

# Cairo University Strategic Plan

2025 - 2030





# Cairo University Strategic Plan 2025-2030



#### **Vision**

**Shaping the future** 

A smart, sustainable university leading in education, research, and community service, representing an international reference point in intellectual and cultural renaissance and the Knowledge economy.



#### **Mission**

Cairo University is a leading and prestigious academic institution committed to excellence and sustainable development, providing education that supports innovation and is oriented toward future careers to prepare cadres capable of competing locally, regionally, and internationally. The university supports scientific research to enhance cooperation and partnership at local and international levels, and contributes to community



#### Goals

Transforming
Cairo University
into a smart,
productive, and
sustainable
institution

Enhancing and developing institutional capacity

Advancing the educational system to strengthen the competitive skills of students and graduates

Advancing scientific research and reinforcing Cairo University's role in Knowledge economy

Maximizing Cairo
University's
contribution to
community
development

Fostering
effective and
positive
partnerships
between Cairo
University and
various state
sectors

## **LEGACY**



- الريـــادة Leadership
- االاصالـــــــــة Genuine
- المساءلة Accountability
- الالتـــزام Yield الإنتاجيـــــــــة



It is my honor to present to Cairo University community and to our partners from society and the government this Strategic Plan (2025 - 2030), which marks a new step in the journey of a historic university that has surpassed a century of leadership and contribution. Since its establishment, Cairo University has embodied a mission of enlightenment and Knowledge, shaping the minds that led the Renaissance movement in Egypt and the Arab region. To this day, it remains a beacon of thought, research, and creativity.



We have developed this plan out of our deep belief that Cairo University is not merely an educational institution, but an intellectual, cultural, and civilizational entity that helps shape the future. Our vision is to become a smart and sustainable university, a leader in education, research, and community service, and an international benchmark in intellectual and cultural renaissance and the Knowledge economy. Our mission is to prepare generations capable of competing locally, regionally, and internationally, through innovation-oriented education aligned with the jobs of the future, scientific research that enhances partnership and collaboration, and community service that reflects the university's role in sustainable development.

Our strategic goals stem from an understanding of the challenges and opportunities facing our nation and the world. We therefore focused on transforming the university into a productive, smart university, strengthening institutional capacity, developing the educational system, supporting scientific research and innovation, enhancing the university's role in community service and environmental development, and building fruitful partnerships with various sectors.

At every step, we draw inspiration from our institutional values - leadership, excellence, authenticity, accountability, commitment, and productivity. These are the values that define Cairo University's character and guide its path toward the future.

Our motto, "Empowering Minds - Shaping the Future," is not merely a phrase, but a promise we are committed to fulfilling: a promise to graduate generations equipped with Knowledge and the tools of innovation, capable of contributing to the nation's renaissance and participating effectively in sustainable development at the regional and global levels.

Through this strategy, we affirm that Cairo University will remain true to its distinguished history while moving toward a brighter future, nurturing creativity and excellence and serving as a driving force for Knowledge and development.

With sincere appreciation,

President of Cairo University

M ohammed Samy A bdelsadek

# Message from the Acting Vice President of Cairo University for Community Service and Environmental Development

It is my honor to present to you this Strategic Plan (2025 - 2030), the result of a collective effort that brought together the diverse sectors of Cairo University. In preparing this plan, we adopted an integrated scientific approach grounded in international best practices in strategic planning, while taking into account the distinctive character of Cairo University as a historic and leading



institution in higher education, scientific research, and community service.

From the outset, the University leadership placed great importance on forming specialized committees and working teams that reflect the diversity of expertise and complementarity of disciplines, ensuring a comprehensive vision and precise implementation. We began by establishing the Supreme Strategy Committee, chaired by the University President, to serve as the principal authority for setting general policies. This was followed by the formation of the Executive Office of the Strategy, which defined the methodology, outlined the operational steps, and oversaw the working groups and subsidiary committees.

These teams worked through an extensive participatory approach, relying on the collection and analysis of comprehensive data from all segments of the university community: academic and administrative leaders, faculty members, undergraduate and postgraduate students, alumni, and administrative staff, in addition to community stakeholders who benefit from the university's services. Multiple research tools were employed, including surveys, focus group discussions, field observations, descriptive and statistical data analysis, and a thorough review of the university president's report 20242025- and its alignment with relevant national, regional, and international frameworks.

This integrated effort reflects Cairo University's firm belief that the success of any strategic plan can be achieved only through collective work and institutional cooperation that brings together vision, expertise, and commitment. Thanks to this scientific methodology, we now have a comprehensive and actionable strategic framework that expresses the university's identity and mission while also demonstrating its dedication to its national, regional, and international roles.

What distinguishes this plan is that it is not merely a desK-bound document, but rather the product of dialogue and interaction - a true embodiment of the participatory principle that guides us in serving the community and developing the environment. It stands as a roadmap that places Cairo University on a renewed path of leadership, affirming its ability to balance its historical legacy with its future aspirations.

With sincere appreciation,

Acting Vice President of Cairo University for Community Service and Environmental Development

Ghada A bdelbary

# **Strategic Plan Committees**

#### I. The Supreme Committee for the Strategic Plan

Prof. Dr. Mohamed Samy Abdel SadeK - President of Cairo University	/ Chairman
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- Prof. Dr. Mahmoud El-Saeed Vice President of the University for Postgraduate Studies and Research - - Member
- **Prof. Dr. Ahmed Ragab** Vice President of the University for Education and Student Affairs ----- **Member**
- Prof. Dr. Ghada Abdel Bary Acting Vice President of the University for Community Service and Environmental Development - - Member
- **Prof. Dr. Azza Agha** Professor of Pharmacology, Former Dean of the Faculty of Pharmacy, and Former Vice Chairman - - **Member** of the Board of the National Authority for Quality Assurance and Accreditation of Education for Higher Education Affairs
- Prof. Dr. Abeer Abdel Rahman Mahrous, Vice Dean of the Faculty of Commerce for Community - Rapporteur Service and Environmental Development

## 2. The Supreme Committee for Evaluation and Follow-up:

- Prof. Dr. Mohamed Samy Abdel SadeK ------ President of Cairo University
- Prof. Dr. Mahmoud El-Saeed ------Vice President of the University for Postgraduate Studies and Research
- Prof. Dr. Ahmed Ragab ------Vice President of the University for Education and Student Affairs
- Prof. Dr. Mohamed Refaat - Vice President of the University for Community Service and Environmental Development
- Mr. Hany Radwan Secretary-General of the University

## 3. Executive Office for the Strategic Plan:

- Prof. Dr. Ghada Abdelbary ---- Acting Vice President of the University for Community Service and Environmental Development
- Prof. Dr. Abeer Abdelrahman Mahrous -Vice Dean of the Faculty of Commerce for Community Service and Environmental Development
- Prof. Dr. Dina Mohamed Abou Hussein - Acting Dean of the Faculty of Pharmacy and Vice Dean of the Faculty of Pharmacy for Community Service and Environmental Development
- Prof. Dr. Khaled Soliman Soliman - Vice Dean of the Faculty of Nanotechnology for Community Service and Environmental Development
- Prof. Dr. Mamdouh Mostafa Ismail - Vice Dean of the Faculty of Economics and Political Science for Community Service and Environmental Development
- **Prof. Dr. Emad Shalaby** - Professor at the Faculty of Agriculture and General Supervisor of the University's General Administration of Scientific Research
- Dr. Sarah Ali ElRafei ------Lecturer at the Business Administration Department, Faculty of Commerce
- Mr. Emad Abdel Wahab

  Mr. Emad Abdel Wahab

  Mr. Emad Abdel Wahab

  Mr. Emad Abdel Wahab

  Mr. Emad Abdel Wahab
- Ms. Mervat Hassanein Ali

  Ms. Yara Mostafa El-Sayed

  Budget and Accounts Department

  Budget and Accounts Department
- Ms. Rania Khairy Essa Committee Secretary and Director of the Office of the Acting Vice President for Community Service and Environmental Development

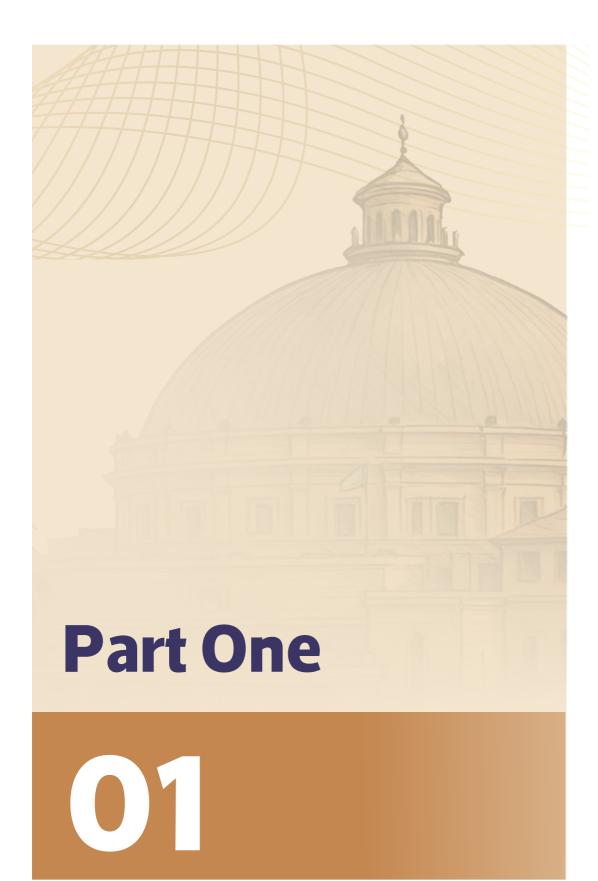
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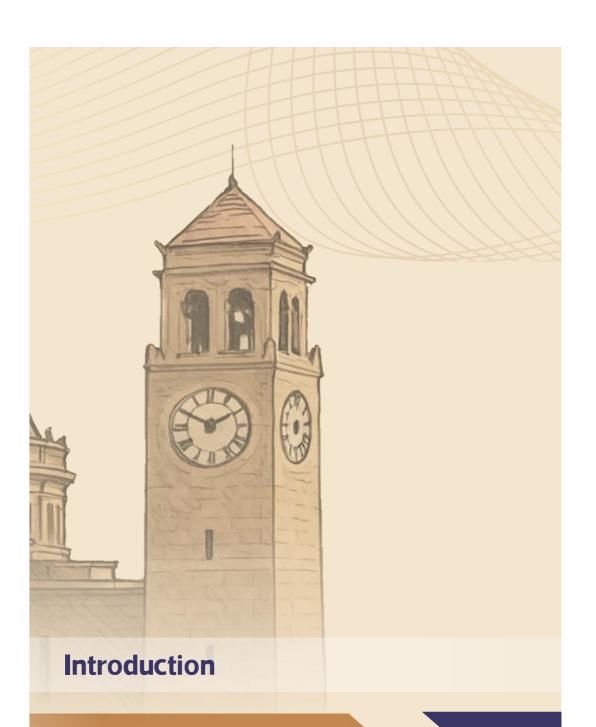
Mr. Mohamed Abou Ouf Mahmoud Media Office



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## 1. The Foundation and Evolution of the University

As the Egyptian national movement gained momentum at the beginning of the past century, a group of leaders of national action and pioneers of enlightenment and social thought in Egypt, such as Mohammed Abduh, Mustafa Kamel, Mohammed Farid, Qasim Amin, and Saad Zaghloul, worked to realize a dream that had long captivated the imagination of the people: the establishment of a university that would advance the country in all aspects of life. Their vision was for a beacon of free thought, a foundation for scientific advancement, a bridge connecting the country to the sources of modern Knowledge, and a crucible for preparing the necessary cadres in all specializations to participate in the worlds scientific progress. However, this aspiration met with strong opposition from the British occupation authorities, especially from their leader, Lord Cromer, who realized that establishing a university in Egypt would create an educated class of Egyptians who would understand that independence was not just about liberating the land, but about liberating the Egyptian character and propelling it toward civilization and modernity.

Despite this opposition, the supporters enthusiasm did not wane. A committee of patriots quicKly took the lead, making sacrifices and enduring hardships until the idea came to fruition and became a tangible reality. The Egyptian University was inaugurated as a private university on December 21, 1908, in a magnificent ceremony held at the Consultative Council of Laws Hall, attended by Khedive Abbas II and several state officials and dignitaries. On the evening of the inauguration, classes began at the university with lectures. Since a permanent location had not yet been designated, lectures were held in various halls announced in daily newspapers, such as the Consultative Council of Laws Hall, the Higher Schools Club, and Dar Al-Jarida, until the university found a home in the palace of the merchant Nestor Gianaclis, which the American University in Cairo currently occupies.

Due to the financial difficulties the university faced during World War I, its building was moved to the Mohamed SedKy Palace in Al-Azhar Square on FalaKi Street to save costs. The fledgling university struggled to get on its feet, and to prepare a core faculty, it began sending some of its outstanding students to European universities to earn doctoral degrees and return to teach modern sciences. Heading these missions were Taha Hussein, Mansour Fahmy, and Ahmed Deif. The university also established a library with valuable books donated from within and outside the country.

As a result of the hopes the private university fulfilled, which expressed the aspirations of Egyptians, the government considered establishing a state university in 1917. A committee was formed for this purpose, and it recommended merging the existing higher schools with the university. As a result, the Schools of Law and Medicine joined with the university on March 12, 1923, and an agreement was reached between the government and the private university administration to merge into the new university, with the Faculty of Arts serving as its nucleus.

On March 11, 1925, a legal decree established the state university under the name «The Egyptian

University,» comprising four faculties: Arts, Science, Medicine, and Law. In the same year, the School of Pharmacy was annexed to the Faculty of Medicine. In 1928, the university began building permanent headquarters at its current location, which it received from the government as compensation for the land that Princess Fatma, daughter of Khedive Ismail, had donated to the university. On August 22, 1935, Royal Decree Law No. 91 was issued to merge the higher schools of Engineering, Agriculture, Commerce, and Veterinary Medicine into the Egyptian University. On October 31, 1935, a decree was issued to annex the Institute of Aquatic Biology to the Egyptian University.

In 1938, the School of Veterinary Medicine separated from the Faculty of Medicine to become an independent faculty. On May 23, 1940, Law No. 27 was issued to rename the Egyptian University as Fouad I University. On April 24, 1946, Law No. 33 was issued to annex the Faculty of Dar Al Uloom to the university. On September 28, 1953, a decree changed the university's name from Fouad I University to Cairo University. In 1955, the Departments of Pharmacy and Oral and Dental Medicine separated from the Faculty of Medicine to become independent faculties. In the same year, a branch of Cairo University was established in Khartoum, and the university's flags were raised over the south of the valley.

The establishment of new faculties continued after that. The Faculty of Economics and Political Science began its studies in the 19601961/ academic year. In 1962, the Institute of Statistical Studies and Research was established, and the Institute of Physical Therapy was established in the same year, which was converted into the Faculty of Physical Therapy in January 1992. In 1964, the Higher Institute of Nursing was established and annexed to the Faculty of Medicine. In 1969, the National Cancer Institute was established, and in 1970, the Faculties of Mass Communication and Archaeology and the Institute of African Research and Studies were established.

In 1979, the Institute of Regional and Urban Planning was established, and in 1991, it was converted into the Faculty of Regional and Urban Planning. In 1987, the Institute of Educational Research and Studies was established at Cairo University, and on September 12, 1994, Decree No. (287b) was issued to establish the National Institute of Laser Sciences, which is considered the first higher institute for laser sciences and its applications in the Arab world.

Then, the university's role was not limited to serving the surrounding environment but extended to nearby governorates. Hence, the university established a branch in Fayoum Governorate that includes the Faculties of Education, Agriculture, Engineering, Social Work, Arabic and Islamic Studies, Tourism and Hotels, Archaeology, and Science. It also established the Faculties of Commerce, Law, Veterinary Medicine, Science, Arts, Education, and Pharmacy at the Fayoum and Beni Suef branches. The Beni Suef branch became independent in 1983. The process of building and development is still ongoing, and Cairo University will always embody the pride of every Egyptian.

The Faculty of Computing and Information at Cairo University was established in 1996. Its name was changed to the Faculty of Computing and Artificial Intelligence by virtue of Egyptian Cabinet Decree No. (1442) of 2019, issued on April 24, 2019, which stipulated the renaming of the faculty. In May

2021, Cairo University continued its lead in the developmental field by establishing the Faculty of Nanotechnology for Postgraduate Studies, the first of its Kind in Egypt. It is dedicated to teaching and advancing the multidisciplinary sciences and applications of nanotechnology. Its programs include graduate studies, such as a Master of Science in Nanobiotechnology and Nanoengineering Sciences, as well as professional diplomas, such as a Diploma in Solar Energy Design and Nanotechnology for the Environment.

Finally, Cairo National University (CNU) was established by Presidential Decree No. 245 of 2025, as part of Egypt's efforts to establish modern national universities operating within an advanced educational system aligned with labor-market demands. The university is located in 6th of October City - Dahshour Link and represents an extension of the venerable expertise of Cairo University, combined with modern designs and curricula targeting the third generation of universities. It comprises 14 colleges offering over 22 academic programs in specializations such as Human Medicine, Engineering, Computer and Information Sciences, Economics, and Political Science, among others. The university focuses on innovation and linking education to both local and international job markets, aiming to provide an integrated educational environment encompassing teaching, scientific research, and practical application. This is to graduate qualified students capable of competing in a rapidly changing world.

