jordanian private hospitals used all the competition dimensions (cost, quality, flexibility, and delivery) to achieve competitive advantages (market share, more returns, and increase the level of customers (patients) satisfaction on medical services provided).
- 2- The study shows that the competition dimensions :(cost, flexibility, and delivery) influencing on quality of medical services provided by the Jordanian private hospitals.
- 3- The Jordanian private hospitals don't use the competition dimensions: (cost, quality, flexibility, and delivery) at the same degree.
- 4- The Jordanian private hospitals used the competition dimensions as the following:
Cost- First, Quality- second, Flexibility- third, and Delivery –fourth.

- **Recommendations:**

- 1- To make more attention to use all the competition dimensions at the same level.
- 2- Introduce other and new competition dimensions to achieve more competition advantages.
- 3- More work and more training to arise the importance of competition dimension to achieve competition advantages.

- **Comments of the previous studies:**

Through looking at previous Arab and foreign studies, the researcher found the following:

- 1- There is a positive trend to the necessity of having competitive advantages for the universities all over the world that confirm its uniqueness and ensure its continued mention and survival at the local and international levels.

- 2- Previous Arab and foreign studies have expressed several different approaches to achieving competitive advantage in several various universities and that provided the researcher with wider knowledge about the approaches of competitiveness in the universities.
- 3- Achieving the competitive advantage of universities is linked to the availability of qualified human resource at the highest level and also a superior group of capabilities and material resources.
- 4- The similarities between the current study and previous studies are in its handling of the concept of competitive advantage in universities and their entrances to them, and emphasizing the need for the university to have competitive advantages through its educational, research and societal functions. The current study and previous studies differ in several points, such as: the sample of the study, its diversity, its timing, and some of the topics discussed in the current study, such as the SWOT analysis of a sample of local universities to see their advantages and degree of competitiveness with the Arab American University (AAUP) in order to facilitate setting strategic goals for the university that serve as the basis points for a competitive strategic plan for it. It also aims to present a proposed conception of the requirements to achieve a competitive advantage for the Arab American University (AAUP) specifically and in accordance with its vision and strategic goals, this is not done by the rest of the previous studies except for one study that worked at Al Mansoura University in the Arab Republic of Egypt in 2018.
- 5- The benefits in the current study from previous studies were: Identifying and supporting the existence of the research problem, formulating the theoretical

framework in it, defining the research methodology, designing the study main tool which is the questionnaire.

- 6- Competitive vigilance or competitive inquiry is the activity through which an organization recognizes its current or prospective competitors, and is also concerned with the environment in which competing institutions are developing, and this is by collecting information obtained from an analysis of the internal environment (strengths or weaknesses) and the external environment (opportunities and threats), then conducting competition analysis or extracting results and applying them in strategic decision-making.
- 7- From the previous studies the researcher came to know about a new important technique for the competitiveness in the universities which is the “Competitive Vigilance” which is the activity through which an university recognizes its current or prospective competitors, and is also concerned with the environment in which competing institutions are developing, and this is by collecting information obtained from an analysis of the internal environment (strengths or weaknesses) and the external environment (opportunities and threats), then conducting competition analysis or extracting results and applying them in strategic decision-making.
- 8- From the previous studies the researcher came to know about a new important concept which is “the knowledge capital”. This is what when the university measure the human capital and the structural capital and the relationship capital to reach to measure the competitive advantage of the university. In this study there is a need to measure the knowledge capital for the university as an asset in AAUP for the competitiveness with the other local universities.

Chapter Two

Competitive Advantage Conceptual Framework

2.1 Introduction

Significant technological and social developments have occurred in the last twenty years that could not be expected due to the emergence of globalization, the increase and growth of technology, the information revolution, the speed of development and innovation, the emergence of various new products and the multiplicity of options for the recipients of services in various forms, the improvement of the quality of products and services, the revolution of total quality, and the pressures of competition, the development and innovation in the areas of production and business, the provision of services, the comparison of products and services performed in the best possible way, and an increase in responding to customer desires. These changes have had great effects on universities and their transformation into knowledge and innovation institutions rather than routine traditional education institutions. Searching for the development of education and services provided and realization of competitive advantages has become one of the first tasks in the policies and activities of universities and the basis for achieving their main goals of competition with local and international universities, Hence, it has become one of the most important functions of universities to amend their strategies and policies, direct their investments to raise their capabilities, increase the individuals knowledge skills and levels, and develop innovation skills, on the largest possible scale, and make organizational and structural changes in roles, responsibilities, and relationships, all with the aim of advancing the productive work and reaching the highest levels of performance and high productivity, In short, it can be said that the

success of the future university depends first and foremost on competition and market acquisition.

2.2 Competitive Advantage in Universities

The concept of competitive advantage clearly emerged in the early eighties when Michael Porter introduced the concept of competitive strategies between business organizations and pointed out that the most important and determining factor for the success of business organizations is their competitive position, as he defined them as "the new methods discovered by the organization that are more effective than those used by before competitors, so that it can embody this discovery field, that is to say, create an innovation process in the organization with a broader concept "relying on industry analysis and value analysis in the industrial sector (Porter, 1995, 48).

The competitive advantage is the field in which the organization has a higher ability than its competitors to exploit external opportunities or reduce the impact of competition threats. The competitive advantage stems from the ability of the organization to exploit its material or human resources, as it may relate to quality or technology or the ability to reduce cost, marketing efficiency, innovation, development, or abundance of financial resources, or excellence in administrative thought, or the possession of qualified human resources (Al Mursi, Edrees, 2002:15).

As for competitiveness in universities, it defined by (Khawaldeh, 2018) as: "*The institution's ability to provide a high-quality educational and research service, which reflects positively at the level of its premature and faculty members, which gives them competitive capabilities and advantages in the labor market at its various levels, and in*

at the same time, it reflects the community's confidence in it, and then cooperating with it, and increasing the demand of students to join it".

Consequently, there is no single indicator that can fully describe the complex and interrelated educational system with its components, dimensions, inputs and processes, and there are many quantitative and qualitative indicators whose success requires attention to many of the criteria, most notably: the organizational and educational structure, the curriculum, means and methods (Olaimat, 2004).

But frequently in previous studies, the measurement of the performance of higher education institutions. It may include three areas:

This means that competitiveness is a dynamic process that constantly changes. The components of the university's competitiveness are three inputs:

Self-variables: represented by: students, faculty, research and scientific theses, administrative staff, and alumni.

Sectoral indicators: Includes: University enrollment, various specializations in colleges and scientific departments, and the structure

The organizational or institutional entity of this university, along with the information structure.

External or environmental indicators: include: the dissemination of knowledge, and the governmental role in supporting the improvement of the development process and in serving the community (Al Maqadma, 2013).

2.3 Competitive Advantage Dimensions in Universities

Several studies have agreed that the dimensions of competitive advantage are cost, quality, flexibility, creativity or innovation, which can be illustrated as follows: -

- **Cost:** It is a competitive tool means adjusting production processes to reduce or eliminate unfulfilled activities that do not achieve the added value. Thus reducing the costs of capital, labor cost, product cost, operating costs, inventory, transportation and handling, as well as, reducing loss (Al Fadel, Ghadeer, 2012:243).
- **Quality:** It is for the institution to be able to provide unique products or services that satisfy the consumer (High quality, after-sales serviceetc) The organization requires understanding and analyzing the sources of excellence through the activities of the value chain and the exploitation of competencies, skills, high technology, adopting effective expansion methods and promotional policies that enable them to increase the market share of the institution, it is the ability The organization provides quality products and high performance that create value for customers (Al Hawajra, 2013).

Hence, it was necessary for universities to adopt the optimal methods for providing distinguished services and educational outcomes that meet the requirements of society and its hopes.

- **Flexibility:** It is the rapid response to changes that may occur in product design and to suit the needs of customers renewable and therefore a basis for achieving the competitive advantage of the institution, the flexibility here lies in the ability of the institution to change the performance of operations through different methods as well as changing the method and time of performance of those operations, so the beneficiary needs to change processes to provide four requirements, namely, the flexibility of operations in providing new or modified products, or flexibility operations in the production of a mix of products, or the flexibility of change in the level of output or in the level of production activity to provide different sizes of

products or the flexibility of delivery, which indicates the ability of operations to change the delivery times of products (Assaf, 2015:31).

This requires universities to keep pace with the challenges and renewable changes, and the procedures of continuous adjustments in their plans or strategies according to the requirements of the local and global community and the surrounding environmental conditions, which helps them to develop continuously according to the needs of the competitive market in education.

- **Creativity or Innovation:** The extent to which a competitive advantage is achieved is linked to the level of creativity achieved in its creation and application in practice for the organization. This means that achieving the competitive advantage cannot be and continue without there being intellectual creativity compatible with the available capabilities in application and differentiation from others, and without that the competitive advantage does not make sense because it will be copies of similar ideas that have been imitated by others and thus this competitive advantage ends

(Al Bakry, Hamdan, 2013:10).

- **Continuity:** The changing nature of the competitive environment of business organizations has revealed a phenomenon that is that competitive advantages, whatever their nature and importance, are subject to disappearing and compensated with more advanced advantages, so this appeared with what is called a competitive advantage, which is considered an advanced model of competitive advantage, including the reasons for the continuity of the competitive advantage for the longest possible period, as it expresses the new advantages that the organization acquires to continue to advance in its competitive position compared to its competitors, it is the ability to generate returns higher than normal for competitors (Polyhart, 2012:67).

- **Uniqueness:** Competitive advantage can also be achieved by providing the good or service that competitors cannot imitate (Hilal, 2013).

In light of the above and all studies mentioned and as all other types of organizations, it is clear that all universities must focus on these dimensions for the competitive advantage.

2.4 Competitive Advantage Determinants in Universities

They are the determinants of an organization's ability to achieve competitive advantage and it they are:

- **Size of the Competitive Advantage:** There is a direct relationship between the size of the feature and the greater effort. The larger the size of the feature, the more effort it will require more than competitive organizations to overcome or determine its impact (Al Saleh, 2012:73).
- **Domain of the Competitive Advantage:** Domain is the breadth of activities, products, and operations of the organization in order to achieve competitive advantages and there are four dimensions to the scope of competition that may affect the competitive advantage (Al Ghsain, 2014:87):
 - 1- The domain of the market sector: It reflects the diversity of the institution's outputs and the clients who are served.
 - 2- The vertical range: reflects the extent of the organization's performance of its internal and external activities and the extent of its complementarity competitors.
 - 3- Geographical scope: expresses the geographical scope of the activities, services and products of the organization.

4- Industry scope: Expresses the extent of correlation between industries covered by the organization.

Based on the above, the determinants of the competitive advantage of a university institution are (Shalabi, 2018:38):

- **The size of the university's competitive advantage:** The university's competitive advantage is achieved by achieving continuity in the province on the advantage of lower cost with higher services, or distinguishing outputs versus competing universities. In general, the greater the advantage, it requires more efforts from other competing universities to imitate it create a bigger feature that covers its impact.
- **Scope of competition or target market:** The expansion of educational activity can achieve savings in the cost is compared to other competing institutions, hence the long-term economics, especially at there are overlapping and interrelated relationships between the market sectors.

2.5 Competitive Advantage Strategies in Universities

In the study of both (Ghalib, 2014:8) and (Qishta, 2015:39) they agreed that there are three strategies for competitive advantage:

- **Differentiation Strategy:** It means the institution's ability to provide unique product and services at a high level of performance and development.
- **Cost Leadership Strategy:** It means the organization's ability to design a strategy to drive cost, manufacture and market a less expensive product compared to competitors, and thus achieve a greater return while maintaining a high level of quality.

- **Focus Strategy:** It means directing the organization's efforts to be more efficient to serve a strategy of focusing on a specific segment of customers and setting specific market goals to focus on and achieve leadership in them. It specializes in providing a mixture of commodities narrow in scope but characterized by depth, as it offers a wide range of options in front of the targeted market sector, relying on a thorough understanding of the needs and characteristics of consumers in it and work to satisfy them.

In light of the above, universities can select the suitable competitive strategy based on the situation and strategic goals provided for every university.

2.6 Competitive Advantage Indicators in Universities

The study of (Khouni, 2016:172) proofed that the most used indicators to express an organization's competitive advantage are indicators of profitability, cost, market share, annual sales growth (productivity), given that these indicators are characterized by advantages such as the availability of data for their calculation, ease of obtaining this data, and they are quantitative indicators, it is not descriptive like consumer satisfaction, which makes it easy to measure it accurately. These indicators are: -

- **Profitability Index:** It is represented in the profits that the shareholders receive in the organization and means:
 - 1- The profitability of the organization in relation to the capital that the owners of that organization provide to the shareholders of the organization.
 - 2- Capital return means information on the performance of an organization with a focus on efficient use of capital in access to products or services.
- **Cost:** The cost of making products and services compared to competitors.

- **Productivity:** The ratio between the results obtained and the means used to achieve them and you mean effectiveness in converting raw materials into finished products.
- **Market Share:** refers to the organization's share of market sales that shows its presence in the market and achieving the goals of growth and continuity.
- **Image of the Organization:** That organizations acquire a positive mental image in society provide for this organizations have advantages such as:
 - 1- Help the organization attract the best elements to work with.
 - 2- Strengthening the relationship of the organization with its internal and external clients.
 - 3- Convincing the government, authorities, and society as a whole of the importance of the institution's social role in serving the community.
 - 4- Developing the public's willingness to wait before passing judgment on the organization in times of crisis.
 - 5- Strengthening the institution's good relations with the legislative and executive authorities in the country.
 - 6- Help persuade financial bodies to invest their money in the organization.

2.7 Competitive Advantage Justifications in Universities

The continuous increase in the role of universities in the twenty-first century and their relentless pursuit of progress and keeping pace with development and growth increased their responsibilities and interests, which resulted in a comprehensive view that formed new priorities for the next stage, especially with the sweeping world that is transforming directly affecting the universities and the course of their recovery work. The strategy, such as globalization, technological developments and the information revolution, has

created all major challenges for universities, and it is necessary to keep pace with development and effect effective change in institutional work at all levels and achieve qualitative investment in the development of the human resource, which is the cornerstone of the development of the entire organization in order to achieve efficiency, effectiveness, speed in performance, achievement and access to the required quality in order to achieve competitive advantage in the context of the changing global context.

Consequently, the trend towards achieving quality and excellence in universities has become an imperative because universities across the world are facing a very competitive situation, and what complicates matters is that we live in a changing and volatile world at all levels political, economic, cultural, technological, and others, which prompted academic institutions to think of strategies that enhance their competitive capabilities and ensure them continuity of excellence (Shalabi, 2018:44).

Among the most important justifications that prompted universities to pay attention to the following competitive advantage:

- **Speed of the changes taking place in the global economy to varying degrees:**

It is over most of these economies classified as developed or developing countries, in order to meet these new and distinct transformations as well with dynamism it became necessary to pursue a path of competitiveness and achieve competitive water on one side institutions, and this is in order to achieve the goal of survival and continuity the age of globalization and its attempt to integrate it into changing the features of the global economy, new industries have emerged, the importance of human resources has increased, and the gap between the producer and the consumer has decreased. Which eventually resulted to the absence of the era of imposing stereotypical visions on consumers and service recipients, which is it makes the development of competitive

capabilities and the achievement of competitive advantages for universities a necessary condition for survival, so it is imperative to become familiar with the competitive advantage and the related concepts

(Zaytoon, 2005:101).

▪ **Spread of globalization has created a global competitive environment:**

It included all sectors, fields and institutions in different countries, among which the most important of these institutions are the universities, and it is one of the most important things the state has to ensure that its presence is proven at the world level. These transformations that have taken place have produced a new model for higher education that takes from the market economy and its culture and from the principles of globalization and its values as its president. The most important features of this model are continuing the expansionary admission policy in higher education while restricting public spending allocated to this education, and providing greater diversity in programs and methods of providing higher education services by setting up programs and institutions for open education, the gradual application of market mechanisms, and the principle of cost recovery of education In public universities, opening the way for foreign universities and various channels of providing higher education services that cross borders and nationalities, and encouraging the expansion of private universities in order to compensate for the contraction of public spending, and restricting the expansion of government institutions, and the emergence of transcontinental higher education in some Arab countries has changed Their educational systems for higher education (Zaytoon, 2005:101).

- **Universities have become one of the most important business organizations:**

It has become a competitive advantage as a basis for success that depends primarily on the ability of the organization and its employees to distinguish, innovate, create and innovate, which necessitates the need for the management of these organizations to develop their concepts and administrative methods to create conditions for human minds to be innovative and renewed continuously, by providing an organizational climate an appropriate, interactive environment that contributes to linking and transferring the accumulated knowledge and options acquired, which may contribute to the development of creativity and the development of the organization as an interactive entity

(Al Saleh, 2012:83).

- **Emergence of competitive pressures in educational organizations:**

In order to modernize its management and advance its principle to be more effective and efficient in light of the intensity of competition and increasing competitors and the multiplicity of their strategies (Al Saleh, 2012:83).

- **Emergence of a knowledge economy concept based on knowledge resources:**

More than material resources as a result of the innovations and innovations of human resources and the consequent change in the structure of employment, so the success of universities depends on the availability of experts with specialized knowledge who possess knowledge and experience and who are the products of universities

(Al Saleh,2012:83).

- **Scarcity of resources as conflict over material resources:**

Rare human competencies are a feature of the times, and universities have to develop strategies that ensure the provision of resources with the necessary specifications for the current era (Weeh, 2013:24).

- **University owns as a scientific knowledge organization for many resources, competencies, skills and experiences:**

It supports the university's fulfillment of its role in teaching and learning, creating a knowledge society and supporting development society in various fields through its roles in teaching, scientific research and community participation, except that these competencies are subject to leakage outside the university whenever the university is unable to perform activation its role effectively and efficiently, and utilizing these resources and competencies as a key pillar in supporting the university's excellence (Weeh, 2013:24).

- **Emergence of strategic trends in management thought that seek excellence and excellence and build a reputation and standing academy of universities:**

It provides its application within universities to achieve the elements of competitive advantage, no matter what ensures continued competition with other academic institutions (Weeh, 2013:24).

- **Increased interest in the human element as intellectual capital and maximizing the importance of knowledge and its formation:**

It led to interest in education and investment in the human element and training it to take advantage of its energies and capabilities (Weeh, 2013:24).

- **There are multiple options in the labor market to attract and employ graduates from various local and international sides:**

Hence, the university shows a new challenge, which is the competitiveness of its graduates, which requires it to deal with developments in the labor market in all its operations, activities, programs and decisions, which makes it more seeking to achieve a competitive advantage for it that makes it able to compete with its counterparts at the local or international level (Qashqash, 2014:47).

Emergence of international standards and global classifications imposed by the culture of globalization of higher education:

Which determines the position and reputation of the university in light of the criteria for distinguishing universities and their superiority over the scale of different rankings which requires the university to achieve a certain level in its inputs, processes and outputs in order to be able to meet these standards (Qashqash, 2014:47).

- **Breadth of competitiveness with multiple national, regional and international dimensions:**

In light of technical developments, the growth of electronic networks and the emergence of technological development and a focus on quality and intelligence, which forces the university to search for new strategic visions and mechanisms based on optimal employment of technical and technological innovations and communication and information networks to create opportunities for university excellence and achieve competitive advantages locally and internationally (Zaytoon, 2005:102).

- **Existence of huge investments in research and development:**

It is as a result of alliances between the major institutions in this field, there is an abundance of research and its applications, creativity and innovation processes are accelerating (Khanteet, Kourtel 2017).

- **Flow of research results and technological developments and acceleration of various processes of innovation and invention:**

The increase in production capacities, the high levels of quality, and the relative ease in entering new competitors in the dense industries, the market has turned into a buyers' market in which the real strength of customers is concentrated, Hence, competitiveness has become the only way to deal in the market by working to acquire and develop capabilities (Khanteet, Kourtel 2017).

- **Availability of information on different markets as a result of the development of market research methods and transparency:**

Which various institutions deal with related information connected to the market and other information which are indicating their position (Khanteet, Kourtel 2017).

- **Ease of communication and information exchange between different units and branches of institutions:**

This is due to the internet and other modern means of communication (Khanteet, Kourtel 2017).

- **Emergence or change of new needs of the service recipient:**

This is as the needs and desires of the consumer change and are constantly renewed, as a result of the spread of consumer awareness and the rise in the standard of living (Al Sousi, 2015:36).

- **Changes in government restrictions, which in turn, change the competitive advantage:**

Especially that pertaining to the specifications of the product or service, entry and exit restrictions, and in light of the conditions in which the institutions live today, the rapid adaptation of the institution to the developments of the times has become a fundamental issue on the basis of which survival and continuity are determined, and the speed and complexity of the changes have changed all the data that governed the work and management systems and imposed rules new work with adaptability, flexibility, openness and independence. This applies to universities, where there were numerous clients, who are students between governmental and non-governmental, and within each of them in terms of programs, courses and study. Students have many opportunities to choose and choose between them, and from here it has become necessary for universities to adopt competitiveness as a basic thing in their educational policies (Al Sousi, 2015:36).

2.8 Characteristics of Competitive Advantage in Universities

The competitive advantage contains several characteristics, namely:

- **Relativity:** Means that it is achieved by comparison, whether compared to competitors or compared in different periods of time, it is not absolute.
- **Achieving Excellence and Preference:** over competitors because it stems from within the organization and creates value for it.
- **Competitive Advantage Classification:** It is by the beneficiary according to the nature of the benefit accrued to him.

- **Influencing the Competitor:** Through the competitive advantage of the organization by targeting the user without a competitor (Orabi, 2009:36).
- **Building on Difference, not Similarity** (Bin Natheer, 2010:5).
- **Focus Geographically.**
- **Decisiveness:** This is in giving precedence and superiority over the competitor.
- **Ability to Defend it:** It is difficult for the competitor to simulate or cancel it.
- **Managing Externally:** Due to the wishes and needs of university customers (Al Wadi, Al Zo'abi, 2011:64).
- **Unique Fit:** This is between university resources and opportunities in the environment
- **Continuity and Sustainability:** This is in the long term, not the short term (Shalabi, 2018:48).
- **Renewal According to External Environmental Data:** This is on the one hand, and the internal capabilities and resources of the organization on the other.
- **Flexibility:** In other words, competitive advantages can be easily and easily replaced by others according to the developments of the organization's resources and capabilities.
- **The Proportionality with the Goals and Results:** This is with that the organization believes to achieve in the short and long term.
- **University Uniqueness in Strategic Assets:** Student-Teaching-Administrative-Resources (Material – Financial - Technology).
- **University Uniqueness in the Organizational Movement:** with consistency and professional and technical variables in a way that achieves frameworks competitiveness nationally and internationally.

- **Excellence:** It means for being a reference for other counterparts with regard to their organizational, educational and research frameworks.
- **University Excellence with its Institutional Productivity:** This is with professional and technical advantage over competitors (Edarous, 2015:130-131).

2.9 Requirements of Competitive Advantage in Universities

The most important requirements to achieve the elements of competitive advantage in universities are:

- **The Introduction of Modern Administrative Approaches to the University:**

The universities are now in dire need to upgrade their management and outputs on specialized bases and advanced scientific in order to reduce errors and achieve competition to meet the challenges brought about by new local and global developments, which stresses the need to update the administrative methods that universities are supposed to take and which have proven effective in improving their performance and staying in the competitive circle. Among these modern methods are the following:

- 1- **Total Quality Management (TQM):**

The total quality management (TQM) method is one of the recent trends in management that leads to the survival of the organization and its distinction as it is an administrative thought or philosophy that is based on achieving the wishes of the customer through the codified outputs provided by the institution and is the responsibility of all workers in the organization led by supporting the improvement of the outputs and achieving the institution's mission and vision (Radwan, 2015:612).

As quality is a global phenomenon and a philosophy pursued by the institution to have a competitive advantage that distinguishes it from others institutions to ensure survival and continuity in light of the increasing customer demand for quality because it is based on consumer satisfaction and employee participation in the organization. Given the importance of the concept of the (TQM) and the spread of its application and applications in the countries of the world, the literature of researchers that emphasizes the necessity of adopting it as one of the basic concepts in the current period has increased, so various institutions, including educational institutions, are interested in knowing how to apply the model of total quality management, especially where it became clear that universities that have realized the necessity of updating their plans and operations to manage the (TQM), the results achieved as a result of adopting the (TQM) philosophy that have never been achieved by the old administrative approaches and philosophies (Al Naser, 2010:41).

In addition, the (TQM) in universities needs a methodology that is to define the responsibilities of the administrative process, determine the needs of beneficiaries, try to apply the specifications of the university educational process, find and develop standards for improving the university educational system, find opportunities to improve and develop university education and keep up with continuous improvement in the university educational process (Saleem, Ali, 2010:156).

