



الجامعة الإسلامية - غزة
عمادة الدراسات العليا
كلية التربية
قسم أصول التربية- الإدارة التربوية

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Abstract

The study aimed to explore the reality of strategic management at Palestinian universities at Gaza governorates and ways of improvements and explored the effect of years of experience, academic degree, and institutional difference on the reality of strategic management. The researcher used the descriptive study design. The sample included all the study population which was (88) of academic head of departments at Three main Palestinian universities of Gaza governorates (the Islamic university, Al-azhar university, and Al-Aqsa university). The researcher designed a self administered questionnaire consisting of (45) questions asking about four main domains which are ("environmental analysis" internal and external", forming the strategy, implementing the strategy, and strategic supervision and evaluation). The response rate was (98.4%).. The main results of the study were:

-The environmental analysis whether it was internal or external had the highest percentage with respect to other domains of strategic management used in our Palestinian universities in Gaza governorates with a percentage of (70-71.9%) while the evaluation and supervision domain had the least order with percentage of (68.2%) while the sum of all used domains was above average with percentage of (70%).

-The study showed that the interest of university administrations with financial resources was above average with percentage of (77.6%), but the interest of these administrations in institutional culture, and systems and patterns of administration had the least order with percentage of (68.1-71.1%).

-The study also showed that the interest of university administration in our Palestinian universities in Gaza governorates in external environment and local community was above average. This interest didn't reach the optimum level desired in considering the community values, rules, legislations and meeting the technological changes and developments that the community had reached.

- The study also showed that lack of co-operation and experience exchange among the administrations of Palestinian universities included in the study and this was proven by the variation in the results of practicing those universities the strategic management in our Palestinian universities and the percentage was (62%-80%).

-The study also showed that the strive of Palestinian university administrations at Gaza governorates to build positive relationships with some highly technical universities was above average with percentage of (76.8%).

-The study also showed that there were significant differences between the use of strategic management in Palestinian universities at Gaza governorates at ($p < 0.05$) attributed to the institutional difference variable for the favor of Islamic university while the study couldn't find any significant differences with other domains (specialty, the academic degree, and years of experience). On the light of previous results the study recommended that:

- 1- the necessity of responsible persons in the ministry of higher education to strive to implement the strategic management in our higher education institutions in order to solve their problems and face nowadays challenges and encourage and they should explain the importance of practicing the strategic management processes and it's technology to improve higher education institutions.
- 2- The necessity for administrations in Palestinian universities in Gaza governorates to increase the interest in strategic management implementation

mechanisms and improve more efficient system for strategic evaluation and supervision based on correct bases and standards where the study showed that the lowest percentage in practicing strategic management processes was to strategic implementation and supervision.

- 3- Enforce the employee's attitudes in every university of our Palestinian universities towards practicing the strategic management through spreading the culture that increase and deepen positive concepts towards it.
- 4- The study recommended to increase interactions and communications among the university administrations and the local community that show the university role in improving and developing the community and contributing in solving socio-economical, cultural, and political problems in order to pave the way to implement the strategic management.
- 5- To increase the co-operation among higher education administrations of our universities in Gaza governorates and strive to make use of the more advanced and highly technical managerial approaches such as strategic management and exchange experiences to increase the efficiency of higher education in Palestine.
- 6- The necessity for the administrations in Palestinian universities to strive to benefit from the experience of advanced Arabic and international universities in regard of strategic management and trying to adopt their successful experiences in this field..