Furthermore, Cairo International University, also Known as the «International Branch of Cairo University» and abbreviated IBCU, represents a new model for a fourth-generation university. Academic studies commenced there in October 2023, beginning with 18 accredited international academic programs, including undergraduate bachelor/s/licentiate and postgraduate programs, as well as programs established in partnership with prestigious global universities and bodies. It is the first Egyptian public university to offer international programs from within its structure. Located in 6th of October City, the university adopts a modern educational philosophy that focuses on international partnerships, dualdegree programs, global accreditation, responsiveness to labor-marKet needs, and alignment with the Fourth Industrial Revolution and beyond. Among its most important features are programs offered in both English and French in specializations such as Economics, Political Science, Software Engineering, Data Science, and Networks and Cybersecurity; and a campus with educational facilities carefully designed to meet international standards, including modern buildings, advanced laboratories, and research and sports facilities. The university targets both Egyptian and international students, with graduates having the potential to receive dual or internationally accredited degrees that facilitate job opportunities and acceptance regionally and globally. Cairo International University represents a strategic step to enhance Egyptian higher education through a global model that combines the venerable academic legacy of Cairo University with modern academic innovation.

## 2. Overview of the Current Situation

# 2.1 Current Statistical Data for Cairo University (Past Three Years)

# **Faculties and Programs of Cairo University**

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	18	Total number of bachelor's degree graduates (during the year 2024)	30435

## 2.2 Faculties and Programs of Cairo University

# Overview of Undergraduate and Graduate Study Levels Offered at Cairo **University Faculties and Institutes**

No	College	Academic Level Offered
1	Arts	Undergraduate & Graduate Studies
2	Law	Undergraduate & Graduate Studies
3	Economics and Political Science	Undergraduate & Graduate Studies
4	Commerce	Undergraduate & Graduate Studies
5	Science	Undergraduate & Graduate Studies
6	Medicine	Undergraduate & Graduate Studies
7	Dentistry	Undergraduate & Graduate Studies
8	Pharmacy	Undergraduate & Graduate Studies
9	Engineering	Undergraduate & Graduate Studies
10	Agriculture	Undergraduate & Graduate Studies
11	Veterinary Medicine	Undergraduate & Graduate Studies
12	Dar Al-Uloom	Undergraduate & Graduate Studies
13	Mass Communication	Undergraduate & Graduate Studies
14	Archaeology	Undergraduate & Graduate Studies
15	Urban Planning	Undergraduate & Graduate Studies
16	Graduate School for Statistical Research	Graduate Studies
17	National Cancer Institute	Graduate Studies
18	Graduate School of African Studies	Graduate Studies
19	Graduate School of Education	Graduate Studies
20	Physical Therapy	Undergraduate & Graduate Studies
21	National Institute of Laser Sciences	Graduate Studies
22	Computing and Artificial Intelligence	Undergraduate & Graduate Studies
23	Specific Education	Undergraduate & Graduate Studies
24	Early Childhood Education	Undergraduate & Graduate Studies
25	Nursing	Undergraduate & Graduate Studies
26	Graduate School of Nanotechnology	Graduate Studies

# Overview of Academic Departments and Undergraduate Programs (Public and Private) Across the University's Faculties and Institutes

No	Faculty	Number of Departments	Number of Public Programs	Number of Private Programs
1	Arts	18	24	10
2	Law	11	1	2
3	Economics and Political Science	5	3	5
4	Commerce	3	1	3
5	Science	11	24	7
6	Medicine	36	1	2
7	Dentistry	12	1	1
8	Pharmacy	9	1	1
9	Engineering	13	13	15
10	Agriculture	18	8	4
11	Veterinary Medicine	20	1	8
12	Dar Al-Uloom	7	1	-
13	Mass Communication	3	1	2
14	Archaeology	6	6	3
15	Urban Planning	4	1	-
16	Physiotherapy	8	1	1
17	Computing and Artificial Intelligence	6	5	3
18	Specific Education	3	3	-
19	Early Childhood Education	3	3	3
20	Nursing	9	1	2
	Total	205	100	72

## 2.3 Human Resources at Cairo University

# Development of the Number of Undergraduate Students in the University's Faculties and Institutes (2022-2025)

No	Category	2022-2023	2023-2024	2024-2025
1	Number of Undergraduate Students (Egyptians only)	154302	162699	148781
2	Number of International Undergraduate Students	22389	26165	28201

No	Faculty	2022-2023	2023-2024	2024-2025
1	Arts	2285	19621	16852
2	Law	29744	27956	25221
3	Economics and Political Science	3463	3412	3769
4	Commerce	52631	41947	35929
5	Science	4896	5487	6556
6	Medicine	8221	8997	8732
7	Dentistry	2626	3914	1651
8	Pharmacy	2720	1903	1707
9	Engineering	8039	7919	6469
10	Agriculture	5593	6572	6641
11	Veterinary Medicine	3494	3367	3419
12	Dar Al-Uloom	4389	3209	2594
13	Mass Communication	4683	4700	3539
14	Archaeology	2687	2410	1500
15	Urban Planning	832	751	649
16	Physiotherapy	3337	3046	2131
17	Computing and Artificial Intelligence	4074	5034	4473
18	Specific Education	1045	1117	1280
19	Early Childhood Education	4235	4891	7643
20	Nursing	5308	6446	8026
	Total	154302	162699	148781

# Development of the Number of International Undergraduate Students in the University's Faculties and Institutes (2022- 2025)

NI-		Academic Year			
No	Faculty	2022- 2023	2023- 2024	2024- 2025	
1	Arts	768	695	633	
2	Law	4163	4763	3462	
3	Economics and Political Science	451	427	3336	
4	Commerce	2192	3016	3198	
5	Science	930	1026	699	
6	Medicine	5639	7418	5611	
7	Dentistry	2653	2613	2436	
8	Pharmacy	1206	1261	1132	
9	Engineering	1560	1503	1008	
10	Agriculture	296	211	230	
11	Veterinary Medicine	81	97	102	
12	Dar Al-Uloom	186	233	183	
13	Mass Communication	123	162	3362	
14	Archaeology	18	15	17	
15	Urban Planning	30	39	33	
16	Physiotherapy	466	613	622	
17	Computing and Artificial Intelligence	672	877	853	
18	Specific Education	17	14	21	
19	Early Childhood Education	39	35	32	
20	Nursing	899	1147	1231	
Total		22389	26165	28201	

# Development of the Total Number of Undergraduate Program Graduates (2022- 2025)

Complex	Academic Year			
Gender	2022- 2023	2023- 2024	2024- 2025	
Male	19242	12482		
Female	17521	17953		
Total	36763	30435		

# Evolution of Undergraduate Program Graduate Numbers by Faculty (2022 - 2025)

No	Faculty	Academic Year		ar
		Gender	2022- 2023	2023- 2024
	Arts	Male	267	311
1		female	830	837
		Total	1097	1142
		Male	4399	4374
2	Law	female	3696	3712
		Total	8095	8086
		Male	143	163
3	Economics and Political Science	female	492	569
		Total	635	732
	Commerce	Male	6281	2799
4		female	7964	4286
		Total	14245	7085
	Science	Male	289	345
5		female	471	537
		Total	760	882
	Medicine	Male	1044	987
6		female	243	305
		Total	1287	1292
	Dentistry	Male	177	248
7		female	287	296
		Total	464	544
		Male	168	28
8	Pharmacy	female	385	34
		Total	553	62
		Male	1348	1191
9	Engineering	female	479	544
		Total	1827	1935
		Male	269	378
10	Agriculture	female	587	987
		Total	856	1365

No	Faculty	Faculty Academic \		Year	
		Gender	2022- 2023	2023- 2024	
		Male	213	193	
11	Veterinary Medicine	female	350	332	
		Total	563	525	
		Male	329	171	
12	Dar Al Uloom	female	1274	744	
		Total	1602	915	
	Mass Communication	Male	171	153	
13		female	750	918	
		Total	921	1071	
	Archaeology	Male	139	128	
14		female	499	553	
		Total	638	681	
	Urban Planning	Male	109	93	
15		female	41	35	
		Total	150	128	
	Physiotherapy	Male	197	316	
16		female	433	600	
		Total	630	916	
		Male	474	658	
17	Computing and Artificial Intelligence	female	273	400	
		Sum	747	1058	
		Male	26	31	
18	Specific Education	female	182	253	
		Total	208	284	
		Male	-	-	
19	Early Childhood Education	female	965	848	
		Total	965	848	
		Male	199	310	
20	Nursing	female	321	574	
		Total	520	884	
	Total		36763	30435	

# **Development of the Number of Postgraduate Students (Egyptian and** International) in the University's Faculties and Institutes (2025)

No	Faculty	Egyptians	Foreigners	Total
1	Arts	1597	167	1764
2	Law	1941	486	2427
3	Economics and Political Science	1787	363	2150
4	Commerce	1405	160	1565
5	Science	1812	165	1977
6	Medicine	7616	544	8160
7	Dentistry	2884	701	3585
8	Pharmacy	1782	92	1874
9	Engineering	5080	158	5238
10	Agriculture	649	22	671
11	Veterinary Medicine	1176	22	1198
12	Dar Al Uloom	1444	244	1688
13	Mass Communication	723	115	838

No	Faculty	Egyptians	Foreigners	Total
14	Archaeology	283	2	285
15	Urban Planning	140		140
16	Postgraduate Studies for Statistical Research	4858	1661	6519
17	National Cancer Institute	452	10	462
18	African Postgraduate Studies	741	18	759
19	Postgraduate Studies in Education	4273	401	4674
20	Physiotherapy	3631	51	3682
21	National Institute of Laser Sciences	405	5	410
22	Computers and Artificial Intelligence	591	29	620
23	Specific Education	196	30	226
24	Early Childhood Education	1393	27	1420
25	Nursing	418	196	614
26	Postgraduate Studies in Nanotechnology	171	2	173
	Total	47448	5671	53119

# Development of the numbers of faculty members and their assistants at the university (on the job) (2022-2025)

	2	2022/2023		2023/2024			2024/2025		
AcademicranK	male	Female	sum	male	Female	sum	male	Female	sum
Professor	1434	1363	2797	1462	1442	2904	1468	1496	2964
Assistant Professor	1058	1191	2249	1072	1256	2328	1057	1309	2366
Lecturer	1887	2398	4285	1922	2459	4381	1924	2562	4486
Assistant Lecturer	1097	1782	2879	1031	1760	2791	930	1579	2509
Teaching assistant	807	1303	2110	723	1296	2019	688	1304	1992
Total	6283	8037	14320	6210	8213	14423	6067	8250	14317

Development of the number of faculty members and their assistants in the various colleges and institutes of the university (those on the job) (2022 -2025)

NI-	Franks		Academic Year	
No	Faculty	2022- 2023	2023-2024	2024- 2025
1	Arts	569	616	596
2	Law	119	123	127
3	Economics and Political Science	335	342	327
4	Commerce	510	508	491
5	Science	793	810	787
6	Medicine	5051	5011	5133
7	Dentistry	636	633	618
8	Pharmacy	620	631	608
9	Engineering	1132	1131	1062
10	Agriculture	613	598	585
11	Veterinary Medicine	457	472	466
12	Dar Al Uloom	156	142	135
13	Mass Communication	241	254	249

			Academic Yea	
No	Faculty	2022- 2023	2023- 2024	2024- 2025
14	Archaeology	203	205	206
15	Urban Planning	206	211	208
16	Postgraduate Studies for Statistical Research	73	71	68
17	National Cancer Institute	719	770	738
18	African Postgraduate Studies	91	90	87
19	Postgraduate Studies in Education	128	128	126
20	Physiotherapy	621	639	663
21	National Institute of Laser Sciences	136	131	126
22	Computing and Artificial Intelligence	254	253	258
23	Specific Education	178	179	177
24	Early Childhood Education	110	108	108
25	Nursing	369	366	367
26	Postgraduate Studies in Nanotechnology	-	1	1
	Total	14320	14423	14317

# Number of Current administrative staff at the university (2022- 2025)

	Group	Academic Year			
No		2022- 2023	2023- 2024	2024- 2025	
1	Specialized	7244	7014	6776	
2	Clerical	2830	2687	2565	
3	Technical	3478	3401	3320	
4	Craftsmanship & Ancillary Services	2830	2610	2434	
Total		16382	15712	15095	

## 2.4 Global Ranking of the University

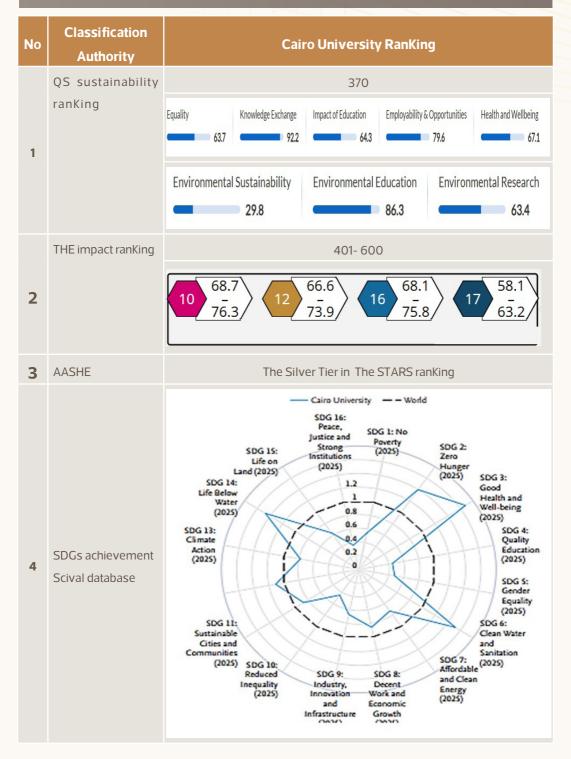
# Cairo University in International Rankings (2022 - 2025)

		D	uring the ye	ar
No	Classification Authority	2023	2024	2025
1	QS university rankings	371	350	347
2	QS sustainability	201- 220	330	370
3	Shanghai World Academic RanKing	301- 400	301- 400	301- 400
4	US News rankings	363	271	248
5	CWUR RanKing	520	513	517
6	Webometrics rankings	512	521	487
7	Leiden ranKings	294	275	260
8	Scimago ranKing	1125	870	952
9	THE world university ranking	801-1000	801-1000	801-1000
10	THE interdisciplinary science rankings	NA	NA	39
11	THE Arab ranKings	33	28	8
12	THE impact rankings	301- 400	301- 400	401- 600
13	EduranK	NA	NA	519
14	Arabic Classification ARU		2	2

# International Rankings of Selected Disciplines (2025)

		Classification Authority			
No	Specialization	QSranKing	Shanghai ranKing	USnewsranking	
1	Pharmacology and Pharmaceutical Sciences	72	151- 200	10	
2	Library & Information Management	51- 100			
3	Food Science and Technology		76-100	64	
4	Polymer Science			34	
5	Mathematics	151- 200	151- 200	19	
6	Agricultural Sciences	151- 200	151- 200	82	
7	Biology and Biochemistry	194		104	
8	Public, Environmental and Occupational Health			85	
9	Plant and Animal Science			73	
10	Microbiology			139	
11	Engineering - Petroleum	38			
12	Veterinary Science	51- 70	101- 150		
13	Development Studies	51- 100			
14	Hospitality & Leisure Management	101- 150			
15	Computer Science and Information Systems	172	301- 400	309	
16	Medicine	180		254	
17	Biotechnology		151- 200	225	
18	Dentistry	151- 200	151- 200		
19	Archaeology	101- 150			
20	Green and Sustainable Science and Technology			228	

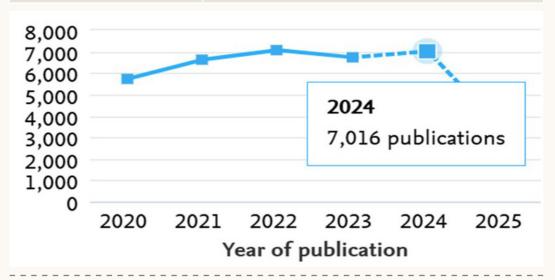
Classification of Cairo University in the field and activities of sustainability according to the data of international ranking bodies (during the year 2025)



#### 2.5 Cairo University Research Indicators and Outputs

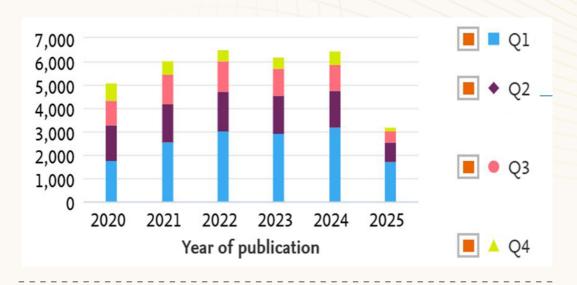
#### **■ International Publications Indexed in the Scopus Database**