Hence TQM is an integral approach to the administrative processes of modern organizations with the aim of continuous improvement in their performance to gain a competitive advantage for them locally and globally. Consequently, total quality

management depends on several basic elements that must be provided in universities as follows:

- Focus on the beneficiary and pay attention to his desires and needs, as is the focus on results, and the beneficiary in relation the university may be external, such as Gregory High School, the community, or the labor market, and it may be internal, such as students and its employees.
- Effective administrative leadership capable of continuous improvement and quality control of the educational process.
- Continual improvement of operations through innovation such as benchmarking and through three modes are process control and response improvement that is concerned with examining processes for treatment the problem and effective improvement based on building expectations and making the required improvements (Fateeha, 2007:133-134).
- Participate and cooperate with all parties in the environment surrounding the organization, providing it with relevant information with the quality and the extent of its achievement, and for the university, its relations extend to the universities of other societies and international organizations interested in scientific research and higher education.
- Team work, the formation of research teams and teaching teams, and the establishment of conferences and scientific seminars based on the exchange of knowledge, which allows the formation of a common vision between the university leadership and faculty members strategically about workers and administrators.
- Feedback, based on data and information analysis in effective decision making enterprise.

- Avoiding errors before they happen, and this requires the use of acceptable standards for measuring quality.

Among the most important justifications for the growing interest in applying total quality management in universities is the renewal of organizational culture to serve the new strategic directions in the development of universities to overcome the effects of the absence of competition in the global markets for graduates and raise the internal and external competencies of universities (Shalabi, 2018:50).

2- Academic Accreditation:

Many of the literature has confirmed the trend of educational institutions towards academic accreditation as a pillar reforming education based on spreading a culture of quality in educational institutions and improving the quality of its operations, programs and outputs in a manner that leads to increasing their competitiveness locally and internationally through continuous encouragement for local, regional and global competition in the light of comparing their performance with local and international standards (Shalabi, 2018:51).

Academic accreditation means "*Recognition of the academic competence of any institution or educational program in light of meet the approved quality standards issued by specialized academic institutions and institutions*" (Shalabi, 2018:52).

3- Strategic Management:

It is "*The process necessary to map out the future direction of the organization and that helps in developing management through it by organizing and employing the available resources efficiently and effectively to achieve the goals and policies that the institution seeks, defining the actions necessary to accomplish those goals in a timely manner and continuous evaluation to achieve the desired results*" (Shalabi, 2018:52).

It is also defined as "*A process through which universities analyze their internal and external environments, define the strategic direction and develop strategies aimed at achieving the goals, and implement those strategies in an attempt to meet the requirements of the university's beneficiaries*" (Mohammad, 2015:102).

Strategic management has evolved from institutional planning to focusing on competition as a key feature of the business environment, and achieving maximum performance has become the main objective of the strategy (Grant, 2013:13).

4- Strategic Planning:

Strategic planning is The process of identifying strategic goals, strategic options, and making plans executive of the organization's long-term strategies (Zandi et al, 2013).

Strategic planning reconciles the strategic choices of the organization with the stakes that have come up in the educational process and is based on several basic stages:

- Define the mission, values, vision and goals of the organization.
- Strategic analysis of the dimensions of the organization.
- Determine the strategic choice among the available strategic alternatives.
- Developing executive plans and the necessary resources to implement them.

There is a strong positive correlation between the degree of strategic planning practice and the degree of achieving global competitive advantage in universities. One of the most important indicators of the competitiveness of universities is the commitment of senior management to excellence in strategic planning (Shalabi, 2018:54).

5- Re-Engineering Administration:

Re-Engineering is a method based on non-stereotypical creative thinking in terms of methods and tools the curriculum is in line with the technological development, as a scientific methodology has been put in place for application in organizations that strive

for excellence and that it can be applied to the educational system by rebuilding its administrative processes and creative thinking to manage tasks quickly and efficiently and at the highest quality, cost and focus on operations with added value while achieving customer satisfaction (Al Nakhala, 2015:61).

The globalization economy also forces universities to provide high-quality educational formulas that assume a principle competition with other universities and thus achieving economic and global standards in accordance with contemporary development trends. One of the most important of these formulas is the re-engineering of administrative skills and job roles in line with the new vision of higher education institutions as the most important factors of production (Shalabi, 2018:55).

Re-Engineering also carries the values of communication, interaction, responsibility, local initiatives and carrying out interactive actions that meet the aspirations of users, hence the need for universities to adopt a re-engineering method to advance their knowledge and scientific standing and keep pace with global developments, thus achieving them survival and continuity and achieving a competitive advantage for excellence in order to face the competitive educational global market (Qadouri, 2010:10).

6- Crises Management:

It means "*preserving the assets and properties of the organization and the ability to achieve revenue and preserving its employees against various risks and the administration's task includes researching any potential risks and avoiding them and mitigating their impact in the event of their occurrence and the presence of a specialized body in that*" (Shalabi, 2018:56).

It also means "A situation that includes a degree of threat and danger and is characterized by a limited time due to its sudden occurrence due to sudden environmental changes that require the use of innovative and rapid administrative methods in order to prevent the occurrence of the crisis, whenever possible and confront the necessary efficiently and effectively and reduce losses to the lowest possible extent" (Al Zo'abi, 2014:384).

Hence, increasing the awareness of the university's functional and administrative cadres with the concept of crisis management to become a part of the university's organizational culture, and considering crisis planning as an integral part of strategic planning with a necessity for universities that seek to continue to survive in light of the increasing competitiveness of the higher education market (Shalabi, 2018:57).

7- Electronic Management:

Electronic management is the use of modern technologies that are represented in computers and the international information network to achieve the effectiveness and quality of administrative work

Electronic management is considered "An integrated system for employing modern technology resources in administrative work with the aim of achieving the organization's goals efficiently and effectively" (Shalabi, 2018:57).

Consequently, electronic management is the process of automating management tasks with the aim of increasing the effectiveness of performance represented in:

(Latrash, 2015:125).

- Providing services 24 hours a day, 7 days a week.
- Reducing administrative costs.
- Reducing the impact of personal relationships while dealing with beneficiaries.

- Establishing an electronic archive and the ability to manage it quickly according to the various changes.
- Emphasizing the principle of total quality, which is to meet the needs of the beneficiaries in the time and time available to them.
- Optimal utilization of human resources and raising their efficiency and technological skills.
- Developing the information and communication technology infrastructure to meet e-management services.

▪ **Tangible and Intangible Resources:**

1- Tangible Resources:

- Raw material: It has a major impact on the quality of the products, so the organization must improve the choice of its suppliers and negotiate their prices and quality.
- Production equipment: Equipment and tools that convert raw materials into products and are considered one of the most important assets the institution must strictly select, operate and maintain it, with the aim of achieving optimal use of them.
- Financial resources: They help to deepen and expand the organization's activities and rely on effective investments. It is considered the basis for achieving competitive advantage (Al Etani, 2012:5).

2- Intangible Resources:

- Quality: it is the craftsmanship in optimizing the available resources to the fullest extent and improving the quantity and rather it reflects on greater satisfaction of the desires of the beneficiaries and thus achieving performance excellence as a basis

- **Technology:** Technology is today the basis for establishing modern information systems and an integral part of services evolving information and an essential pillar of scientific, civilizational and development progress is therefore required of universities having this technology logistical in order to continue and stay in the competitive environment, as the availability of this technology in universities is one of the requirements to achieve competitive advantages between universities, and it includes all practical applications of scientific theories and experiences of developing production processes.
- **Knowledge and Information:** It is the ability of any organization to produce, share, transform and market knowledge better is a prerequisite for increasing their ability to respond effectively and creatively to environmental changes, achieving its goals with the highest possible effectiveness and turning into an educated and practicing organization for knowledge production. Constantly, its cultural context is characterized by dynamism, flexibility and the ability to rapidly adapt to variables, which create better opportunities for survival, progress and competition, are therefore considered effective knowledge management is the primary factor in achieving its competitive advantage, because the future is based on knowledge, and knowledge is the economy of the future.

Consequently, the focus has been on gathering knowledge, interpreting, inferring, analyzing, producing and using it in generating knowledge new goods and services a source of competitive advantage (Shalabi, 2018:59).

- **Human Resources and Efficiencies:**

The strategic importance of human resources and competencies increased in light of the transformations in the competitive environment as the world moved from an

information economy to a knowledge economy based on knowledge, skills and capabilities of human competencies, so financial, material and even technological resources became available to all, and no one can monopolize them and the fertile field of excellence and competition is no longer. Therefore, the organizations tended to focus on investing in their human resources in order to achieve a competitive advantage for it (Shalabi, 2018:60).

That organizations possess advanced technological systems to increase their competitiveness alone is not sufficient unless accompanied strengthening human capabilities capable of absorbing modern technology and maximizing its utilization (Al Maqadma, 2013:24).

Thus, the real source for achieving competitive advantage in the organization's performance and facing increasing economic pressures various social and cognitive and finding a competitive advantage for it and strengthening it is to provide human competencies that possess distinct skills and knowledge and develop and rehabilitate them with new skills.

▪ **Innovation:**

It means adopting a new idea or new behavior for the establishment's industry, market, or general environment and is characterized as a creative institution (Al Ta'ay, Al Sabawi, 2012:262).

Creativity has become a requirement for universities to keep pace with contemporary developments and threats and maintain a center of excellence for them. Thus, universities have responded to the need for creativity with different levels of interest. Some have adopted comprehensive policies for creativity at the level of the organization as a whole and some have created special organizational units to develop creativity and

development such as administrative and organizational development units there are universities that have trained individuals in creative behavior and thinking and have started competing with each other in the field of creativity and looking at it as a competitive advantage.

There are three pillars to creating a culture of creativity in universities:

- 1- The first pillar is skills, education and training in creativity and innovation.
- 2- The second pillar is focusing on creativity and innovation in the field of scientific research, production and transfer of knowledge.
- 3- The third pillar is providing the climate and infrastructure that supports creativity and innovation (Shalabi, 2018:65).

2.10 Trends of Achieve Competitive Advantage in Universities

The most important entry points for achieving the university's competitive advantage are derived from the three basic functions of the university (Teaching, Scientific research, Community service):

- **Teaching Excellence Entrance:**

University teaching is a process of a complex nature, as it is influenced by a large number of interrelated and interrelated factors some of them are related to the university professor in terms of scientific and educational preparation, his/her personality traits and his/her interfaces with students, some of which are related to the university student in terms of his/her personal characteristics, capabilities, directions, and scientific and social preparations, including those related to the curriculum, study plans and programs in terms of their nature, goals, content, evaluation, and requirements, this in addition to the surrounding university environment that is provided by the university's

administrative structure, thus these factors interact together to affect the quality of university teaching, negatively or positively, and to the extent that communication and positive interaction between these factors is provided as far as achieving the quality of university teaching (Al Soud, 2014:56-57).

In this aspect, it includes two main axes:

- 1- Teaching Performance Excellence.
- 2- Faculty Member's Excellence.

Teaching Performance: Is a set of behaviors acquired by training and practice that enables the university professor to carry out all tasks of the teaching process (Planning - Implementation – Evaluation) with minimal effort and with mastery of efficiency and ability to quickly adapt to any sudden situations that arise during multiple educational situations (Shalabi, 2018:70).

Faculty Member's Excellence:

Education reform, modernization, and development start with the presence of an advanced teacher and lecturer in the preparation of his training, being one of the important inputs in the educational process and that the measure of university excellence is primarily concerned with its possession of highly qualified faculty members, so their abilities contribute to creating an appropriate academic atmosphere and quality requirements of the process educational and thus achieve the needs of comprehensive development and the requirements of the era renewable and successive. The faculty member occupies the first position in achieving optimum and distinguished university performance. The university depends on the members of the teaching staff to ensure the quality of higher education, hence the focus on professional development as

an educational necessity to achieve excellence in the university, as the success of the university professor depends on his performance on two basic things:

- His/Her distinguished educational qualifications and his mastery of scientific specialization.
- His/Her knowledge of educational theories and practices related to learning and teaching processes with skill in using educational techniques (Shalabi, 2018:72).

▪ **Scientific Research Entrance:**

Outstanding performance based on the criteria of excellence leading the research function in the universities of the developed world, as it is from the most important entry points to achieve the competitive advantages of the university and one of the most important sources of university funding.

The research process has a very distinctive place in the evaluation of university performance. Accordingly, the excellence and leadership of many higher education institutions relied on conducting targeted research, which necessitates the activation of a specific mechanism to stimulate continuous and distinguished scientific research that accomplishes the research goals that are required for leadership in educational institutions and the constant emphasis of research departments in universities on the importance of achieving excellence and leadership through optimizing the energies of researchers by identifying specialized research groups so that they are compatible with the goals set for the scientific research policy and maintaining the formation of research groups for the longest period of time and providing the database to facilitate the transfer and exchange of information with their counterparts in other educational institutions (Sayed Ahmad, 2016:142).

▪ **Community Service Excellence Entrance:**

It is the third job for universities, which determines the needs of individuals and institutions in society and resides programs and activities that meet these needs, and the concept of this function is formed in an educational activity that works to attract individuals from outside the university by spreading knowledge outside its borders, with the aim of bringing about behavioral and developmental changes in the community surrounding the university, and to spread scientific thought about the academic environment and sensitize public opinion about the role of The field of education in terms of thought and practice in evaluating society's institutions and problems, and providing solutions, alternatives and perceptions to treat these problems.

University service to the community is to activate the resources of the university institution to address and solve societal problems from through collaborating with those communities, devising ways to integrate with them and integrating with them, and adapting all of the organization's methods accordingly (Shalabi, 2018:79).

Among the most important areas of the university to achieve service excellence for society: (Taha, 2014:25-26).

- 1- Applied scientific research: It is characterized by carrying applied scientific aspects that are often based on defining and solving community problems to document the relationship between universities and the local community.
- 2- Cooperation with production institutions: This is done by opening channels of communication between them and documenting the relationship from during the creation of a technician in which a committee representing the university and production institutions participated.

- 3- Continuing Education: In a knowledge-based society and the emergence of learners' need for a set of intellectual professions broader than those traditional occupations that exist in society, and mastering these professions is a determining factor for ability workers to compete in the labor market remains the knowledge economy, and show the university's role in providing knowledge new training in new skills, providing community members with the experiences they need, and the nature of development in their community, the university's exit to community members, and providing courses that interest them, as well as the university's role in adult education and achieving lifelong learning.
- 4- Consulting services: It is represented in the multiplicity of consultations to solve a specific problem, transfer technology and adapt it to the local community, or develop and market production and continuous development of economic and administrative performance.
- 5- Intellectual leadership and social criticism: It means the university's role in criticizing society, reforming its conditions with the tools it possesses scientific research, multiple knowledge and experience, and participation in evaluating political or economic and social programs for its societies.
- 6- Extension and awareness: What the university offers of programs, seminars and lectures through its qualified human and research capacity.
- 7- Solving community dilemmas: By integrating faculty members in solving community problems by examining them, working to diagnose them, and developing appropriate solutions to them, and this may be through multiple institutes or centers interested in societal problems.

- 8- Celebrations of public occasions and holding seminars, conferences and scientific symposia: These celebrations work on cultural development and familiarity with innovations in various fields of specialization for graduates and providing them with everything new in the scientific field.
- 9- Student education and student convoys: By providing educational programs to raise cultural awareness of students and encourage them to community activities to serve the environment and society. Student convoys also represent a kind of field training in the educational process.

Chapter Three

Competitive Advantages of Local Universities Based on SWOT Analysis

3.1 Introduction

SWOT analysis is a framework used to evaluate a university's competitive position and to develop strategic planning through identifying its strategic goals. SWOT analysis assesses internal and external factors, as well as current and future potential. In this section, the researcher will analyze the competitiveness for each university selected in this study based on twenty indicators prepared and abstracted from the literature review. The study will begin with four Palestinian Universities and one Israeli University. The four Palestinian ones are Birzeit University, An-Najah National University, Al-Istiqlal University, Palestine Technical University (Kadoorie) and the Israeli one is Tel-Aviv University. Comparative approach will be prepared between the most competitive universities to Arab American University in all aspects.

3.2 Competitive Advantage Methodology

The researcher practiced SWOT analysis as a special tool to abstract the competitive advantage in each local university.

3.3 Competitive Advantage Data Collection Tools

The researcher used the most common descriptive analytical and comparative research tools which are the latest published and given data and information on each university, Strategic Plan, Personal Interviews, Phone Surveys.

3.4 Competitive Advantage of Birzeit University

Birzeit University (BZU) is the first Palestinian university established in 1972 and one of the largest local universities and the first in the classification of Palestinian universities, and accordingly, Birzeit University is considered one of the most prominent universities competing for other Palestinian universities in many aspects. In this study, analyzing the competitive situation for BZU is important because it is considered one of the main competitors for AAUP in all aspects.

▪ Birzeit University (BZU) – SWOT Analysis:

Strength	Analysis
<p>▪ Brand: 1-Birzeit university (BZU) is the first and well known in Palestine.</p>	<p>1-It is the first famous university in Palestine.</p>
<p>▪ Knowledge Society: 1-Availability of all pillars of knowledge society creation.</p>	<p>1-BZU participate in creating the knowledge society through education, scientific research, and creating an environment with common scientific and knowledge interests.</p>
<p>▪ Innovation & Entrepreneurship: 1-Availability of Innovation & Entrepreneurship unit in the university. 2-Early efforts to support the preparation and implementation of the Innovation & Entrepreneurship strategy.</p>	<p>1-The Innovation and Entrepreneurship Unit works to stimulate and facilitate creative and entrepreneurial participation at Birzeit University, and to embrace specialized pioneering and training programs through externally supported projects and other related initiatives. 2-BZU focused on implementation of strategies with a vision of entrepreneurship.</p>

Strength	Analysis
<p>▪ Scientific Research:</p> <p>1-Availability of basic & applied researches.</p> <p>2-Availability of University Publishing Unit.</p>	<p>1-The university supports research projects in theoretical and applied fields, as well as development and enabling projects within local, regional and global partnerships.</p> <p>2-The unit is concerned with the institutionalization of scientific publishing at the university, by enforcing university publishing instructions and following up on scientific publishing carried out by the university's colleges, institutes, and centers.</p>
<p>▪ Excellence:</p> <p>1-Availability of well qualified academic staff.</p> <p>2-Availability of excellent education.</p> <p>3-Availability of enough academic staff in full time.</p> <p>4-The university adopts the Total Quality Management (TQM).</p>	<p>1-(60%) of academic staff are carrying doctorate.</p> <p>2-(24:1) Student to Academic staff ratio.</p> <p>3-(454) Academic staff in full time.</p> <p>4-The university adopts the comprehensive quality and reliability management in its programs and all activities.</p>
<p>Differentiation: ▪</p> <p>1-Availability of distinguished academic programs.</p> <p>2-Availability of unique specializations such as, Oncology Nursing, Nutrition and diet, German language, Pharmacist, Water and Environmental Engineering (Master), Sustainability and production engineering (Master).</p>	<p>1-(112) Total academic programs distributed on 9 colleges.</p> <p>2-The only university that has these unique specializations.</p>

Strength	Analysis
<p>Ranking: ▪</p> <p>The only university to enter Center -1 World University Ranking (CWUR) for the In the 1st rank in Palestine-2 last 5 years.</p> <p>In the 41st rank in the Arab world.-3</p>	<p>1-It entered the (CWUR) in 2020.</p> <p>2-It is in the 1st rank in Palestine for that last 5 years.</p> <p>3- Among more than 100 universities.</p>
<p>Partnerships: ▪</p> <p>Availability of academic partnership -1 with regional and international universities.</p> <p>Availability of exchange -2 opportunities and support to the academic staff and students.</p> <p>The university supports and -3 encourages participation in academic activities and international conferences.</p>	<p>The Academic External Relations Office at Birzeit University is the authority responsible for all academic relations of the university and the office works to activate the university's role in academic external relations, in permanent cooperation with colleges, departments and various centers in the university with the aim of enhancing the position of the university at the local, regional and international levels.</p>
<p>▪ Public Relationships:</p> <p>1-The university has an official website that provides services to the public with ease of use by academic staff, employees, students and the public.</p> <p>2-Availability of an active platform for the graduates.</p>	<p>1-Birzeit.edu is the main electronic entrance for the university that provides all related updates.</p> <p>2-Alumni Relations Program is was established to maintain constant communication between the old student network around the world with the university and its community on the one hand, and the graduates themselves on the other hand.</p>

Strength	Analysis
<p>▪ Campus:</p> <p>1-Availability of big campus in one place.</p> <p>2-Campus is located in a central place in Palestine (Ramallah).</p>	<p>1-(800) dunum 70% green areas, 34 buildings.</p> <p>2-Campus location can easily be reached.</p>
<p>▪ Human Resources:</p> <p>1-Availability of well qualified employees.</p> <p>2-BZU has a job description guide for academic staff and employees.</p>	<p>1-(438) full time well trained employees 42.5% females.</p> <p>2-It is located in Ramallah – Birzeit which is intermediate between Palestinian cities.</p>
<p>▪ Sustainability:</p> <p>1-Top management encourage the sustainable energy.</p> <p>2-Availability of solar power plants.</p>	<p>1-Birzeit University was ranked as the most sustainable university in Palestine, and 305th in the world, in the UI GreenMetric World University Rankings 2018 edition, which ranks universities by their commitment to environmental sustainability.</p> <p>2-The campus contains 5 power plants using solar cells with a production capacity of 442 kW.</p>
<p>▪ Governance:</p> <p>1-The university's board of directors has the powers to implement all the strategic plan programs.</p> <p>2-Availability of a modern database and information systems at the university.</p> <p>3-The university has clear written policies and procedures for its accounting operations.</p>	<p>1-There are no forces against implementation.</p> <p>2-All related and required information are computerized and available for use.</p> <p>3-Manuals for each department to make activities standardized.</p>

Strength	Analysis
<p>▪ Students Service:</p> <p>1-Availability of scholarships to excelling students.</p> <p>2-Availability of prizes for creative students.</p> <p>3-Availability of international summer camps.</p> <p>4-Deanship of Student Affairs maintains a direct relationship with the students.</p>	<p>1-Honer list for excellent students and fees waiving. 41% of students got the benefit of scholarships.</p> <p>2-Gabi Baramki Award of Excellence at Birzeit University / Tawfiq Canaan Award / Ni'meh Faris Award of Excellence in English Language and Literature / Yousef Nawas Award for Innovation / Zuhair Hijjawi Award for Scientific Research.</p>

Strength	Analysis
<p>▪ Society Service:</p> <p>1-Availability of programs and activities geared to meet social, economic, political and cultural needs, and with local, international cooperation.</p> <p>2-Availability of a professional Continuing Education.</p> <p>3-Availability of Experimental Learning Objects project.</p> <p>4-BZU is available in Gaza strip.</p>	<p>1-It provides partnerships between the university and local and international institutions and organizations as well community activities and events.</p> <p>2-Birzeit University offers different short-term and long-term training opportunities, in addition to special professional diplomas that cover a wide range of topics to overcome all obstacles that might prevent anyone from continuing an education.</p> <p>3-It is a community project aimed at enhancing life skills and citizenship in the basic educational stage for students within the Palestinian education strategy.</p> <p>4-The University provides, through these offices, a variety of services, within many programs and projects, including research and awareness activities, and training in various fields.</p>

Strength	Analysis
<p>▪ Academic Staff Service:</p> <p>1-Availability of privileges provided for the academic staff.</p> <p>2-University encourages training and academic development for staff.</p>	<p>1- Free children education, free medical insurance, 50% discount on education for spouse.</p> <p>2-Staff upgrade program linked to courses and exercises.</p>
<p>▪ Profitability & Development:</p> <p>1-BZU puts annual profit into development.</p>	<p>1-BZU is not profitable organization, it just keeps development process.</p>
<p>▪ Local Student's Enrolled:</p> <p>1-University attracts large number of local students every year.</p>	<p>1-(15,000) local student enrolled.</p>
<p>▪ Foreign Student's Enrolled:</p> <p>1-University attracts foreign students to be enrolled in its programs.</p>	<p>1-BZU provides opportunities for the foreign students to study or attend some courses.</p>
<p>▪ Strategic Plan:</p> <p>1-Availability of a valid competitive strategic plan.</p> <p>2-Availability of clear vision, mission and goals.</p> <p>3-Availability of project management unit.</p>	<p>1-Strategic plan (2017-2022) with a vision, mission, strategic goals, and programs are all to achieve the role and prestige leadership.</p> <p>2-Vision, mission, and goals are all SMART.</p> <p>3-The university seeks to enhance project management through an integrated information and follow-up system characterized by transparency and effectiveness, and ensures the continuity of projects and achieving a positive impact of their outputs on society and the university.</p>

Weakness	Opportunity	Threat
Weak research capabilities of most colleges.	Governmental tendency to increase support for higher education in Palestine.	The presence of great competition and direct from local universities.
Weak interaction and effective communication between students, faculty and administrators	Preparing a clear and serious strategy maximizes the chances of obtaining support.	The weakness of the budget allocated to the university from the government.
Low level of income among administrators and academics compared to large local universities.	The accessibility of major universities to accreditation provides an opportunity for major changes that have always been impeded by traditional laws and bureaucratic regulations.	The weak contribution of society in financing higher education institutions.
The ineffectiveness of the system for measuring beneficiaries' opinion on the quality of education.	Higher demand for higher education.	The weak link between the scientific research system and the needs of society.
Aging for a large percentage of faculty and administrators.	Existence of local and international university agreements and research partnership projects.	Attracting external and local competitors to some excellent of faculty members.
Lack of knowledge of the contents of the vision, mission, values and strategic goals by most of the teaching staff and employees at the university.	The possibility of making use of trained and qualified teaching staff to open consulting and training offices to meet the requirements of different community organizations.	The instability of the security situation in the country and the possibility of the cities and roads being closed.