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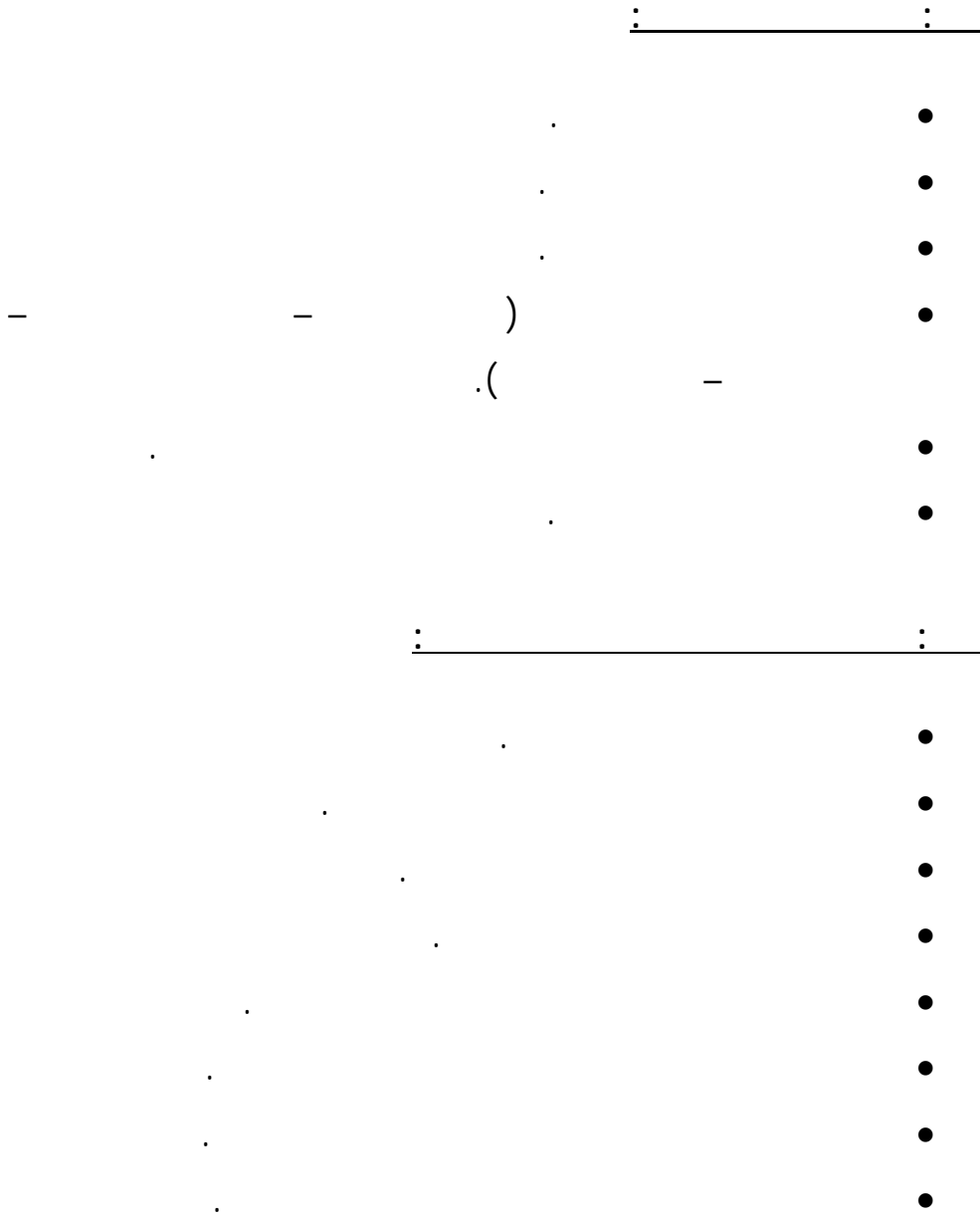
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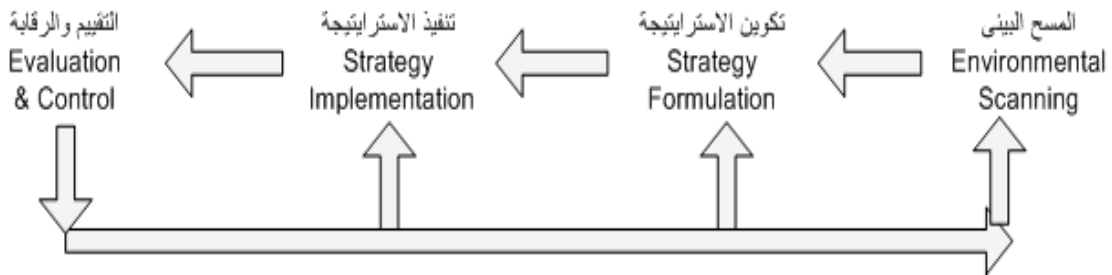
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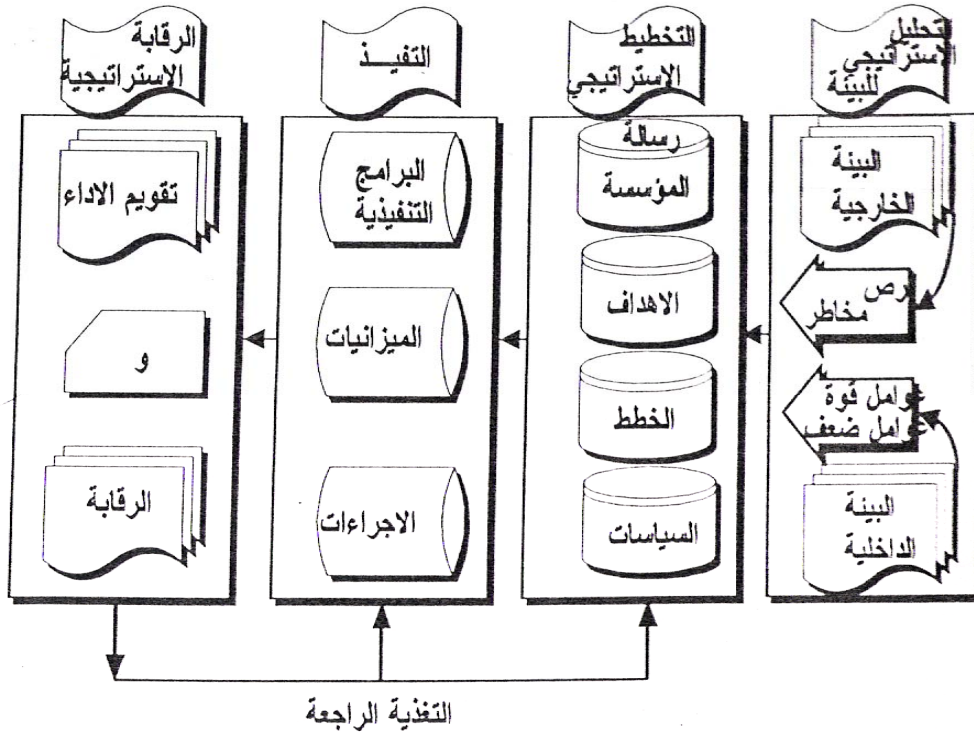