Year	Number of internationally published scientific papers
2021	6623
2022	7067
2023	6732
2024 (incomplete, in preparation, still under publication)	7016
2025 (until May 2025)	3383



## Proportion of International Publications in Top Scientific Journals

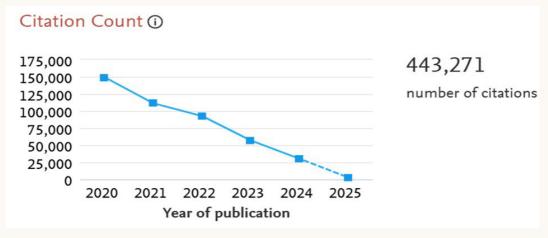
Quartiles	Percentage of Scientific Research Published
Q1	45.6%
Q2	26.4%
Q3	19.3%
Q4	8.8%



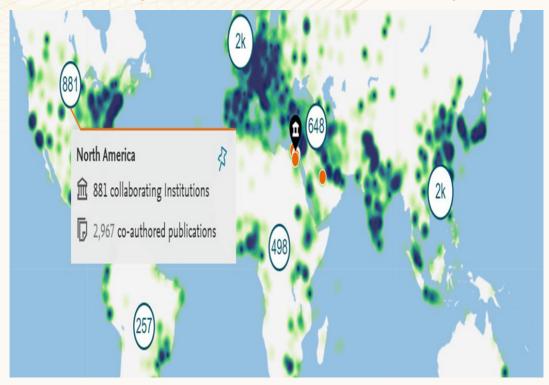
# Research Collaboration of Cairo University with Local and International Institutions

Level of Collaboration (Participation) in Publishing Scientific Research	Percentage (%)
At the international level	51.0%
At the local level	30.2%
At the Cairo University level (University faculties)	15.6%
Individual publication	3.2%

# ■ Citations of International Research by Cairo University Affiliates (Last Five Years)



## ■ Cairo University's International Research Collaborations by Continent



# ■ Indicators of Scientific Journals Across Cairo University Faculties and Institutes

	V	Total				
Indicator	Social	Humanities	Medical	Engineering	Basic	value of the indicator
Number of scientific journals issued from various university sectors	12	27	10	6	12	67
Percentage of journals issued by each sector of the total sectors	17.91%	40.29%	14.92%	8.95%	17.91%	100%

	Va	Total						
Indicator	Social	Humanities	Medical	Engineering	Basic	value of the indicator		
The number of faculties/institutes at the university that do not publish a scientific journal	None (all faculties issue scientific journals)							
Number of scientific journals issued in Arabic	10 (83.3%)	21 (77.7%)	-	-	-	31 (46.26%)		
Number of scientific journals issued in English	2 (16.66%)	4 (14.8%)	10 (100%)	6 (100%)	12 (100%)	34 (50.74%)		
Number of scientific journals issued in a language other than Arabic or English	-	2 (7.4%)	-	-	-	2 (2.29%)		
Number of scientific journals issued by an international publisher	1(8.3%)	1(3.7%)	4 (40%)	2 (33.3%)	2 (16.66%)	10 (14.92%)		
Number and percentage of journals that have a website in each sector	12 (100%)	25 (92.6%)	10 (100%)	6 (100%)	12 (100%)	65 (97.70%)		
Number and percentage of scientific journals that have an impact factor according to Clarivate classification	1 (8.3%)	O (O%)	1 (10%)	1 (16.66%)	2 (16.66%)	5 (7.46%)		

#### ■ Cairo University's International Research Collaborations by Continent

Journal	Publisher	Impact Factor according to Clarivate database			
		2022IF	2023IF	2024IF	
Journal of Advanced Research	Elsevier	10.7 (Q1)	11.4 (Q1)	13.0 (Q1)	
International Journal of Veterinary Science and Medicine	Taylor and Francis	2.2 (Q1)	2.8 (Q1)	3.2 (Q1)	
Review of Economics and Political Science	Emerald Group	1.6 (Q3)	1.7 (Q2)	2.4 (Q1)	
Egyptian Informatics Journal	Elsevier	5.2 (Q2)	5.0 (Q1)	4.3 (Q2)	
Journal of the Egyptian National Cancer Institute	Springer	1.8 (Q4)	2.1 (Q4)	1.8 (Q4)	

# 2.6 A Summary of Cairo University's Achievements during the 2024 - 2025 Academic Year

This section provides a summary of the most prominent achievements at Cairo University during the 20242025/ academic year, within a comprehensive institutional vision articulated through seven interconnected strategic axes that align with the National Higher Education Strategy launched in March 2023. These axes cover various aspects of academic, administrative, and community activity within the university and include:

- Enhancing the university's global competitiveness
- Maximizing financial resources and university investments
- Partnerships between the university and state institutions in various sectors
- Improving the quality of university life and integrated care
- Sustainable institutional governance and development
- Completing construction projects and developing infrastructure
- Strengthening the university's community and environmental role

A brief statement of these achievements is provided below:

## Pillar One: Enhancing Cairo University's Global Competitiveness

This pillar includes what Cairo University has done to enhance its global competitiveness in the 20242025/ academic year by developing study programs, improving the level of scientific research, achieving remarkable progress in international rankings, and attracting international talents and partnerships, as follows:

#### First: Cairo University in the Heart of the International Scene

- **1- Hosting many prominent figures,** including heads of state, government, and ministers. The most important of these visits was:
- French President Emmanuel Macron's visit (April 7, 2025), which was one of the most important events of the Egyptian French Universities Forum hosted by the university.
- Serbian Prime Minister Dr. Goran Matsumoto's visit (June 19, 2025), who gave a medical lecture to a few Cairo University students studying heart and endocrine gland surgery, as he was a senior consultant in the field of endocrinology in Serbia before recently taking on the premiership.
- Receiving Ms. Abe ToshiKo, the Japanese Minister of Education (May 5, 2025), as part of strengthening cooperation with Japanese universities.
- Receiving the head of the TurKish Higher Education Council, Dr. Erol Özvar (November 11, 2024), and giving a lecture on Islamic economics.
- Receiving Dr. Sultan Al Neyadi, the Emirati Minister of State for Youth Affairs, and a delegation of Emirati astronauts (December 27, 2024), where the Emirati Minister of Youth, who had the longest space mission in Arab history, presented his experience in space to Cairo University professors and students.
- A visit from a delegation of French senators, members of the «Egyptian French Parliamentary Friendship Committee» (September 25, 2024), in the presence of several members of the French Embassy in Cairo, as part of strengthening academic and cultural relations between Egypt and France and opening channels for research cooperation that serves the community and achieves development goals.
- Receiving many ambassadors and representatives of friendly countries from the continents of Europe, Asia, and Africa, which reflects the importance of Cairo University's role as a center for research and education at the regional and international levels.
- **2-Cairo University professors are taking on international positions, and several professors are** winning prestigious international awards, including the inclusion of 76 Cairo University scientists in the Stanford list of the top 2% of scientists in the world for the year 2024.
- **3-Cairo University** s participation in and organization of many international conferences and events, including:
- The participation of the President of Cairo University in the International Conference and Exhibition of the European Association for Higher Education, which was organized in the French city of Toulouse on September 17, 2024, with the participation of a delegation from the Egyptian Ministry of Higher Education, and the forum was held under the title «We are on our way.»
- The participation of the President of Cairo University in the events of the «Seamless Middle East 2025» conference and exhibition in Dubai (May 19, 2025) under the generous patronage of H.E. SheiKh Saif bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Interior of the United Arab Emirates.

#### Second: Developing Partnerships with Prestigious Foreign Universities

During the 20242025/ academic year, Cairo University initiated strategic partnerships with several prestigious international universities, opening new horizons for research. These partnerships were not limited to traditional educational activities but also included joint research projects, student exchange programs, and the development of educational curricula. Through these partnerships, several students and faculty members had the opportunity to benefit from international academic experiences, which helped in cultural diversity, enriching Knowledge, and developing university skills, including:

- **1-** Signing (6) cooperation agreements with French universities on the sidelines of the French President's visit to Cairo University.
- **2-** Signing a memorandum of understanding to enhance cooperation between Cairo University, Oxford University, Germfree, and the Caring Cross Health Foundation in the fields of CAR-T cell manufacturing.
- **3-** Signing a memorandum of understanding with Chungju University in South Korea in the fields of civil aviation engineering.
- **4-** Signing a memorandum of understanding with the International Language Education Exchange Center of the Chinese Ministry of Education.
- **5-** Signing a memorandum of understanding between the National Institute of Laser Sciences and the European Academy of Voice Diseases.

# Third: Accreditation and Quality: Consolidating the Institutional Status According to National and International Standards

In the year 20242025/, Cairo University achieved many accomplishments in the field of quality and accreditation, whether in obtaining international accreditations, or institutional and programmatic accreditations issued by the National Authority for Quality Assurance and Accreditation as a preliminary step towards obtaining international accreditation, as well as the faculties obtaining ISO certificates in various administrative systems, which reflects the cohesion of the university's educational and administrative system, and enhances its academic reputation at the local and international levels, as follows:

- **1-** The Faculty of Economics and Political Science obtains international academic accreditation from the largest international accreditation agencies.
- **2-** The Faculty of Arts obtains an ISO certificate for applying standard quality standards and requirements in accordance with international specifications.
- **3-** The Faculty of Engineering renews the international accreditation of the Architecture and Technology Engineering program for the third time in a row from the International Union of Architects.
- **4-** The Faculty of Nursing obtains four international ISO certificates for quality management systems, educational institutions, professional toxicity, and the training and research consultation center at the faculty.
- **5-** Qasr Al-Ainy Medicine obtains two ISO certificates in environmental and occupational health management and renews the two certificates in quality management and educational process development.

- **6-** The National Cancer Institute renews the international accreditation of the genetic and immunity labs for a period of 3 years after meeting international specifications.
- **7-** The Faculty of African Higher Studies renews the two ISO certificates in the quality of educational institutions and in business continuity.
- **8-** The Faculty and Leadership Development Center (FLDC) obtains 3 ISO certificates and renews its accreditation to grant the digital transformation certificate.
- **9-** The Faculty of Pharmacy obtains international accreditation for the PharmD and PharmD Clinical Pharmacy programs from the Accreditation Council for Pharmacy Education in the United States of America.
- **10-** The renewal of the ISO certificate in quality management for the Cairo University Center for Languages and Specialized Translation.
- **11-** Qasr Al-Ainy Medicine obtains accreditation from the International Society of Nephrology (ISN) as a regional training center until 2030.
- 12- The General Secretariat at Cairo University renews the ISO certificate for the eleventh year in a row.
- **13-** The Faculty of Veterinary Medicine obtains institutional and programmatic accreditation from the National Authority for Quality Assurance of Education and Accreditation.
- **14-** The outpatient clinics at the Specialized Children's Hospital obtain accreditation from the General Authority for Healthcare Accreditation and Regulation.

# Fourth: Creating a Stimulating Environment for International Publication and Developing Scientific Journals

Among the most prominent achievements in the field of international publication in the 20242025/ academic year are the following:

- 1- Cairo University affiliates, including faculty members and those in their position, have published more than ten thousand (10,000) international scientific papers in scientific journals listed in the Scopus database. The number of international scientific papers published in 2024 reached 7,016, while the number published through May 2025 reached 3,383.
- **2-** The percentage of international scientific papers published in scientific journals classified in the first and second quarters reached 72% of the total international scientific papers published in classified scientific journals listed in the Scopus database.
- **3-** Cairo University topped all Egyptian universities by a wide margin with 76 scientists in the annual ranking issued by Stanford University, which includes the top (2%) of the most cited scientists in the world in various disciplines for 2024, according to the official statistics issued by the Ministry of Higher Education and Scientific Research.
- **4-** During the years 2024 -2025, the rate of international cooperation in scientific research published by Cairo University affiliates reached more than 5%.

- **5-** The establishment of the Young Researchers Award to encourage researchers from teaching assistants and assistant lecturers in various university faculties and institutes to achieve research excellence, to be one of the annual awards offered, as the University Council agreed on November 27, 2024, to create the award to be granted annually to young faculty and assistant faculty members at the level of various university sectors.
- **6-** Establishing and offering a proposed funding titled "Artificial intelligence in various sciences and fields», in light of Cairo University's artificial intelligence strategy. The University Council agreed on April 29, 2025, to announce the proposal to the university's faculties and institutes, and the university offered the first phase of these projects on May 1, 2025, with a deadline for proposals of July 31, 2025.
- **7-** The Establishment and offering of proposed funding for projects to develop human and social sciences and their roles in facing the national challenges of the state and society in Egypt. The university launched the first phase of the human and social sciences development projects, and 25 projects were contracted in 2024, totaling 11,040,930 Egyptian pounds in funding. During the period from July 2024 to May 2025, the periodic technical reports for these projects were followed up on and evaluated. The targeted international research publications from these projects are being followed up on.
- **8-** Many university affiliates contracted numerous external research projects, as a continuation of the university's efforts to encourage its affiliates to apply for various competitive research projects funded from outside the university and also from outside the country.
- **9-** At the beginning of the 20242025/ academic year, the university announced that it was accepting applications for rewards for scientific research published in prestigious scientific journals during the years 2022 and 2023. A total reward of 70 million was expected to be disbursed for the 2022 research and 90 million for the 2023 research.
- **10-** The university bore the costs of international scientific publication for 36 scientific papers, for scientific papers published in journals that meet the approved criteria for this, with an average annual cost of one and a half million.
- **11-** A report was prepared on the indicators of the achievement of Cairo University's research priorities plan from 2021 to 2024.
- **12-** The start of preparing the updated research plan for Cairo University's faculties and institutes for the period from (2025 2030) and the review and accreditation of it are being finalized in preparation for its announcement before the start of the 2025/2026 academic year.
- **13-** The approval and announcement of the updated regulation for the scientific publication of scientific research at the university, in line with the university administration's vision for the advancement of this research, and to reflect on improving the university's position in various international ranking bodies, by virtue of the University Council's decision dated April 28, 2025.
- **14-** Regarding the regional and international successes achieved with the development of the performance of some of the scientific journals issued by Cairo University, we refer to the following:

- In November 2024, among five thousand journals according to the Arab CiteScore report, it was announced that 25 scientific journals at Cairo University had achieved advanced positions in the impact factor and citation index, and the journals of the Faculties of Economics, Arts, and Mass Communication were among the top three in the Arab world.
- On February 2, 2025, it was announced that the journal of the Faculty of Dentistry was included in the international periodicals in the Scopus database.
- On March 5, 2025, the Faculty of Nanotechnology announced the issuance of the first issue of its international scientific journal (Nanotechnology and Applied Sciences).
- On June 3, 2025, it was announced that the Cairo University Journal of Applied Research Sciences had achieved significant scientific progress by obtaining the sixth position globally among more than 73 prestigious scientific journals in the multidisciplinary journals category.
- In June 2025, it was announced that the English-language journal of the Faculty of Economics and Political Science had achieved remarKable progress in the Scopus international database ranking, rising from 3.1 to 4.8 for the year 2024.
- On June 22, 2025, it was announced that the university's journal JAR, the international journal of the Faculty of Veterinary Medicine, and the English-language journal of the Faculty of Economics and Political Science had made qualitative leaps in the international database rankings for the year 2025, in Clarivate Analytics or Scopus, which enhances the university's position among international academic institutions.

## Fifth: Progress in International Rankings

The 2024/ 2025 academic year witnessed many achievements regarding progress in international rankings, as follows:

- **1-** On August 15, 2024, Cairo University continues its leadership in international rankings and maintains its position among the top 400 universities in the world in the Chinese Shanghai ranking for 2024.
- **2-** On August 19, 2024, Cairo University wins the silver medal in the STARS sustainability assessment and tracking ranking.
- **3-** On October 20, 2024, Cairo University ranks first in Egypt and Africa and 164th globally in the Dutch «Leiden» ranking and tops prestigious international and regional universities.
- **4-** On November 21, 2024, Cairo University ranks 39th globally and first in Egypt and Africa in the Times qualitative ranking for multidisciplinary sciences.
- **5-** On December 5, 2024, Cairo University achieves great leaps in the Times Arab ranking for 2024, ranking eighth among Arab universities and first among Egyptian universities.
- **6-** On December 12, 2024, Cairo University continues its local and regional excellence in the QS sustainability ranking for 2025.
- **7-** On December 19, 2024, Cairo University continues to maintain its leading position in the Arab ranking of Egyptian and Arab universities for the year 2024.

- **8-** On March 14, 2025, Cairo University continues its international achievements in the English QS ranking and maintains its position among the top 300 universities out of 30,000 international universities in the main disciplines.
- **9-** On March 17, 2024, Cairo University achieves a new international achievement by ranking 249th globally in the Academic Performance Ranking (URAP), one of the most prominent international rankings.
- **10-** On June 18, 2025, Cairo University achieves a new international achievement by ranking 248th in the American US News ranking, advancing 23 positions from the previous year among 2551 international universities.

### Sixth: Launching Cairo University's Artificial Intelligence Strategy

On October 30, 2024, the President of Cairo University announced the launch of «Cairo University»s Artificial Intelligence Strategy» to achieve sustainable development and support Egypt»s 2030 vision. This is the first of its Kind in Egypt, Africa, and the Middle East, and it is based on four main axes, as follows:

- **1-** Developing education and Knowledge production.
- 2- Stimulating research, innovation, and entrepreneurship.
- **3-** Developing administrative capabilities and efficiency.
- **4-** Spreading community awareness.