Weakness	Opportunity	Threat
The incentive and reward systems at the university do not rise to the level of ambition of administrators and academics.	Multiple sources of informal support university funding.	The migration of a number of scientific talent outside the country.
The lack of training programs and workshops to suit contemporary training needs.	The ability to communicate with the private sector to provide job opportunities for university graduates.	Competition of foreign education institutions.
Deficiency in the process of linking the requirements of the contemporary labor market and academic programs	Availability and development of education technology in general and e-education in particular.	High levels of unemployment and poverty in Palestinian society, and the lack of job opportunities for graduates in the labor market.
Insufficient self-financing resources to develop in The different fields of work of the university.	There are positive trends for new generations to use new technology.	Foreign aid from donor countries faltered.
Slow review of the systems and instructions And data at the university.	The widespread use of technology communication networks, and the Internet in education.	Fluctuations in currency exchange rates, inflation and high costs the living.
The process of updating courses is slow.	The national trend towards supporting differentiation and diversity in university programs.	Rapid change in the needs and requirements of the labor market.

Weakness	Opportunity	Threat
Low level of students and faculty members' in English.	The possibility of Arab 48 students enrolling in BZU.	Rapid change in academic and academic disciplines.
Weak practicality - applied in some Specializations and courses.	Entering new economic and technological fields that require new specialties.	Annual decrease in the graduates from the high school (Tawjeehi).
Lack of delegation to attend international conferences and to visit International institutions and universities.	Increase the demand and need on the Environmental and Health Center for Studies and Researches.	Unavailability of a vaccine for Covid 19 (Corona).

It looks from the analysis for the existing situation for BZU like it will be one of the main and biggest competitors for AAUP. The researcher by analyzing the situation of BZU becomes able to understand how much the pillars or indicators of competitiveness in BZU are strong. The researcher noticed that BZU is in an ideal situation in Brand and Campus; however, it is strong in strategic planning, public relations, human resources, academic staff, and governance.

▪ **Al-Istiqlal University – SWOT Analysis:**

In this study, analyzing the competitive situation for Al-Istiqlal University is important because it could be a competitor for AAUP in strategic planning and having a competitive advantage due to specialty of its programs provided to students.

Strength	Analysis
<p>▪ Brand:</p> <p>1-Al-Istiqlal university is the first Palestinian academy for security sciences.</p>	<p>1-It is the first and famous university in Palestine for security sciences.</p>
<p>▪ Knowledge Society:</p> <p>1-Availability of all pillars of knowledge society creation.</p>	<p>1-Al-Istiqlal university participate in creating the knowledge society through education, scientific research, and creating an environment with common scientific and knowledge interests.</p>
<p>▪ Scientific Research:</p> <p>1-Availability of Security and forensic researches.</p> <p>2-Availability of research partnerships with local and international universities.</p>	<p>1-The university supports research projects in the security fields, as well as development and enabling projects within local, regional and global partnerships.</p> <p>2-The university established partnerships with other local and international universities with regards to researches.</p>
<p>▪ Excellence:</p> <p>1-Availability of well qualified academic staff.</p> <p>2-Availability of excellent education.</p> <p>3-Availability of enough academic staff in full time.</p> <p>4-The university adopts the Total Quality Management (TQM).</p> <p>5-Admission and registration systems and examinations retreat speak constantly.</p> <p>6-There is a department to approve the curriculum in the University.</p>	<p>1-The university adopts the comprehensive quality and reliability management in its programs and all activities.</p> <p>2-Provides external scholarship opportunities for master's and doctorate.</p>

Strength	Analysis
<p>▪ Differentiation:</p> <p>1-Availability of distinguished academic security and other programs.</p>	<p>1-(17) Total academic programs distributed on 6 colleges.</p>
<p>▪ Public Relationships:</p> <p>1-The university has an official website that provides services to the public with ease of use by academic staff, employees, students and the public.</p>	<p>1-alistiqlal.edu.ps is the main electronic entrance for the university that provides all related updates.</p>
<p>▪ Campus:</p> <p>1-Availability of a campus in one place.</p> <p>2-Campus is located in a central place in Palestine (Jericho).</p> <p>3-The university has sufficient space for expansion and development</p>	<p>1-All colleagues in one place.</p> <p>2-Campus location can easily be reached.</p> <p>3-Big campus area for future expansion.</p>
<p>▪ Human Resources:</p> <p>1-Availability of well qualified employees.</p> <p>2-Al-Istiqlal university has a job description guide for academic staff and employees.</p>	<p>1-A qualified human cadre in various functional specialties is available and well trained.</p>
<p>▪ Governance:</p> <p>1-The university's board of directors has the powers to implement all the strategic plan programs.</p> <p>2-Availability of a modern database and information systems at the university.</p> <p>3-The university has clear written</p>	<p>1-There are no forces against implementation.</p> <p>2-All related and required information are computerized and available for use.</p> <p>3-Manuals for each department to make activities standardized.</p>

<p>policies and procedures for its accounting operations.</p>	
<p>▪ Students Service:</p> <p>1-Availability of scholarships to excelling students outside Palestine.</p> <p>2-Ensuring job opportunities for graduates in the Palestinian security forces.</p> <p>3-The university provides students with overnight food, and clothing and medicine, books, and uniforms.</p>	<p>1-Honer list for excellent students be sent to many friend countries for their masters and doctorate.</p> <p>2-Graduates are being hired on all security forces immediately after graduation.</p> <p>3-All facilities are provided with the campus.</p>
<p>▪ Society Service:</p> <p>1-Availability of programs and activities geared to meet social, economic, political and cultural needs, and with local, international cooperation.</p> <p>2-Availability of a professional Continuing Education.</p> <p>3-The university provides 20% of the students to the children of martyrs and prisoners and those working in the Palestinian security services and who live in marginalized areas.</p> <p>4-The presence of a community service center in the university.</p>	<p>1-It provides partnerships between the university and local and international institutions and organizations as well community activities and events.</p> <p>2-University offers different short-term and long-term training opportunities, in addition to special professional diplomas that cover a wide range of topics to overcome all obstacles that might prevent anyone from continuing an education.</p> <p>3-It is a community project aimed at enhancing the opportunity of education in the university for The crushed class and the sons of who served homeland security.</p>
<p>▪ Profitability & Development:</p> <p>1-The president and the government puts annual budget for the university to be sustainable and to be developed.</p>	<p>1-University of aa governmental one, it just keep development process.</p>

<p>▪ Strategic Plan:</p> <p>1-Availability of a valid competitive strategic plan.</p> <p>2-Availability of clear vision, mission and goals.</p> <p>3-Availability of project management unit.</p>	<p>1-Strategic plan (2017-2020) with a vision, mission, strategic goals, and programs are all to achieve the role and prestige leadership.</p> <p>2-Vision, mission, and goals are all SMART.</p> <p>3-The university seeks to enhance project management through an integrated information and follow-up system characterized by transparency and effectiveness, and ensures the continuity of projects and achieving a positive impact of their outputs on society and the university.</p>
--	--

Weakness	Opportunity	Threat
<p>Poor coordination and flow data between different units in the university.</p>	<p>Governmental tendency increases support for higher education in Palestine.</p>	<p>Send the Palestinian security services to some its members to study at universities abroad instead of joining the Al-Istiqlal university.</p>
<p>Unbalanced distribution staff by specialty.</p>	<p>There is an activation of cooperation with Arab universities and foreign universities.</p>	<p>Possibility to satisfy the Palestinian security market graduates and the lack of job opportunities as a result.</p>
<p>Incentive and bonus systems in the university is not up to standard required.</p>	<p>The leadership of the university and its uniqueness as an academy in security education in Palestine.</p>	<p>Failure to complete some laws and regulations and related to the military side.</p>

Weakness	Opportunity	Threat
Lack of activation of the agreements the MoUs signed between university, other universities and institutions domestic and international.	The existence of international programs supporting capacity building in universities.	Unstable security and political situation in neighboring countries and the world and its implications economic.
Lack of a union or committee representing workers and not having insurance private health and social solidarity fund.	Support the Palestinian presidency, government and society for university.	Weak communication with the Arab world.
Non-adoption of graduates studies programs so far.	The spread of technology and information systems communications and their availability in teaching and learning.	Scarcity of funding due to what the country is exposed to the people of financial pressure as a result of reduced international aid.
Weakness of the students in all foreign languages in general and in English in particular.	The existence of international programs to support the quality of education and development projects in universities.	Weak allocations provided by the ministry higher education.
Weak scientific production for university professors and students, and the absence the applied side is in different domains and levels.	The security services need qualified personnel academically and militarily trained.	Israeli occupation and its daily threats and the plan to acquire areas C of the West Bank.

It looks from the analysis for the existing situation for Al-Istiqlal University like it might be competitor for AAUP. The researcher by analyzing the situation of Al-Istiqlal becomes able to understand how much the pillars or indicators of competitiveness in Al-Istiqlal are strong. The researcher noticed that it is in an ideal situation in Differentiation; however, it is strong in strategic planning, brand, scientific research, and governance.

▪ **An-Najah National University – SWOT Analysis:**

In this study, analyzing the competitive situation for An-Najah National University is important because it is considered one of the main competitors for AAUP in all aspects.

Strength	Analysis
<p>▪ Brand: 1-An-Najah University is the well-known in Palestine.</p>	<p>1-It is the first famous university in Palestine.</p>
<p>▪ Knowledge Society: 1-Availability of all pillars of knowledge society creation.</p>	<p>1-An-Najah University participate in creating the knowledge society through education, scientific research, and creating an environment with common scientific and knowledge interests.</p>
<p>▪ Innovation: 1-Availability of Innovation unit in the university. 2-Innovation unit in the university supports the preparation and implementation of the Innovation strategy.</p>	<p>1-Innovation unit works to stimulate and facilitate creative participation at An-Najah University, and to embrace specialized pioneering and training programs through externally supported projects and other related initiatives. 2-University focused on implementation of strategies with a vision of excellence and innovation.</p>

Strength	Analysis
<p>▪ Scientific Research:</p> <p>1- Availability of basic & applied researches.</p> <p>2- Availability of University Publishing Unit.</p> <p>3- Availability of Nano technology and material science research center.</p> <p>4- Availability of Neuroscience Center.</p>	<p>1- The university supports research projects in theoretical and applied fields, as well as development and enabling projects within local, regional and global partnerships. More than (1500) research till date.</p> <p>2- The unit is concerned with the institutionalization of scientific publishing at the university, by enforcing university publishing instructions and following up on scientific publishing carried out by the university's colleges, institutes, and centers.</p> <p>3- The first Nano technology and material science research center in Palestine. It is supported by the university and got connected with many different international research.</p> <p>4- A center specialized in scientific research on nerves and includes devices that are the first of their kind in Palestine and at a leading level in the Arab world</p>
<p>▪ Excellence:</p> <p>1- Availability of well qualified academic staff.</p> <p>2- Availability of excellent education outputs.</p> <p>3- Availability of enough academic staff in full time.</p> <p>4- The university adopts the Total Quality Management (TQM).</p>	<p>1- (62%) of academic staff are carrying doctorate.</p> <p>2- (27:1) Student to Academic staff ratio.</p> <p>3- (874) Academic staff in full time.</p> <p>4- The university adopts the comprehensive quality and reliability management in its programs and all activities.</p>

Strength	Analysis
<p>▪ Differentiation:</p> <p>1-Availability of distinguished academic programs.</p> <p>2-Availability of a university hospital.</p> <p>3-Availability of unique specializations such as Energy and Environmental Engineering, Material Science Engineering, Human Medicine, Midwifery, Cardiac perfusion technology, Disaster risk management (Master), Engineering Management (Master), Clinical pharmacy (Master), Community pharmacy (Master).</p>	<p>1-(169) Total academic programs distributed on 11 colleges.</p> <p>2-An-Najah National Hospital belongs to the university and provides medical care in line with international standards, and provides solutions to medical problems within the Palestinian medical system.</p> <p>3-The only university in Palestine that provides these studies.</p>
<p>▪ Ranking:</p> <p>1-Number one in Palestine QS Arab World Ranking 2020.</p> <p>2-In the 22nd rank in the Arab world Webometrics 2019.</p>	<p>1-It is in the 1st rank in Palestine (QS Arab World Ranking) in 2020.</p> <p>2-It is in the 22nd rank in Arab world.</p>
<p>▪ Partnerships:</p> <p>1-Availability of academic partnership with regional and international universities.</p> <p>2-Availability of exchange opportunities and support to the academic staff and students.</p> <p>3-The university supports and encourages participation in academic activities and international conferences.</p> <p>4-Availability of partnership agreements with many local companies.</p>	<p>The Academic External Relations Office at An-Najah university is the authority responsible for all academic relations of the university and the office works to activate the university's role in academic external relations, in permanent cooperation with colleges, departments and various centers in the university with the aim of enhancing the position of the university at the local, regional and international levels.</p>

Strength	Analysis
<p>▪ Public Relationships:</p> <p>1-The university has an official website that provides services to the public with ease of use by academic staff, employees, students and the public.</p> <p>2-Availability of an active platform for the graduates.</p> <p>3-Availability of youth exchange programs.</p> <p>4-Availability of a foreign relationship department.</p> <p>5-Availability of An-Najah TV and Radio live.</p>	<p>1-najah.edu is the main electronic entrance for the university that provides all related updates.</p> <p>2-Alumni Relations Program is being established to maintain constant communication between the old student network around the world with the university and its community on the one hand, and the graduates themselves on the other hand.</p>
<p>▪ Campus:</p> <p>1-Availability of big campus in one place.</p> <p>2-Campus is located in a central place in Nablus city.</p>	<p>1-(250) dunum 30% green areas, 4 separated campuses.</p> <p>2-Campus location can easily be reached and close to the city center.</p>
<p>▪ Human Resources:</p> <p>1-Availability of well qualified employees.</p> <p>2-An-Najah university has a job description guide for academic staff and employees.</p>	<p>1-(1089) full time well trained management employees 41% females.</p> <p>2-It is located in a central location in Nablus city.</p>
<p>▪ Sustainability:</p> <p>1-Top management encourage the sustainable energy.</p> <p>2-Availability of solar power plants.</p> <p>3-University participates in lighting Palestinian villages by solar energy.</p>	<p>1-An-Najah university established the Energy Research Center for the sustainable energy.</p> <p>2-The campus contains solar plant feeds water treatment plant.</p> <p>3-An-Najah university participated in lighting Imnazil village in Hebron southern part of Yatta and Atouf village eastern part of Toubas.</p>

Strength	Analysis
<p>▪ Governance:</p> <p>1-The university's board of directors has the powers to implement all the strategic plan programs.</p> <p>2-Availability of a modern database and information systems at the university.</p> <p>3-The university has clear written policies and procedures for its accounting operations.</p>	<p>1- There are no forces against implementation.</p> <p>2- All related and required information are computerized and available for use.</p> <p>3- Manuals for each department to make activities standardized.</p>
<p>▪ Students Service:</p> <p>1-Availability of scholarships to excelling students.</p> <p>2-Availability of prizes and scholarships for creative students.</p> <p>3-Availability of international summer camps.</p> <p>4-Deanship of Student Affairs maintains a direct relationship with the students.</p>	<p>1-Honor list for excellent students and fees waiving.</p> <p>2-University provides excellent students and researchers prizes and scholarships in many different friend countries.</p>
<p>▪ Society Service:</p> <p>1-Availability of programs and activities geared to meet social, economic, political and cultural needs, and with local, international cooperation.</p> <p>2-Availability of a professional Continuing Education.</p> <p>3-Availability of various voluntary and community activities.</p>	<p>1-It provides partnerships between the university and local and international institutions and organizations as well community activities and events.</p> <p>2- An-Najah university offers different short-term and long-term training opportunities, in addition to special professional diplomas that cover a wide range of topics to overcome all obstacles that might prevent anyone from education.</p> <p>3-The various university faculties carry out various community activities, covering various aspects of Palestinian society life.</p>

Strength	Analysis
<p>▪ Academic Staff Service:</p> <p>1-Availability of privileges provided for the academic staff.</p> <p>2-University encourages training and academic development for staff.</p> <p>3-Availability of The Excellent Teacher Program.</p>	<p>1-Free children education, free medical insurance, discount on education for spouse.</p> <p>2-Staff upgrade program linked to courses and exercises.</p> <p>3-A program to encourage teachers to keep the excellence strategy and got enhanced academically.</p>
<p>▪ Profitability & Development:</p> <p>1- An-Najah university puts annual profit into development.</p>	<p>1- An-Najah is not profitable organization, it just keep development process.</p>
<p>▪ Local Student's Enrolled:</p> <p>1-University the first one in Palestine that attracts large number of local students every year.</p>	<p>1-(23,506) local student enrolled.</p>
<p>▪ Strategic Plan:</p> <p>1-Availability of a valid competitive strategic plan.</p> <p>2-Availability of clear vision, mission and goals.</p> <p>3- Availability of project management unit.</p>	<p>1-Strategic plan (2017-2022) with a vision, mission, strategic goals, and programs are all to achieve the role and prestige leadership.</p> <p>2- Vision, mission, and goals are all SMART.</p> <p>3-The university seeks to enhance project management through an integrated information and follow-up system characterized by transparency and effectiveness, and ensures the continuity of projects and achieving a positive impact of their outputs on society and the university.</p>

Weakness	Opportunity	Threat
Weak implementation for the researches applied in the university.	Governmental tendency to increase support for higher education in Palestine.	The presence of great competition and direct from local universities.
Unavailability of one common campus for all colleges.	Preparing a clear and serious strategy maximizes the chances of obtaining support.	The weakness of the budget allocated to the university from the government.
Low level of income among administrators and academics compared to large local universities.	The accessibility of major universities to accreditation provides an opportunity for major changes that have always been impeded by traditional laws and bureaucratic regulations.	The weak contribution of society in financing higher education institutions.
The ineffectiveness of the system for measuring beneficiaries' opinion on the quality of education.	Higher demand for higher education.	The weak link between the scientific research system and the needs of society.
Aging for a large percentage of faculty and administrators.	Existence of local and international university agreements and research partnership projects.	Attracting external and local competitors to some excellent of faculty members.
Lack of knowledge of the contents of the vision, mission, values and strategic goals by most of the teaching staff and employees at the university.	The possibility of making use of trained and qualified teaching staff to open consulting and training offices to meet the requirements of different community organizations.	The instability of the security situation in the country and the possibility of the cities and roads being closed.

Weakness	Opportunity	Threat
The incentive and reward systems at the university do not rise to the level of ambition of administrators and academics.	Multiple sources of informal support university funding.	The migration of a number of scientific talent outside the country.
The lack of training programs and workshops to suit contemporary training needs.	The ability to communicate with the private sector to provide job opportunities for university graduates.	Competition of foreign education institutions.
Deficiency in the process of linking the requirements of the contemporary labor market and academic programs.	Availability and development of education technology in general and e-education in particular.	High levels of unemployment and poverty in Palestinian society, and the lack of job opportunities for graduates in the labor market.
Insufficient self-financing resources to develop in the different fields of work of the university.	There are positive trends for new generations to use new technology.	Foreign aid from donor countries faltered.
Slow review of the systems and instructions And data at the university.	The widespread use of technology communication networks, and the Internet in education.	Fluctuations in currency exchange rates, inflation and high costs the living.
The process of updating courses is slow.	The national trend towards supporting differentiation and diversity in university programs.	Rapid change in the needs and requirements of the labor market.

Weakness	Opportunity	Threat
Low level of students and faculty members in English.	The possibility of Arab 48 students enrolling in An-Najah university.	Rapid change in academic disciplines.
Weak practicality - applied in some specializations and courses.	Entering new economic and technological fields that require new specialties.	Annual decrease in the graduates from the high school (Tawjeehi).
Location of the university is not intermediate between all Palestinian cities.	Increase in the demand on the medical studies and hospitals.	Malicious or abusive rumor.
Lack of lands in the campus for future expansion.	Increase demand and need on the Nano technology.	The Israeli plan to acquire areas C of the West Bank.

It looks from the analysis for the existing situation for An-Najah National University like it will be one of the main and biggest competitors for AAUP. The researcher by analyzing the situation of An-Najah National University becomes able to understand how much the pillars or indicators of competitiveness in An-Najah National University are strong. The researcher noticed that An-Najah National University is in an ideal situation in Differentiation and sustainability; however, it is strong in strategic planning, brand, human resources, academic staff, society services, and governance.

▪ **Palestine Technical University (Kadoorie) – SWOT Analysis:**

In this study, analyzing the competitive situation for Palestine Technical University (Kadoorie) is important because it could be a competitor for AAUP in strategic planning and having a competitive advantage due to specialty of its programs.