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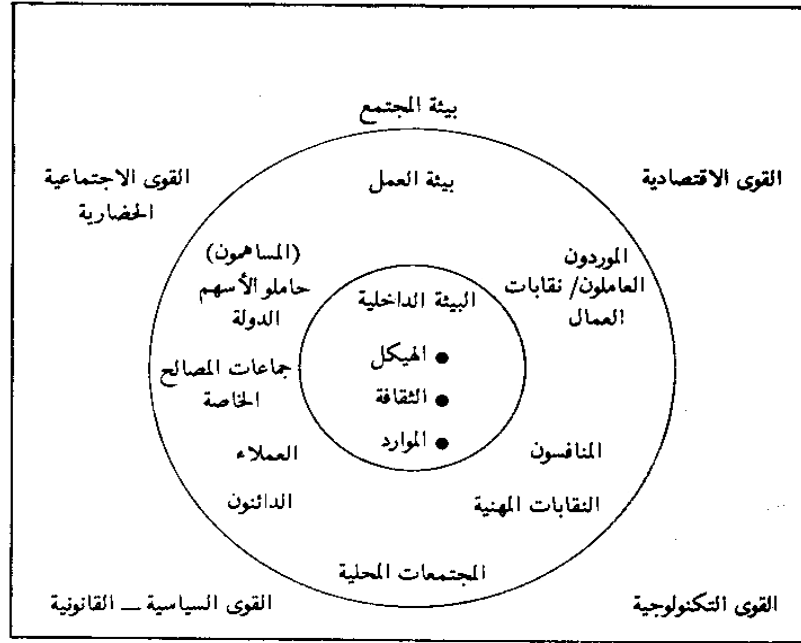
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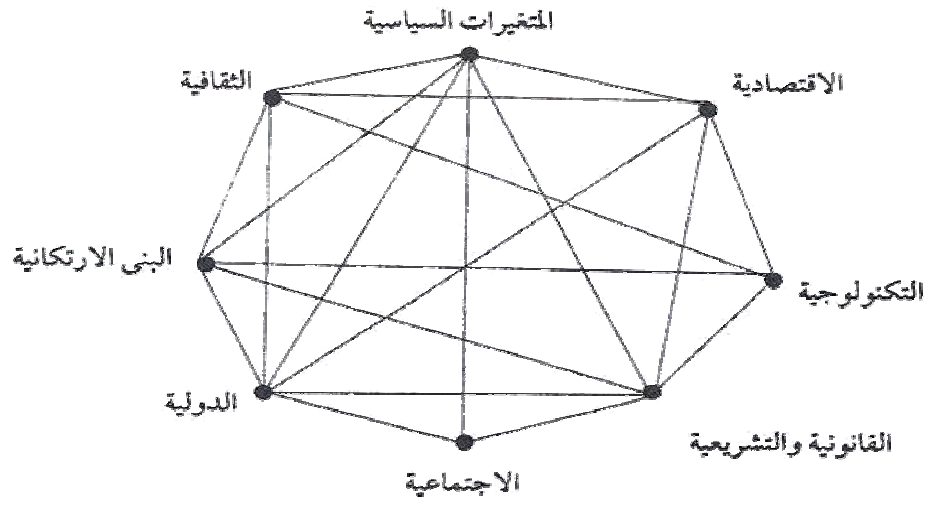
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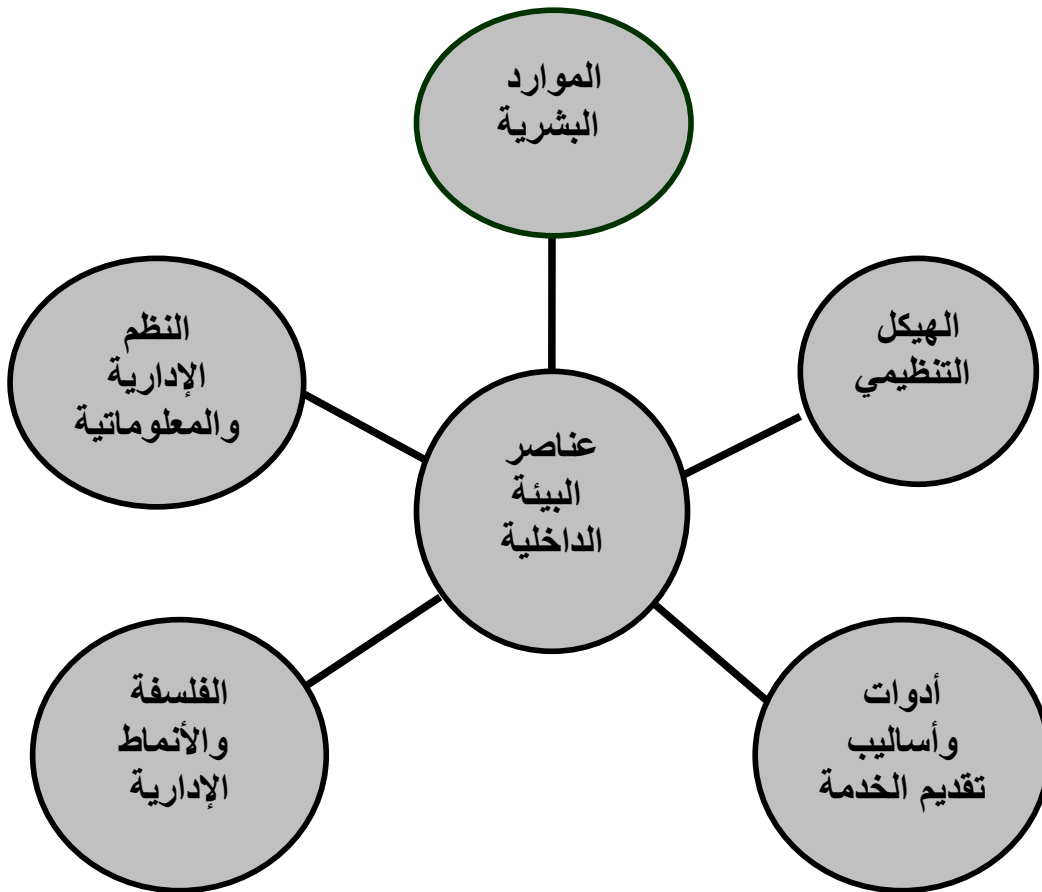
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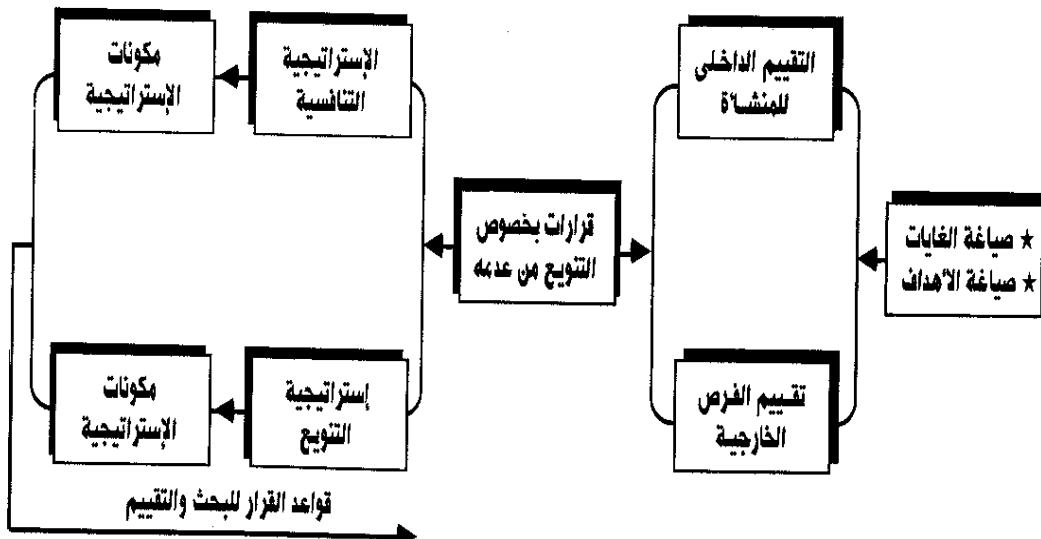
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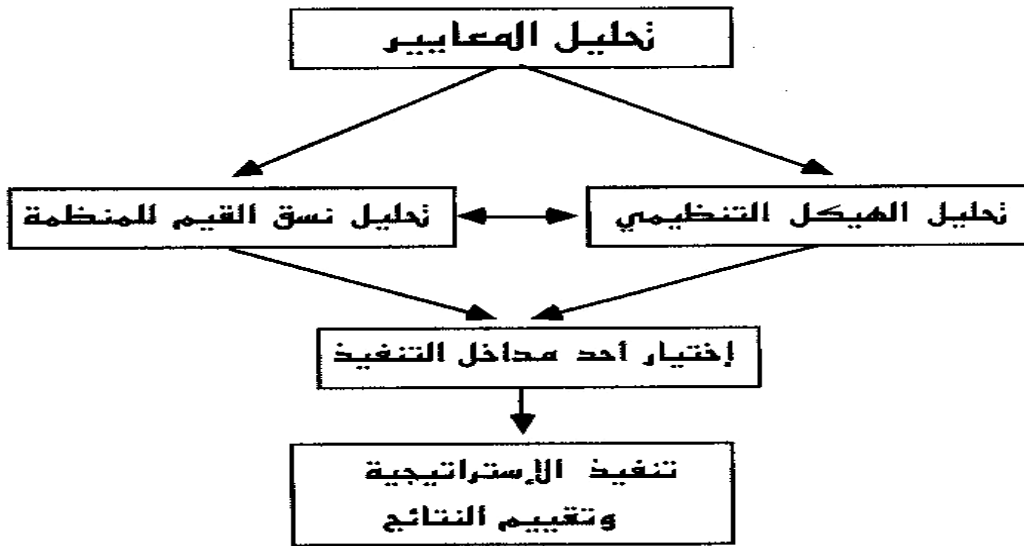
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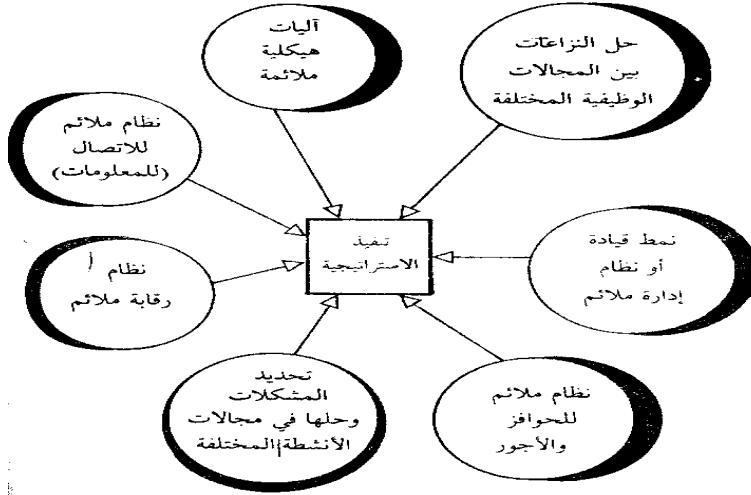