## Pillar Two: Maximizing the University's Financial Resources

This pillar focuses on maximizing financial resources and university investments through sound investment policies, establishing subsidiary economic entities, and developing the university's intellectual and research assets. Cairo University achieved several accomplishments during the 20242025/ academic year in maximizing its financial resources, through clear axes and studied steps, the direct effects of which were reflected in the efficiency of financial and institutional performance, and on the university's position locally and internationally, including the following:

## First: Establishment of the Cairo University Company for the Management and Investment of Intangible Assets: The First Company in the University's History

In its continuous endeavor to enhance its leadership and fulfill its role as a Knowledge-producing institution and a driver of development, Cairo University launched a unique company to manage and invest in the intangible assets generated by its scientific and research activities. This is the «Cairo University for the Management and Investment of Intangible Assets,» which was established in accordance with the provisions of the Science, Technology, and Innovation Incentives Law No. 23 of 2018, and is considered one of the leading institutional models that reflects the university's deep awareness of its role in linking scientific research to the economy and society.

### Second: Establishment of Cairo National University (CNU)

On May 18, 2025, His Excellency President Abdel Fattah El-Sisi, the President of the Republic, issued Decree No. 245 of 2025 to establish Cairo University Al-Ahliya, which has an independent legal personality and includes the faculties of: Human Medicine, Dentistry, Pharmacy, Nursing, Physical Therapy, Engineering, Computers and Artificial Intelligence, Veterinary Medicine, Science, Business, Politics and Economics, Mass Communication, Early Childhood Education, and Law. The university can also establish specialized higher faculties and institutes, as well as other research units.

#### Third: The Trend Towards Establishing Branches of Cairo University Abroad

On January 24, 2025, the Supreme Council of Universities approved the establishment of a branch of Cairo University in the Emirate of Ajman, United Arab Emirates, as part of the fruitful cooperation agreement between the Egyptian Ministry of Higher Education and Scientific Research and the government of Ajman. This was followed by the Supreme Council's session on February 22, 2025, which approved the establishment of two branches of Cairo University in Riyadh and Doha, with the necessary legal procedures to be taken in this regard.

## Fourth: Attracting Expatriates «Maximizing Resources and Supporting the Internationalization Strategy»

With the number of expatriates exceeding the barrier of thirty thousand male and female students from more than one hundred countries on various continents of the world, expatriate students have a qualitative presence in university life, whether at the level of participation in student activities, academic interaction, or multinational research initiatives. In light of this remarkable growth, Cairo University was Keen to develop mechanisms for support and care for expatriates by establishing an independent administration that deals with their affairs, adopting a comprehensive electronic system for their registration and to facilitate their services, in addition to studying the provision of decent university housing, health insurance, and activities to integrate them into the Egyptian student body.

## Fifth: Creating Distinctive Educational Programs That Keep Pace With Local and International MarKets

The university was Keen to introduce study programs in vital fields such as artificial intelligence, data science, cybersecurity, biotechnology, entrepreneurship, green economy, digital media, and applied languages, as well as interdisciplinary specializations that combine the human, technological, and medical sciences. These programs were designed in partnership with industry experts and international academic institutions, while accounting for the application of the credit-hour system, activating project-based learning, and continuous student evaluation, which enhance the quality of education and deepen the university learning experience. The university is also Keen to provide trained academic cadres, equipped laboratories, and digital Knowledge sources that meet the highest standards.

## Sixth: Encouraging Educational Endowments and Donations from University Affiliates and Alumni Associations

In the year 20242025/, the university continued to encourage educational endowments and donations from Cairo University affiliates, alum associations, and civil society as one of the main axes to enhance the sustainability of financial resources and support the path of academic and research excellence. Thanks to these noble community contributions, universities can expand the range of student support, develop infrastructure, and finance research and innovation projects, ensuring the continuity of the developmental and enlightening role of educational institutions. This trend confirms the importance of an effective partnership among the university, its affiliates, and its community in building a successful model of higher education integration.

## **Seventh: Funded Research Projects and Patents**

The number of research projects that were funded internally and externally or implemented within the university during the 20242025/ year reached 72 research projects, with a total funding exceeding 100 million Egyptian pounds, including funding from the Science and Technology Development Fund (STDF), and from regional and international academic bodies, in addition to self-funding from the university. The same year also witnessed the registration of 19 new patents through the TICO office, submitted to the Egyptian Patent Office, reflecting the university's success in converting Knowledge into executable, marKetable technological applications.

#### Pillar Three: Enhancing National Partnerships and Serving the State's Goals

The third pillar of the university's achievements includes the depth of the partnership between the university and state institutions in various sectors, whether through cooperation protocols or through active participation in major national initiatives, as follows:

## First: Supporting the State's Plans in Cooperation with the Concerned Ministries

- **1-** Cairo University works to support the state s development plans through cooperation with various ministries.
- **2-** The university benefits from its research, Knowledge, and human capabilities to serve the state's priorities in fields such as environment, health, education, communications, industry, transportation, youth, and local development.
- **3-** Its efforts include launching joint applied projects, implementing training programs, and participating in the formulation of public policies on fundamental issues such as digital transformation, climate change, and youth empowerment.
- **4-** Examples of this cooperation include the university's partnership with the Ministry of Higher Education and Scientific Research in academic and research projects, with the Ministry of Awqaf to renew religious discourse, and with the Ministry of Environment in sustainability projects.
- **5-** The university also established a partnership with the Ministry of Youth and Sports to organize youth events, and with the Ministry of Industry and Transportation to enhance industrial innovation, entrepreneurship, and smart transportation.

### Second: Cairo University and Governorates in Serving Local Development

- **1-** Cairo University established a partnership with the Giza Governorate in various service and development projects.
- **2-** It also cooperated with the New Valley Governorate in the fields of desert community development and agricultural innovation.

## Third: Integration of Roles with National Bodies, Institutions, and Civil Society

- **1-** Cairo University cooperated with the armed forces in a pioneering genome study that was the first of its Kind in Egypt.
- **2-** There was also cooperation with industrial institutions, specifically with «Ezz Medical,» the Faculty of Engineering, and the Faculty of Qasr Al-Ainy Medicine, to develop and approve the first locally made artificial respirator in Egypt, «EZVent.»

#### **Fourth: The Alliance of Greater Cairo Universities**

- **1-** Cairo University participated in the establishment of the Alliance of Greater Cairo Universities in March 2024.
- **2-** The alliance includes Cairo, Ain Shams, Helwan, Benha, and Al-Azhar universities, in addition to several private, national, and technological universities.
- **3-** The alliance aims to integrate the roles of its member universities, industrial institutions, and government agencies to form sustainable innovation systems that contribute to economic and social development.

## Pillar Four: Improving the Quality of University Life and Integrated Care

## First: Supporting and Caring for Faculty Members and Employees:

- **1-** Cairo University approved the disbursement of exceptional bonuses to employees and assistant staff, amounting to 6,500 pounds for each individual, to motivate them to perform excellently.
- 2- The fellowship fund was updated to raise the insurance benefits for its members.
- **3-** The university increased the insurance coverage limits for Kidney dialysis to 250,000 pounds.
- **4-** The university provided free treatment services to retirees through its Elderly Care Center and through mobile treatment caravans.
- **5-** A new housing committee was formed to oversee the housing project in Sixth of October City, to accelerate its completion and protect the rights of the owners.

### **Second: Comprehensive Care for Students and Student Activities**

- **1-** The university provided support and care for students with special needs, where a student conference was organized to honor them and discuss their problems to provide appropriate solutions.
- **2-** The university launched the «Empowerment» initiative to raise awareness of the rights of people with special needs and support their integration into Egyptian universities.

- **3-** The President of the university and its leaders were Keen to communicate constantly with Egyptian and expatriate students through inspection tours of the university cities, to check on the level of services provided, such as accommodation and nutrition.
- **4-** Tuition fees were paid for 274 male and female students who were unable to pay due to their social circumstances.
- **5-** The university organized student trips to the university's camp in Matrouh, which included entertainment, sports, and cultural programs for 1200 male and female students.
- **6-** A Cairo University choir was formed, and it participated in many competitions at the university level and won advanced positions.
- **7-** The university organized artistic activities and competitions in singing, playing, acting, drawing, and handicrafts

## Third: Women's Empowerment, Child Care, and Rehabilitation and Integration of People with Disabilities

In the framework of its national mission and social responsibility, the university continued in the 2024/2025 academic year to pay great attention to women's empowerment, child care, and the integration of people with disabilities, out of its belief in the importance of supporting vulnerable groups and achieving the principles of justice and equality. The university adopted comprehensive policies and programs that enhance women's participation across academic and administrative fields, provide a safe educational and health environment for children, and empower people with special needs to integrate into university life fully. This approach was established through qualitative initiatives and effective partnerships with state institutions and civil society, reflecting the university's commitment to the Egyptian state's vision for comprehensive development and the building of human beings.

## Fourth: Enhancing the Role of the Alumni Association

Cairo University is interested in its alumni association, which strives to enhance communication and a sense of belonging among graduates and the university. It provides them with multiple opportunities to follow cultural and social developments, obtain continuous training to Keep up with labor-marKet requirements, and facilitate their access to job opportunities appropriate to their specializations. The association also aims to enrich the university and support its pioneering cultural, social, and educational role. In the 2024/2025 academic year, the Cairo University Alumni Association held many successful activities and events, and the university's President praised them and expressed his sincere thanks and appreciation to those in charge.

## Pillar Five: Governance and Sustainable Institutional Development

At the governance level, the fifth axis highlighted efforts to restructure administrative systems, improve institutional performance, apply quality and accreditation standards, and uphold the principles of accountability and transparency at all levels. In this context, the following achievements can be mentioned:

### First: Preparing the Strategic Plan 2025-2030

- **1-** It was developed with the vision of transforming the university into a smart, sustainable university that leads education, research, and innovation, based on national references such as Egypt's 2030 vision and the National Higher Education Strategy, with the broad participation of university leaders and faculty members.
- **2-** The plan included clear goals, measurable performance indicators, and periodic follow-up and evaluation mechanisms.

## Second: Updating the Organizational Structure and Developing the Administrative Apparatus

- **1-** Restructuring of departments, forming specialized qualitative committees, and activating internal control and auditing units.
- **2-** Building the capabilities of administrative cadres and mechanizing procedures to raise operational efficiency.

#### **Third: Issuing Administrative Orders and Circulars**

In this context, regulatory policies were enacted to control academic and administrative performance and to unify procedures, thereby enhancing institutional discipline.

### Fourth: Protecting and Preserving University Property

- **1-** A comprehensive inventory and documentation of assets and properties within the state's digital system, in cooperation with the Ministries of Higher Education and Communications.
- **2-** The recovery of land and property by virtue of judicial rulings, such as the lands of the oases and the lands between the Seraiyat.

## Fifth: The Activity of the General Administration of Internal Audit and Governance

- **1-** Holding extensive meetings with departments to enhance transparency and integrity, and review compliance with laws and regulations.
- **2-** Implementing periodic and surprise audits to ensure the integrity of records and procedures, and providing corrective proposals.

### **Sixth: Developing Policies and Regulations**

- **1-** Updating postgraduate regulations to simplify procedures and increase flexibility in interdisciplinary programs, in accordance with international standards.
- **2-** Amending the medical care fund regulations to maximize its resources and protect the rights of beneficiaries.
- **3-** Developing internal systems for university units and printing presses to rationalize costs and improve production.

#### Pillar Six: Completing Construction Projects and Developing Infrastructure

The major projects that were launched or completed during the 20242025/ year were numerous, as part of a comprehensive plan to modernize the infrastructure and university facilities, develop laboratories, and transform the university into a smart campus that Keeps pace with global technological transformations, including the following:

### First: Cairo University Al-Ahliya and the International Branch of Cairo University

- **1-** The issuance of Republican Decree No. 245 of 2025 to start studies at Cairo University Al-Ahliya, effective from the 20252026/ academic year.
- **2-** The university continues to develop its international branch in Sixth of October City, which is the first international branch of an Egyptian public university.
- **3-** The branch offers qualitative study programs in the fields of nanotechnology, artificial intelligence, renewable energy, and space sciences.
- **4-** The branch's buildings have been equipped with the latest systems to ensure effective communication between its units, advanced digital educational management, and its connection to a modern infrastructure that supports educational and research activities.

### Second: Developing the Qasr Al-Ainy Hospitals

- **1-** The university is following up on the executive status of the construction work in the Qasr Al-Ainy hospitals, as models of patient rooms, operating rooms, and laboratories were viewed.
- **2-** The development aims to link the complex>s units with a unified smart system that allows for rapid response and achieves the highest degrees of medical and administrative governance.

## **Third: Renovating the Doula Abiad Theater**

- **1-** The President of the university stressed that the Doula Abiad Theater will play an important role in restoring the university's leading role as a center of cultural and community radiation.
- **2-** The project aims to enhance artistic and cultural activity, support student talents in the fields of theater, music, and expressive arts, and link educational activities with artistic ones.

## **Fourth: Maintenance of University Cities**

- **1-** Cairo University places university cities at the heart of its priorities, believing that a healthy and safe living environment is the basis for students<sup>3</sup> scientific excellence.
- **2-** The maintenance work is not limited to construction aspects only, but also includes developing the nutrition system, updating the housing rules, and expanding the scope of electronic services.
- **3-** Comprehensive maintenance work was carried out with specific financial values in various buildings in the male students<sup>3</sup> city, the female students<sup>3</sup> city, and the care city, including the installation of surveillance cameras and the repair of washing and hot water equipment.

#### Pillar Seven: Enhancing Cairo University's Community and Environmental Role

The seventh pillar highlights the university's community and environmental role through comprehensive development caravans, awareness programs, environmental initiatives, and contributions to addressing pressing social issues, reflecting the university's commitment to its role as an institution with a direct impact on its national surroundings. The most important achievements in this context are the following:

### First: Facing Terrorism and Extremist Ideology

- **1-** The university follows a comprehensive strategy to combat extremist ideology and terrorism, as this strategy combines awareness and education, intellectual rehabilitation, psychological support, and cooperation with state institutions.
- **2-** The university affirms that facing terrorism is a shared responsibility that begins with awareness, education, and intellectual openness, and that it continues its role as an «academic shield» that protects youth from extremist ideas and enhances in them the values of belonging and moderation.
- **3-** The university organized many awareness and intellectual seminars in cooperation with religious and intellectual institutions such as Dar Al-Ifta and Al-Azhar Al-Sharif.
- **4-** The university, through the Center for Psychological Support and Self-Reconstruction, provided support to students who suffer from intellectual or psychological disorders that may make them vulnerable to polarization.
- **5-** The university hosted thinKers, writers, and community leaders in open meetings with students to answer their questions and refute misconceptions.

## Second: Sustainable Development and Attention to the Visual Identity of the University Campus

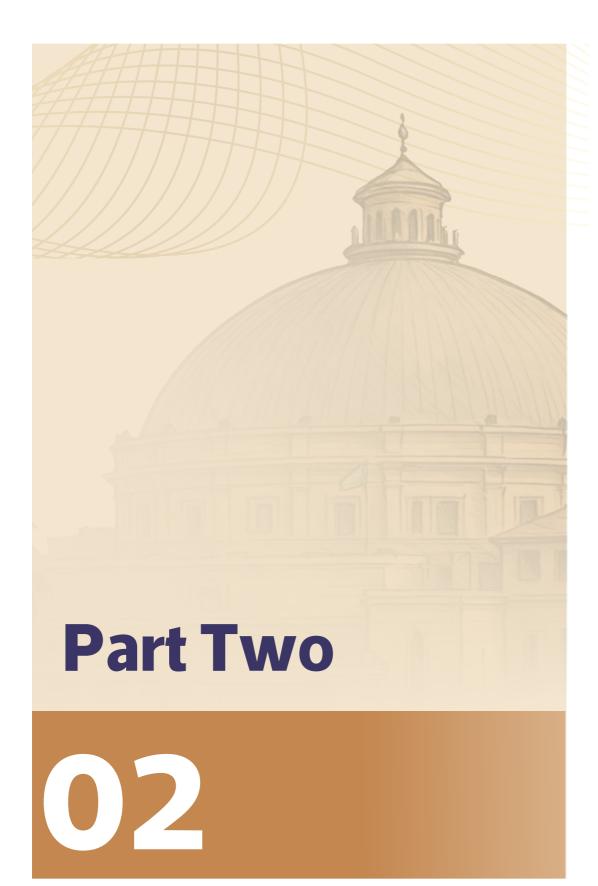
- **1-** Cairo University pays special attention to the axis of sustainable development, as it seeks to transform into a smart and innovative university.
- 2- The university launched comprehensive development initiatives within the frameworK of the presidential initiative «A New Beginning to Build the Human Being.»
- **3-** The university's Center for Risk Reduction and Environmental Studies participated in raising the efficiency of the national network stations for monitoring air pollutants.