Strength	Analysis
<p>▪ Brand:</p> <p>1- Palestine Technical university (Kadoorie) is the first and well known in Palestine that has agricultural Technical and vocational education base.</p>	<p>1- It is the first famous university in Palestine, it was established to be an agricultural school.</p>
<p>▪ Knowledge Society:</p> <p>1- Availability of all pillars of knowledge society creation.</p>	<p>1- Kadoorie participate in creating the knowledge society through education, scientific research, and creating an environment with common scientific and knowledge interests.</p>
<p>▪ Innovation & Entrepreneurship:</p> <p>1- Availability of Innovation & Entrepreneurship strategy in the university.</p> <p>2- Early efforts to support the preparation and implementation of the Innovation & Entrepreneurship strategy.</p>	<p>1- The Innovation and Entrepreneurship is being considered in the latest strategic plan that works to stimulate and facilitate creative and entrepreneurial participation at Kadoorie university, and to embrace specialized pioneering and training programs through externally supported projects and other related initiatives.</p> <p>2- Kadoorie focused on implementation of strategies with a vision of creativity, sustainability and entrepreneurship.</p>
Strength	Analysis
<p>▪ Scientific Research:</p> <p>1- Availability of basic & applied researches.</p> <p>2- Availability of University Publishing Unit and scientific research magazine.</p>	<p>1- The university supports research projects in theoretical and applied fields, as well as development and enabling projects within local, regional and global partnerships.</p> <p>2- The unit is concerned with the institutionalization of scientific publishing at the university, by enforcing university</p>

	publishing instructions and following up on scientific publishing carried out by the university's colleges, institutes, and centers.
<p>▪ Excellence:</p> <p>1-Availability of well qualified academic staff.</p> <p>2-Availability of excellent education.</p> <p>3-Availability of enough academic staff in full time.</p> <p>4-The university adopts the Total Quality Management (TQM).</p>	<p>1-(1.5%) of academic staff are carrying professor. (10.5%) of academic staff are carrying Participant professor, (49.5%) assistant professor.</p> <p>2-(25:1) Student to Academic staff ratio.</p> <p>3-(261) Academic staff in full time.</p> <p>4-The university adopts the comprehensive quality and reliability management in its programs and all activities.</p>
<p>▪ Differentiation:</p> <p>1-Availability of distinguished academic programs.</p> <p>2-Availability of unique specializations such as, Industrial Automation Engineering, Civil Engineering and Sustainable Structures, Sustainable Energy Engineering, Business Administration and Electronic Commerce, Logistics Management, Pharmacist, Specialties of agriculture and food processing, Agriculture and biotechnology (Master), Agricultural business (Master), (Master), and Entrepreneurship in Agribusiness (Master).</p>	<p>1-(66) Total academic programs distributed on 8 colleges.</p> <p>2-The university has these unique specializations related to agriculture, technology, sustainability and forests.</p>

Strength	Analysis
<p>▪ Partnerships:</p> <p>1-Availability of academic partnership with regional and international universities.</p> <p>2-Availability of exchange opportunities and support to the academic staff and students.</p> <p>3-The university supports and encourages participation in academic activities and international conferences.</p>	<p>The Public Relations Office at Kadoorie university is the authority responsible for all academic relations of the university and the office works to activate the university's role in academic external relations, in permanent cooperation with colleges, departments and various centers in the university with the aim of enhancing the position of the university at the local, regional and international levels.</p>
<p>▪ Public Relationships:</p> <p>1-The university has an official website that provides services to the public with ease of use by academic staff, employees, students and the public.</p> <p>2-Availability of an active public relations department.</p>	<p>1- Ptuk.edu.ps is the main electronic entrance for the university that provides all related updates.</p>
<p>▪ Campus:</p> <p>1-Availability of big campus in one place.</p> <p>2-Campus is located in a central place in Toulkarm city.</p> <p>3-2000m2 Olympic swimming pool.</p> <p>4-The football field and sports track with FIFA specifications</p>	<p>1- (360) dunum 70% green areas.</p> <p>2-Campus location can easily be reached by the western governorates in addition to Nablus city.</p>
<p>▪ Human Resources:</p> <p>1-Availability of well qualified employees.</p> <p>2-Kadourie has a job description guide</p>	<p>1- (261) full time well trained employees.</p> <p>2-It is located in Toulkarm which is intermediate between Palestinian cities.</p>

for academic staff and employees. 3-	
Strength	Analysis
<p>▪ Sustainability:</p> <p>1-Top management encourage the sustainable energy.</p> <p>2-Establishing Shams Kadourie Project for solar energy.</p>	<p>1- Kadourie university puts sustainability in its vision and academic programs.</p> <p>2- University built solar panels on the university buildings to provide free electricity with a minimum of 500KW with a total cost of 500,000USD.</p>
<p>▪ Governance:</p> <p>1-The university's board of directors has the powers to implement all the strategic plan programs.</p> <p>2-Availability of a modern database and information systems at the university.</p> <p>3-The university has clear written policies and procedures for its accounting operations.</p>	<p>1- There are no forces against implementation.</p> <p>2-All related and required information are computerized and available for use.</p> <p>3-Manuals for each department to make activities standardized.</p>
<p>▪ Students Service:</p> <p>1-Availability of scholarships to excelling students and this is one of the values.</p> <p>2-Competitive credit hour price as it is a governmental university.</p> <p>3-Availability of theatres, halls, and sport areas in international standards.</p> <p>4-Availability of female student's accommodations.</p>	<p>1- Honer list for excellent students and fees waiving.</p> <p>2- (60 JD) average of credit hour cost in the master program.</p>
Strength	Analysis
<p>▪ Society Service:</p> <p>1-Availability of programs and activities</p>	<p>1- It provides partnerships between the</p>

<p>geared to meet social, economic, political and cultural needs, and with local, international cooperation.</p> <p>2-Availability of a professional Continuing Education.</p> <p>3-Kadourie is available in Ramallah and Hebron in its technical and agricultural fully equipped base.</p> <p>4-Availability of Needy Student Fund.</p>	<p>university and local and international institutions and organizations as well community activities and events.</p> <p>2-Kadourie university offers different short-term and long-term training opportunities, in addition to special professional diplomas that cover a wide range of topics to overcome all obstacles that might prevent anyone from continuing an education.</p> <p>3-Kadourie provides the agricultural and milk products in cheap prices for society.</p> <p>4- The existence of a fund that helps students in need and who are unable to pay their tuition fees due to various family and social circumstances.</p>
--	---

Strength	Analysis
<p>▪ Academic Staff Service:</p> <p>1-Availability of privileges provided for the academic staff.</p> <p>2-University encourages training and academic development for staff.</p> <p>3-Availability of Development Reward Agreement.</p>	<p>1- Free children education, free medical insurance, 50% discount on education for spouse.</p> <p>2-Staff upgrade program linked to courses and exercises.</p> <p>3-The developmental reward is a sum of money that is paid monthly to each employee from the university's budget, in a manner that guarantees equality in his salary with his counterpart in the public university that accredits the unified staff.</p>

<p>▪ Profitability & Development:</p> <p>1-Kadourie puts annual profit into development.</p>	<p>1- Kadourie is not profitable organization, it just keep development process through its governmental and self-budget.</p>
<p>▪ Local Student's Enrolled:</p> <p>1-University attracts large number of local students every year.</p>	<p>1- (6,559) local student enrolled (57%) of them from Toulkarm governorate.</p>
<p>▪ Strategic Plan:</p> <p>1-Availability of a valid competitive strategic plan.</p> <p>2-Availability of clear vision, mission and goals.</p> <p>3-Availability of project management unit.</p>	<p>1- Strategic plan (2017-2022) with a vision, mission, strategic goals, and programs are all to achieve the role and prestige leadership.</p> <p>2-Vision, mission, and goals are all SMART.</p> <p>3-The university seeks to enhance project management through an integrated information and follow-up system characterized by transparency and effectiveness, and ensures the continuity of projects and achieving a positive impact of their outputs on society and the university.</p>

Weakness	Opportunity	Threat
Weak implementation for the researches applied in the university.	Governmental tendency to increase support for higher education in Palestine.	The presence of great competition and direct from local universities.
Weak marketing for the university programs.	Increase demand of the technical and vocational specialties.	A society's inferior view of vocational disciplines.

The presence of bureaucracy in the administration.	Preparing a clear and serious strategy maximizes the chances of obtaining support.	The weakness of the budget allocated to the university from the government.
Weakness	Opportunity	Threat
Low level of income among administrators and academics compared to large local universities.	The accessibility of major universities to accreditation provides an opportunity for major changes that have always been impeded by traditional laws and bureaucratic regulations.	The weak contribution of society in financing higher education institutions.
The ineffectiveness of the system for measuring beneficiaries' opinion on the quality of education.	Higher demand for higher education.	The weak link between the scientific research system and the needs of society.
Aging for a large percentage of faculty and administrators.	Existence of local and international university agreements and research partnership projects.	Attracting external and local competitors to some excellent of faculty members.
Lack of knowledge of the contents of the vision, mission, values and strategic goals by most of the teaching staff and employees at the university.	The possibility of making use of trained and qualified teaching staff to open consulting and training offices to meet the requirements of different community organizations.	The instability of the security situation in the country and the possibility of the cities and roads being closed.
The incentive and reward systems at the university do not rise to the level of ambition of administrators	Multiple sources of informal support university funding.	The migration of a number of scientific talent outside the country.

and academics.		
Weakness	Opportunity	Threat
The lack of training programs and workshops to suit contemporary training needs.	The ability to communicate with the private sector to provide job opportunities for university graduates.	Competition of foreign education institutions.
Deficiency in the process of linking the requirements of the contemporary labor market and academic programs.	Availability and development of education technology in general and e-education in particular.	High levels of unemployment and poverty in Palestinian society, and the lack of job opportunities for graduates in the labor market.
Insufficient self-financing resources to develop in the different fields of work of the university.	There are positive trends for new generations to use new technology.	Foreign aid from donor countries faltered.
Slow review of the systems and instructions and data at the university.	The widespread use of technology communication networks, and the internet in education.	Fluctuations in currency exchange rates, inflation and high costs the living.
The process of updating courses is slow.	The national trend towards supporting differentiation and diversity in university programs.	Rapid change in the needs and requirements of the labor market.
Low level of students and faculty members in English.	The possibility of Arab 48 students enrolling in Kadourie university.	Rapid change in academic disciplines.

Weak practicality - applied in some specializations and courses.	Entering new economic and technological fields that require new specialties.	Annual decrease in the graduates from the high school (Tawjeehi).
Weakness	Opportunity	Threat
Location of the university is not intermediate between all Palestinian cities.	Increase in the demand on the agricultural and practical studies and farming.	Malicious or abusive rumor.
Lack of academic specialist in the fields provided by the university.	Increase demand and need on the agricultural sereach and technology.	The Israeli plan to acquire areas C of the West Bank.

It looks from the analysis for the existing situation for Kadoorie like it might be competitor for AAUP. The researcher by analyzing the situation of Kadoorie becomes able to understand how much the pillars or indicators of competitiveness in Kadoorie are strong. The researcher noticed that it is in an ideal situation in Differentiation and Scientific Research; however, it is strong in strategic planning, brand, sustainability, and society service.

▪ **Tel Aviv University – SWOT Analysis:**

In this study, analyzing the competitive situation for Tel Aviv University which is an Israeli university located in the occupied Palestine is important because it could be a competitor for AAUP in attracting Arab 1948 students specially in the medical field and having a competitive advantage due to sociality of its medical programs.

Strength	Weakness
Well known international university.	The university atmosphere is full of racism between Arab and Jewish students.
It is considered among the top 20	The difficulty of Arab students passing the

universities in the world.	university joining exam (Psychometric), especially for medical studies.
Strength	Weakness
The university received the highest score among Israeli universities in the employer reputation rating.	Expensive student accommodation.
The university is ranked 173 in the world ranking (QS World University Ranking).	The feeling of the alienation and disharmony of the Arab students in the university atmosphere with the Zionist culture.
Great diversity in academic disciplines.	The low percentage of Arab university graduates who are enrolled at the university.

Strength	Weakness
University location is intermediate in the Palestinian Occupied land and can be reached easily.	The priority for employment in the government and the private sector for Jewish graduates.
Tel Aviv University's location provides students with broader opportunities to find work that could sometimes be in their field of study, such as working for high-tech companies for engineering and computer science students.	The lack of cultural and social activities that take into account the Arab and Palestinian culture for Arab students.
The possibility of training students in specialized institutions of international standards.	The absence of an association or body representing Arab students at the university.
High academic and research capabilities and competition for academic staff.	The lack of scholarships for exemption from tuition fees for outstanding Arab students.
The presence of the university's	Weakness of Arab students in Hebrew and

marketing centers in the Arab sector.	English.
The university is equipped with technical laboratories and scientific libraries of international standards.	There is a big difference in the nature of educational programs between Jews and Arabs.

It looks from the analysis for the existing situation for Tel-Aviv University like it is already a big competitor for AAUP specially in the medical programs as it attracts Arab 1948 students to study these programs in there. The researcher by analyzing the situation of Tel-Aviv University becomes able to understand how much the pillars or indicators of competitiveness in Tel-Aviv University are strong. The researcher noticed that it is in an ideal situation in Differentiation and Scientific Research, Ranking, Brand, Campus; however, it is strong in strategic planning, sustainability, public relations and society service. It likes like Tel-Aviv University is practicing proper public relation techniques in attracting Arab students, this is very clear in its promotion activities every season such as the open day in which the university provides busses to bring Arab students from there areas to the university campus and explain them in Arabic about all available programs and possibility of being enrolled and study.

3.5 Learned Lessons from Other Competitive Universities

In this chapter and in order to reach the main competitive advantage for each study case, the researcher highlighted the main local competitor universities in the same region of AAUP in addition to one of the biggest Zionist one which is Tel Aviv university located in Tel Aviv with more than 5400 Arab students enrolled in 2019 in different specialties such as, humanities, science and medical studies. These Arab students are a target to be reached by the Palestinian universities and by the Israeli universities with the same level of competitiveness specially in the medical programs. These students were enrolled in

Tel-Aviv University is able to attract Arab students in the medical fields because of its ability to promote its programs among Arab areas, Governmental permissions are all provided, Possibility to provide practical training, and students believe that there chance to find job opportunity is high.

- The researcher used SWOT analysis technique to focus on the internal and external sides to assess the current competitive position for each university taken as a study case. The researcher built a model for strength position by considering all well-known competitiveness pillars for universities in order for the researcher to conclude the most powerful element that distinguishes it from other universities, and thus it can be considered the university's competitive advantage the strength of each university. The pillars of competitive advantage over the other local universities are:

- **Birzeit University (BZU):**

1-**Brand:** It is the first university in the west bank and captured a deep position in the people's mind.

2-**Campus:** The campus location is intermediate in west bank so can easily reached from all west bank cities.

- **Al-Istiqlal University:**

1-**Differentiation:** It is the only university on Palestine for the security and criminal sciences as a core academic program, so the university is unique in its field.

- **An-Najah National University:**

1-**Differentiation:** Many different unique programs are provided specially the programs given in the faculty of medicine and health sciences and the availability of An-Najah Hospital which provides an excellent training and research field for the students of the faculty of medicine and health sciences.

2-Sustainability: The university has a solar energy field and work to assist Palestinian small villages to have power through solar energy.

▪ **Palestine Technical University (Kadoorie):**

1-Differentiation: Kadoorie is competitive with its unique and special agricultural, technical and vocational specialties with all related equipped laboratories.

2-Scientific Research: Kadoorie is being considered academic base for agricultural and technical scientific researches in Palestine due to availability of all required resources and due to university interest in scientific research and international conferences.

▪ **Tel Aviv University:** Tel Aviv University is selected by the researcher to be analyzed as it is one of the biggest competitors for AAUP in attracting the Arab students in Israel specially in the medical studies. The university compete in many unique specialties but the medical field will always be the field that attract the Arab students to AAUP due to many reasons such as the limited number of accepted students every year in the medical sciences and the difficulty to get high grade in the Psychometric. The university competitive advantage then in the high academic and research capabilities and in the ease with which its graduates can join the Israeli labor market after graduation. However, AAUP can compete in attracting the Arab students by focusing on all weaknesses of Tel Aviv university and convert them into an opportunity for itself.

Chapter Four

Strategic Goals Toward Achieving a Competitiveness for AAUP with other Local Universities

4.1 Conceptual Research Results

After presenting the conceptual framework of the study, the most important results of this part of study were:

- Palestinian Universities no longer live in isolation from the world, as globalization has produced local and global challenges such as the explosion of knowledge, technological development and information revolution. It has become necessary for Palestinian universities to realize that they must possess the competitive advantages that preserve them in the competitive local and even global educational market.
- The strategic element that gives universities great opportunities to achieve superiority over other universities is the competitive advantage, as in the competitive environment, universities aim to create a state of exclusivity in comparison to other universities, and they also aim to continuously develop to achieve excellence in order to face external and internal challenges and changes to maintain their survival and continuity at its highest level among institutions of higher education.
- To achieve excellence in the university, there must be a strategic planning methodology as a guarantee to achieve the desired competitiveness visions and goals, conducting a comprehensive development process for its higher education system and developing a future strategic plan to build information bases on modern and integrated data, specialized research, raising the efficiency of the educational system,

internal efficiency, external harmonization, and setting a suitable excellence strategy to shape the future of higher education as an important development sector.

- Palestinian Universities must adopt future global trends to achieve excellence in education and competitiveness in both local and global market, such as investing in technological education and training, harmonizing university outcomes with the needs of the labor market, focusing on scholarship opportunities in areas that serve the national economy, focusing on innovation in advanced technologies and entrepreneurship, and creating an attractive environment for investment and attracting the best human talent and academic staff.
- University teaching is one of the most important approaches to achieving a competitive advantage in universities, which is based on several components that include the academic level of the faculty member, his knowledge of the subjects he/she studies, and his enjoyment of academic freedom that allows him to develop himself academically and professionally, in addition to that the distinguished faculty member is able to open communication channels between the university and the surrounding environment with the aim of achieving community service and solving its problems and contributing to scientific research by developing advanced curricula to ensure the quality of the university graduates.
- Scientific research is one of the most important approaches to achieving the university's competitive advantages and one of the most important sources of funding for universities and the source of university decisions to achieve the university's goals, so the university becomes the home of expertise and its local and international distinction, because the research process has a very distinctive place in evaluating university performance, which the university is obligated to develop comprehensive

plans for scientific research that serve development programs that meet the socio-economic needs of society, link thesis and university researches with community issues, and cooperate between universities and research centers at various levels, exchange experiences, share available resources among them, and optimize research in solving productive problems facing the industrial, production and service sectors.

- The multiplicity of indicators of achieving competitive advantage in light of the trend of international universities between the Palestinian university's site global rankings, the extent of the partnership between the university and the community, and the extent of its contribution to building a knowledge society and achieving the university of entrepreneurship and the distinction of the academic reputation of the university and the university's award of excellence awards academic, as these indicators reflect the extent to which the university has achieved a competitive position from other universities.
- The emergence of some new trends to achieve the competitive advantage of the university is represented in several models of internationalization of the higher education including building academic partnerships to develop university programs and international student exchange at the conference international scientific studies, training them scientifically and academically, establishing research partnerships and exchanging researchers and research that gain the university a competitive advantage with international universities, in addition to building and developing academic partnerships with international organizations in the field of community service.

4.2 Field Research Results

Because the study belongs to the Arab American University, the researcher and after studying many competitive universities in the region (In the middle and north of West Bank and even in the occupied Palestine) limited the field study to the main universities that share with Arab American University in the same geographical circle in the West Bank, where the researcher conducted a field study on both Birzeit University and An-Najah National University, where the field study included interviews for a sample of students from different Academic majors, including bachelors and masters, and another sample of academics and even with head of some critical departments in each university. The sample interviewed was of 28 students at Birzeit University (BZU) in addition to 3 academics and head of Public Relations Department, and in An-Najah University, 22 students, in addition to 3 academics and head of Public Relations Department.

In AAUP as the targeted university, the sample interviewed was 68 students, 8 academic staff, head of Public Relations Department, head of Quality Assurance Department, and 3 of graduated students who experienced long period of studying time in AAUP and were members of student's council.

In addition to these interviews, the researcher conducted an interview with the director and staff of the Public Relations Department in both universities.

The field research results were as follows:

- **Birzeit University (BZU):** The sample of students at Birzeit University was distributed as follows:

Table 1: BZU Student's Sample Distribution.

Faculty	Major	Number	Sex (M/F)
Engineering and Technology	Architecture	5	3 F/2 M
	Civil and Environment	3	3 M
	Computer Science	4	2 F/2 M
Science	Mathematics	1	1 M
	Chemistry	1	1 F
Pharmacy, Nursing and Health Professions	Pharmacy	5	4 F/1 M
	Nursing	4	2 F/2 M
Art, Music and Design	Art	1	1 F
Business and Economics	Accounting	2	1 F/1M
	Finance and Banking	1	1 M
Graduate Studies	Government and Local Governance	1	1 F
Sum		28	15 Female 13 Male

- In addition to the interviews with students, the researcher conducted interviews with 3 of the academic staff. The sample of academics at Birzeit University was distributed as follows:

Table 2: BZU Academic's Sample Distribution.

Faculty	Major	Number	Sex (M/F)
Engineering and Technology	Architecture	1	1 F
Pharmacy, Nursing and Health Professions	Pharmacy	1	1 M
	Nursing	1	1 F

The questions were open type in order to provide good opportunity to the students, academics, and public relation department to express their feelings, believes, impressions, knowledge, personal motives, hopes, expectations, and experiences with BZU before and after joining the university in a free manner. The results which are descriptive and analytical came as the followings:

Table 3: Student's Sample Results.

Question	Faculty	Major	Number	Sex	Answer	Weight
1				(M/F)		%
What was the main reason for selecting BZU?	Engineering and Technology	Architecture	5	2F	Free university environment	7.14
				1F	No gap between student and teacher	3.57
				2M	University reputation	7.14
		Civil and Environment	3	2M	Free university environment	7.14
				1M	Close to the centers of life activities	3.57
		Computer Science	4	2M	Close to the centers of life activities	7.14
				1F	University reputation	3.57
				1F	Security	3.57

Science	Mathematics	1	1M	Closer to Ramallah than others	3.57
	Chemistry	1	1F	Security	3.57
Pharmacy, Nursing and Health Professions	Pharmacy	5	3F	No gap between student and teacher	10.71
			1F	Security	3.57
			1M	University reputation	3.57
	Nursing	4	2F	Security	7.14
			2M	Close to the centers of life activities	7.14
Art, Music and Design	Art	1	1F	Free university environment	3.57
Business and Economics	Accounting	2	1F	Free university environment	3.57
			1M	Close to the centers of life activities	3.57
	Finance and Banking	1	1M	Close to the centers of life activities	3.57
Graduate Studies	Government and Local Governance	1	1F	University reputation	3.57

Question	Faculty	Major	Number	Sex	Answer	Weight	
2				(M/F)		%	
Are you satisfied with BZU and why?	Engineering and Technology	Architecture	5	3F	Yes, Teaching level is higher than others	10.71	
				2M	Yes, Students / Teachers less than other universities	7.14	
		Civil and Environment	3	2M	Yes, students from other universities are weaker	7.14	
				1M	Yes, students from other universities are weaker	3.57	
		Computer Science	4	1M	Yes, students from other universities are weaker	3.57	
				1M	Yes, teachers are professional	3.57	
				1F	Yes, teachers are professional	3.57	
				1F	Yes, graduates from BZU are preferred in labor market	3.57	
		Science	Mathematics	1	1M	Yes, teachers are	3.57

					professional	
		Chemistry	1	1F	Yes, labs are well equipped	3.57
Pharmacy, Nursing and Health Professions	Pharmacy		5	2F	Yes, teachers are professional	7.14
				2F	Yes, labs are well equipped	7.14
				1M	Yes, students from other universities are weaker	3.57
	Nursing		4	2F	Yes, practical trainings are provided in good places	7.14
				2M	Yes, graduates from BZU are preferred in labor market	7.14
Art, Music and Design	Art	1	1F	Yes, teachers are professional	3.57	
Business and Economics	Accounting		2	1F	Yes, graduates from BZU are preferred in labor market	3.57
				1M	Yes, graduates from BZU are preferred in labor market	3.57
	Finance and Banking	1	1M	Yes, graduates from BZU are	3.57	

					preferred in labor market	
	Graduate Studies	Government and Local Governance	1	1F	Yes, Master from BZU is more respected	3.57
Question	Faculty	Major	Number	Sex (M/F)	Answer	Weight %
3						
How do you see BZU environment?	Engineering and Technology	Architecture	5	3F	Cultural diversity	10.71
				2M	High awareness	7.14
		Civil and Environment	3	3M	Cultural diversity	10.71
		Computer Science	4	2M	Cultural diversity	7.14
				2F	Freedom	7.14
	Science	Mathematics	1	1M	Close to life activities	3.57
		Chemistry	1	1F	Secure environment	3.57
	Pharmacy, Nursing and Health Professions	Pharmacy	5	4F	Secure environment	14.28
				1M	Respect all opinions	3.57
		Nursing	4	2F	Secure environment	7.14
				2M	Respect all opinions	7.14
	Art, Music and Design	Art	1	1F	Freedom	3.57

	Business and Economics	Accounting	2	1F	Freedom	3.57
				1M	Close to life activities	3.57
		Finance and Banking	1	1M	Respect all opinions	3.57
	Graduate Studies	Government and Local Governance	1	1F	Secure environment	3.57

Question	Faculty	Major	Number	Sex	Answer	Weight
4				(M/F)		%
How did you select your major?	Engineering and Technology	Architecture	5	3F	BZU markets its programs	10.71
				2M	Friends advices	7.14
		Civil and Environment	3	3M	Friends advice	10.71
		Computer Science	4	2M	Family advice	7.14
	2F			Personal research and decision	7.14	
	Science	Mathematics	1	1M	Earlier desire	3.57
		Chemistry	1	1F	Earlier desire	3.57
	Pharmacy, Nursing and Health Professions	Pharmacy	5	2F	Family advice	7.14
				2F	Personal research and decision	7.14
				1M	Personal	3.57

					research and decision	
		Nursing	4	2F	Family advice	7.14
				1M	Earlier desire	3.57
				1M	Friends advice	3.57
	Art, Music and Design	Art	1	1F	Earlier desire	3.57
	Business and Economics	Accounting	2	1F	Friend advice	3.57
				1M	Family advice	3.57
			Finance and Banking	1	1M	Friend advice
	Graduate Studies	Government and Local Governance	1	1F	Personal research and decision	3.57

Question	Faculty	Major	Number	Sex	Answer	Weight
5				(M/F)		%
What is the main prominent difficulty you have face in BZU?	Engineering and Technology	Architecture	5	3F	Accommodation	10.71
				2M	Tuitions	7.14
		Civil and Environment	3	3M	Major conversion	10.71
		Computer Science	4	2M	Tuitions	7.14
	2F			Away from family	7.14	
	Science	Mathematics	1	1M	Tuitions	3.57

		Chemistry	1	1F	Expensive services	3.57
	Pharmacy, Nursing and Health Professions	Pharmacy	5	2F	Tuitions	7.14
				1F	No free time	3.57
				1M	Tuitions	3.57
				1M	Major conversion	
		Nursing	4	1F	Tuitions	7.14
				1F	No free time	
				2M	Tuitions	3.57
	Art, Music and Design	Art	1	1F	Expensive services	3.57
	Business and Economics	Accounting	2	1F	No free time	3.57
				1M	Tuitions	3.57
		Finance and Banking	1	1F	Tuitions	3.57
	Graduate Studies	Government and Local Governance	1	1F	Tuitions	3.57

Table 4: BZU Student's Results Analysis.