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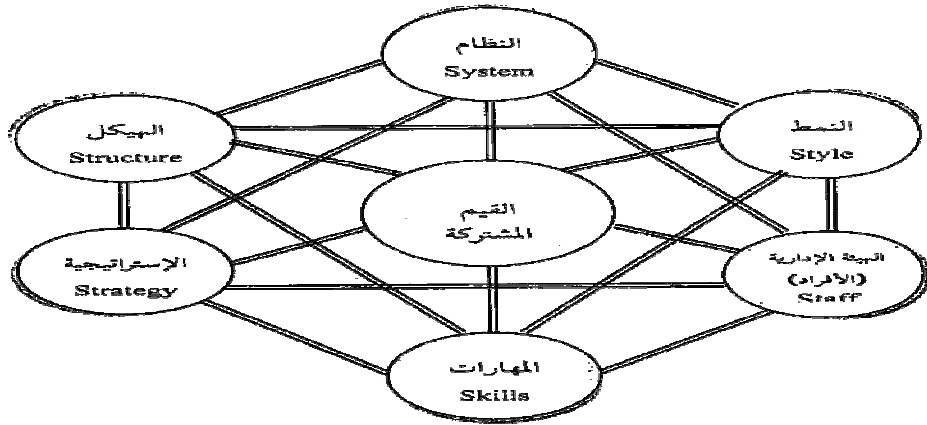
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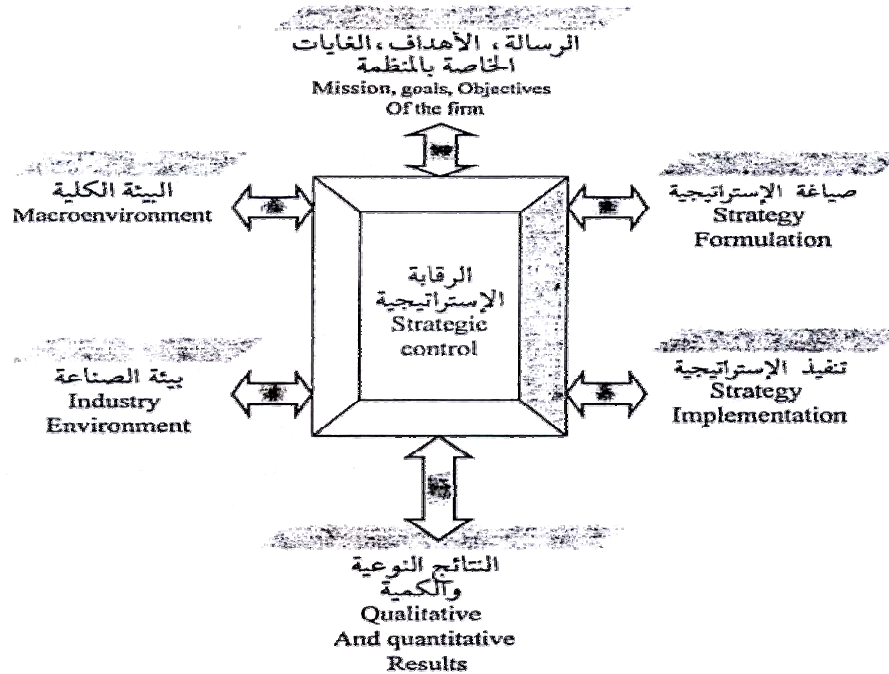
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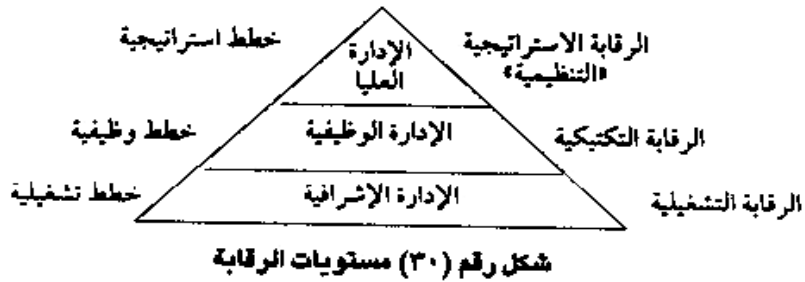
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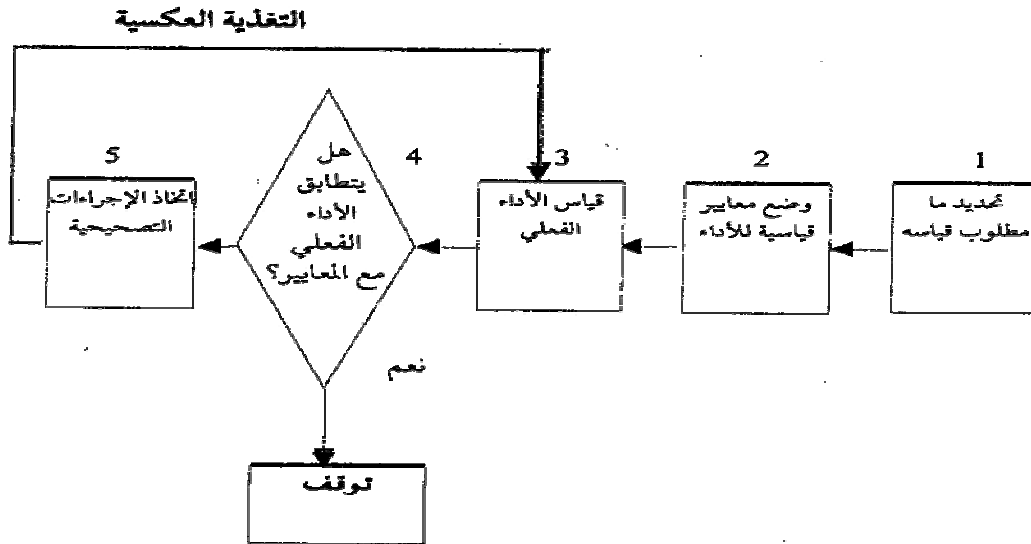
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Strategic Management Competencies Among Chief Human Resource Officers In Texas Public Community Colleges