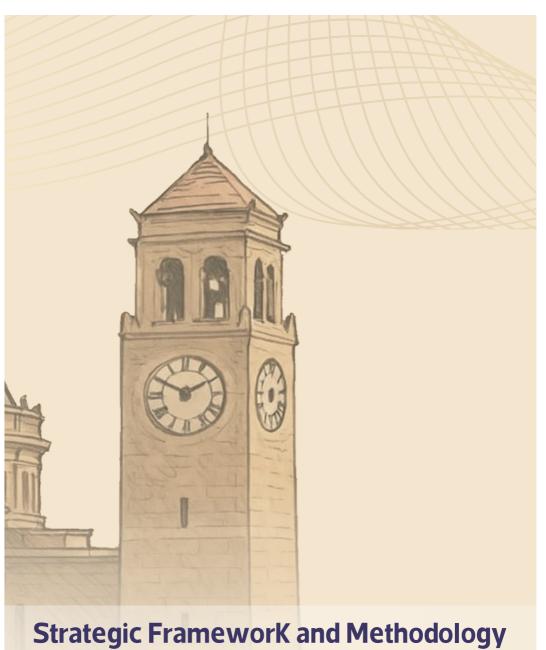
## Third: Participation in the Workshop on «Investing in Higher Education and Scientific Research»

- **1-** Cairo University participated in a workshop in Alexandria on investing in higher education and scientific research.
- **2-** The university reviewed its experience in developing its resources by attracting expatriate students, offering distinctive specialized programs, investing in physical assets, and creating study programs that meet the requirements of the labor marKet.
- **3-** The university indicated the implementation of many important projects, such as the International Branch, the Kasr Al-Ainy hospitals, and the new National Cancer Institute.

It should be noted that this section does not express all that the university has done during the 20242025/ year, as the volume of activities, initiatives, and events is beyond enumeration, but what has been documented here reflects the general picture of the university's performance, and truly monitors the most prominent qualitative initiatives that establish a new stage of leadership and excellence.

In conclusion, Cairo University, while looking with pride at what has been achieved over the past year, affirms its full commitment to continuing sustainable development, working to enhance its position among international universities, and fulfilling its national, scientific, and community roles to the fullest. It also renews its pledge with the Egyptian state and the university community to continue to advance the venerable university, open new horizons for creativity and innovation, and improve the quality of education and services, so that Cairo University always remains a shining model in the sky of Egyptian, Arab, and international higher education.





Within the framework of preparing the **Cairo University Strategic Plan (2025 - 2030)**, which aims to enhance the University's standing as a leading educational and research institution and to achieve its future vision as a smart, sustainable, and innovative university, special attention has been given to the formation of various working teams and committees responsible for preparing the plan and overseeing its implementation. This approach stems from the University administration's conviction that the success of any strategic plan requires broad participation from academic and administrative leadership, alongside representation of relevant stakeholders, to ensure the comprehensiveness of the vision and the accuracy of its execution. This section outlines the mechanisms for forming the main and subworking teams, as well as the tasks assigned to them.

## First: Formation of the Working Teams for the Cairo University Strategic Plan (2025 - 2030)

In preparation for the Cairo University Strategic Plan (2025 - 2030), which aims to enhance the university's position as a leading educational and research institution and realize its future vision as a smart, sustainable, and innovative university, special attention was given to forming various working teams and committees responsible for preparing and overseeing the plan's implementation. This is based on the university's leadership's belief that the success of any strategic plan requires broad participation from academic and administrative leaders, as well as stakeholder representation, to ensure a comprehensive vision and accurate execution. This section reviews the mechanisms for forming the main and sub-working teams, as well as the tasks assigned to them.

#### 1- The Supreme Committee for the Strategic Plan

Preparations for the strategic plan commenced immediately following the appointment of His Excellency Professor Dr. Mohamed Sami Abdel-Sadeq as President of the University. In December 2024, the University Council established the **Supreme Committee for the University's Strategy**, tasKed with defining the plan's overall policies, guiding its Key steps, and overseeing implementation, review, and evaluation. The committee is composed of selected university leaders as follows:

- Prof. Dr. Mohamed Samy Abdel SadeK President of Cairo University ----- Chairman
- **Prof. Dr. Mahmoud El-Saeed** Vice President of the University for Postgraduate Studies and Research-----**Member**
- **Prof. Dr. Ahmed Ragab** Vice President of the University for Education and Student Affairs ------**Member**
- Prof. Dr. Ghada Abdel Bary Acting Vice President of the University for Community Service and Environmental Development - - Member
- **Eng.** Ahmed TorK Former Secretary-General of the University -------**Member**
- **Prof. Dr. Azza Agha** Professor of Pharmacology, Former Dean of the Faculty of Pharmacy, and Former Vice Chairman - - **Member** of the Board of the National Authority for Quality Assurance and Accreditation of Education for Higher Education Affairs
- Prof. Dr. Abeer Abdel Rahman Mahrous, Vice Dean of the Faculty of Commerce for Community - Rapporteur Service and Environmental Development

The **Supreme Committee** convened its first meeting in January 2025 and approved the establishment of the **Strategic Plan Executive Office**.

In this context, the **Strategic Plan Executive Office** was formally established by the Cairo University Council at its February 2025 session to ensure effective implementation and coordination across the various sectors.

The responsibilities of the Executive Office are discussed below.

## 2- The Executive Office for the Strategic Plan

The responsibilities of the Executive Office are as follows:

- Formation of the working teams for the Cairo University Strategic Plan (2025 2030)
- Identifying the references and frameworks on which the strategic plan is based.
- Defining the methodology and stages of plan preparation.
- Developing the implementation timeline.
- Establishing work procedures and ensuring their follow-up.
- Monitoring the activities of the supporting committees and sub-teams.

#### The Executive Office was formed as follows:

<b>Prof. Dr. Ghada Abdelbary</b> Acting Vice President for Community Service and Environmental Development Affairs					
Prof. Dr. Dina Abu Hussein	Acting Dean of the Faculty of Pharmacy, Cairo University				
Prof. Dr. Mamdouh Ismail Vice Dean of the Faculty of Economics and Political Science for Community Service and Environmental Development Affairs					
<b>Prof. Dr. Abeer Abdelrahman Mahrous</b> Vice Dean of the Faculty of Commerce for Community Service and Environmental Development Affairs					
Prof. Dr. Emad El-Sherbiny	Vice Dean of the Faculty of Engineering for Education and Student Affairs				
Prof. Dr. Emad Shalaby	Professor at the Faculty of Agriculture				
<b>Prof. Dr. Khaled Soliman Soliman</b> – Vice Dean of the Institute of Nanoscience and Nanotechnology for Community Service and Environmental					
	Development Affairs				
■ Dr. Ahmed Farid	Assistant University Secretary-General for Financial Affairs				
■ Dr. Sarah Ali ElRafeiLe	cturer in the Business Administration Department, Faculty of Commerce				
Mr. Emad Abdel Wahab	$ Director\ of\ the\ General\ Administration\ for\ Education\ and\ Student\ Affairs$				
Ms. Rania Khairy Essa Director of	$f the \ Of fice \ of the \ Vice \ President for \ Community \ Service \ and \ Environmental \ Development \ Affairs$				
	(Committee Secretary)				

## 3- Working Teams and Sub-Committees

The **Executive Office** established specialized working teams to carry out the various tasks associated with the plan's preparation phase, tailored to the expected outcomes. These activities included:

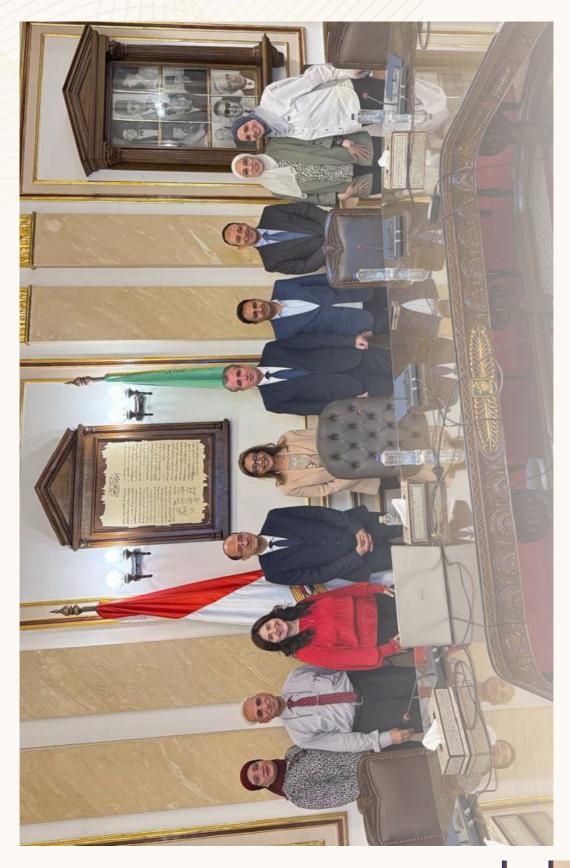
- Developing comprehensive questionnaires targeting all groups within the University community (academic and administrative leadership, faculty members and teaching assistants, students, postgraduate students, alumni, and administrative staff).
- Preparing focus group interview forms to collect data from the University community and relevant staKeholders, including beneficiaries of its services.
- Designing observation forms to assess and analyze the state of the University's infrastructure.
- Implementing research tools and analyzing the collected data both statistically and descriptively.
- Conducting an environmental analysis of the University (SWOT analysis) to identify strengths and weaKnesses, as well as opportunities and threats, in light of university accreditation standards.
- Identifying the material and human resource needs of each faculty and institute, and aligning them with the needs of civil society.

Through the integrated formation of the **Supreme and Executive Committees** and their sub-teams, Cairo University ensured that the preparation of its **Strategic Plan (2025 - 2030)** would be participatory, comprehensive, and scientifically grounded, thereby advancing its national, regional, and international mission.















## Second: Strategic Plan Methodology

In preparing its strategic plan (2025- 2030), Cairo University adopts a scientific approach grounded in global reference models of strategic planning, while taking into account the university's distinct character as a leading educational and research institution at the national and regional levels. The Strategic Plan Executive Office worked to formulate a comprehensive methodology that combines current situation analysis with future foresight, ensuring the creation of a realistic, implementable plan.

## 1- The «Draw-See-ThinK-Plan» Methodology

The Executive Office utilized the **Draw-See-ThinK-Plan** methodology, which clarifies the mechanisms for transitioning from the current situation to the desired one through four main axes:

- **Draw**: Define the ideal picture or the desired final state to be reached.
- **See**: Study the current situation, identify the gap between it and the ideal state, and determine the reasons for this gap.
- **ThinK**: Propose the necessary actions and interventions to close the gap and mitigate challenges.
- **Plan**: Develop the detailed plan and executive programs required to achieve the goals.

This methodology serves as a general, flexible framework to guide strategic thinking and to formulate the university's future vision.

#### 2- Comparison of Different Reference Models

Given the multiple globally adopted reference models for formulating strategies, the Executive Office compared three main models: **EFQM, ISO, and 7S,** in terms of their core planning elements (strategy, structure, culture, people, resources, and results).

#### Comparison of Different Reference Models for Strategy Preparation

			3			
No	Planning Elements	Comparison Criteria	<b>7</b> S	ISO	EFQM	
1	Strategy	Strategy	Policies and Strategies	Management Responsibilities	<b>√</b>	
2	Structure	Structure	Processes	Quality Management Systems	<b>√</b>	
3	Culture	Shared Values	Leadership	Management Responsibilities	<b>√</b>	
4	Staff	People and SKills	Respect for Individual Interests	Resource Management	<b>√</b>	
5	Resources	Systems	Different Partners and Resources	Resource Management	<b>√</b>	
6	Results	-	Depends on Key Performance Results (KPR) Indicators	Customer Satisfaction Assessment	<b>√</b>	

## 3- Selection of the Internal Analysis Model (7S)

After the comparison, the Supreme Committee and the Executive Office decided to adopt the **7S model** to analyze the university's internal environment. This decision was based on the model's comprehensiveness and accuracy in describing the elements of university operations. The model focuses on seven interconnected elements:

- 1- **Strategy**: How to develop and implement plans that achieve a competitive advantage for the university.
- 2- **Structure**: The organizational structures that manage university activities.
- 3- Staff: The human cadres at all levels.
- 4- **SKills**: The available scientific, practical, and innovative capabilities.
- 5- **Shared Values:** The institutional culture that governs university work.
- 6- **Style of Management:** The leadership and management styles.
- 7- **Systems & Procedures:** The rules, regulations, and work mechanisms.



07**Shared Values** The main values of the

the institution (their

sKills, capabilities, and

efficiency).

## systems, especially those related to accounting and individuals, and the method of performing tasks.

The features and haracteristics of the institution that achieve a competitive strategy.

## Strategy

**Style of Management** 

## 4- Selecting the External Analysis Model (PEST)

To analyze the external environment in which the university operates, the PEST model was adopted. This model provides a comprehensive understanding of the factors affecting the university from the outside, through four main dimensions:

- **Political Dimension:** Government policies and legislation affecting higher education.
- Economic & Environmental Dimension: Economic, developmental, and environmental factors affecting the university.
- **Social Dimension:** Social and demographic changes related to students and the community.
- Technological Dimension: Technological developments and digital transformations that affect education and scientific research.

Based on the above, Cairo University, in preparing its strategic plan (20252030-), adopted an integrated approach that combines the Draw-See-ThinK-Plan framework as a general framework for thinking, the 7S model for internal environment analysis, and the PEST model for external environment analysis. This integration ensures the formulation of a comprehensive strategic plan grounded in a precise scientific analysis of the current reality and future challenges, thereby enhancing the university is ability to achieve its vision and mission within a competitive local, regional, and international framework.

#### Third: Stages of Preparing Cairo University's Strategic Plan (2025-2030)

Based on preparatory meetings and periodic follow-ups of various work teams, a set of stages and systematic steps was developed to prepare Cairo University's strategic plan (20252030-). These stages were designed to be comprehensive and interconnected, ensuring the achievement of desired goals and objectives and reaching realistic, applicable, and beneficial results. These stages are as follows, as illustrated in the following figure:



### 1- Formulating the Vision, Mission, and Strategic Goals

- Reviewing and formulating the university's vision, mission, and core values that guide the behavior of all university affiliates, based on survey and analysis mechanisms.
- Defining the strategic goals based on the visions and proposals submitted by the university's leadership.

## 2- Current Situation Analysis

#### A- Internal and external environment analysis through multiple tools:

- **Questionnaires:** Questionnaires were designed and applied to various groups inside and outside the university community to identify the current situation and survey the opinions of beneficiaries. The steps for preparing and applying the guestionnaires were as follows:
- **Defining the objective and target group:** The questionnaires were designed by the Cairo University Center for Quality Assurance of Education and included the following groups: academic and administrative leaders, faculty members and their assistants, administrators, students, graduate students, and alumni.

- **Defining the models and areas for data collection:** Based on the (7S) model, which includes the seven axes: Strategy Structure Systems Skills Style Staff Shared Values.
- **Reviewing similar models:** Previous university strategic plans, Cairo University's self-study (2014), and the standards of the National Authority for Quality Assurance and Accreditation were reviewed.
- Formulating the questionnaire items: When formulating the questions, care was taken to ensure their clarity and accuracy, avoid ambiguity or open-ended questions, and arrange them logically and appropriately for the target group.
- **Pre-testing the questionnaire:** The questionnaires were applied to a specific sample to verify the clarity of the questions and calculate the statistical tool's reliability, and then the necessary modifications were made.
- **Actual application:** The questionnaires were applied to the target study population within the university.
- **Data analysis:** The statistical program (SPSS) was used to process the data using frequencies, percentages, and arithmetic means.
- Identifying strengths, weaknesses, opportunities, and threats (SWOT) based on the S7 model.
- Interviews: Structured interviews were held with university leaders, faculty members, administrators, students, graduate students, alumni, and representatives of community parties. These interviews aimed to:
- Learn about their opinions on the current situation of the university.
- Identify the needs of the university, faculties, and institutes.
- Explore the challenges facing students and alumni.
- Define the specifications of a graduate capable of meeting the needs of society and the labor marKet.
- Identify the priorities for scientific research and community service.

#### **B- Competitive Analysis:**

Conducting a competitive situation analysis for the university using the SWOT analysis tool, with the determination of relative weights for the elements of strengths, weaknesses, opportunities, and threats.

#### **C- Gap Analysis:**

Identifying the gap between the current and target situations to design realistic implementation plans.

## 3- Defining Strategic Objectives

- Formulating strategic objectives that are consistent with the vision and mission.
- Conducting an internal community dialogue to agree on the objectives and ensure the comprehensive participation of various staKeholders.

## 4- Defining Implementation Plans and Activities

- Developing a list of the necessary activities and projects to achieve the strategic objectives.
- Defining those responsible for the implementation of each activity or project.
- Defining the required financial and human resources.
- Setting specific timeframes for the implementation of activities and projects.

### 5- Defining Performance Indicators and Resources

- Preparing Key performance indicators (KPIs) to monitor the implementation of objectives, with the determination of appropriate timeframes for each indicator.
- Analyzing available resources (human, financial, technological) and employing them to achieve the strategic objectives.