Question	Sex	Answer	Weight	Analysis
1	(M/F)		%	
What was the main reason for selecting BZU?	4F	Free university environment	14.28	14.28% of female students were interviewed choose to study in BZU mainly because they love its free environment, they spoke about the freedom they feel, how they practice their political and social activity without any harassments from any part.
	3F	No gap	10.71	10.71% of female students were

		between student and teacher		interviewed choose to study in BZU mainly because they love its free environment, they spoke about the freedom they feel, how they practice their political and social activity without any harassments from any part.
	3M	University reputation	10.71	10.71% of male students were interviewed choose to study in BZU mainly because of its great reputation. They did care much about being one of its graduates when they selected BZU.
	2M	Free university environment	7.14	7.14% of male students were interviewed choose to study in BZU mainly because they love its free environment, here the researcher noticed that the free environment form a major factor in choosing a university for females more than males.
	8M	Close to the centers of life activities	28.57	28.57% (Majority) of male students were interviewed choose to study in BZU mainly because there are life activities close to and beside their study life, they spoke about Ramallah city life and how is it easy all the time to reach Ramallah, they spoke as well about Birzeit city night life and availability of all entertainment places around comparing with other universities.
	2F	University reputation	7.14	7.14% of female students were interviewed choose to study in BZU mainly because of its great reputation.

				They did not care much about being one of its graduates when they selected BZU. The researcher noticed that females care less than males in BZU reputation.
	5F	Security	17.85	17.58% of female students were interviewed choose to study in BZU mainly because they feel themselves secure and safe in BZU campus, in the university accommodation and even in Birzeit city as a university big campus. They spoke about how females suffer in other universities mainly from youth harassment and disputes over girls and even shooting incidents occurred around other universities.
	1M	Closer to the place of living	3.57	Only 3.57% of male students were interviewed choose to study in BZU because it is closer to Ramallah than other local universities. It was clear that this is because he is from Ramallah city. This answer and based on the research hypothesis limitation is ignored.

Question	Sex	Answer	Weight	Analysis
2	(M/F)		%	
Are you satisfied with BZU and why?	3F	Yes, Teaching level is higher than others	10.71	10.71% of female students were interviewed were satisfied with BZU because of the high level of education. Females expressed their convictions that the level of education in BZU is higher

				than other universities in Palestine.
2M	Yes, Students / Teachers less than other universities	14.28		7.14% of male students were interviewed were satisfied with BZU because of the availability of enough teachers for them. Males expressed their convictions the percentage of students to teachers is less than other local universities.
5M	Yes, students from other universities are weaker	17.85		17.85% of male students were interviewed were satisfied with BZU and expressed their convictions that their academic level higher than students in the same field in other local universities.
2M	Yes, teachers are professional	7.14		7.14% of male students were interviewed were satisfied with BZU and expressed their convictions that teachers in BZU are more well qualified and trained.
4F	Yes, teachers are professional	14.28		14.28% of female students were interviewed were satisfied with BZU and expressed their convictions that teachers in BZU are more well qualified and trained. Females believed that double the males.
2F	Yes, graduates from BZU are preferred in labor market	7.14		7.14% of female students were interviewed were satisfied with BZU and expressed their convictions that the labor market prefers the graduates of BZU over others.
4M	Yes, graduates	14.28		14.28% of male students were interviewed were satisfied with BZU and

		from BZU are preferred in labor market		expressed their convictions that the labor market prefers the graduates of BZU over others. It means that this concept is being taken into consideration by males double than females.
	3F	Yes, labs are well equipped	10.71	10.71% of female students were interviewed were satisfied with BZU and expressed their convictions that the labs in BZU are fully equipped and that what they mainly care about to get satisfaction.
	1F	Yes, Master from BZU is more respected	3.57	3.57% of female students in post graduate studies were interviewed were satisfied with BZU and expressed their convictions that master certificate from BZU is highly respected in the market. This answer and based on the research hypothesis limitation is ignored.
	2F	Yes, practical training are provided in good places	7.14	7.14% of female students expressed their convictions that the practical training provided during studying in BZU is conducted in a proper places and better than other places.

Question	Sex	Answer	Weight	Analysis
3	(M/F)		%	
How do you see BZU environment?	3F	Cultural diversity	10.71	10.71% of female students were interviewed spoke about cultural diversity in BZU campus and colleges. They care about this.
	2M	High awareness	7.14	7.14% of male students were interviewed feel that it is an

				awareness environment. They spoke about the political, social and academic awareness.
5M	Cultural diversity	17.85		17.85% of male students were interviewed spoke about cultural diversity in BZU campus and colleges. They care more than females about this point.
4F	Freedom	14.28		14.28% of female students were interviewed expressed their convictions that BZU provides its students with freedom in its campus with a secure environment. They practice the freedom without any harassments.
3M	Close to life activities	10.71		10.71% of male students were interviewed feel happy that the environment of BZU is full of youth life. They spoke about how all life center activities are around BZU.
8F	Secure environment	28.57		28.57% of female students were interviewed feel the campus and even Birzeit city secure and under control. They spoke about peaceful environment day and night.
4M	Respect all opinions	14.28		14.28% of male students were interviewed spoke about respect to their opinions that they get in BZU. They said that they do not feel it in any other place.

Question	Sex	Answer	Weight	Analysis
4	(M/F)		%	
How did you select your major?	3F	BZU markets its programs	10.71	10.71% of female students they got effected by program's marketing conducted by BZU.
	7M	Friend advice	25.00	25.00% of male students were interviewed said they got effected by their friends in selecting their major.
	3M	Family advice	10.71	10.71% of male students said they got effected by their families in selecting their major.
	1F	Friend advice	3.57	Only 3.57% of female students said they got effected by their friends in selecting their major. This answer and based on the research hypothesis limitation is ignored.
	4F	Family advice	14.28	14.28% of female students were interviewed said they got effected by their families in selecting their major.
	1M	Personal research and decision	3.57	Only 3.57% of male students they searched earlier and decided their major. This answer and based on the research hypothesis limitation is ignored.
	5F	Personal research and decision	17.85	17.85% of female students were interviewed said they searched earlier and decided their major.
	2M	Earlier desire	7.14	7.14% of male students were interviewed said they had an earlier desire and decision in their major. They came to BZU for this major in

				particular.
	2F	Earlier desire	7.14	7.14% of female students were interviewed said they had an earlier desire and decision in their major. They came to BZU for this major in particular.

Question	Sex	Answer	Weight	Analysis
5	(M/F)		%	
What is the main prominent difficulty you have face in BZU?	3F	Accommodation	10.71	10.71% of female students were interviewed said that the main problem they faced is the bad accommodation in Birzeit.
	9M	Tuitions	32.14	32.14% of male students were interviewed complained about the high price of the credit hour.
	5F	Tuitions	17.85	17.85% of female students were interviewed complained about the high price of the credit hour.
	4M	Major conversion	14.28	14.28% of male students were interviewed complained about difficulties in conversion between major and major. They wished if it could be easier.
	3F	No free time	10.71	10.71% of female students were interviewed complained from lack of free time for them to practice other activities. They said they have too much exams.
	2F	Away from family	7.14	7.14% of female students were interviewed complained from

				their being away from their homes and families.
	2F	Expensive services	7.14	7.14% of female students were interviewed complained from the unaffordable daily cost of internal student's services like food and beverages.

Table 5: BZU Academic's Sample Results.

Question	Faculty	Major	Number	Sex	Answer	Weight
1				(M/F)		%
How do you distinguish BZU academically from other universities?	Engineering and Technology	Architecture	1	1F	Good, but some courses needs to be updated to match the development	33.33
	Pharmacy, Nursing and Health Professions	Pharmacy	1	1M	Good, but it needs to be maintained by more trainings and incentives to the academic staff	33.33

		Nursing	1	1F	Good, but it needs to be developed by developing the academic staff from all sides	33.33
--	--	---------	---	----	--	-------

Question	Faculty	Major	Number	Sex	Answer	Weight
2				(M/F)		%
Are you satisfied with the level of education in BZU?	Engineering and Technology	Architecture	1	1F	Yes, it is one of the best among the local universities, student learn all related subject theoretically and practically	33.33
	Pharmacy, Nursing and Health Professions	Pharmacy	1	1M	Yes, it is good but the students need to be involved more and more in the	33.33

					scientific researches	
		Nursing	1	1F	Yes, it is good but the students need to be involved more and more in the scientific researches	33.33

Question	Faculty	Major	Number	Sex	Answer	Weight
3				(M/F)		%
How do you see the environment of BZU?	Engineering and Technology	Architecture	1	1F	Free, encourage democratic life and secure. But needs to encourage the invention and scientific research	33.33
	Pharmacy, Nursing and Health Professions	Pharmacy	1	1M	Free, encourage democratic life and	33.33

					secure. But needs to encourage the invention and scientific research	
		Nursing	1	1F	Free, encourage democratic life, secure. But needs to encourage the invention and scientific research	33.33

Question	Faculty	Major	Number	Sex	Answer	Weight
				(M/F)		%
What is the main competitive advantage of BZU	Engineering and Technology	Architecture	1	1F	Reputation (Brand Name)	33.33
	Pharmacy, Nursing and	Pharmacy	1	1M	Public relation	33.33

from your point of view?	Health Professions	Nursing	1	1F	Public relation	33.33
--------------------------	--------------------	---------	---	----	-----------------	-------

Table 6: BZU Academic's Results Analysis.

Question	Major	Answer	Weight	Analysis
1			%	
How do you distinguish BZU academically from other universities?	Architecture	Good, but some courses needs to be updated to match the development	33.33	33.33% of academic sample were interviewed believe that the academic level for BZU is the best among the local universities, but they said that in order to be always the best there are some courses needs to be updated to be in line with the current and future development.
	Pharmacy	Good, but it needs to be maintained by more trainings and incentives to the academic staff	33.33	33.33% of academic sample were interviewed believe that the academic level for BZU is the best among the local universities, but they said that in order to be always the best a local and international training and building capacity for the academic staff must be conducted permanently.
	Nursing	Good, but it needs to be developed by developing	33.33	33.33% of academic sample were interviewed believe that the academic level for BZU is the best among the local universities, but they said that

		the academic staff from all sides		in order to be always the best the academic staff needs always to be selected properly, trained and even paid very well.
--	--	-----------------------------------	--	--

Question	Major	Answer	Weight	Analysis
2			%	
Are you satisfied with the level of education in BZU?	Architecture	Yes, it is one of the best among the local universities, student learn all related subject theoretically and practically	33.33	33.33% of academic sample were interviewed are satisfied with the academic level of BZU and consider it one of the best among the local universities, as students learn all subjects related to their major and practice that practically.
	Pharmacy and Nursing	Yes, it is good but the students need to be involved more and more in the scientific researches	66.66	66.66% of academic sample were interviewed are satisfied with the academic level of BZU but they also believe that students must be involved in a scientific researches and make inventions in order to compete others in other universities.

Question	Major	Answer	Weight	Analysis
3			%	
How do you see the environment of BZU?	Architecture, Pharmacy and Nursing	Free, encourage democratic life and secure. But needs to encourage invention/scientific research	100.00	100.00% of academic sample were interviewed described the environment of BZU is by the words of freedom, encouragement, democracy, and security in the Birzeit life style. They said life style encourages invention/research spirit in the students.
Question	Major	Answer	Weight	Analysis
4			%	
What is the main competitive advantage of BZU from your point of view?	Architecture	Reputation (Brand Name)	33.33	33.33% of academic sample were interviewed believe that the reputation of BZU or the brand name is the main competitive advantage of the university over the other local ones. They said that graduates from Tawjeehi join BZU mainly for its name.
	Pharmacy and Nursing	Public relation	66.66	66.66% of academic sample were interviewed believe that the excellent and strong public relation of BZU is the main competitive advantage over the other local ones. They said that Public relation department played the key role over the last

				years in the boom development of BZU.
--	--	--	--	---------------------------------------

Table 7: BZU Public Relation Interview.

Questions
<p>1. What are the main tasks of the Public Relations Department?</p> <p>Answer:</p> <p>The Public Relations Office achieves a communication strategy with the internal and external community of the university, in a way that reflects the optimal image of the university and develops it, covers its various activities and all its activities, speaks in the media in its name, and publishes it on a daily and periodic basis, through the various university platforms, the most important of which is the website and social media pages, and publishing them in Written, visual and audio media, and documenting them in the regular publications that he is keen to publish to reflect the activities of the university, and supports all its campaigns, including Al-Ghadeer magazine in Arabic and English, the university's annual report, and a general information book on all units of the university in its colleges, centers and institutes, in addition to bulletins for prizes. Students and local and international events. Among the most important axes of public relations work: Communication, receiving international and local delegations and visitors from all places inside and outside the country, the media, announcing all events, managing the collection of information and issuing publications, and implementing activities within planned work programs based on serving the university and meeting the wishes of its public, responding to inquiries from the internal and external public, and coordinating communication Between the university's bodies, including administration, workers, students, union, departments, institutes, units, centers, and relations with the community that make up the university's external audience (civil society institutions, official institutions), through coordination of communication between the university and other institutions.</p>

2. Are most of the colleges and buildings bearing the names of specific individuals funded by them?

Answer:

Yes, it is true, inside the university campus there are 32 main buildings, most of which were built with funding from friends of the university who have generously supported this scientific edifice over the years. The largest number of supporters of building the buildings is for Palestinian businessmen outside the homeland. The area of the university campus is 800 dunums (the equivalent of 80 hectares or 200 acres), and these lands were provided as a donation from the people of Birzeit town.

3. What are the main factors behind the distinguished capacity of the Public Relations Department at Birzeit University?

Answer:

All employees of the Public Relations Office are university graduates, and this is reflected in their love and fear for the interest and excellence of the university.

The scientific preparation for the employees in addition to the permanent qualification and training for the employees.

High communication skills, speed and accuracy.

4. How many employees of the Public Relations Department?

Answer:

7 employees.

5. Does the university qualify and train the staff of the Public Relations Department?

Answer:

Yes, the public relations team participates in various courses, whether by internal or external trainers, in addition to their participation in courses organized by the Media Development Center at the university.

6. How do you see the future of Birzeit University in the next five years from a public relations perspective?

Answer:

The changes in the current period have affected the Palestinian future in general, and Birzeit University in particular, and the political changes that we are witnessing in addition to the current health situation and the spread of Corona virus have cast a shadow over the university, its strategy and vision for the next stage, and we are in the process of internal consultation in order to develop a vision and plan for the next five years.

7. Are there plans that occur annually regarding the public relations department?

Answer:

Yes, there is an annual plan, which includes expected events at the university and the role of public relations in it, in addition to campaigns and expected crises, and there are long-term, medium or short-term plans.

8. Do you think that there is a relationship between the strength of public relations at Birzeit University and its competitiveness for high school graduate students?

Answer:

Of course, there is a relationship, as the public relations office carries out an informational and advertising campaign for the university, especially about university life and the university's advantages, through social media pages and the website, and publishing paid advertisements in newspapers and local radio.

9. Is there networking and work to attract students of the Arabs of the occupied Palestinian interior to study at Birzeit University?

Answer:

Yes, the university is organizing a limited annual campaign to attract students from the occupied interior. During the next year, a "Riyadh housing for female students"

will be opened at the university, which is a modern and safe residence and will be a magnet for female students in the 1948 region. This is in addition to the university's acceptance of "Begrut" students in the university's faculties and programs.

10. How does the public relations department at the university contribute to building a competitive advantage for Birzeit University?

Answer:

The Public Relations Office focuses on the strengths that distinguish BZU and the quality of education and the rich experience that the student gets from his/her enrollment at BZU.

An-Najah National University: The sample of students at An-Najah National University was distributed as follows:

Table 8: An-Najah Student's Sample Distribution.

Faculty	Major	Number	Sex (M/F)
Humanities	Arabic	2	2 F
	History	2	2 M
Law	Law	3	3 M
Engineering and Information Technology	Architecture	2	2 M
	Civil	1	1 F
	Telecommunication	1	1 M
Medicine and Health Sciences	Pharmacy	2	2 F
	Nursing	2	1 F
1 M			
Economics and Social Studies	Accounting	1	1 M
	Economics	1	1 M
Graduate Studies	Community	3	3 F

	Pharmacy		
	Health Management	2	1F 1M
Sum		22	10 Female 12 Male

- In addition to the interviews with students, the researcher conducted interviews with 2 of the academic staff. The sample was distributed as follows:

Table 9: An-Najah Academic's Sample Distribution.

Faculty	Major	Number	Sex (M/F)
Humanities	Political Science	1	1 M
Economics and Social Studies	Economics	1	1 M

Table 10: An-Najah Student's Results Analysis.

Question	Sex (M/F)	Answer	Weight %	Analysis
What was the main reason for selecting An-Najah?	3F	Closer to the place of living	13.63	13.63% of female students choose to study in An-Najah because it is located in Nablus city in which many life activities are available.
	6M	University reputation	27.27	27.27% of male students choose to study in An-Najah mainly because of its great reputation.
	6M	Closer to the place of living	27.27	27.27% of male students choose to study in An-Najah because it is located in Nablus city in which many life activities are available.
	3F	Security	13.63	13.63% of female students choose to study in An-Najah mainly because they

				feel themselves secure and safe in An-Najah campus. They spoke about how females suffer in other universities mainly from youth harassment.
	4F	The opportunity to get a scholarship is great	18.18	18.18% of female students choose to study in An-Najah mainly because they believe that they have good chance to get scholarship through university.
Question	Sex	Answer	Weight	Analysis
2	(M/F)		%	
Are you satisfied with An-Najah and why?	3F	Yes, Teaching level is higher than others	13.63	13.63% of female students were interviewed were satisfied with An-Najah because of the high level of education. Females expressed their convictions that the level of education in An-Najah is higher than other universities in Palestine.
	4M	Yes, teachers are professional	18.18	18.18% of male students were interviewed were satisfied with An-Najah and expressed their convictions that teachers in An-Najah are more well qualified and trained.
	2M	Yes, Mutual respect prevails in the university among all segments	9.09	9.09% of male students were interviewed were satisfied with An-Najah and expressed their admiration for the level of mutual respect prevailing at the university.
	6M	Yes,	27.27	27.27% of male students were

		students from other universities are weaker		interviewed were satisfied with An-Najah and expressed their convictions that their academic level higher than students in the same field in other local universities.
	5F	Yes, teachers are professional	22.72	22.72% of female students were interviewed were satisfied with An-Najah and expressed their convictions that teachers in An-Najah are more well qualified and trained.
	2F	Yes, Mutual respect prevails in the university among all segments	9.09	9.09% of female students were interviewed were satisfied with An-Najah and expressed their admiration for the level of mutual respect prevailing at the university.

Question	Sex	Answer	Weight	Analysis
3	(M/F)		%	
How do you see An-Najah environment?	3F	Secure environment	13.63	13.13% of female students were interviewed feel the campus and even Birzeit city secure and under control. They spoke about peaceful environment day and night.
	6M	Freedom	27.27	27.27% of male students were interviewed feel that it is an awareness environment. They spoke about the political, social and academic awareness.

	6M	Mix between academic and entertaining life	27.27	27.27% of male students were interviewed spoke about the diversity in lifestyle and the mix between academic and entertainments in An-Najah campus.
	3F	Respect all opinions	13.63	13.63% of female students were interviewed spoke about respect to their opinions that they get in An-Najah. They said that they do not feel it in any other place.
	4F	Close to life activities	18.18	18.18% of female students were interviewed feel happy that the environment of An-Najah is full of youth life. They spoke about how all life center activities are around An-Najah.
Question	Sex	Answer	Weight	Analysis
4	(M/F)		%	
How did you select your major?	4F	An-Najah markets its programs	18.18	18.18% of female students said they got effected by program's marketing conducted by An-Najah.
	7M	Earlier desire	31.81	31.81% of male students said they selected their major due to an earlier desire.
	5M	Family advice	22.72	22.72% of male students said they got effected by their families in selecting their major.
	2F	Friend advice	9.09	Only 9.09% of female students said they got effected by their friends in

				selecting their major.
	4F	Easy to find job opportunity	18.18	18.18% of female students said they think their major will provide them a job opportunity easier than others.

Question	Sex	Answer	Weight	Analysis
5	(M/F)		%	
What is the main prominent difficulty you have face in An-Najah?	3F	Accommodation	13.63	13.63% of female students said that the main problem they faced is the bad accommodation in An-Najah.
	8M	Tuitions	36.36	36.36% of male students complained about the high price of the credit hour.
	5F	Tuitions	22.72	22.72% of female students complained about the high price of the credit hour.
	4M	Major conversion	18.18	18.18% of male students complained about difficulties in conversion between major and major. They wished if it could be easier.
	1F	No free time	4.54	4.54% of female students were interviewed complained from lack of free time for them to practice other activities. They said they have too much exams. This answer and based on the research hypothesis limitation is ignored.

	1F	Away from family	4.54	4.54% of female students were interviewed complained from their being away from their homes and families. This answer and based on the research hypothesis limitation is ignored.
--	----	------------------	------	---

Table 11: An-Najah Academic's Results Analysis.

Question	Major	Answer	Weight	Analysis
1			%	
How do you distinguish An-Najah academically from other universities?	Political Science	Good, developed and updated but courses are in Arabic only	50.00	50.00% of academic sample were interviewed believe that the academic level for An-Najah is good comparing with others but courses are in Arabic only and that is a weakness.
	Economics	Good, but it needs to be updated frequently	50.00	50.00% of academic sample were interviewed believe that the academic level for An-Najah is good, but they said that update for the courses needs to be made frequently.

Question	Major	Answer	Weight	Analysis
2			%	
Are you satisfied with the level of education	Political Science	Yes, it is good but needs to be marketed in a better way	50.00	50.00% of academic sample were interviewed are satisfied with the academic level of An-Najah but they said it is not marketed properly in Palestine.

in An-Najah?	Economics	Yes, it is good but the both teachers and students needs to be involved in conferences, researches, and trainings	50.00	66.66% of academic sample were interviewed are satisfied with the academic level of An-Najah but they said that both teachers and students needs to be involved in local or international conferences, researches, and trainings to get better results in education and be competitive.
--------------	-----------	---	-------	---

Question	Major	Answer	Weight	Analysis
3			%	
How do you see the environment of An-Najah?	Political Science and Economics	Free, encourage democratic life and secure. But needs to encourage the freedom to encourage youth.	100.00	100.00% of academic sample were interviewed described the environment of An-Najah as a free and secure environment. They wishes more and more freedom to attract youth to join the university.

Question	Major	Answer	Weight	Analysis
4			%	
What is the main competitive advantage of An-Najah	Political Science	Availability of An-Najah National University Hospital	50.00	50.00% of academic sample believe that the availability of An-Najah National University Hospital which provides a great competitiveness.

from your point of view?	Economics	The diversity of its academic programs and their adaptation to the labor market	50.00	50.00% of academic sample were interviewed believe that the diversity of its academic programs and their adaptation to the labor market
--------------------------	-----------	---	-------	---

Table 12: An-Najah Public Relation Interview.

Question
<p>1. What are the main tasks of the Public Relations Department?</p> <p>Answer:</p> <p>The Public Relations Department is an integral part of the university administrative structure. It has the overall responsibility of projecting a positive image of the university to the public domain. It is also a platform of communication with local, Arab and international institutions as it preserves and maintains a respectable reputation for the university while creating and executing special events designed for public outreach. Its main tasks are An-Najah Newsletter: Interviews, reports, feature articles, along with general information. Designing and publishing leaflets and booklets about the University.</p> <p>Designing and drafting information for the website. Point of contact for e-mails coming in and out of the university. Publishing books, scientific research, and the yearbook.</p>
<p>2. Are most of the colleges and buildings bearing the names of specific individuals funded by them?</p> <p>Answer:</p> <p>Yes, it is true.</p>
<p>3. What are the main factors behind the distinguished capacity of the Public Relations Department at An-Najah National University?</p>

Answer:

All employees of the Public Relations Office are university graduates, and this is reflected in their love and fear for the interest and excellence of the university. The scientific preparation for the employees in addition to the permanent qualification and training for the employees. High communication skills, speed and accuracy and availability of Office of International Development and External Affairs (IDEA). The IDEA office at An-Najah National University aims to facilitate local community interaction and dialogue with the international community and the global network of higher education.

4. How many employees of the Public Relations Department?

Answer:

10 employees.

5. Does the university qualify and train the staff of the Public Relations Department?

Answer:

Yes, the public relations team participates in various courses, whether by internal or external trainers.

Yes, the public relations team participates in various courses, whether by internal or external trainers.

6. How do you see the future of An-Najah University in the next five years from a public relations perspective?

Answer:

The current health situation and the spread of Corona virus have cast a shadow over the university, its strategy and vision for the next stage; however, the university in the next 5 years is planned to be the first local university in all kinds of competitive advantages.

7. Are there plans that occur annually regarding the public relations department?

Answer:

Yes, there is an annual plan, which includes expected events at the university and the

role of public relations in it, in addition to campaigns and expected crises, and there are long-term, medium or short-term plans.