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The Study Of Strategic Management And Performance Measurement In Canadian Police Organizations

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The Identification of Strategic Management Counseling Competencies Essential for Small Business and Technology Center.

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**0.793	0.260	*0.693	*0.660	**0.827	1	()
**0.920	*0.604	**0.733	**0.783	1	** 0.827	()
**0.930	*0.683	**0.853	1	** 0.783	* 0.660	
**0.907	*0.639	1	**0.853	** 0.733	* 0.693	
**0.746	1	*0.639	*0.683	*0.604	0.260	
1	**0.746	**0.907	**0.930	* 0.920	** 0.793	

(0.01)

**

(2)

.(0.01)

(3)

"() "
: ()

	* 0.603		. 1
	0.395		.2
	0.405		.3
	* 0.623		.4
	**0.810		.5
	** 0.744		.6
	**0.798		.7
	* 0.690		.8
	0.531		.9
	0.500		.10
	0.477		.11
	* 0.585		.12
	** 0.736		.13

(11 9.10 3 2) (3)
 (0.01)

(4)
 "()"
 : ()

	**0.850	.	.1
	**0.870	.	.2
	* 0.643	.	.3
	0.445	.	.4
	**0.847	.	.5
	**0.801	.	.6
	**0.937	.	.7
	**0.946	.	.8
	**0.946	.	.9

(4)

(0.01)

(5)

" " : ()