### 6- Preliminary Drafting of the Strategic Plan

- Continuous monitoring and evaluation of the preparation and implementation stages.
- Integrating continuous improvement mechanisms to ensure the quality of implementation.
- Establishing a system for managing expected risks.

### 7- Final Drafting of the Plan

■ Preparing the final draft of the strategic plan after reviewing the results of the previous stages by the specialized committees and maKing the required adjustments to ensure integration and comprehensiveness.

#### 8- Launching and Publishing the Strategic Plan

- The official announcement of Cairo University's strategic plan (20252030-).
- Widespread publication inside and outside the university to promote community participation and achieve transparency.

## Fourth: The Previous Strategic Plans of Cairo University

In preparing its strategic plan for 2025–2030, Cairo University reviewed and analyzed its previous strategic plans. These plans were considered essential references that helped shape the new direction. The university's review included the **Cairo University Strategic Plan 2010 - 2015**, which established the first foundations for institutional strategic planning; the **2015 - 2020 strategy**, which focused on enhancing academic and research competitiveness; and the **2021 - 2025 strategy**, which aimed to build a third-generation university. The university leveraged this accumulated experience by analyzing past achievements and the challenges encountered, ensuring the current plan is more integrated and aligned with local and international changes, the Sustainable Development Goals (SDGs), and Egypt's 2030 Vision.

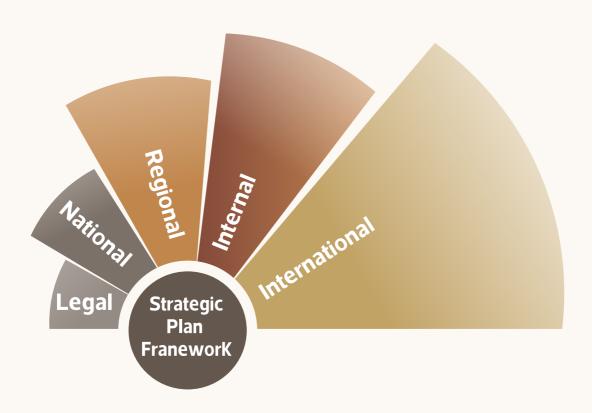
### Fifth: The Strategic Plan's Framework

The preparation of Cairo University's strategic plan (2025–2030) was not isolated from national and international policy frameworks. Instead, it was aligned with the fundamental references that guide Egypt's development path and determine the priorities for higher education and scientific research in the coming phase. In drafting its plan, the university was committed to adhering to these references, which act as pillars that ensure its efforts are integrated with the state's comprehensive plans and vision. Foremost among these are:

- **Egypt's 2030 Vision:** The national strategic framework for sustainable development.
- The United Nations Sustainable Development Goals (SDGs 2030): A global reference for comprehensive development.
- The Ministry of Higher Education and Scientific Research's National Strategy: This strategy sets the priorities and goals for developing the university education sector in Egypt.

In addition, the plan also considered Cairo University Administration's Vision 20242025- proposed by Dr Mohamed Samy - President of Cairo University. This program outlines ambitious initiatives to modernize the university and strengthen its role as a leading academic institution that contributes to human development, supports innovation, serves the community, and fosters a Knowledge-based national economy.

During the preparation of the strategic plan, it became clear that the references varied in nature and source, requiring reorganization into clearer, more precise categories. This additional categorization was implemented to make it easier to understand the frameworks on which the strategy was based and to highlight its comprehensiveness and alignment with local and international standards. This classification also helps clarify the relationships among the various references and the components of the strategy, strengthening its methodological structure and supporting the plan's credibility and the efficient achievement of its goals.



#### □ Internal References

- Cairo University Foundation Document
- Cairo University Administration's Vision 20242025-, proposed by President of Cairo University Professor Mohamed Samy Abdelsadek

#### □ National References

- Egypt>s Vision 2030
- National Strategy for Higher Education 2030
- Government Action Program 2024- 2027

#### □ Legal References

#### **Higher Education Laws**

- Law No. 49 of 1972 on the Regulation of Universities
- Law No. 23 of 2018 on Science, Technology, and Innovation Incentives
- Law No. 19 of 2018 on the Regulation of Work in University Hospitals
- Law No. 12 of 2009 on the Establishment of Private and National Universities
- Law No. 72 of 2019 on the Establishment of Technological Universities

#### Supplementary Decisions and Laws for the Higher Education System

- Prime Minister's Decision No. 1142 of 1988 regarding the Mandates of the Vice President for Community Service and Environmental Development.
- **1994 Amendment to the University Regulation Law** that mandated the appointment of faculty vice deans for community service and environmental development.
- Prime Minister's Decision No. 342 of 2020 on the Amendment of Certain Provisions of the Executive Regulations of the University Regulation Law.

#### ☐ Regional References

- African Union's Development Agenda (Agenda 2063)
- Arab Strategy for Higher Education (ALECSO)

#### □ International References

- United Nations Development Program (UNDP) Sustainable Development Goals (SDGs)
- ISO 2030 Standards and Strategies

Based on the above, the following sections will present these strategic references in detail, explaining how they are integrated with Cairo University's future directions and goals.

#### 1. Internal References

Cairo University Administration's Vision 20242025-, proposed by Professor Mohamed Samy, President of Cairo University, in Light of the Sustainable Development Goals and Egypt's Vision 2030

The preparation of Cairo University's strategic plan relied on the development program and the future vision launched by His Excellency, the University President, in 2025. This vision reflects his goal of building a sustainable and innovative institution capable of delivering high-quality Knowledge and services in a continuously modern manner. The program is based on developing a distinguished educational system that enhances individual skills and prepares them to face future challenges. It also emphasizes establishing effective partnerships with various entities and a commitment to the highest standards of quality and innovation.

The program is underpinned by a set of core values, including **continuous learning**, **transparency**, **justice**, **innovation**, **sustainability**, **and collaboration**, which serve as the foundation for the current strategy's development. The program was also analyzed and evaluated to ensure its alignment with new national strategies and to enhance its compatibility with the university's future vision.

#### **Cairo University Foundation Document**

The founding document of the Egyptian University (now Cairo University), signed in 1908, serves as the historical and ethical framework for the Cairo University Strategic Plan (2025 - 2030). This document contained the university's first mission statement, which affirmed that the university was created to be a beacon of science and Knowledge, bringing together citizens from all social classes to spread education, broaden cultural horizons, and form a generation capable of advancing the nation. The document reflected a spirit of national leadership and social solidarity in supporting education, as it was an initiative led by the public, exemplified by popular donations and the support of the leading intellectuals and politicians of the time. This makes it the cornerstone of the university's identity and mission.

Building on these deep historical roots, the founding document was adopted as a primary reference to ensure the new strategic plan's consistency with the university's original mission. This maintains its continuity while developing it to respond to modern demands and align with the Sustainable Development Goals and Egypt's Vision 2030.

#### 2. National References

#### Egypt>s Vision 2030

As part of preparing its strategic plan (2025–2030), Cairo University adopted Egypt's Vision 2030 as one of the Key national references guiding the university's path toward the future. This vision is a comprehensive strategic roadmap for achieving sustainable development through three dimensions: economic, social, and environmental. It aims to build a competitive, Knowledge-based economy driven by innovation, achieve social justice and empower different groups, and improve education, healthcare, and good governance. The vision also focuses on the optimal use of natural resources, striking a balance between economic growth and environmental preservation, and enhancing Egypt's regional and international standing through a strong, diversified economy capable of global competition. Based on these principles, the university was Keen to align its strategic plan with the pillars of Egypt's Vision 2030 to ensure its integration with national directions and sustainable development goals.

#### **National Strategy for Higher Education 2030**

In preparing the Cairo University Strategic Plan (2025 - 2030), the National Strategy for Higher Education and Scientific Research 2030 served as a primary reference to guide the university's priorities and integrate them with national policies. This strategy focuses on developing the higher education and scientific research system in line with the Sustainable Development Goals and Egypt's Vision 2030. This is achieved by raising the quality of educational programs and curricula, improving faculty efficiency, developing infrastructure and adopting modern technology in education. It also places special importance on enhancing scientific research and innovation, linking them to industry and society, supporting researchers in areas of national priority, and working to localize technology and deepen integration among higher education institutions, industry sectors, and the labor market.

Additionally, the strategy emphasizes human resource development and training qualified personnel capable of competing locally and internationally, improving educational and health services through universities and university hospitals, and expanding international partnerships and Knowledge exchange with global educational and research institutions. Based on these pillars, Cairo University's plan was formulated to be consistent with national directions and to translate the strategy's goals into practical programs that enhance the university's position locally, regionally, and internationally.

#### **Government Action Program 2024-2027**

In preparing the Cairo University Strategic Plan (2025- 2030), the Government Action Program 2024—2027 was adopted as a Key national reference to guide the university's priorities and link them to national goals. The program is based on improving the quality of public services, developing human capabilities, and fostering a Knowledge-based economy driven by innovation, in addition to advancing education and scientific research and connecting them to labor market requirements. The program also includes initiatives to develop infrastructure and health services, empower women and youth, and promote social justice, aligned with the Sustainable Development Goals and Egypt's Vision 2030. In line with these principles, the university's plan is consistent with the state's directions. It is integrated with its role as an academic, research, and community institution, effectively contributing to national development.

## 3. Legal References

In preparing its strategic plan (2025 - 2030), Cairo University relied on the legal framework governing higher education in Egypt to ensure alignment with the legislative framework governing educational and scientific research institutions. Examples include: Law No. 49 of 1972 on the Regulation of Universities as the fundamental reference for university operations, Law No. 23 of 2018 on Science, Technology, and Innovation Incentives, which supports scientific research and innovation, and Law No. 19 of 2018 on the Regulation of Work in University Hospitals, which specifies the mechanisms for providing university health services. Also included are Law No. 12 of 2009 on the Establishment of Private and National Universities and Law No. 72 of 2019 on the Establishment of Technological Universities, which expanded the scope of higher education to include various models that support excellence and specialization.

The legal references also included supplementary decisions and laws such as: Prime Minister's Decision No. 1142 of 1988 regarding the mandates of university vice presidents for community service and environmental development, the 1994 amendment to the University Regulation Law that mandated the appointment of faculty vice deans for community service and environmental development, and the Prime Minister's Decision No. 342 of 2020 concerning the amendment of some provisions of the executive regulations of the University Regulation Law.

This legal and legislative framework served as a fundamental basis for Cairo University in formulating its new strategic plan, ensuring its consistency with national legislation and enhancing its ability to achieve its educational, research, and community goals within a solid legal framework.

#### 4. Regional References

In preparing its strategic plan (2025 - 2030), Cairo University relied on several regional references, foremost among them the **African Union's Development Agenda (Agenda 2063)**, which embodies the vision of «the Africa we want.» Given its position as one of the oldest educational institutions on the continent, the university was Keen to align its plan with this vision by supporting innovation, education, and scientific research as Key pillars of development. It also focused on empowering youth and women, and enhancing academic and research cooperation with African universities to build strong partnerships that support sustainable development on the continent.

The university also drew on the **Arab Strategy for Higher Education (ASHE)** as another reference framework, ensuring the integration of its plan with common Arab directions in higher education. This was reflected in a focus on raising the quality of university education, linking scientific research to Arab development issues, promoting the principles of good governance and sound university leadership, and supporting digital transformation and adopting open learning models.

Through these African and Arab references, the university's strategic plan was formulated to ensure openness to its regional environment and to enhance its role as a scientific and academic house of expertise capable of contributing to achieving development aspirations in Africa and the Arab world.

#### 5. International References

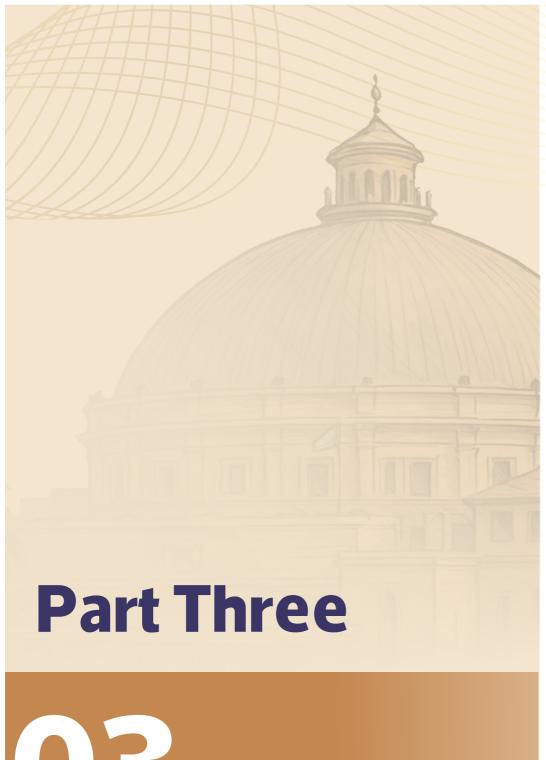
#### Sustainable Development Goals / United Nations Development Program (UNDP)

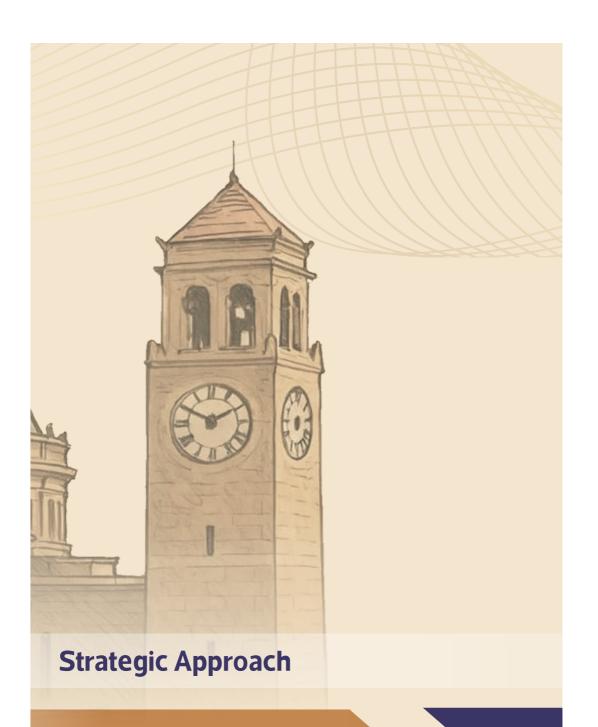
In preparing its strategic plan (2025 - 2030), Cairo University was Keen to align its directions with the Sustainable Development Goals launched by the UNDP, considering them a global framework for achieving comprehensive and balanced development. Special focus was placed on **Goal 4 (Quality Education)** by enhancing the quality of education and improving academic and research outcomes, and **on Goal 8 (Decent Work and Economic Growth) by equipping graduates with labor-marKet** skills and supporting innovation and entrepreneurship. The plan also addressed Goal 3 (Good Health and Wellbeing) by developing community health services through university hospitals and care programs, and **Goal 17 (Partnerships for the Goals)** by expanding local and international partnerships with educational, research, and industrial institutions. Furthermore, the plan was inspired by **Goal 9 (Industry, Innovation, and Infrastructure)** by investing in applied scientific research, developing smart infrastructure, and enhancing the university's role as a driver of innovation and creativity.

Thus, the university's strategic plan is consistent with the global sustainable development agenda, translating its goals into practical policies and programs that support the university's developmental and societal role.

#### ■ ISO 2030 Strategies

In preparing the Cairo University Strategic Plan (2025 - 2030), the university was guided by local and international **ISO 2030 strategies and standards** as a reference framework to ensure quality and institutional excellence, and to enhance the university sability to compete regionally and internationally. This included considering the **technological dimensions** by supporting digital transformation and the use of modern technologies in education, research, and administration; the **economic dimensions** by enhancing resource efficiency and adopting effective systems to achieve financial sustainability; and the environmental dimensions by ensuring adherence to sustainability principles and the preservation of natural resources. The plan also considered the **political and legal dimensions** to ensure compliance with national legislation and international standards in higher education and scientific research. By utilizing these standards, the university aims to embed a culture of quality and academic accreditation and ensure its strategic plan aligns with global best practices.





Cairo University's strategic approach is the fundamental pillar underpinning its Strategic Plan (2025-2030). It defines the vision, mission, and values that guide the university in achieving its future goals and enhancing its academic and societal role.

This part of the strategic plan outlines the university's strategic direction, which includes four main elements: Vision, Mission, Slogan, and Governing Values. These elements were developed based on an integrated analysis of national, regional, and international frameworks, a review of the university's previous strategies, and input from experts, faculty, students, and community representatives. The goal of this direction is to forge a clear identity for Cairo University for the 20252030- period, reflecting its academic and research standing, supporting its role in achieving sustainable development, and strengthening its regional and international competitiveness.

The following is a detailed presentation of the phases and steps for preparing the strategic direction:

### 1. Steps for Preparing the Strategic Direction of Cairo University

#### **Evaluating the Current Situation**

The process of preparing the strategic approach began by reviewing the university's existing vision, mission, policies, and goals, and analyzing their alignment with future directions. As one of the most prestigious Egyptian and Arab universities with local and regional leadership, it was essential to evaluate the current situation to ensure the university maintains its leading role and competitive position. This was done by reviewing past performance indicators and studying the university's strengths, opportunities, and challenges to ensure it continues to fulfill its mission toward education, scientific research, and community service.