8. Do you think that there is a relationship between the strength of public relations at An-Najah University and its competitiveness for high school graduate students?

Answer:

Of course, there is a relationship, as the public relations office carries out an informational and advertising campaign for the university, especially about university life and the university's advantages, through social media pages and the website, and publishing paid advertisements in newspapers and local radio.

9. Is there networking and work to attract students of the Arabs of the occupied Palestinian interior to study at An-Najah University?

Answer:

Yes, the university is organizing a limited annual campaign to attract students from the occupied interior. This is in addition to the university's acceptance of "Begrut" students in the university's faculties and programs. To encourage students from the 1948 Palestinian to enroll in the university.

10. How does the public relations department at the university contribute to building a competitive advantage for An-Najah University?

Answer:

The Public Relations Office focuses on the strengths that distinguish An-Najah University and the quality of education, in addition to the rich experience that the student gets from his/her enrollment at An-Najah University until his graduation from it.

Arab American University (AAUP): The sample of students at Arab American University was distributed as follows:

Table 13: AAUP Student's Sample Distribution.

Faculty	Major	Number	Sex (M/F)
Administrative and Financial Sciences	Marketing	3	3 M
	Accounting	4	2 M
			2F
Human Resources Management	2	2 M	
Engineering and Information Technology	Computer Science	1	1 M
	Telecommunications Engineering	1	1 M
Nursing	Nursing	12	8 F
			4 M
Dentistry	Dentistry	8	5F
			3M
Sport sciences	Sport	4	4 M
Aliened Medical Sciences	Pharmacy	4	4F
	Occupational Therapy	5	3F
			2M
	Medical Imaging	3	3M
Community Pharmacy	3	3 F	
Graduate Studies	Master in Strategic Planning and Fundraising	4	2F
			2M
	Master in Health Informatics	3	1M 2F

	Master in Data Science and Business Analytics	5	4M 1F
	Master in Emergency Nursing	2	2F
	Master in Intensive Care Nursing	2	2F
	Ph.D. in Nursing	1	1F
	Ph.D. in Educational Psychology	1	1M
	Sum	68	35 Female 33 Male

- In addition to the interviews with students, the researcher conducted interviews with 8 of the academic staff. The sample of academics at AAUP University was distributed as follows:

Table 14: AAUP Academic's Sample Distribution.

Faculty	Major	Number	Sex (M/F)
Graduate Studies	Quality Management	1	1 F
	Data Science and Business Analytics	1	1M
Aliened Medical Sciences	Pharmacy	1	1 M
	Medical Imaging	1	1M
	Occupational Therapy	1	1M
Administrative and Financial Silences	Accounting	1	1M

	Business Administration	1	1M
	Financial and Banking Sciences	1	1M

Table 15: AAUP Student's Results Analysis.

Question	Sex	Answer	Weight	Analysis
1	(M/F)		%	
What was the main reason for selecting AAUP?	6F	Closer to the place of living	8.82	8.82% of female students were interviewed choose to study in AAUP because it is located close to their homes.
	20F	Specialties unique to AAUP	29.41	29.41% of female students were interviewed choose to study in AAUP because of the unique specialties that are only in AAUP.
	23M	Specialties unique to AAUP	33.82	33.82% of male students were interviewed choose to study in AAUP because of the unique specialties that are only in AAUP.
	9F	Ease of admission requirements for medical specialties	13.23	13.23% of female students were interviewed choose to study in AAUP due to the easy admission requirements for medical specialties.
	10M	Ease of admission requirements for medical specialties	14.70	14.70% of male students were interviewed choose to study in AAUP due to the easy admission requirements for medical specialties.

Question	Sex	Answer	Weight	Analysis
2	(M/F)		%	
Are you satisfied with AAUP and why?	35F	Yes, high level of education	51.47	51.47% of female students were interviewed were satisfied with AAUP because of the high level of education and availability of developed facilities.
	33M	Yes, high level of education and campus	48.52	48.52% of male students were interviewed were satisfied with AAUP because of the high level of education, great campus, feeling respectful, developed facilities.

Question	Sex	Answer	Weight	Analysis
3	(M/F)		%	
How do you see AAUP environment?	12F	Academic environment	17.64	17.64% of female students were interviewed feel AAUP environment is a pure academic.
	6M	Respect	8.82	8.82% of male students were interviewed feel that it is a respect environment.
	22M	No life activities	27.27	32.35% of male students were interviewed said that they are unsatisfied with AAUP environment and the surrounding as there are no life activities they would love to practice.
	5M	Bleak	13.63	7.35% of male students were interviewed Their answer was shocking, as they said that the AAUP environment is bleak.

	23F	No life activities	33.82	33.82% of female students were interviewed said that they are unsatisfied with AAUP environment and the surrounding as there are no life activities they would love to practice.
Question	Sex	Answer	Weight	Analysis
4	(M/F)		%	
How did you select your major?	25F	Prior to enrollment, from AAUP main page	36.76	36.76% of female students said they selected their major before their enrollment as they survey specialties in the main web page of AAUP.
	12M	After enrollment in AAUP	17.64	17.64% of male students said they selected their major after their enrollment by converting their first major.
	5M	Friend advice	7.35	7.35% of male students said they got effected by their friends in selecting their major.
	10F	Prior to enrollment easy to find job opportunity	14.70	14.70% of female students said they think their major will provide them a job opportunity easier than others.
	16M	Prior to enrollment easy to find job opportunity	23.52	23.52% of male students said they think their major will provide them a job opportunity easier than others.

Question	Sex	Answer	Weight	Analysis
5	(M/F)		%	
What is the main prominent difficulty you have faced in AAUP?	13F	Harassment	13.63	19.12% of female students said that the verbal and visual harassment is the main prominent difficulty they faced in AAUP.
	21M	Tuitions	36.36	30.88% of male students complained about the high tuitions and the lack of installment.
	10F	Tuitions	22.72	14.70% of female students complained about the high tuitions and the lack of installment.
	12M	Lack of scholarships	17.64	17.64% of male students complained about the lack of scholarships are provided to students.
	12F	Lack of scholarships	17.64	17.64% of female students complained about the lack of scholarships are provided to students.
Question	Sex	Answer	Weight	Analysis
6	(M/F)		%	
How do you see AAUP environment after the academic day?	8M	Bleak	11.76	13.63% of male students said that the environment after the academic day is bleak.
	25M	No life activities	36.76	36.36% of male students complained about life after

				academic day as it is null.
	30F	No life activities	44.12	44.12% of female students complained about life after academic day as it is null.
	5F	Quite for studying	7.35	7.35% of female students said the environment at night is quite and ideal for studying.

Question	Sex	Answer	Weight	Analysis
7	(M/F)		%	
How do you see the interaction between students from different places?	18F	Racism noticed.	26.47	26.47% of female students said that interaction between students from different places is with some racism in it.
	17F	Limited to lectures.	25.00	25.00% of female students said that interaction between students from different places is limited between small groups.
	22M	Good in general	32.35	35.35% of male students said that interaction between students is good.
	11M	Limited to lectures.	16.17	16.17% of male students said that interaction between students from different places is limited between small groups.

Question	Sex	Answer	Weight	Analysis
8	(M/F)		%	
Do you think there is an optimal utilization for AAUP facilities? Why?	22F	No. Management is ineffective	32.35	32.35% of female students said that the management for all facilities is ineffective and needs to be reviewed.
	19M	No. Services are expensive.	27.94	27.94% of male students complained about the high expense for using the services of AAUP facilities.
	13F	Yes. All facilities are utilized properly.	19.11	19.11% of female students are satisfied with utilization of AAUP facilities.
	14M	Yes. All facilities are utilized properly.	20.59	20.59% of male students are satisfied with utilization of AAUP facilities.

Question	Sex	Answer	Weight	Analysis
9	(M/F)		%	
What do you suggest to increase the new registered students?	18F	Promotion plan	26.47	26.47% of female students said that AAUP needs to have a proper promotion plan for its programs and achievements.
	12M	Competitive tuitions	17.64	17.64% of male students said that tuitions needs to be competitive.
	17F	Competitive	25.00	25.00% of female students

		tuitions		said that tuitions needs to be competitive.
	21M	Scholarships	30.88	30.88% of male students said that AAUP needs to increase the percentage of the provided scholarships to the students.

Question	Sex	Answer	Weight	Analysis
10	(M/F)		%	
What do you need to get encouragement from AAUP?	28F	Scholarship	41.17	13.63% of female students said that the main encouragement they expect from AAUP is to get scholarship.
	23M	Participation in extracurricular activities	33.82	33.82% of male students said that the need to be encouraged to participate in all activities.
	10M	Scholarships	14.70	male students said that the main encouragement they expect from AAUP is to get scholarship.
	7F	Participation in extracurricular activities	10.29	10.29% of female students said that the need to be encouraged to participate in all activities.

Question	Sex	Answer	Weight	Analysis
11	(M/F)		%	
Do you feel	22F	Not really,	32.35	32.35% of female students

secure in AAUP campus? Why?		Because of the power of the armed parties in Jenin governorate		said that they do not feel themselves secure in AAUP due to the power of the armed parties in Jenin governorate.
	8M	Yes, Security are available	11.76	11.76% of male students complained about the high price of the credit hour.
	25	Not really, due to Israeli occupation	36.76	36.76% of male students said that they do not feel themselves secure in AAUP due to Israeli occupation practices.
	13F	Yes, Security are available	22.72	22.72% of female students complained about the high price of the credit hour.

Question	Sex	Answer	Weight	Analysis
12	(M/F)		%	
What is the competitive advantage of AAUP in your opinion?	30F	Specialties unique to AAUP	44.11	44.11% of female students said that the main competitive advantage in AAUP is its unique specialties.
	28M	Specialties unique to AAUP	41.71	41.71% of male students said that the main competitive advantage in AAUP is its unique specialties.
	7M	Developed	10.29	10.29% of male students

		facilities		said that the main competitive advantage in AAUP is its developed and modern facilities.
	5F	Developed facilities	7.35	7.35% of female students said that the main competitive advantage in AAUP is its developed and modern facilities.

Question	Sex	Answer	Weight	Analysis
13	(M/F)		%	
How do you see the impact of shooting accidents in the vicinity of the university on you?	15F	I felt that the university is being run from outside	22.05	22.05% of female students said that they felt like there is a power outside control the university.
	12M	I felt that the university is being run from outside	17.64	17.64% of male students said that they felt like there is a power outside control the university.
	13M	I still feel unsafe	19.11	19.11% of male students said that they still feel unsafe from these issues.
	8M	The university surroundings became non-academic	11.76	11.76% of male students said that AAUP surrounding has become non-academic.
	20F	I still feel unsafe	29.41	29.41% of female students said that they still feel unsafe from these issues.

Question	Sex	Answer	Weight	Analysis
14	(M/F)		%	
In short words, what do you say for the top management of AAUP?	35F	Security, Scholarships, more freedom and promotion	51.47	51.47% of female students said that they need security, scholarships, more freedom and promotion for AAUP life.
	33M	Security, Scholarships, more freedom, promotion, and more of life activities after the academic day.	48.52	48.52% of male students said that they need security, scholarships, more freedom, promotion for AAUP life and life activities.

Table 16: AAUP Academic's Results Analysis.

Question	Major	Answer	Weight	Analysis
1			%	
How do you distinguish AAUP academically from other universities?	Pharmacy/Data Science and Business Analytics/Financial and Banking Sciences.	AAUP is the top in the academic side. Specialists are unique and teachers are the best in Palestine.	37.50	37.50% of academic sample believe that the academic level for AAUP is the top. The majors are unique and the teachers are the best among local universities.
	Quality Management/	Good, all labs,	37.50	37.50% of academic sample believe that the academic

	Medical Imaging/Accounting/Business Administration.	buildings, campus and facilities are supporting the academic competitiveness.		level for AAUP is good due to the developed facilities and campus which support the competitiveness of AAUP academically.
	Occupational Therapy	Needs to be proofed through researches and labor market.	12.50	12.50% of academic sample believe that the academic level for AAUP needs to be proofed mainly through researches produced and the success of its graduates in the labor market.

Question	Major	Answer	Weight	Analysis
2			%	
Are you satisfied with the level of education in AAUP?	All	Yes, it is good but needs to focus on the researches.	100.00	100.00% of academic sample are satisfied with the academic level of AAUP but AAUP needs to support researches produced by students and academic staff.

Question	Major	Answer	Weight	Analysis
3			%	
How do you see the environment	All	During the last 20 years it was not in	100.00	100.00% of academic sample were interviewed said that the environment of

of AAUP?		the necessary attractiveness due to the lack of distinct diversity in the university environment.		AAUP is not in the required level of attractiveness due to the weakness in the diversity. It needs to focus on all aspects of university life important to all kind of students.
----------	--	---	--	--

Question	Major	Answer	Weight	Analysis
4			%	
What is the main competitive advantage of AAUP from your point of view?	Quality Management /Accounting/Occupation Therapy.	The unique majors and the developed infrastructure in AAUP is the main competitive advantage.	37.50	37.50% of academic sample believe that the unique majors and the developed infrastructure in AAUP is the main competitive advantage.
	Others	The location and the facilities that are provided to an important segment, which is the domestic Arab students, is	62.50	62.50% of academic sample were interviewed believe that the location and the facilities that are provided to an important segment, which is the domestic Arab students, is the competitive advantage.

		the competitive advantage.		
--	--	----------------------------------	--	--

Table 17: AAUP Public Relation Interview.

Question
<p>1. What are the main tasks of the Public Relations Department in AAUP?</p> <p>Answer: Public relations is the link between the university administration and the local community, and between the administration and colleges and departments of the university.</p>
<p>2. Are there some colleges and buildings bearing the names of specific individuals? Are they funded by them?</p> <p>Answer: There are no colleges funded by donors.</p>
<p>3. What are the main factors behind the distinguished capacity of the Public Relations Department (PR) at Arab American University (AAUP)?</p> <p>Answer: Staff working in it and the experience sought to manage the event.</p>
<p>4. How many employees of the Public Relations Department?</p> <p>Answer: 6 employees (director of the department, secretary, activity officer, information officer, staff of websites).</p>
<p>5. Does the university qualify and train the staff of the Public Relations Department?</p> <p>Answer: To some extent.</p>

6. How do you see the future of Arab American University (AAUP) in the next five years from a public relations perspective?

Answer:

In a development and prosperity.

7. Are there plans that occur annually regarding the public relations department?

Answer:

Yes there are plans.

8. Do you think that there is a relationship between the strength of public relations at Arab American University (AAUP) and its competitiveness for high school graduate students?

Answer:

Yes

9. Is there networking and work to attract students of the Arabs of the occupied Palestinian interior to study at Arab American University (AAUP)?

Answer:

Yes, there are representative offices to attract students and follow up their studies.

10. How does the public relations department at the university contribute to building a competitive advantage for Arab American University (AAUP)?

Answer:

Excellence through covering the university events, publishing them, and permanent representation of the university in all occasions that the university has a role with in the local community.

11. What are the implemented plans to attract students of the Arabs of the occupied Palestinian interior to study at Arab American University (AAUP)?

Answer:

Providing many scholarships to students, opening specialties suitable for their labor

market, providing facilities in registration, opening offices of the university in their areas.

12. What are the proposed urgent interventions by the Public Relations Department (PR) that needs to be done to prevent a drop in the number of new enrolled students in AAUP?

Answer:

Permanent communication and management of events between the community and AAUP management.

13. How do you evaluate the performance level of Public Relations Department (PR) at the AAUP compared to that of An-Najah National and Birzeit University?

Answer:

The answer must be from the vice president for the international relations.

14. What mechanisms and methods do you have to obtain scholarships from donors?

Answer:

Continues communication between AAUP top management and society.

15. If the medical specialties depend mainly on Arab students from the occupied interior, how do you see the idea of establishing a branch of the university in southern Hebron?

Answer:

The answer must be from the vice president for the international relations.

16. Do you think that building a university hospital can add a competitive advantage for the university?

Answer:

Yes, currently the university focusses on both campuses.

<p>17. Do you think building the hospital in Jenin or Ramallah will add greater value to AAUP?</p> <p>Answer: Of course.</p>
<p>18. What is the main success story of the (PR) in AAUP?</p> <p>Answer: The success of AAUP itself.</p>
<p>19. How many international cooperation agreements have been signed during the last two years?</p> <p>Answer: The answer must be from the vice president for the international relations.</p>
<p>20. Does the (PR) Department relay on statistics from the local market to align its plans frequently?</p> <p>Answer: Yes</p>
<p>21. Does the (PR) staff visit other local universities to keep following the updates?</p> <p>Answer: Yes.</p>
<p>22. Does the (PR) Department make discussion, interviews, or questionnaires on the students, academics, and employees of AAUP to abstract results for improvements?</p> <p>Answer: Yes, all of these are used.</p>

Field Research Results: As shown earlier, the researcher conducted an in-depth and individual field study of the competitive situation of Birzeit University and An-Najah

National University, as the most prominent competing universities for AAUP in west bank, through interview models that included several elements that help open questions and in-depth answers. After the researcher extracted the most prominent competitive elements for each competing university, the researcher reached the main beneficiary of the study, which is Arab American University in Jenin and Ramallah campus, so the researcher made an extensive, in-depth and comprehensive study, where the researcher analyzed all the competitive elements through extensive meetings with students, academics, the Public Relations Department, some graduates, and the university's surroundings. The interview forms for the three universities included the same questions (as shown in Annex 1/2/3), but in Arab American University models the questions were expanded to include all aspects in detail.

The models divided the interview models into three models, one for students, one for academic staff and the other for public relations. The student's model pillars are (university selection, satisfaction with university, university environment, major selection, and difficulties faced in the university). The academic's model pillars are (The academic situation for the university, satisfaction with level of education, university environment, and competitive advantage of the university). The public relations models are built based on general questions to provide the researcher with an idea about its Professionalism of the public relations and its awareness to what is happening in the society, donors, world, labor market, strategic plan, and other competitors.

In the below table the researcher summarized the abstracted answers for students in each university focusing on the Arab American University at the end of table. The percentage is for summation of all similar answers divided on the total number of

sample interview for the same category in the same university. The researcher intentionally conducting interviews without asking the person's name to provide answers comfortably and without any reservation. The following summary comparing tables provided the researcher ability to abstract the important elements to form the required strategic goals and objectives for AAUP to achieve its competitive advantage and to be the first choice for students and the best academic staff and from the public relations interviews the researcher was able to abstract the mechanisms to achieve the strategic goals and objectives.

Table 18: Field Research Results (Students).

Question #1 : University selection					
BZU	%	An-Najah	%	AAUP	%
Close to the centers of life activities.	28.56	Closer to the place of living.	40.90	Closer to the place of living.	8.82
Free university environment.	21.42	University reputation.	27.27	Majors unique to AAUP.	63.23
University reputation.	17.85	The opportunity to get a scholarship is great.	18.18	Ease of admission requirements for medical specialties.	27.93
Security.	14.28	Security.	13.63		
No gap between students & Teachers	14.28				
Question #2 : Satisfaction with university					
Teachers are professional.	21.42	Teachers are professional.	40.90	Yes, high level of education.	51.47
Graduates from BZU are preferred	21.42	Students from other universities	27.27	Yes, high level of education and	48.52

in labor market.		are weaker.		campus.	
Students from other universities are weaker.	17.85	Mutual respect prevails in the university among all segments.	18.18		
Teaching level is higher than others.	10.71	Teaching level is than others.	13.63		
Labs are well equipped.	10.71				
Practical trainings are provided in good places.	7.14				
Students/Teachers less than other universities.	7.14				
Question #3 : University environment					
Culture diversity.	27.27	Freedom.	27.27	Academic environment.	17.64
Secure environment.	27.27	Mix between academic & entertaining life.	27.27	Respect.	8.82
Respect all opinions.	18.18	Close to life activities.	18.18	No life activities.	61.09
Freedom.	13.63	Respect all opinions.	13.63	Bleak.	13.63
High awareness.	13.63	Secure environment.	13.63		
Question #4 : Major selection					
Friends advice.	28.56	Earlier desire.	31.81	Prior to enrollment from AAUP main page.	36.76

Family advice.	24.99	Family advice.	22.72	After enrollment in AAUP.	17.64
Personal research & decision.	21.42	An-Najah markets its programs.	18.18	Friend advice.	7.35
Earlier desire.	14.28	Easy to find job opportunity.	18.18	Prior to enrollment easy to find job opportunity.	38.22
BZU markets its programs.	10.71	Friend advice.	9.09		
Question #5 : Difficulties faced in university					
Tuitions.	49.99	Tuitions.	59.08	Harassment.	13.63
Major conversion.	14.28	Major conversion.	18.18	Tuitions.	59.08
Accommodations.	10.71	Accommodation.	13.63	Lack of scholarships.	35.28
Earlier desire.	10.71				
Away from family.	7.14				
Expensive services.	7.14				
Question #6 (AAUP only) : Environment after the academic day					
Bleak.					11.76
No life activities.					80.88
Quite for studying.					7.35
Question #7 (AAUP only) : Interaction between students					
Racism noticed between students from west bank and others from 48 areas.					26.47
Limited to lectures.					41.17
Good in general.					32.35
Question #8 (AAUP only) : Optimal utilization for AAUP facilities					
No. Management is ineffective.					32.35
No. Services are expensive.					27.94

Yes. All facilities are utilized properly.	39.70
Question #9 (AAUP only) : Increase the new registered students	
Promotion Plan.	26.47
Competitive tuitions.	42.64
Scholarships.	30.88
Question #10 (AAUP only) : Encouragement from AAUP	
Scholarships.	55.87
Participation in extracurricular activities.	44.11
Question #11 (AAUP only) : Feel secure in AAUP campus	
Not really, Because of the power of the armed parties in Jenin governorate.	32.35
Yes, Security are available.	34.48
Not really, due to Israeli occupation.	36.76
Question #12 (AAUP only) : The competitive advantage of AAUP	
Specialties are unique to AAUP only.	85.82
Developed facilities.	17.64
Question #13 (AAUP only) : The impact of shooting accidents	
I felt that the university is being run from outside.	57.00
I still feel unsafe.	38.52
Question #14 (AAUP only) : What do you say for the top management of AAUP	
Security, Scholarships, more freedom, and promotion.	51.47
Security, Scholarships, more freedom, promotion, and more of life activities after the academic day.	48.52

Table 19: Field Research Results (Academics).

Question #1 : Distinguish university academically from other universities					
BZU	%	An-Najah	%	AAUP	%
Good, but some courses needs to be updated to match the development.	33.33	Good, developed and updated but courses are in Arabic only.	50.00	AAUP is the top in the academic side. Specialists are unique and teachers are the	37.50

				best in Palestine.	
Good, but it needs to be maintained by more trainings and incentives to the academic staff	33.33	Good, but it needs to be updated frequently.	50.00	Good, all labs, buildings, campus and facilities are supporting the academic competitiveness.	37.50
Good, but it needs to be developed by developing the academic staff from all sides	33.33			Needs to be proofed through researches and labor market.	12.50
Question #2 : Satisfaction with level of education					
Yes, it is one of the best among the local universities, student learn all related subject theoretically and practically	66.66	Yes, it is good but needs to be marketed in a better way.	50.00	Yes, it is good but needs to focus on the researches.	100.00
		Yes, it is good but both teachers and students needs to be involved in conferences, researches and trainings.	50.00		
Question #3 : University environment					
Free, encourage	100.00	Free encourage	100.00	During the last	100.00

democratic life and secure. But needs to encourage the invention and scientific research.		democratic life and secure. But needs to encourage the freedom to encourage youth.		20 years it was not in the required attractiveness due to the lack of distinct diversity in the university environment.	
Question #4 : Competitive advantage of the university					
Reputation (Brand name).	33.33	Availability of An-Najah National University Hospital.	50.00	The unique majors and developed infrastructure.	37.50
Public relation.	66.66	The diversity of its academic programs and their adaptation to the labor market.	50.00	The location and the facilities provided to the domestic Arab students specially in the medical majors.	62.50

▪ **Findings from The Field Research:**

- 1- Competitive universities are ahead of AAUP in the field of public relations.
- 2- Competitive universities are ahead of AAUP in the field of scientific research.
- 3- Competitive universities are ahead of AAUP in its ability to attract students in the West Bank.