	** 0.866	.	.1
	**0.861	.	.2
	**0.851	.	.3
	**0.887	.	.4
	**0.861	.	.5
	**0.736	.	.6
	**0.862	.	.7
	**0.774	.	.8

(5)

(0.01)

(6)

" "

:()

	**0.805		.1
	**0.890		.2
	*0.619		.3
	**0.872		.4
	**0.764		.5
	0.538		.6
	** 0.747		.7
	**0.783		.8
	0.523		.9

(6)

(0.01)

(7)

" " : ()

	*0.671		.1
	**0.757		.2
	**0.809		.3
	*0.706		.4
	** 0.889		.5
	**0.835	()	.6

(7)

.(0.01)

: -

(8)

:()

				()	()	
**0.906	**0.854	**0.837	**0.809	**0.800	1	()
**0.936	**0.831	**0.866	**0.928	1	** 0.800	()

**0.965	**0.894	**0.919	1	** 0.928	** 0.809	
**0.963	**0.923	1	**0.919	** 0.866	** 0.837	
**0.955	1	**0.923	**0.894	**0.831	**0.854	
1	**0.955	**0.963	**0.965	** 0.936	** 0.906	

(8)

.(0.01)

(9)

()

:()

	** 0.832		.1
	** 0.801		.2
	**0.669		.3
	** 0.774		.4
	**0.826		.5
	**0.713		.6
	**0.847		.7

	**0.824		.8
	**0.757		.9
	**0.757		.10
	**0.777		.11
	**0.820		.12
	**0.828		.13

(9)

.(0.01)

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()

:()

	**0.891		.1
	**0.869		.2
	**0.765		.3
	**0.786		.4
	**0.887		.5
	**0.877		.6
	**0.713		.7

	**0.889	.	.8
	**0.915	.	.9

(10)

.(0.01)

(11)

:()

	**0.940	.	.1
	**0.922	.	.2
	**0.918	.	.3
	**0.832	.	.4
	**0.875	.	.5
	**0.855	.	.6
	**0.856	.	.7
	**0.882	.	.8

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.(0.01)

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:()

	**0.854		.1
	**0.913		.2
	**0.901		.3
	**0.820		.4
	**0.868		.5
	**0.684		.6
	**0.909		.7
	**0.884		.8
	**0.892		.9

(12)

.(0.01)

(13)

:()

	**0.917	.	.1
	**0.953	.	.2
	**0.944	.	.3
	**0.944	.	.4
	**0.797	.	.5
	**0.887	.()	.6

(13)

.(0.01)

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(0.8560)

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(0.9667)

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()

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:()

0.9481	.()
0.9481	.()
0.9595	.
0.9550	.
0.9560	.
0.9869	

(0.9869)

(14)

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.T-test " "

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"One Way ANOVA"

(Scheffe)

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(20.19.18 17 16)

:(15)

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:()

5		100-80
4		79-60
3		59 -40
2		39 -20
1		%20

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:()

	%	*		
8	70.8	3.54		.1
4	72.2	3.61		.2

9	68.9	3.45		.3
7	71.6	3.58		.4
5	71.9	3.59		.5
10	68.4	3.42		.6
11	67.8	3.39		.7
5	71.9	3.59		.8
13	60.8	3.04		.9
12	65.1	3.26		10
3	73.2	3.66		11
1	76.8	3.84		12
2	74.9	3.74		13

() (16)

,(%76.8 %60.8)

.(%72.58)

-) (16)

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(%76.8)

(3.84)

(%74.9)

(3.74)

(3.66)

(%73.2)

(3.59 3.58)

(%71.9 %71.6)

(16)

3.39)

-:

(%67.8 %60.8)

(3.04

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-()

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(17)

:()

	%	*		
2	75.7	3.78	.	1
4	73	3.65	.	2
3	73.8	3.69	.	3
1	77.6	3.88	.	4
5	71.4	3.57	.	5
9	68.1	3.41	.	6
6	70.3	3.51	.	7
8	68.4	3.42	.	8
7	68.7	3.43	.	9

()

(17)

,(%77.6 % 68.1)

.(%71.9)

(17)

(%77.6)

(3.88)

:

(%75.7 73.8)

(3.78 3.69)

(3.57 3.51)

(%71.4 70.3)

(%68.1) (3.41)

-: -3

(18)

	%	*		
3	75.1	3.76	.	.1
2	77.3	3.86	.	.2
1	77.8	3.89	.	.3
5	71.6	3.58	.	.4
4	73.2	3.66	.	.5
8	60.8	3.04	.	.6
6	68.7	3.43	.	.7
7	64.9	3.24	.	.8

(18)

,(%77.8 %60.8)

.(%71.2)

(18)

(3.89 3.76)

(%77.8 %75.1)

)

(%75.9)

(2006

(%64.9)

(3.24)

(%60.8)

(3.04)

(19)

	%	*		
8	67.3	3.36		.1
4	70	3.50		.2
2	70.3	3.51		.3
1	75.4	3.77		.4
2	70.3	3.51		.5
9	64.6	3.23		.6
5	69.2	3.64		.7

6	67.8	3.39		.8
7	68.6	3.38		.9

(19)

.(%75.4 %64.6)

.(%69.1)

(19)

(%75.4)

(3.77)

.()

(3.51)

(%70.3)

(%77.8)

.(%69.2 %67.8)

(3.64 3.39)

-

-

(%64.6)

(3.23)

(20)

:

	%	*		
1	70.3	3.51	.	.1
6	66.5	3.32		.2
2	68.4	3.42		.3
4	68.1	3.41		.4
2	68.4	3.42		.5
5	67.8	3.39	. ()	.6

(20)

.(%70.3 %66.5)

.(%68.2)

(20)

(3.51)

(%70.3)

(3.41 3.42)

(%68.4 %68.1)

()

.(%67.8)

(3.39)

:

.(%66.5)

(3.32)

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(16,17,20,19,18)