#### Engaging StaKeholders

A series of workshops and consultative meetings was organized with broad participation from faculty members, students, administrative staff, and representatives from the local community. These meetings helped gather diverse opinions and suggestions on how well the vision, mission, goals, and slogan align with the university's future aspirations, especially its goal of becoming a top fourth-generation university, distinguished in Knowledge and innovation, and a supporter of student empowerment and comprehensive development.

#### Preparing and Drafting Alternatives for the Strategic Direction

Based on the evaluation and consultations, the Executive Office drafted a set of proposed alternatives for the vision, mission, governing values, and strategic goals. These alternatives were based on the «University Administration»s Vision 2024,» the Sustainable Development Goals, and Egypt's Vision 2030, ensuring the university's direction is consistent with national and international development priorities.

#### ☐ As for the Vision:

- **1.** A smart and sustainable university, a pioneer in education, research, and community service, regarded as an international benchmarK in intellectual and cultural renaissance and in the Knowledge economy.
- **2**. A smart, sustainable, and leading university, serving as an international reference for intellectual renaissance and the Knowledge economy.
- **3**. A smart, sustainable, and leading university in education, research, and innovation, serving as an international reference for intellectual renaissance and the Knowledge economy.

#### ☐ As for the Mission:

- **1.** Cairo University seeKs academic and innovation leadership by looKing ahead to future jobs and developing competitive sKills for its graduates, both locally and internationally. It supports effective scientific research and partnerships while fulfilling its societal responsibilities and contributing to sustainable development. It also works to diversify its funding sources to ensure institutional efficiency.
- **2.** Cairo University is committed to excellence and innovation and strives toward a future-oriented education system that can compete internationally. This is based on an integrated system of human, financial, and technological resources, and a sense of conscious societal responsibility to meet the needs of the labor market and the requirements of sustainable development.
- **3.** Cairo University is committed to excellence, sustainable development, and a future-oriented education to prepare a new generation of highly qualified human resources capable of competing internationally. This is achieved by supporting scientific research activities and fostering local and international partnerships.
- **4.** Cairo University is a prestigious academic institution committed to excellence and sustainable development. It provides education that fosters innovation and prepares youth for future careers, enabling them to compete locally, regionally, and internationally. The university advances scientific research to strengthen cooperation and partnerships at both local and international levels, while contributing to community development and environmental sustainability.

#### ☐ As for the Goals:

- 1. Transforming Cairo University into a smart, productive, and sustainable institution
- 2. Enhancing and developing institutional capacity
- 3. Advancing the educational system to strengthen the competitive skills of students and graduates
- 4. Advancing scientific research and reinforcing the university's role in the Knowledge economy
- **5**. Maximizing Cairo University's contribution to community development
- 6. Fostering effective and positive partnerships between Cairo University and various state sectors

#### Survey of University Leadership Opinions

Questionnaires were prepared and distributed to the three university sector councils and the Cairo University Council to gather the opinions of deans and vice deans on the proposed concepts for the vision, mission, and values. The results of these surveys, shown in the following figure, helped formulate a clearer, more realistic concept for the strategic direction.

## Results of the University Sectors Survey for Developing the Strategic Plan 2020- 2025

	University Council Wednesday, May 28, 2025 Total Council 26	Postgraduate Studies Sector Wednesday, May 21, 2025 Total Council 22	Education and Students Sector Monday, May 19, 2025 Total Council 20	Community Service Sector Tuesday, May 25, 2025 Total Council 30
Vision	Number-1	Number-1	Number-1	Number-1
Mission	Number-4	Number-4	Number-2	Number-4
Goals	Approved	Approved	Approved	Approved
Values	Approved	Approved	Approved	Growth = Genuine
Slogan	Approved	Approved	Approved	Approved

The survey results reflect the extent of agreement among members of the specialized councils regarding Cairo University's vision, mission, and goals. It emphasizes the importance of continuing to work toward achieving the strategic goals of transforming into a smart and sustainable university, enhancing scientific research, and developing the community, thereby guaranteeing the university's leadership at the national and international levels.

#### Agreement on the Final Concept

Based on previous analyses, discussions, and surveys, the final wording of the Cairo University Strategic Direction 2025-2030 was agreed upon, including the definition of the vision, mission, governing values, and strategic goals that will guide the university's journey in the coming years. The final wording was adopted at the University Council meeting in June 2025.

#### 2- Cairo University Vision 20252030- Vision:

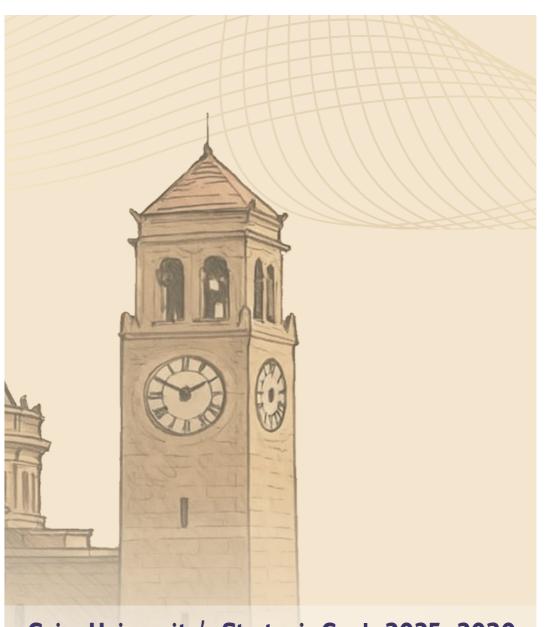
A smart and sustainable university, pioneering in education, research, and community service, and recognized as an international benchmark in intellectual and cultural renaissance and in the Knowledge economy.

## 3- Cairo University Mission 20252030- Mission

Cairo University is a prestigious academic institution committed to excellence and sustainable development. It provides education that fosters innovation and prepares youth for future careers, enabling them to compete locally, regionally, and internationally. The university advances scientific research to strengthen cooperation and partnerships at both local and international levels, while contributing to community development and environmental sustainability.

After reviewing the above, it is worth moving on to discussing the goals and governing values as the main pillar upon which the strategic plan is based. The next section will present and explain these goals and values in detail, as they serve as a reference framework that guides the planning process and ensures the strategy is grounded in clear goals and firm principles that preserve the institution's identity and enhance its ability to achieve excellence and sustainability.





Cairo University's Strategic Goals 2025-2030

Stemming from Cairo University's position as one of the oldest and largest universities in Egypt and the Arab world, and its commitment to Keeping pace with the rapid global transformations in education, scientific research, and community service, it was necessary to formulate clear and comprehensive strategic goals to guide the university's journey during the period (2025- 2030). These goals are based on the university's vision, mission, and core values, while also taking into account the needs of Egyptian and regional society, the requirements of sustainable development, and national and international trends in digital transformation, the Knowledge economy, and fruitful partnerships with various sectors.

Through these goals, the university aims to achieve a qualitative leap at all levels, enhancing its role as an educational, research, and productive institution that seeKs local, regional, and international leadership and positive impact.

#### ☐ Strategic Goals

# 1. Transforming Cairo University into a smart, productive, and sustainable institution

Cairo University seeks to enhance its digital infrastructure and develop its technological capabilities to become a smart university that leverages the latest digital solutions in education, administration, and scientific research. It also focuses on maximizing its role as a productive university by supporting innovation, entrepreneurship, and technology transfer, thereby ensuring the sustainability of its financial resources and enhancing its contribution to the national economy.

## 2. Enhancing and developing institutional capacity

Cairo University focuses on developing administrative structures and institutional systems to ensure efficiency, transparency, and quality of performance. It also seeks to build the capabilities of staff and faculty members and adopt modern governance systems that support institutional sustainability and excellence.

# 3. Advancing the educational system to strengthen the competitive skills of students and graduates

The university is working to develop curricula and teaching methods to Keep pace with the requirements of the local and international job market, with a focus on developing students digital, linguistic, research, and leadership skills. This aims to graduate qualified cadres who can compete with distinction in global job markets and contribute effectively to community development.

# 4. Advancing scientific research and reinforcing Cairo University's role in the Knowledge economy

Cairo University places scientific research at the forefront of its priorities by supporting innovative research projects, promoting international publication, and increasing the rates of research cooperation among colleges, institutes, and research centers. The university seeKs to transform Knowledge into economic value by linking scientific research with the needs of industry and society, thereby solidifying its role in building the Knowledge economy.

## 5. Maximizing Cairo University's contribution to community development

The university affirms its commitment to its societal role by providing scientific consultations, implementing service and development projects, and actively participating in facing national challenges. It also seeks to spread a culture of social responsibility among students and faculty members and enhance its role in serving Egyptian and regional society.

# 6. Fostering effective and positive partnerships between Cairo University and various state sectors

The university is moving to strengthen its partnerships with government institutions, the private sector, and civil society, as well as its regional and international cooperation with global universities and research centers. This aligns with its pivotal role as a Key partner in driving the national development process and enhancing Egypt's regional and global position.

These six goals form the strategic pillars that will guide Cairo University's work over the next five years, and they represent a practical commitment to achieving its vision of being a smart, pioneering, sustainable, and community-connected university. They are not merely theoretical directions, but an integrated action plan based on a scientific analysis of reality, aimed at building a future worthy of the university's rich history and its leading role in serving Egypt, the region, and the world. In this way, Cairo University affirms that it is moving steadily toward academic, research, and societal excellence, thereby contributing to the development of generations capable of creativity, innovation, and shaping the future.

#### ☐ The LEGACY Acronym

In the context of formulating Cairo University's core values (2025- 2030), a distinctive acronym, **LEGACY**, was adopted to reflect the essence of these goals and its future vision. This term symbolizes the firm heritage that the university seeks to leave for future generations through its educational, research, and community mission. This acronym embodies the core values that guide the university's work, as follows:

- L. Leadership: Affirming the university's role as a leader and pioneering institution in education, scientific research, and community service.
- E. Excellence: The continuous pursuit of academic, administrative, and research excellence to enhance the university's position locally and internationally.
- **G. Genuine:** Preserving the university's identity and authentic values while being open to global development.
- **A. Accountability:** Promoting the principles of transparency, good governance, and ensuring accountability at all institutional levels.
- C. Commitment: A commitment to achieving the university's vision and mission and meeting the needs of society and the nation.
- Y. Yield: Transforming Knowledge into a tangible output that contributes to sustainable economic and social development.

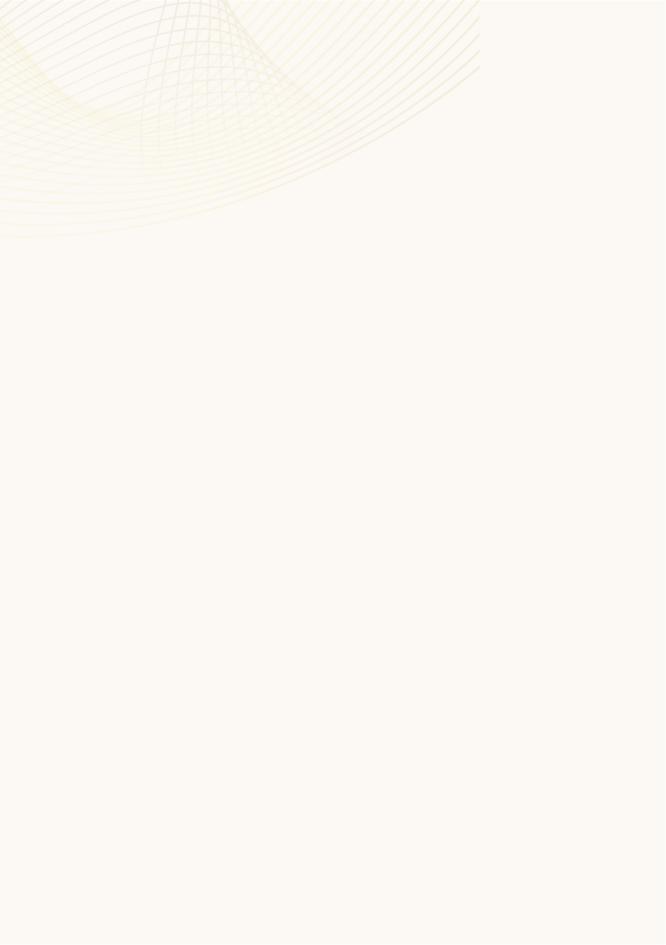
Through this integrated framework of values, Cairo University affirms that its strategy is not just a timeline but an institutional legacy that translates its ancient mission into practical actions that ensure the sustainability of its pioneering role across generations.

### □ Slogan

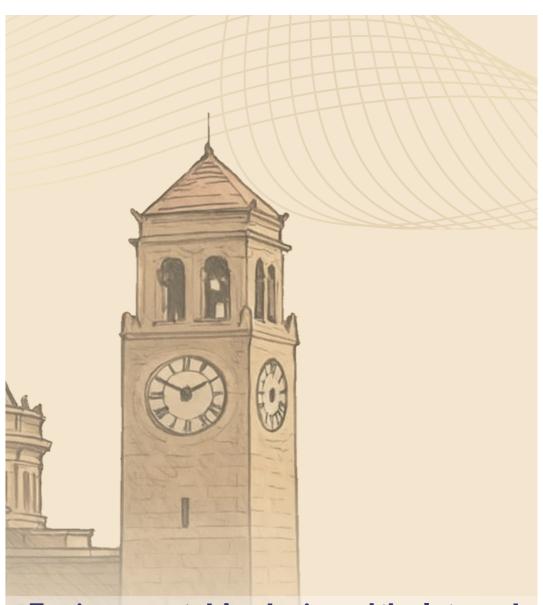
In light of Cairo University's future-oriented directions and its commitment to affirming its educational, research, and developmental mission, the university's slogan for its strategic plan (2025- 2030) was adopted to reflect the essence of its mission and values, as follows:

English	Arabic
Empowering Minds - Shaping the Future	تمكين العقول- تشكيل المستقبل

This slogan embodies the university's vision of building people, enhancing Knowledge, and shaping a future grounded in leadership, innovation, and sustainable development.







Environmental Analysis and the Internal and External Factors Matrix

05

There are various methods for analyzing an organization's environment. One of the most famous is the four-quadrant strategic analysis tool, **SWOT**, an acronym for **S**trengths, **W**eaKnesses, **O**pportunities, and **T**hreats. This analytical model aims to identify the strengths and weaKnesses, both within and outside an organization.

Various contributions have been made to guide strategic planners in any organization to conduct an integrated environmental analysis. This is what we will attempt to apply to the analysis of Cairo University's internal and external environment to outline its strategic plan for the period from 2025 to 2030.

## **First: Internal Environmental Analysis**

The study and analysis of Cairo University's internal environment relied on the **McKinsey 7S Model**. This model allows analysis of the internal environment and identification of the university's strengths and weaknesses by studying seven main elements, each beginning with the letter 'S': **Staff**, **Structure**, **Skills**, **Shared Values**, **Strategies**, **Style of Management**, and **Systems**.

The results of this analysis are summarized in the following table:

## **Internal Environmental Analysis of Cairo University**

Analysis Elements	Strengths		WeaKnesses	
02 1- Human Resources	01	The university has an effective mechanism to motivate faculty members for international publication of research.	01	Weakness of evaluation mechanisms and feedback from some faculty members.
	02	Competence of faculty members.	02	Incompetence of some faculty members in using modern teaching and evaluation methods.
	03	The university encourages its staff to engage in research collaboration with local and international counterpart institutions.	03	Limited interaction of some faculty members using modern methods.
	04	The university has a mechanism for evaluating the performance of faculty members, and the results of the performance evaluation are used in continuous development processes.	04	Some faculty members do not use modern teaching methods.
	05	General satisfaction with the services provided by the university to faculty members.	05	Negative comments on evaluation methods and the lack of periodic feedback.

Analysis Elements		Strengths		WeaKnesses	
	06	The university provides professional training and development opportunities for administrative staff and employees across its various academic and administrative units.			
	07	Appropriate job descriptions.			
	08	The university provides health and psychological care services for administrative staff.			
	09	General satisfaction with the services provided by the university to administrative staff.			
	10	The academic qualifications of administrative staff are commensurate with their assigned job tasks.			
	11	The university relies on precise standards to evaluate the performance results of its administrative cadres.			
	12	The university relies on precise standards to evaluate the performance results of its administrative cadres.			
	13	The university has a mechanism to motivate administrative staff to participate in various university activities.			
2- Organizational Structure	14	The university adopts a system of academic and administrative accountability in light of clear standards.	06	Lack of an organizational structure and approved financial and administrative regulations for some departments.	
2 o.gamzadonar Jauacture	15	Organizational development that Keeps pace with changes: human resources, internal audit and governance, green offices, etc.		departments.	