- 4- Competitive universities are ahead of AAUP in its ability to create a more interactive, diverse and inclusive university environment with non-academic activities for students.
- 5- Competitive universities are ahead of AAUP in making the university's surroundings less vulnerable to tensions, conflicts, and security chaos.
- 6- Competitive universities are ahead of AAUP and are able to provide more scholarships for students.
- 7- Competitive universities are ahead of AAUP and are able to make the best use of its facilities.
- 8- Competitive universities are ahead of AAUP in strategic planning as there is no strategic plan prepared yet.
- 9- Competitive universities are ahead of AAUP in local/international ranking.
- 10- Competitive universities are ahead of AAUP in activating the university institution's resources to address and solve societal problems through cooperation with those local communities and innovating ways of integration with them.
- 11- Competitive universities are ahead of AAUP in the extent of the partnership between the university and the local community, the extent of the contribution to building a knowledge society, achieving the university of entrepreneurship, the distinction of the university's academic reputation and the university's award of academic excellence awards.
- 12- Competitive universities are ahead of AAUP in attracting west bank students.
- 13- Competitive universities are ahead of AAUP in the cost of living and student's services in and around the university campus.

- 14- Competitive universities are ahead of AAUP in reducing the unnecessary university housing restrictions to attract females to these housings.
- 15- Competitive universities are ahead of AAUP in the level of diversity among students from all Palestinian regions as well as from all social strata.
- 16- Competitive universities are ahead of AAUP in Public relations, extracurricular activities, local, regional and international conferences, marketing and promotion as AAUP could not change the mental image of it as an expensive private university.
- 17- Competitive universities are ahead of AAUP in the diversity of the administrative partnership, planning and decision-making committees. On the contrary, there is acquisition of decisions in the university's board of directors for a certain group who own the largest percentage of the share.
- 18- Competitive universities are ahead of AAUP in studying its competitive position within local universities in terms of the number, quality, diversity of its students, student's satisfaction, the number of graduates working in the labor market, the number of scientific papers published in international scientific journals, the attractiveness of university campus, development of the public relations department, administrative bureaucracy and the number of PhD holders from its educational staff.
- 19- Competitive universities are ahead of AAUP in the presence of effective and active centers affiliated with the university in the 1948 Arab regions (in spite of the fact that there are 3 centers belong to AAUP are available) greatly contributes to attracting the largest possible number of this segment to study at the university.
- 20- Competitive universities are ahead of AAUP in having an attractive campus for local students and foreigners, and that due to the absence of a final and agreed upon master plan design for the campus to be working on it.

- 21- Competitive universities are ahead of AAUP in sparing the university with all its facilities and policies to the power and control of political parties and clans.
- 22- Competitive universities are ahead of AAUP in providing students scholarships and that is due to the weakness in public relations in having a communication plan with the local and international donors (Donations towards studying scholarships).
- 23- Competitive universities are ahead of AAUP in having a planning methodology as a guarantee to achieve the desired visions, goals and procedures for a comprehensive development of the higher education system in it and developing a future strategic plan based on a database and modern perceptions.
- 24- AAUP is ahead of the competitive universities in having a modern and developed colleges which are fully equipped with all related machines, technology, quality of electronic services, systems, equipment, and furniture and that was behind its quick development and great competitiveness to others within the short period of its life.
- 25- AAUP is ahead of the competitive universities (in spite of its short lifetime comparing with others in Palestine and all obstacles that has faced) in having an expert Quality Assurance Department which was able to achieve the university ISO9001, QS standard, ABET (Accreditation Board for Engineering and Technology) and ADEE LEADER (Excellence programme identifies five requirement focus areas that dental schools).
- 26- AAUP is ahead of the competitive universities in striving to catch up with global standards and that is clear in the number of joint programs with global universities and working to get match all global standards.
- 27- AAUP is ahead of the competitive universities in offering unique and exclusive majors in Bachelors, master and PhD degrees.

28- AAUP is ahead of the competitive universities in tuitions as the cost of credit hour in Bachelors and master majors is competitive.

29- AAUP is ahead of the competitive universities in facilitating the conditions for accepting students in all specialties, especially medical ones.

30- AAUP is ahead of the competitive universities in having two campuses one main in the northern part of West Bank (Jenin) and the second in the middle (Ramallah).

4.3 Proposed Perception Strategic Goals for Arab American University (AAUP)

After abstracting all points of competitiveness of BZU and An-Najah National University on AAUP and vice versa, the researcher and based on this abstract introduce the strategic goals for AAUP that lead the university to have its own competitive advantage with an emphasis on the possibility of formulating many other goals for the university other than these goals, which have been abstracted to raise the university's competitive advantage. The proposed strategic goals are as the following:

- 1- Catch up with production and knowledge development through the competitive scientific research that leads to solving the problems of the local community and contributes to solving the problems of humanity.**

This strategic goal is to promote free and participatory thinking, to ensure exchange and interaction on both levels, cognitive and humanitarian, to advance scientific research at AAUP from the community of individual academics to the community of research practitioners and producers of knowledge required to solve the problems of the Palestinian society, in an environment in which the practitioner of scientific research is aware of the problems and needs of the Palestinian and Arab community and on the

same strategic line of the university in which the researcher and his/her fellow researchers and academics belonging. Increase the university's local and international research cooperation and partnerships is one of the main objectives by which AAUP can achieve this goal.

2- Promote community participation as a university approach to contribute to promoting development and sustainability in a distinctive way.

This strategic objective is to advance the level of community participation, assistance and cooperation of the university in a national context of knowledge, and to link the university outputs in its forms and the needs of the Palestinian community in all of its sectors and institutions, by sensing its urgent issues as a necessity to achieve the desired integration and the expected impact within effective local and international partnerships to support intellectual exchange, openness, diversity, difference, and sustainability as global trends of excellence in universities and all of this within a distinct unconventional strategic line.

Allocating an item for social responsibility in the annual university budget is one of the main objectives by which AAUP can achieve this main goal.

3- Promote effective governance and management with an oriental view of the university to catch up with excellence and the globalism.

This strategic objective is to develop and institutionalize good governance and effective management to maximize the yield of available human, financial and in-kind resources, and to recruit them in the formation of the appropriate environment for excellence and creativity, within a holistic and integral change of the administrative role as well as the implementation, follow-up and evaluation mechanisms to improve the level of institutional effectiveness, quality and all international standards for universities, guided

by information and means of communication and social media in promoting AAUP success and excellence.

4- Creating an interactive and competitive university environment that attracts students, academics and workers from all segments of Palestinian society.

This strategic objective is to develop AAUP campus in Jenin and Ramallah with all of their facilities and surroundings to be compatible with best practices, environmentally friendly and appropriate to the needs of the university community, visitors and the public.

This goal is considered one of the main pillars to achieve the competitive advantage for AAUP as both campuses need development on the base of the attractiveness to students, academic staff and workers.

5- Distinguished, competent graduates with unique specializations that are compatible with the labor market and the knowledge society.

This strategic goal is to develop an environment open to advanced knowledge and science, and stimulating creativity and entrepreneurship, in which students are the center of the educational process, and focus on developing teaching and learning methods, including academic curricula and neighboring activities, and supporting the university's values and principles. In addition, the periodic review of its outputs, to verify its response in its content and scope to the surrounding dynamic environment and its impact on empowering its students and graduates. This is to provide them with the ability to compete at the local and international levels. Adding academic programs capable of meeting the needs of society is the main objective to achieve this goal.

4.4 Proposed Perception Objectives for Arab American University (AAUP)

From the above strategic goals, the researcher derived the strategic objectives required to be achieved through a perception mechanism to reach a perception for achieving a competitive advantage for AAUP.

The derived strategic goals are the following:

Strategic Goal	Strategic Objectives
<p>1-Catch up with production and knowledge development through the competitive scientific research that leads to solving the problems of the local community and contributes to solving the problems of humanity.</p>	<ul style="list-style-type: none"> ▪ Increase the scientific research annual budget. ▪ Concentration of research in basic and applied areas needed by society. ▪ Increase the university's local and international research cooperation and partnerships. ▪ Inclusion of scientific research as one of the most important elements of self-evaluation in forms at the academic and program levels and colleges. ▪ Developing a culture of qualitative scientific research and encouraging publication in journals with impact factors and social media.
Strategic Goal	Strategic Objectives
<p>2-Promote community participation as a university approach to contribute to promoting development and sustainability in</p>	<ul style="list-style-type: none"> ▪ Allocating an item for social responsibility in the annual university budget. ▪ Create a supportive environment for entrepreneurship, innovation and

<p>a distinctive way.</p>	<p>community leadership inside and outside the university.</p> <ul style="list-style-type: none"> ▪ Implementing programs and activities directed at meeting social, economic, political and cultural needs in cooperation local and international. ▪ Creating inclusive institutional policies and procedures for community participation among the components of the university with a spectrum Palestinian society as individuals and institutions from the sectors: public, private and civil.
----------------------------------	--

Strategic Goal	Strategic Objectives
<p>3-Promote effective governance and management with an oriental view of the university to catch up with excellence and the globalism.</p>	<ul style="list-style-type: none"> ▪ Creating an integrated and consistent organizational structure that meets the needs of the academic, service and administrative departments, and takes into account complementarity of roles and varying responsibilities, powers and qualifications. ▪ Promote diversification of revenue sources, and an effective expenditure rationalization system. ▪ Directing work to an efficient management of the university's assets and resources, and investment projects based on risk analysis and rationing. ▪ Adopting a prominent media presence supported by a network of social media of that reflects the university's identity and orientations and its achievements.

	<ul style="list-style-type: none"> ▪ Activating the participation of workers and students in the field of quality at the university. ▪ Encouraging the administrative departments at the university to prepare the strategic plan in line with the strategic plan for higher education in Palestine. ▪ Encouraging the reformulation of the vision, mission and strategic goals of all university departments in a manner consistent with the vision and mission of the new university. ▪ Urging the administrative departments to activate a clear mechanism to take advantage of the students' feedback constantly.
<p>4-Creating an interactive and competitive university environment that attracts students, academics and workers from all segments of Palestinian society.</p>	<ul style="list-style-type: none"> ▪ Developing the university campus with its facilities and surroundings to be compatible with best practices, environmentally friendly and appropriate to the needs of the university community, visitors and the public. ▪ Increase the occupancy rate of university facilities. ▪ Increase the Bachelors majors given in Ramallah campus. ▪ Prepare a final developed master plan for the university two campuses. ▪ Providing an academic and democratic environment, in addition to the personal and intellectual freedom for students. ▪ Work seriously to provide services in the

	vicinity of the university at a competitive cost to reduce the economic burden on students.
--	---

Strategic Goal	Strategic Objectives
<p>5-Distinguished, competent graduates with unique specializations that are compatible with the labor market and the knowledge society.</p>	<ul style="list-style-type: none"> ▪ Adding academic programs capable of meeting the needs of society and meeting modern international standards. ▪ Promoting community participation and elements of the educational process, reciprocity and complementarity between the academic roles and societal. ▪ Maintaining an academic and administrative staff with advanced capabilities and skills, within paths for professional development and following up on the requirements of competitive advantage. ▪ Preparing graduate specifications at the program and university levels and reviewing them periodically and linking them to needs labor market. ▪ Review the departments 'study plans periodically based on the graduate's specifications. ▪ Polling the opinions of students, graduates and researchers to assess academic facilities.

4.5 Proposed Perception Mechanisms Arab American University (AAUP)

These following mechanisms can serve as an action plan for Arab American University in order to overcome obstacles, solve all negative impacts happened due to unavailability of a strategic plan for the university, and advance the university over other competitors.

Strategic Mechanisms
Competitive Scientific Research
<ul style="list-style-type: none"> ▪ Increase scientific research allocations in the university's budget and provide flexibility and objectivity in funding scientific research to 1000,000\$.
<ul style="list-style-type: none"> ▪ A conceptual designing of the university's research plans that covers all faculties and majors of the university according to the needs of excellence in all of them.
<ul style="list-style-type: none"> ▪ Increase the university's local and international research cooperation and partnerships.
<ul style="list-style-type: none"> ▪ Directing scientific research at the university towards new research directions and according to the challenges of increasing globalization.
<ul style="list-style-type: none"> ▪ Emphasizing the importance of basic and applied research directed at serving and addressing the issues and crises of the Palestinian society.
<ul style="list-style-type: none"> ▪ Conducting a competitive process (competitive research) among university researchers by providing research concessions in the fields new and rare or that achieve a fruitful economic return on the university.
<ul style="list-style-type: none"> ▪ Conducting research partnerships with the industry and production sectors, which confirms the knowledge investment in the university transforming knowledge into goods and products.
Strategic Mechanisms
<ul style="list-style-type: none"> ▪ Intensifying scientific research centers at the university, linking them to strong communication and information networks, and building their own information bases related to global databases.
<ul style="list-style-type: none"> ▪ Providing the necessary advanced infrastructure of advanced laboratories and equipment for beneficial research to society to encourage researchers to experiment and develop their research.
<ul style="list-style-type: none"> ▪ Providing media coverage on the university's research achievements and studies

<p>that researchers are working on to obtain on support from the industrial and production sectors of society.</p>
<ul style="list-style-type: none"> ▪ Creating a university plan and technical mechanisms to market scientific research and contracting with companies and institutions for marketing university research innovations from students and faculty members.
<ul style="list-style-type: none"> ▪ Seeking to internationalize the university's research production and publish it in international periodicals and magazines.
<ul style="list-style-type: none"> ▪ AAUP to provide trained human competencies and an adequate financial budget for research and attract production sectors society to finance that research and use it to turn it into products and services.
<ul style="list-style-type: none"> ▪ Building international partnerships through (seminars - competitions - scientific conferences) to support the international mobility of graduate students around the world and the university's attraction of international talent and cadres to work with it and benefit from its expertise.
<p>Competitive Social Responsibility</p>
<ul style="list-style-type: none"> ▪ Conducting periodic surveys on the extent of the university's follow-up to the issues of Palestinian society and the extent of its contribution to conducting research associated with those issues with the aim of finding appropriate solutions to solve them.
<ul style="list-style-type: none"> ▪ Reconsidering the educational programs of the university and linking them to the needs of the renewable labor market and the professions that it requires continuously, and seeking to involve the sectors of industry and production in the community in preparing university curricula to take their views on the extent to which these curricula provide the principles and foundations of employability for university graduates later.
<ul style="list-style-type: none"> ▪ Holding workshops and training courses for workers in various local community institutions to renew their knowledge of everything it is new in their service and production areas.
<ul style="list-style-type: none"> ▪ Allocating science stations in the university to a number of industrial establishments, as they are where they interact with the AAUP academic staff, students and laboratories to study industry problems in reality.
<ul style="list-style-type: none"> ▪ Focusing on specialized applied research and directing it towards solving societal

problems and issues.
<ul style="list-style-type: none"> ▪ Designing a website to facilitate communication with other local community parties.
<ul style="list-style-type: none"> ▪ Developing the university's strategic plan in accordance with the requirements of the local and international labor markets to gain its graduates competitive capabilities that favor them over other competitors.
Strategic Mechanisms
<ul style="list-style-type: none"> ▪ Activating the university's role in the field of volunteer work and encouraging human and intellectual interaction to serve the local community by facilitating volunteer work procedures and reducing obstacles to its implementation through the presence of educational programs to establish a culture of volunteer work and define its fields.
Competitive University Governance
<ul style="list-style-type: none"> ▪ Study the administrative structures in the competing Palestinian universities and compare them with the structure of AAUP.
<ul style="list-style-type: none"> ▪ Concluding an agreement with the Workers Union to terminate the services of all employees or academics who burden the structure, while ensuring their rights according to the labor law.
<ul style="list-style-type: none"> ▪ Annual leasing of all university facilities and any unused spaces through bids to obtain the highest prices.
<ul style="list-style-type: none"> ▪ Forming a university asset management committee to oversee the efficient management of all facilities on the base of reducing expenditures and diversifying sources of income.
<ul style="list-style-type: none"> ▪ Restructuring the public relations department at the university and forming a specialized trained cell of media professionals and promotion specialists responsible for making and promoting professional videos of university life and press interviews aimed at introducing the university and reflecting its new identity on the basis of competition and excellence.
<ul style="list-style-type: none"> ▪ Conducting extended and periodic meetings and workshops between the university's board of directors and the students on both campuses.
<ul style="list-style-type: none"> ▪ The participation of all students and workers in the immediate preparation of the strategic plan on the basis of competitiveness and distinction in all aspects.

<ul style="list-style-type: none"> ▪ Starting special models to organize periodic research work to measure the level of satisfaction, success and attractiveness of university to students.
Competitive University Environment
<ul style="list-style-type: none"> ▪ AAUP to prepare a distinct and final modern design for the university campus in Jenin and Ramallah, to be environmentally friendly and take into account the needs of students, visitors and the general public.
<ul style="list-style-type: none"> ▪ AAUP to monitor the occupancy rate of all facilities in both campuses and encourage students to use them.
<ul style="list-style-type: none"> ▪ AAUP to increase the provided Bachelors programs in Ramallah campus to include the medical majors specially “Doctor of Medicine” program.
<ul style="list-style-type: none"> ▪ AAUP board of directors forms a monitoring cell for public freedoms, academic environment and democracy practice at the university to follow up raising the ceiling of individual freedom and the democratic atmosphere.
<ul style="list-style-type: none"> ▪ The university, in cooperation with the Student Council and Public Relations, forms a committee to study and follow up the prices of services provided to students in the vicinity of AAUP campus in Jenin and to develop proposals to ensure that the costs of housing, food and other services are reduced and being affordable to all students sectors.
<ul style="list-style-type: none"> ▪ Renting a building in the Dhahriya area, south of Hebron as it is located on the green line close to Arab 1948 in Beer Al Saba’a, to be a university headquarters for medical specialties for Arab students, in order to attract them to the university.

Strategic Mechanisms
<ul style="list-style-type: none"> ▪ AAUP to increase the extracurricular activities, and to hold more local, regional and international conferences in order to increase its existence in the society, region, and even the world.
Competitive University Graduates
<ul style="list-style-type: none"> ▪ AAUP must maintain its isolation in a set of unique specializations in the bachelor's, master's and doctorate and increase its number to outperform all competing universities while ensuring that the disciplines are compatible with the needs of the labor market and globalization.
<ul style="list-style-type: none"> ▪ Holding extensive workshops and seminars that include the local community of the

<p>university, students' families and teaching experts to take opinions and participate extensively in developing teaching plans and ensuring their compatibility with the community needs.</p>
<ul style="list-style-type: none"> ▪ The university must attract distinguished academics in the Palestinian society to maintain an academic cadre with advanced capabilities and skills to ensure the application of the university's competitive advantage requirements.
<ul style="list-style-type: none"> ▪ Preparing a guide for the specifications of graduates whom the university aspires to graduate to reflect this on the academic programs and the university strategic plan and reviewing this guide periodically to link it to the needs of the Palestinian labor market so that it is amended.
<ul style="list-style-type: none"> ▪ The Public Relations Department and the Deanship of Scientific Research, in cooperation with the Student's Council, form a committee polling the opinions of students, alumni and researchers to evaluate the academic facilities, the level of their services provided, and their satisfaction with them.
<ul style="list-style-type: none"> ▪ Giving great weight to the participation of the faculty member in training and qualification courses in addition to his/her research, taught and studies in his/her field of specialization and linked that to scientific and academic promotion.
<ul style="list-style-type: none"> ▪ Building strategic partnerships with international universities and specialized scientific societies with an international academic reputation.
<ul style="list-style-type: none"> ▪ Focusing more on quality assurance processes and the university's institutional and program accreditation.
<ul style="list-style-type: none"> ▪ Strict implementation to the principles of governance, which include transparency, accountability, and emphasis on quality control, institutional evaluation, internal academic review, in addition to external evaluation by other institutions and competitive universities.
<ul style="list-style-type: none"> ▪ Creating educational programs in rare specialties to enhance AAUP uniqueness by achieving competitive advantages.
<ul style="list-style-type: none"> ▪ Dedicating international academic programs and educational activities to attract students and researchers from all over the world, and providing scholarships for local students to all countries of the world.
<ul style="list-style-type: none"> ▪ Enhancing the university's e-learning tools by developing electronic courses.
<ul style="list-style-type: none"> ▪ The university to sign agreements to exchange academic experiences with international universities to enable its faculty members to work abroad.

4.6 Proposed Perception for Achieving a Competitive Advantage for Arab American University (AAUP)

In order for the Arab American University to achieve a competitive advantage that is unique to it without other competing universities in Palestine and surpasses it, and it is the first choice for most Palestinian students. These perceptions all lead to the primary goal of the study, which is to achieve the competitive advantage of the Arab American University through strategic planning. The competitive advantage is the vision of the university and is as follows:

“Arab American University aspires to achieve leadership in building a knowledge society through the ambition to be at the forefront of universities and a place of academic and training excellence and distinction in the medical sciences”.

Here the researcher reached easily to the vision that is consists of all excellence elements that are required to achieve the competitive advantage for the university. The researcher worked to proof that there is a significant relation between the strategic planning, vision, accuracy of strategic goals and objectives, student satisfaction, quality of education and the competitive advantage for AAUP.

The researcher proofed that the strategic plan of AAUP can be utilized through all of its elements in achieving the competitive advantage for the university which is mainly in the distinguished medical sciences due to the unique provided programs and flexibility of acceptance for Arab 1948 students and working to maintain this competitive advantage by the proper and deep strategic planning as unavailability of a strategic plan for AAUP during the last 20 years greatly affected the university’s ability to attract many students from Arab 1948 students and even from West Bank and achieving the competitive advantage for AAUP.

Chapter Five

Conclusions and Recommendations

5.1 Conclusions

The researcher started the study with the assumption that there is a relationship between strategic planning and achieving the competitive advantage for Arab American University (AAUP). The study proofed that all elements of strategic plan of AAUP from vision to action plans when they are abstracted and formed from the current situation of AAUP and the competitive position of it comparing with the same for the other competitors in the local Palestinian field by using the descriptive analytical and comparative approach, will have a positive relation with achieving the competitive advantage of AAUP.

The study also proofed the second assumption in which the researcher concluded that there is a relation between the accuracy of strategic goals/objectives which comes from the wide and comparative field research on AAUP and on the other competitor universities in Palestine and on a wide geographic area and on different faculties, majors, departments and even graduates and achieving the competitive advantage for Arab American University (AAUP).

The field research in all universities showed that one of the main components of competitive advantage that makes the students select to study in this university is the student's satisfaction. The researcher proofed that there is a strong relation between student's satisfaction and achieving the competitive advantage for Arab American University (AAUP).

The researcher used the descriptive analytical approach parallel with the comparative approach methodology to describe the ambitions of AAUP to be leader university in producing knowledge by being the forefront in the Palestinian field. The researcher proofed that vision is the main element in the strategic plan by forming it from the final abstract of the field study. This is a logical and scientific way to proof that there is a strong positive relation between the vision which leads AAUP to be the leader and achieving the competitive advantage for the Arab American University (AAUP).

Quality of education in terms of scientific research production, qualified graduates, unique majors, different programs, and good practical trainings has a strong positive relation with achieving the competitive advantage for the Arab American University (AAUP).

By studying the theoretical framework and previous studies and benefiting from the experiences of other universities in the field of creating a competitive advantage that has become with the increase in competition between universities in general and Palestinian universities in particular, the researcher proved in this study something new and very important, which is that the strategic plan with all its components and basic elements when It works on the basis of an in-depth study of reality and on the basis of comparison with the extent of the university's competitiveness with the rest of the competing universities, so it will be an important and pivotal tool in achieving the university's competitive advantage and so the university will deliver an excellent and competitive education which is the base of the knowledge society and development of society.

Finally, the study proofed that because there is no strategic plan yet for AAUP, it could not be the first among the other Palestinian Universities as the strategic plan already

includes all of the previously mentioned required elements to achieve the competitiveness.

5.2 Recommendations

- 1- The researcher recommends that this study with all of its components from findings, strategic goals, objectives, mechanisms, and recommendations to be a guideline for Arab American University, which will be the basic nucleus for the work of a distinctive, practical, realistic, consistent, and targeted strategic plan that, after its implementation, will be the basic tool in the formation and achievement of the competitive advantage of Arab American University over other universities.
- 2- The researcher also recommends that work begin immediately to build the first strategic plan for Arab American University on the basis of competitiveness with other Palestinian universities, specifically Birzeit University and An-Najah National University.
- 3- The researcher also recommends adherence to the competitive strategic plan and the adoption of all its components and elements as axes and building blocks of the same competitive advantage.
- 4- The researcher recommends for AAUP to focus its development plans on the medical field to keep its leadership position in attracting students to medical majors especially Arab 1948 students.
- 5- The researcher recommends for AAUP to focus on the intellectual capital to enhance competitive advantage. This can be achieved when AAUP uses the research to increase its intellectual or human capital.