(%72.6 %68.2)

(21)

(%73)

(21)

:

	%	*		
3	70	3.52	()	.1
1	71.9	3.59	()	.2
2	71.2	3.56		.3
4	69.2	3.46		.4
5	68.2	3.41		.5
	70	3.51		.6

: (21)

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.()

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(21)

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(% 70)

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(%75.9)

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النسبة المنوية	المجموع	النسبة المنوية	الخامس	النسبة المنوية	الرابع	النسبة المنوية	الثالث	النسبة المنوية	الثاني	النسبة المنوية	الأول	المجال الجامعة
%80	3.99	%78	3.92	%79	3.94	%81	4.06	%82	4.08	%79	3.95	الإسلامية
%66	3.31	%63	3.13	%66	3.29	%69	3.45	%68	3.42	%66	3.28	الأقصى
%62	3.09	%61	3.04	%60	3.01	%61	3.03	%63	3.15	%64	3.20	الأزهر
%70	3.51	%68	3.41	%69	3.46	%71	3.56	%72	3.59	%70	3.52	المجموع

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،(%80)

(%66)

.(%62)

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()

الدلالة الإحصائية	درجات الحرية	القيمة الإحصائية	
0.001	74	0.145	()
0.001	74	0.141	()
0.000	74	0.147	
0.002	74	0.136	
0.01	74	0.144	
0.002	74	0.136	

(23)

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-($\alpha \leq 0.05$)

(Independent t-test) ()
 (24)

(24)

()

:

0.782	0.278	0.91069	3.4957	0.68174	3.5506) (
0.981	0.024-	1.03235	3.5951	0.61010	3.5900) (
0.812	0.238-	1.09075	3.5806	0.71914	3.5259	
0.657	0.446-	0.95099	3.4963	0.87313	3.3985	
0.882	0.149-	1.03874	3.4259	0.90663	3.3908	
0.895	0.133-	0.96090	3.5187	0.70338	3.4912	

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(1.96)

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- ($\alpha \leq 0.05$)

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0.55	3.95	29		()
0.83	3.28	22		
0.89	3.20	23		
0.82	3.52	74		
0.50	4.08	29		()
0.87	3.42	22		
1.01	3.15	23		
0.89	3.59	74		
0.62	4.06	29		
1.01	3.45	22		
0.97	3.03	23		
0.96	3.56	74		
0.61	3.98	29		
0.94	3.29	22		
0.96	3.01	23		
0.92	3.46	74		
0.66	3.92	29		
1.02	3.13	22		
1.05	3.04	23		
0.98	3.41	74		

0.54	3.99	29		
0.89	3.31	22		
0.91	3.09	23		
0.86	3.51	74		

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()

(One Way ANOVA)

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:

0.001	7.864	8.988	2		()
		40.571	71		
		49.558	73		
0.000	9.367	11.966	2		()
		45.349	71		
		57.315	73		
0.000	9.428	14.034	2		()
		52.848	71		
		66.882	73		
0.000	8.516	11.862	2		()
		49.446	71		
		61.307	73		
		12.359	2		

0.001	7.544	58.154	71		
		70.512	73		
0.00	9.617	11.616	2		
		42.877	71		
		54.493	73		

($\alpha \leq 0.05$)

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(Scheffe)

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(Scheffe)

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		(J)	(I)	
0.010	0.6699)
0.003	0.7503			
0.010	0.6699-			
0.938	0.0804			
0.003	0.7503-			
0.938	0.0804-			
0.018	0.6574			()
0.000	0.9269			
0.018	0.6574-			
0.531	0.2694			
0.000	0.9269-			
0.531	0.2694-			

0.052	0.6058			
0.000	1.0332			
0.052	0.6058-			
0.258	0.4274			
0.000	1.0332-			
0.258	0.4274-			
0.027	0.6508			
0.001	0.9242			
0.027	0.6508-			
0.550	0.2734			
0.001	0.9242-			
0.550	0.2734-			
0.011	0.7908			
0.004	0.8761			
0.011	0.7908-			
0.951	0.0853			
0.004	0.8761-			
0.951	0.0853-			
0.012	0.6749			
0.000	0.9021			
0.012	0.6749-			
0.620	0.2272			
0.000	0.9021-			
0.620	0.2272-			

(Scheffe)

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(Scheffe)

(%75.9)

(2006)

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$-(\alpha \leq 0.05)$

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(Independent t-test)

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0.375	0.893	0.86066	3.4740	0.65753	3.6872)
						(

0.250	1.161	0.94546	3.5330	0.56166	3.8296) (
0.216	1.247	0.99386	3.4894	0.76425	3.8333	
0.160	1.418	0.95298	3.3823	0.70548	3.7556	
0.173	1.377	1.03437	3.3333	0.68911	3.7222	
0.198	1.300	0.90723	3.4424	0.62710	3.7656	

() (28)

())

(1.96) (

عند مستوى الدلالة ($\alpha \leq 0.05$) درجة ممارسة الإدارة الإستراتيجية في
الجامعات الفلسطينية في محافظات غزة تبعاً لمتغير الدرجة العلمية.
(2005)

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-($\alpha \leq 0.05$)

.(16 15-11 , 10-6 5-1).

(29)

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0.65	4.03	6	5 -1)	
0.62	3.69	20	10 -6		(
0.92	3.30	30	15 -11		
0.84	3.52	18	16		
0.82	3.52	74			
0.33	4.30	6	5 -1)	
0.66	3.81	20	10 -6		(
0.97	3.30	30	15 -11		
0.93	3.60	18	16		
0.87	3.60	74			
0.64	4.17	6	5 -1		
0.73	3.86	20	10 -6		
1.03	3.27	30	15 -11		
1.01	3.51	18	16		
0.96	3.56	74			
0.56	4.07	6	5 -1		
0.69	3.65	20	10 -6		
0.98	3.16	30	15 -11		
0.99	3.54	18	16		
0.92	3.46	74			
0.49	4.22	6	5 -1		
0.74	3.60	20	10 -6		
1.04	3.07	30	15 -11		
1.06	3.51	18	16		

0.98	3.41	74		
0.52	4.16	6	5 -1	
0.65	3.72	20	10 -6	
0.95	3.22	30	15 -11	
0.87	3.54	18	16	
0.86	3.51	74		

(29)

(15 -11)

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(One Way ANOVA)

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0.149	1.835	3.613	3		()
		45.945	70		
		49.558	73		
0.037	2.983	60497	3		()
		50.818	70		
		57.315	73		
0.065	2.521	6.523	3		
		60.359	70		
		66.882	73		
		5.804	3		

0.072	2.440	55.503	70		
		61.307	73		
0.030	3.153	8.394	3		
		62.119	70		
		70.512	73		
0.043	2.868	5.964	3		
		48.529	70		
		54.493	73		

$\leq 0.05)$

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($\alpha \leq 0.05)$

(Scheffe)

.(31)

(31)

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0.854	0.3333	10-6	5-1	()	
0.266	0.7282	15-11			
0.627	0.5061	16			
0.865	0.3333-	5-1	10-6		
0.412	0.3949	15-11			
0.933	0.1727	16			
0266	0.7282-	5-1	15-11		
0.421	0.3949-	10-6			
0.838	0.2222-	16			
0.627	0.5061-	5-1	16		
0.933	0.1727-	10-6			
0.838	0.2222	15-11			

0.684	0.4852	10-6	5-1	()
0.087	0.9936	15-11		
0.404	0.6914	16		
0.684	0.4852-	5-1	10-6	
0.239	0.5111	15-11		
0.906	0.2062	16		
0.087	0.9963-	5-1	15-11	
0.239	0.5111-	10-6		
0.697	0.3049-	16		
0.404	0.6914-	5-1	16	
0.906	0.2062-	10-6		
0.697	0.3049	15-11		
0.915	0.3004	10-6	5-1	
0.209	0.8958	15-11		
0.522	0.6597	16		
0.915	0.3104-	5-1	10-6	
0.200	0.5854	15-11		
0.720	0.3493	16		
0.209	0.8958-	5-1	15-11	
0.200	0.5854-	10-6		
0.866	0.2361-	16		
0.522	0.6597-	5-1	16	
0.720	0.3493-	10-6		
0.866	0.2361	15-11		
0.790	0.4241	10-6	5-1	
0.163	0.9148	15-11		
0.653	0.5370	16		
0.790	0.4241-	5-1	10-6	
0.311	0.4907	15-11		
0.985	0.1130	16		
0.163	0.9148-	5-1	15-11	
0.311	0.4907-	10-6		

0.570	0.3778-	16	
0.653	0.5370-	5-1	16
0.985	0.1130-	10-6	
0.570	0.3778	15-11	
0.572	0.6222	10-6	5-1
0.066	1.1556	15-11	
0.466	0.7130	16	
0.572	0.6222-	5-1	10-6
0.287	0.5333	15-11	
0.933	0.0907	16	
0.066	1.1556-	5-1	15-11
0.287	0.5333-	10-6	
0.483	0.4426-	16	
0.466	0.7130-	5-1	16
0.993	0.0907-	10-6	
0.483	0.4426	15-11	
0.739	0.4350	10-6	5-1
0.106	0.9381	15-11	
0.479	0.2614	16	
0.739	0.4350-	5-1	10-6
0.233	0.5031	15-11	
0.924	0.1864	16	
0.106	0.9381-	5-1	15-11
0.233	0.5031-	10-6	
0.655	0.3167-	16	
0.479	0.6214-	5-1	16
0.924	0.1864-	10-6	
0.655	0.3167	15-11	

(Scheffe)

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($\alpha \leq 0.05$)

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



الجامعة الإسلامية - غزة
The Islamic University - Gaza

هاتف داخلي: 1150

عمادة الدراسات العليا

رقم: ج.س.غ/35

التاريخ: 2007/06/06

حفظه الله،

الأخ الدكتور/ نائب الرئيس للشئون الأكاديمية

الجامعة الإسلامية - غزة

السلام عليكم ورحمة الله وبركاته،

الموضوع/ تسهيل مهمة طالب ماجستير

تهديكم عمادة الدراسات العليا أعطر تحياتها، وترجو من سيادتكم التكرم بتسهيل مهمة الطالب/ هاني عبد الكريم سعيد وهبة برقم جامعي 2005/2285 المسجل في برنامج الماجستير بكلية التربية تخصص أصول التربية/الإدارة التربوية، وذلك بهدف تطبيق الاستبانة الخاصة بدراسته على رؤساء الأقسام الأكاديميين والحصول على المعلومات التي تساعد في إعدادها والمعنونة بـ:

"واقع الإدارة الاستراتيجية في الجامعات الفلسطينية في محافظات غزة وسبل تطويرها"

والله ولي التوفيق،،،

عميد الدراسات العليا

د. مازن إسماعيل هنية



صورة إلى:-
♦ المكتب

(6)

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



الجامعة الإسلامية - غزة
The Islamic University - Gaza

هاتف داخلي: 1150

عمادة الدراسات العليا

الرقم: ج.س.ع/35/

Date: 2007/06/06

الأخ الدكتور/ نائب الرئيس للشئون الأكاديمية
جامعة الأقصى - غزة
حفظه الله،
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عميد الدراسات العليا

د. مازن إسماعيل هنية



صورة إلى:-
المنسق

(7)

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



الجامعة الإسلامية - غزة
The Islamic University - Gaza

هاتف داخلي: 1150

عمادة الدراسات العليا

الرقم: ج.س.ع/35/Ref.
التاريخ: 2007/06/06 Date

حفظه الله،

الأخ الدكتور/ نائب الرئيس للشئون الأكاديمية

جامعة الأزهر - غزة

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صورة إلى:-
الملك