- 6- The researcher recommends for AAUP to evaluate the achievements of its centers working within the 1948 area and to increase the visits to this area to promote its programs and facilities.
- 7- The researcher recommends for AAUP to increase the extracurricular activities in the two campuses.
- 8- The researcher recommends for AAUP to increase there the local, regional and international conferences.
- 9- The researcher recommends for AAUP to focus on the academic freedom in all aspects, this is to provide the academic staff and researchers more freedom in their studies and activities.
- 10- The researcher recommends for AAUP to begins using strategic planning as a permanent approach in its process of development and excellence and on the basis of maintaining the competitive advantage and the superiority of AAUP in the medical programs and attractiveness of Arab 1948 students.
- 11- The researcher recommends for AAUP to prepares an action steps guide for each department based on the university's comprehensive quality manual and in parallel with the thesis output.
- 12- The researcher recommends for AAUP to practice the descriptive analytical approach along with the comparative approach permanently using the competitiveness pillars or indicators to understand always its competitiveness situation and keep aligned with its competitive advantage.
- 13- The researcher recommends that Arab American University increase the annual budget of the scientific research to be the first within the Palestinian Universities.

- 14- The researcher recommends for AAUP to provide more building capacity to the Public Relation Department staff and keep visiting other Palestinian universities to learn about public relations activities and their work mechanisms and include all of that in a quarterly report to the higher management of AAUP.
- 15- The researcher recommends for AAUP to develop the human resources, organization structure and the Deanship of Scientific Research on the basis of developing the intellectual capital to enhance competitive advantage of the university.
- 16- The researcher recommends for AAUP to make plans with the local community surrounding the university campus in Jenin in order to reduce the cost of services provided to students, including housing and other services to enhance the attractiveness of the campus specially to the west bank students.
- 17- The researcher recommends to AAUP to increase its invested capital in Ramallah campus and to build more colleges for the Bachelor's level in order to increase the number of west bank students from the middle and south of Palestine.
- 18- The researcher recommends to AAUP to re-evaluate all rents and usage of its facilities specially in Ramallah campus to convert these facilities into income-generating ones.
- 19- The researcher recommends to AAUP to establish some medical programs in the southern part of Hebron to attract the Arab student of 1948 from Beersheba and Al Naqab area.
- 20- The researcher recommends to AAUP to keep studying the labor market needs periodically and align them with all provided and proposed programs.
- 21- The researcher recommends to AAUP to keep evaluating the level of student satisfaction from all colleges and academic levels about the university and studying there specially in the medical studies.

5.3 Bibliography

English references:

- 1- Al Shobaki, M. J., & Abu-Naser, S. S. (2017). The Role of the Practice of Excellence Strategies in Education to Achieve Sustainable Competitive Advantage to Institutions of Higher Education-Faculty of Engineering and Information Technology at Al-Azhar University in Gaza a Model.
- 2- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.
- 3- Bisaria, G. (2013). Achieving A Competitive Advantage by Private Management Colleges or Private Universities. *International Journal of Social Science and Interdisciplinary Research*, 2(3), 90-105.
- 4- Diab, S. M. (2014). Using the competitive dimensions to achieve competitive advantage: A study on Jordanian private hospitals. *International Journal of Academic Research in Business and Social Sciences*, 4(9), 138.
- 5- Grant, R. M. (2016). *Contemporary strategy analysis: Text and cases edition*. John Wiley & Sons.
- 6- KIREEVA, N., SLEPENKOVA, E., SHIPUNOVA, T., & ISKANDARYAN, R. (2018). Competitiveness of higher education institutions and academic entrepreneurship. *Revista ESPACIOS*, 39(21).
- 7- Mainardes, E. W., Ferreira, J. M., & Tontini, G. (2011). Creating a competitive advantage in Higher Education Institutions: proposal and test of a conceptual model. *International Journal of Management in Education*, 5(2-3), 145-168.
- 8- Ployhart, R. E. (2012). The psychology of competitive advantage: An adjacent possibility. *Industrial and Organizational Psychology*, 5(1), 62-81.

- 9- Porter, M. E., & Van der Linde, C. (1995). Toward a new conception of the environment-competitiveness relationship. *Journal of economic perspectives*, 9(4), 97-118.
- 10- Tanwar, R. (2013). Porter's generic competitive strategies. *Journal of business and management*, 15(1), 11-17.
- 11- Zandi, G., Sulaiman, M., Al Atiyat, H. M., & Naysary, B. (2013). The strategic planning process and current practices: A comparative empirical study of UMW Toyota motor and chemical company of Malaysia. *Asian Social Science*, 9(9), 185.

المراجع العربية:

- 1- أ. م. د. سحر قدوري. (2012). إعادة هندسة الثقافة التنظيمية للمؤسسات الجامعية: الجامعة المستنصرية نموذجا. *مجلة الادارة والاقتصاد*، (93 المجلد الاول)، 107-97.
- 2- أبو زعيتر، و لينا. (2020). متطلبات استدامة الميزة التنافسية للجامعات الفلسطينية وعلاقتها بممارسة عمداء الكليات للتخطيط الاستراتيجي.
- 3- أبو غبن، أحمد فاروق. (2012). دور التعليم الالكتروني في تعزيز الميزة التنافسية في الجامعات الفلسطينية في قطاع غزة "من وجهة نظر الأكاديميين".
- 4- إدريس ثابت عبد الرحمن. (2002). الإدارة الإستراتيجية.
- 5- بسام منيب الطائي، و اسراء وعد السبعواوي. (2013). الأثر ألتابعي لمتطلبات إدارة الجودة الشاملة والتغيير التنظيمي في تحقيق الميزة التنافسية. *دراسات ادارية*، 5(10)، 283-243.
- 6- بن أحمد، محمد الأمين، لطرش، و صبرينة. (2017). دور التخطيط الإستراتيجي في تحقيق الميزة التنافسية في المؤسسة.
- 7- بن نذير، نصر الدين، و بداوي، مصطفى. (2010). رأس المال الفكري كمدخل لتعزيز الإبداع وتحقيق ميزة تنافسية مستدامة-جامعة سعد دحلب-البليدة.

- 8- بني حمدان، خالد & ،البكري، ثامر. (2013). الإطار المفاهيمي للاستدامة و الميزة التنافسية المستدامة: محاكاة لشركة HP في اعتمادها لإستراتيجية الاستدامة Academic Journal of Social and Human Studies, 115(520), 1-19.
- 9- جامعة الإستقلال. (2017). الخطة الاستراتيجية الاستكمالية 2020-2017 المنبثقة عن خطة الجامعة طويلة الأمد 2020-2010.
- 10- جامعة بيزيت. (2017). ريادة الدور والمكانة (2022-2017).
- 11- جفال، و تهانى. (2020). التخطيط الاستراتيجي المبني على النتائج ودوره في تطوير السياسات العامة تجاه الاستقرار المالي في جامعة القدس-جامعة القدس.
- 12- حبشي، & فتيحة. (2007). إدارة الجودة الشاملة والإيزو في التعليم العالي.
- 13- حسين، ندى جودة. (التخطيط الاستراتيجي للموارد البشرية كمدخل لتعزيز القدرات التنافسية دراسة تطبيقية على شركات الأدوية بجمهورية مصر العربية) رسالة لنيل شهادة الماجستير في إدارة الأعمال "إدارة الأعمال". جامعة بنها تخصص إدارة الأعمال، جمهورية مصر العربية، 2011.
- 14- الحواجرة، كامل محمد. (2013). ممارسات سلسلة التوريد و دورها في الميزة التنافسية و تحسين أداء الأعمال في شركات الباطون الجاهز في الأردن, Jordan Journal of Business Administration, 153(958), 1-62.
- 15- الحوت محمد، و توفيق صلاح الدين. (2016). التنافسية بين الجامعات-جامعة بنها.
- 16- خنيط، خديجة، كورتل، و فريد. (2017). دور الإبداع في تحسين تنافسية المؤسسات الصغيرة والمتوسطة في الجزائر (Doctoral dissertation, جامعة أم البواقي).
- 17- دائرة الموارد البشرية. (2016). الدليل الإرشادي للموظفين الإداريين والفنيين-جامعة بيزيت.
- 18- الدجني، إياد علي. (دور التخطيط الاستراتيجي في جودة الأداء المؤسسي) رسالة لنيل شهادة الدكتوراة في التربية "مناهج وطرائق التدريس". جامعة دمشق تخصص المناهج وطرائق التدريس، الجمهورية العربية السورية، 2010-2011.
- 19- درابله مروة، و ترايعية عبد العلي. (2019). دور التعليم الإلكتروني في تحسين الميزة التنافسية.

- 20- الزعبي، و ميسون طلاع. (2014). درجة توفر عناصر إدارة الأزمات في مديريات التربية والتعليم في محافظة اربد من وجهة نظر رؤساء الأقسام فيها. Dirasat: Educational Sciences, 41.
- 21- الزهيري، إبراهيم عباس. (2018). اليقظة الاستراتيجية: مدخل لإدارة التميز لتحقيق ميزة تنافسية للمؤسسات التعليمية-جامعة حلوان.
- 22- زيتون، محيا. (2005). التعليم في الوطن العربي في ظل العولمة وثقافة السوق. مركز دراسات الوحدة العربية.
- 23- السعود، هالة محمد. (2014). دور أعضاء هيئة التدريس بكليات التربية في الجامعات الفلسطينية في تنمية القيم التربوية لدى طلبتهم وسبل تطويره.
- 24- سليم، حربي، و خينش، علي. (2010). إدارة الجودة الشاملة (واقعها وأفاق تطبيقها بمؤسسات التعليم العالي) معاهد التربية البدنية والرياضية نموذجا. مجلة أنسنة للبحوث والدراسات, (1).
- 25- السوسي، يوسف رزق عبدالله. (2015). درجة ممارسة الكليات التقنية في محافظات غزة لإدارة التميز وعلاقتها بالميزة التنافسية.
- 26- سيد أحمد، سماح. (2016). المتطلبات التربوية للإرتقاء بترتيب الجامعات المصرية في التصنيفات العالمية للجامعات.
- 27- سيد، رحاب فايز أحمد. (2016). قياس رأس المال المعرفي للباحثين بجامعة بني سويف: دراسة تحليلية لتحقيق الميزة التنافسية للجامعة-جامعة بني سويف.
- 28- شلبي، أماني عبد العظيم مرزوق. (2018). متطلبات تحقيق الميزة التنافسية لجامعة المنصورة في ضوء بعض الخبرات العالمية-جامعة المنصورة.
- 29- الصالح، عثمان بن عبد الله. (2012). تنافسية مؤسسات التعليم العالي: إطار مقترح. El-Bahith Review, 23(1350), 1-17.
- 30- طه، سهام محمد أمر الله. (2014). رؤية مستقبلية لوحدة خدمة المجتمع في ضوء معايير الجودة و الاعتماد الأكاديمي: كلية العلوم و الآداب للبنات بالنامص، جامعة الملك خالد نموذجا. Childhood and Education Journal, 93(2737), 1-42.
- 31- عبد المطلب، أحمد عايد أحمد. (2016). التخطيط الاستراتيجي لجامعة بنها في ضوء متطلبات التنافسية-جامعة بنها.

- 32- عبدالله، محمد عبدالله محمد. (2019). تصور مقترح لتحقيق الميزة التنافسية لمؤسسات التعليم العالي بتطبيق مدخل سلسلة القيمة في ضوء بعض النماذج العالمية. كلية التربية-جامعة المنوفية.
- 33- عثمان، داوود عبدالله محمد. (2017). التخطيط الاستراتيجي ودوره في تحقيق الميزة التنافسية-جامعة النيلين.
- 34- عرابي، خليل حسين محمد. (2009). أثر المسؤولية الاجتماعية في تحقيق الميزة التنافسية : دراسة ميدانية على الجامعات الأردنية في إقليم الشمال). أطروحة ماجستير). جامعة آل البيت، الأردن.
- 35- عساف محمد أحمد حسين. (2015). أثر قدرات سلسلة التوريد في تحقيق الميزة التنافسية (دراسة حالة: مجموعة شركة قعوار في الأردن).
- 36- علاء حاكم محسن الناصر م. د علاء حاكم محسن الناصر. (2010). إدارة الجودة الشاملة: إنموذج في الإدارة الجامعية. مجلة الادارة والاقتصاد, (80)، 78-39.
- 37- عليمت، صالح ناصر. (2004). إدارة الجودة الشاملة في المؤسسات التربوية.
- 38- العيتاني، فهد يوسف. (2012). تطبيق الإدارة الإلكترونية بجامعة الملك عبد العزيز: دراسة استكشافية لاتجاهات الأكاديميين و الطلاب و الإداريين. Journal of King Abdulaziz University: Economics and Administration, 105(1795), 1-89.
- 39- عيداروس، أحمد نجم الدين أحمد. (2015). إدارة فرق العمل الافتراضية كآلية إستراتيجية لتحقيق الميزة التنافسية في الجامعات المصرية. Journal of Faculty of Education-Benha University, 352(2903), 1-92.
- 40- الغصين، و لما بسام. (2014). دور برامج ادارة علاقة العملاء في خلق ميزة تنافسية: دراسة تطبيقية شركة فيوجن لخدمات الانترنت و أنظمة الاتصالات. دور برامج ادارة علاقة العملاء في خلق ميزة تنافسية: دراسة تطبيقية شركة فيوجن لخدمات الانترنت و أنظمة الاتصالات.
- 41- الغوطي، محمود أحمد سالم. (2017). دور التخطيط الاستراتيجي في رفع الكفاءة الإنتاجية لدى العاملين في مؤسسات التعليم العالي بمحافظة غزة-الجامعة الإسلامية بغزة.
- 42- الفضل، مؤيد محمد علي. و غدیر، إنعام محسن. (2012). تأثير محاسبة تكاليف الجودة في تحقيق الميزة التنافسية (دراسة تحليلية لعينة من المنظمات الصناعية العراقية)*. مجلة الغري للعلوم الاقتصادية والادارية، 8(23)، 252-231.

- 43- قششة، أمال نبيل خليل. (إستراتيجية مقترحة لتطوير رأس المال الفكري لتحقيق الميزة التنافسية في الجامعات الفلسطينية) رسالة لنيل شهادة الماجستير في التربية "أصول التربية-الإدارة التربوية". الجامعة الإسلامية - غزة تخصص أصول التربية، دولة فلسطين، 2016.
- 44- قشش، و خالد احمد عبد الحميد. (2014). ادارة راس المال الفكري و علاقته في تعزيز الميزة التنافسية: دراسة تطبيقية على الجامعات الفلسطينية بقطاع غزة. ادارة راس المال الفكري و علاقته في تعزيز الميزة التنافسية: دراسة تطبيقية على الجامعات الفلسطينية بقطاع غزة.
- 45- محمد فلاح الخوالدة. (2018). قواعد إدارية مقترحة لتفعيل مؤشرات الميزة التنافسية في مؤسسات التعليم العالي. Dirasat: Educational Sciences، 45.
- 46- محمد، رضوان. (2015). درجة تطبيق إدارة الجودة الشاملة في كلية التربية الرياضية بجامعة صنعاء: مجلة جامعة النجاح للأبحاث (العلوم الإنسانية)، المجلد 29 (4). Retrieved from <https://journals.najah.edu/media/journals/>
- 47- محمد، سحر محمج أبو راضي. (2015). تصور مقترح لضمان جودة التعليم الجامعي المصري في ضوء مدخل الإدارة الإستراتيجية: المجلة العربية لضمان جودة التعليم الجامعي، المجلد 8 (19).
- 48- المعاضيدي، معن، و المعاضيدي، عبدالله. (2009). إدارة المخاطر الإستراتيجية المسببة لفقدان المنظمة للمزايا التنافسية المستدامة - الآليات والمعالجات - نظرية تحليلية.
- 49- المقادمة، عبد الرحمن ابراهيم احمد. (2013). دور الكفاءات البشرية في تحقيق الميزة التنافسية: دراسة حالة الجامعة الإسلامية بغزة. دور الكفاءات البشرية في تحقيق الميزة التنافسية: دراسة حالة الجامعة الإسلامية بغزة.
- 50- مقدادي، يونس، و الشورة، محمد، و دحبور، لؤي. (2011). المعرفة السوقية ودورها في تحديد الإستراتيجيات التنافسية للبرامج الأكاديمية في الجامعات الأردنية الخاصة في العاصمة عمان. المجلة العربية لضمان جودة التعليم، 5(10).
- 51- منال صبحي حسن. (2020). درجة توظيف متطلبات التخطيط الاستراتيجي في جامعة الزيتونة الأردنية من وجهة نظر أعضاء هيئة التدريس. مجلة الجامعة الإسلامية للدراسات التربوية والنفسية، 28(2).
- 52- المومني، د. رائد، مقاطف، و د. سيما. (2018). أثر استراتيجية الإحلال على بناء الميزة التنافسية-دراسة ميدانية على شركات التأمين في الأردن.

- 53- النخالة، و نجلاء جمال فهمي. (2015). تصور مقترح لتطوير أداء رؤساء الأقسام في مديريات التربية والتعليم بمحافظة غزة في ضوء أسلوب إعادة هندسة العمليات الإدارية (الهندرة). تصور مقترح لتطوير أداء رؤساء الأقسام في مديريات التربية والتعليم بمحافظة غزة في ضوء أسلوب إعادة هندسة العمليات الإدارية (الهندرة).
- 54- هلال، طارق عثمان عبدالله. (2013). أثر إدارة المعرفة في تحقيق الميزة التنافسية: بالتطبيق على القطاع المصرفي السوداني في الفترة (2000-2013م).
- 55- الوادي، محمود حسين، و الزعبي، علي فلاح. (2011). مستلزمات إدارة الجودة الشاملة كأداة لتحقيق الميزة التنافسية في الجامعات الأردنية (دراسة تحليلية). المجلة العربية لضمان جودة التعليم، 4(8).

5.4 Appendixes

Appendix 1

Interview Proposed Questions

“Students”

Birzeit University

- What was the main reason for selecting BZU?
- Are you satisfied with BZU and why?
- How do you see BZU environment?
- How did you select your major?
- What is the main prominent difficulty you have face in BZU?

“Academics”

- How do you distinguish BZU academically from other universities?
- Are you satisfied with the level of education in BZU?
- How do you see the environment of BZU?
- What is the main competitive advantage of BZU from your point of view?

“Public Relations Department”

- What are the main tasks of the Public Relations Department?
- Are most of the colleges and buildings bearing the names of specific individuals funded by them?
- What are the main factors behind the distinguished capacity of the Public Relations Department at Birzeit University?
- How many employees of the Public Relations Department?

- Does the university qualify and train the staff of the Public Relations Department?
- How do you see the future of Birzeit University in the next five years from a public relations perspective?
- Are there plans that occur annually regarding the public relations department?
- Do you think that there is a relationship between the strength of public relations at Birzeit University and its competitiveness for high school graduate students?
- Is there networking and work to attract students of the Arabs of the occupied Palestinian interior to study at Birzeit University?
- How does the public relations department at the university contribute to building a competitive advantage for Birzeit University?

Appendix 2

Interview Proposed Questions

“Students”

An-Najah National University

- What was the main reason for selecting An-Najah National University?
- Are you satisfied with An-Najah National University and why?
- How do you see An-Najah National University environment?
- How did you select your major?
- What is the main prominent difficulty you have face in An-Najah National University?

“Academics”

- How do you distinguish An-Najah National University academically from other universities?
- Are you satisfied with the level of education in An-Najah National University?
- How do you see the environment of An-Najah National University?
- What is the main competitive advantage of An-Najah National University from your point of view?

“Public Relations Department”

- What are the main tasks of the Public Relations Department?
- Are most of the colleges and buildings bearing the names of specific individuals funded by them?
- What are the main factors behind the distinguished capacity of the Public Relations Department at An-Najah National University?

- How many employees of the Public Relations Department?
- Does the university qualify and train the staff of the Public Relations Department?
- How do you see the future of An-Najah National University in the next five years from a public relations perspective?
- Are there plans that occur annually regarding the public relations department?
- Do you think that there is a relationship between the strength of public relations at An-Najah National University and its competitiveness for high school graduate students?
- Is there networking and work to attract students of the Arabs of the occupied Palestinian interior to study at An-Najah National University?
- How does the public relations department at the university contribute to building a competitive advantage for An-Najah National University?

Appendix 3
Interview Proposed Questions
“Students”
Arab American University (AAUP)

- What was the main reason for selecting AAUP?
- Are you satisfied with AAUP and why?
- How do you see AAUP environment?
- How did you select your major?
- What is the main prominent difficulty you have face in AAUP?
- How do you see the interaction between students from different places?
- What do you suggest to reach optimal utilization for AAUP facilities?
- What do you suggest to increase the new registered students?
- What do you need to get encouragement from AAUP?
- Have you ever thought of leave AAUP to another university, if yes, why?
- Do you feel secure in AAUP campus?
- What is the competitive advantage of AAUP in your opinion?
- Mention three main disadvantages in your opinion for AAUP?
- How do you see the impact of shooting accidents in the vicinity of AAUP on you?
- In short words, what do you say for the top management of AAUP?

“Academics”

- How do you distinguish AAUP academically from other universities?
- Are you satisfied with the level of education in AAUP?
- How do you see the environment of AAUP?
- What is the main competitive advantage of AAUP from your point of view?

Public Relations Department”

- What are the main tasks of the Public Relations Department in AAUP?
- Are there some colleges and buildings bearing the names of specific individuals? Are they funded by them?
- What are the main factors behind the distinguished capacity of the Public Relations Department (PR) at Arab American University (AAUP)?
- How many employees of the Public Relations Department?
- Does the university qualify and train the staff of the Public Relations Department?
- How do you see the future of Arab American University (AAUP) in the next five years from a public relations perspective?
- Are there plans that occur annually regarding the public relations department?
- Do you think that there is a relationship between the strength of public relations at Arab American University (AAUP) and its competitiveness for high school graduate students?
- Is there networking and work to attract students of the Arabs of the occupied Palestinian interior to study at Arab American University (AAUP)?
- How does the public relations department at the university contribute to building a competitive advantage for Arab American University (AAUP)?
- What are the implemented plans to attract students of the Arabs of the occupied Palestinian interior to study at Arab American University (AAUP)?
- What are the proposed urgent interventions by the Public Relations Department (PR) that needs to be done to prevent a drop in the number of new enrolled students in AAUP?
- What mechanisms and methods do you have to obtain scholarships from donors?

- If the medical specialties depend mainly on Arab students from the occupied interior, how do you see the idea of establishing a branch of the university in southern Hebron?
- Do you think that building a university hospital can add a competitive advantage for the university?
- Do you think building the hospital in Jenin or Ramallah will add greater value to AAUP?
- How do you evaluate the performance level of Public Relations Department (PR) at the AAUP compared to that of An-Najah National and Birzeit University?
- What is the main success story of the (PR) in AAUP?
- How many international cooperation agreements have been signed during the last two years?
- Does the (PR) Department rely on statistics from the local market to align its plans frequently?
- Does the (PR) staff visit other local universities to keep following the updates?
- Does the (PR) Department make discussion, interviews, or questionnaires on the students, academics, and employees of AAUP to abstract results for improvements?

المخلص

هدفت هذه الدراسة إلى أن تكون دليلاً يثبت دور التخطيط الاستراتيجي في تحقيق الميزة التنافسية للجامعة العربية الأمريكية. جاءت هذه الدراسة بعد أن قرر مجلس إدارة الجامعة تطوير الجامعة نحو مفهوم عصري وهو التنافسية حيث تتزايد المنافسة بين الجامعات يوماً بعد يوم. اشتملت هذه الرسالة على إطار مفاهيمي موسع ليكون نقطة انطلاق لكل باحث في موضوع الميزة التنافسية في الجامعات، بحيث تكون جميع الركائز والأهداف والمبررات والمحددات والمتطلبات والاتجاهات العالمية والأبعاد ومؤشرات قياس الميزة التنافسية في الجامعات. بعد ذلك تم إجراء عمل تحليل سوات بناءً على كل هذه الركائز للعديد من الجامعات الفلسطينية.

استخدمت هذه الرسالة المنهج الوصفي والتحليلي مع المنهج المقارن لوصف وتحليل ومقارنة جميع المعلومات المتاحة في الجامعات المنافسة وبعد جمع هذه البيانات قام الباحث بتحليلها وإجراء تقييم ومقارنة نقدية للمواد في أسلوب البحث التحليلي. تم احتساب أكبر جامعتين متنافستين للجامعة العربية الأمريكية، وهما جامعة بيرزيت وجامعة النجاح الوطنية، حيث تم تحليل الدراسات الميدانية والنتائج كما هو الحال في الجامعة العربية الأمريكية بتفاصيل عميقة وبحث واسع. أثبتت هذه الدراسة أخيراً أن هناك علاقة قوية وإيجابية بين التخطيط الاستراتيجي وتحقيق الميزة التنافسية للجامعة العربية الأمريكية. قدمت الدراسة التوصيات الأساسية للجامعة وهي بالاساس استخدام هذه الأطروحة كدليل وخارطة طريق في جميع مراحل إعداد الخطة الاستراتيجية وتنفيذها وأن تكون الأداة الأساسية في تحقيق الميزة التنافسية للجامعة وإستمراريتها.