Analysis Elements		Strengths		WeaKnesses
	16	The university has sufficient facilities and equipment that are appropriate for the specified learning and teaching requirements.	07	The impact of weak health and psychological care (for students) on academic performance and general satisfaction.
	17	The university has sufficient learning resources to cover the needs of academic programs.	08	Weakness in technical capacity (according to students' evaluation of the infrastructure).
	18	The university has modern technological capabilities and a technical infrastructure that helps in completing required tasks easily and smoothly.	09	WeaKness in the system for receiving and effectively handling complaints from postgraduate students.
	19	The university provides the necessary material requirements for implementing research activities and practices.	10	Shortcomings in technological capabilities and infrastructure in some colleges.
3- Systems	20	Your administration has a public and active plan for dealing with potential risks.	11	Students believe that the technical infrastructure is insufficient to support the acquisition of skills and Knowledge (frequent negative responses) (Weak availability of digital resources in libraries, according to several participants).
	21	The university has an effective system for receiving and handling complaints from administrative staff.	12	Some faculty members do not use modern teaching or evaluation methods.
	22	The university has modern technological capabilities and a technical infrastructure that helps in completing tasks.	13	LacK of modern resources in some libraries.
	23	Faculty members use modern and diverse teaching and learning methods and strategies.		

Analysis Elements		Strengths		WeaKnesses
	24	Faculty members use diverse methods and strategies to evaluate student performance with periodic feedback.		
	25	The university and college libraries provide modern print and electronic information resources.		
	26	Availability of some research facilities and modern library resources.		
	27	The university has administrative leaders who have recognized administrative experience, believe in institutional and legal building, and prioritize employee development, which constitutes an opportunity to support the management of these activities.	14	Weak involvement of postgraduate students in decision-making.
4- Style of Management	28	The university provides an opportunity for faculty members to participate in formulating the university's vision, mission, and goals.	15	The leadership style in some colleges is centralized. (Non-interactive leadership reduces students' trust and discourages their participation.)
	29	Some faculties have shown positive examples in partnering with students.		
	30	The university has effective programs for developing the performance and skills of faculty members according to specific strategies.	16	Technological and research skills are considered insufficient by several students.
5- SKills	31	The existence of workshops and training courses for skills development.	17	The continued failure to develop digital and research skills may lead to graduates losing the ability to compete in the job market or in postgraduate studies abroad.

Analysis Elements		Strengths		WeaKnesses
6- Shared Values	32	The university has multiple means of communication with internal and external stakeholders to introduce the university's vision and plans.	18	The absence of a clear research culture in some colleges and the lack of repeated «strongly agree» when discussing research
	33	The university issues a periodic media publication about its activities and achievements in various fields.		priorities.
	34	University leadership is Keen on achieving justice in distributing workloads to administrators.		
	35	University leaders involve administrative staff in decision-making processes.		
	36	University leaders encourage employees to participate in sustainable professional development activities.		
	37	Existence of clear and fair standards for admission and course registration.		
7- Strategy	38	The university takes the initiative to develop its academic programs in light of quality and development standards.	19	It does not appear in the responses that there is a clear and public research plan in all colleges (variation
	39	The university has clear strategies for developing scientific research in light of actual societal priorities and needs.		in satisfaction).
	40	The university has an effective plan for community services and practices in light of the actual priorities of the surrounding community.		
	41	There is an approved and public plan for the most prominent research priorities for various scientific specializations at the university.		

# **Second: Analysis of the Direct External Environment**

The direct external environment refers to the specific environment in which an organization operates and interacts with its elements daily. This differs from the indirect external environment, which affects the organization and others aliKe and is not directed at a specific organization. One of the most famous models for analyzing the direct external environment is **Porter's Five Forces** model.

The five forces included in the direct external environment are: **Competitive rivalry**, **Threat of new entrants**, **Bargaining power of suppliers**, **Threat of substitute products or services**, **and Bargaining power of buyers**.

# **Analysis of the Direct External Environment of Cairo University**

Analysis Elements		Opportunities		Threats
	01	The international accreditation of a number of the university's programs and colleges gives it a significant competitive advantage over any alternative service.	01	Increasing competition from international or private universities with high capabilities.
	02	The local accreditation of most of the university's faculties and institutions by the National Authority for Quality Assurance and Accreditation.	02	Competition with other colleges or universities that offer better technical services.
	03	The university's rising international ranking represents a competitive advantage over its counterparts.		
1- Competitive Rivalry	04	The university encourages its affiliates to engage in research collaboration with local and international counterpart institutions.		
	05	The university encourages joint supervision of postgraduate students in cooperation with other universities.		
	06	There are some indicators of colleges seeking to provide joint supervision programs and research courses.		
	07	The possibility of developing the complaints system and turning it into a competitive advantage.		
	08	Cairo University's artificial intelligence strategy to Keep pace with development.		

Analysis Flaments		Omenturities		Threate
Analysis Elements		Opportunities		Threats
2- Threat of New Entrants	09	The university's great reputation, long history, and excellence in international rankings represent competitive advantages against any universities under construction.	03	Significant financial capabilities of private universities and international university branches that may be established in the near future.
3- Threat of Substitute	10	Technical, time, and financial commitment in providing services represents a competitive advantage against any alternative services.	04	Competition with branches of international universities that have great technological development.
Services	11	International and local accreditation, and high international rankings, represent important mechanisms for the university to confront any alternatives to its services.		
4- Bargaining Power of Suppliers	12	The multiplicity of suppliers in providing their products and services to Cairo University is due to the value that this represents for them.	05	The limited number of suppliers for some products and services reduces the opportunities for the university to choose.
	13	University leaders allow you to participate in formulating the university's development policies and strategies.		6. The need to develop health and psychological care services for students.
	14	The level of Knowledge and skills of graduates of the university's programs is in line with the actual requirements of the job market.	07	7. A significant variation in student satisfaction with services indicates a lack of consistency in the educational experience.
5- Bargaining Power of Buyers	15	participation in the field training of some of the university's students and graduates.	08	The complaints reception system is not suitable for postgraduate students.
	16	participation in the procedures and activities for creating and developing university programs (specializations).		
	17	University leaders encourage your participation and representation in some university activities and events, such as advisory committees, conferences, seminars, recruitment meetings, etc.		

Analysis Elements		Opportunities	Threats
	18	The university has an electronic portal that makes it easy for you to interact with it.	
	19	The percentage of graduates from the university you hire increases annually.	
	20	The university periodically surveys the opinions of employers about graduates of its various programs.	
	21	The university meets the needs of the job marKet for new and specific specializations.	
	22	The university has an effective plan for community services and practices in light of the actual priorities of the surrounding community.	
	23	The university has multiple means of communication with internal and external stakeholders to introduce the university's vision and plans.	
	24	The university has an effective system for receiving and handling complaints from postgraduate students.	
	25	University leaders encourage postgraduate students to propose initiatives and innovative ideas to develop the activities and practices of the educational process.	
	26	The university administration is Keen on effectively solving the problems that postgraduate students face.	
	27	University leaders involve postgraduate students in decision-maKing processes.	
	28	There are fair and clear standards for accepting students into the university's colleges and registering for courses.	

Analysis Elements		Opportunities	Th	reats
	29	The specializations available at the university and its colleges meet the needs and interests of postgraduate students.		
	30	The university holds training programs, courses, and workshops that contribute to developing the research skills of postgraduate students.		
	31	Postgraduate students' satisfaction with the services provided by the university and its colleges.		
	32	University leaders encourage students to propose initiatives and innovative ideas to develop the activities and practices of the educational process.		
	33	Undergraduate students have the opportunity to participate in formulating the vision, mission, and goals of the university and its colleges.		
	34	University leaders involve undergraduate students in decision-making processes.		
	35	There are fair and clear standards for accepting undergraduate students into the university's colleges and registering for courses.		
	36	The specializations available at the university and its colleges meet the needs and interests of undergraduate students.		
	37	The university and its colleges have an effective academic advising system that meets the needs of undergraduate students.		
	38	Undergraduate students participate in the periodic evaluation of the courses and academic programs offered to them.		

Analysis Elements		Opportunities	Threats
	39	The university and its colleges provide an effective system to support struggling and high-achieving students.	
	40	The university has an effective system for receiving and handling complaints from undergraduate students.	
	41	The university and its colleges provide health and psychological care services for undergraduate students.	
	42	Undergraduate students participate in the implementation of some community and development activities.	
	43	General satisfaction with the services provided by the university and its colleges to students.	
	44	Some university leaders involve postgraduate students in decision-maKing.	
	45	University leaders encourage students to propose ideas and initiatives.	
	46	Participation in formulating the vision and mission of the university and its colleges Received «strongly agree» or «agree» with a high percentage.	
	47	An effective academic advising system that meets the needs of students.	
	48	Students' participation in community and development activities.	
	49	General satisfaction with the services provided to students. Most students expressed varying degrees of satisfaction.	
	50	Availability of training courses to develop students' sKills.	

## **Third: Analysis of the Indirect External Environment**

The **PESTL** model was used to analyze the university's indirect external environment. This model indicates that five external environments can be considered and their effects analyzed: the **P**olitical, **E**conomic, **S**ocial, **T**echnological, and **L**egal environments.

The results of this analysis were as follows:

# **Analysis of the Indirect External Environment of Cairo University**

Analysis Elements		Opportunities		Threats		
1- Political Env.	01	The Country's increasing orientation towards international cooperation in research and education.				
, i olitical Eliv	02	The state's orientation towards benefiting from the service role of universities.				
	03	Growing demand for investment in higher education.	01	Increasing competition from international or private universities with high capabilities.		
	04	Cairo National University.	02	Limited external funding resources for libraries and technologies.		
	05	Cairo University Company.	03	The failure to activate several cooperation agreements with regional and international research centers and universities.		
2- Economic Env.	06	Branches of Cairo University in Arab countries (the Supreme Council of Universities approved two branches: Riyadh and Doha).	04	Instability in exchange rates (the dollar and the floating of the pound) and its impact on services and purchases. In addition to inflation and its effects on human resources performance.		
	07	The existence of a large number of cooperation agreements in the field of scientific research with regional and international universities and research centers.				

Analysis Elements	Opportunities		Threats		
3- Social Env.	08	Support from civil society institutions and companies for applied research projects.	05	Academic migration of young minds and researchers.	
	09	Students' readiness for community participation and activities. (An indicator of the possibility of integrating the university more into the local community).			
	10	The desire of civil society institutions to participate with the university in training students and graduates and preparing them for the job marKet.			
	11	The general trend of interest in the environment and increasing environmental awareness.			
4- Technological Env.	12	Government digital transformation and interest in e-learning.	06	The challenges of academic fraud, especially with developments in the use of artificial intelligence.	
	13	Availability of strategic directions at the state level to improve the digital infrastructure. (This can be exploited to improve the university's technology and infrastructure).			
	14	Interest in distance learning in higher education.			
5- Legal Env.	15	The new Egyptian Constitution of 2014 allocates a percentage of the gross national product for spending on higher education and scientific research.		7. The need to amend the Universities Organization Law.	
	16	A new Civil Service Law represents an important building block in the administrative reform of state units, including the administrative body of Cairo University.		8. The inadequacy of some regulations and rules governing worK, especially financial regulations.	

# Fourth: Evaluating the Results of the Environmental Analysis and Determining the Appropriate Strategy

After compiling the strengths and weaknesses of the university's internal environment, as well as the opportunities and threats it faces, these results are evaluated on the basis that the points included in the four environmental analysis outputs are not of equal importance to the university. From here, each output is evaluated separately.

### 1- Internal Factor Evaluation (IFE) Matrix

The focus here is on internal factors only - that is, strengths and weaKnesses. The steps for performing the Internal Matrix are as follows:

- A- Identify 510- areas of strength and an equal number of areas of weakness.
- **B** Assign a **relative weight** to each strategic internal factor based on its importance to the university. This weight ranges from 1 (very important) to 0 (unimportant), reflecting the potential impact of the factors on the university's strategic position. Note that regardless of the number of factors, the sum of all weights must equal **1.00** (or 100 if expressed as a percentage).
- **C** Assign a **rating** to each of the strategic internal factors on a scale of 1 to **4**, where a rating of 4 indicates an **excellent** response and a rating of **1** indicates a **poor** response. This rating reflects how well the university is performing in the area of that strategic factor. Note the following:
  - Strengths always receive a rating between **2** and **4**.
  - WeaKnesses always receive a rating between **1 and 2**, where a **Major WeaKness** receives a rating of 1, and a **Minor WeaKness** receives a rating of 2.
- **D** Calculate the **weighted score** for each strategic factor by multiplying its weight by its rating.
- **E** Sum the weighted scores for each internal strategic analysis factor to arrive at the university's **Total Weighted Score**.

The total weighted score will range from 4.00 (excellent performance) to 1.00 (poor performance). The closer the university is to the fiarst number, the more it is on the right track, and vice versa.

The following matrix shows the evaluation of Cairo University's internal factors:

Internal Strategic Factors	Weight*	Rate**	Weighted Score	
1- Strengths				
Competence of faculty members	15	4	60	
Organizational development that Keeps pace with changes	10	3	30	
Effective leaders	15	4	60	
Integrated strategies	10	3	30	
Values of governance and integrity	15	4	60	
Total			240	
2- WeaKnesses				
The need to develop administrative staff skills	10	1.5	15	
The need for more motivational incentives	5	2	10	
The need for more e-learning resources	5	2	10	
The need to develop some university libraries	10	1.5	15	
The need to develop infrastructure (halls, facilities, buildings, etc.)	5	2	10	
Total			60	
Total Weighted Scores	100		300	

It's clear from Cairo University's internal environmental matrix that it's in an advanced position. The total weighted score indicates that the university is on the right track, even if it needs further development in leveraging its strengths and addressing its weaknesses.

<sup>(\*)</sup> Derived from a quantitative analysis of the questions in the five survey forms, an appropriate sample of strategic plans from several comparable local, regional, and international public universities, and discussions among members of the analysis preparation team. A weight of 15 was given to an element that received an overall percentage of 80% or more, 10% to less than 80%, and 5% for 60% or less.

<sup>(\*\*)</sup> Derived from a quantitative analysis of the questions in the five survey forms, an appropriate sample of strategic plans from several comparable local, regional, and international public universities, and discussions among members of the analysis preparation team. For strengths, an element that received an overall percentage of 80% or more was given a value of 4, and 70% to less than 80% was given a value of 3. For weaknesses, an element that received an overall percentage of 80% or more from the entire quantitative analysis was given a value of 1; 70% to 80% a value of 1.5; and 60% or less, a value of 2. The difference in weight is due to weaknesses being distributed across only two degrees, whereas strengths are distributed across four degrees, according to the models matrix.

## 2- External Factor Evaluation (EFE) Matrix

This matrix is identical to the internal matrix, but it addresses external factors (opportunities/threats). Therefore, it follows the same steps, with a slight difference in how threats are rated. The rating values range from 1 to 4, with 4 indicating an excellent response and 1 indicating a **poor** response. This reflects how well the university is performing in relation to that strategic factor.

### The following matrix shows the evaluation of Cairo University's external factors:

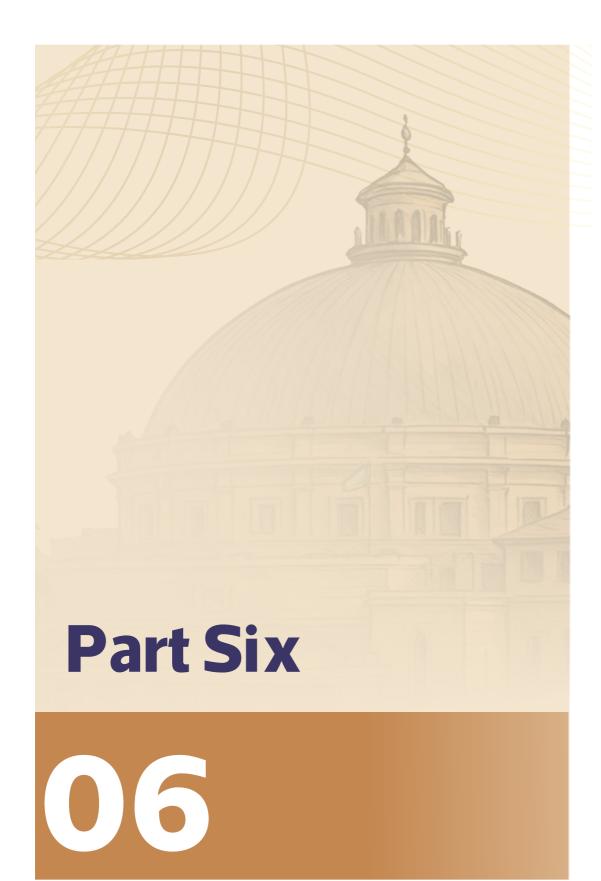
External Strategic Factors	Weight*	Rate**	Weighted Score	
1- Opportunities				
High international ranking and accreditation for many university units ensure a competitive advantage.	10	3	30	
The university's international branch, Cairo National University, Cairo University Company, and the university's branches in the Arab region represent significant added value.	15	4	60	
Diverse relationships with local, regional, and international governmental and non-governmental entities.	10	3	30	
Trust in the quality of services provided by the university.	15	4	60	
Significant competitive advantages in facing current and potential competitors and alternative services.	10	3	30	
Total			210	
2- Threats				
The increasing number of private universities and branches of foreign universities offering similar academic programs.	10	4	40	
The inadequacy of some regulations and rules governing the work.	5	4	20	
The growing trend of attracting faculty members to worK in external institutions that offer far greater benefits than the university.	10	4	40	

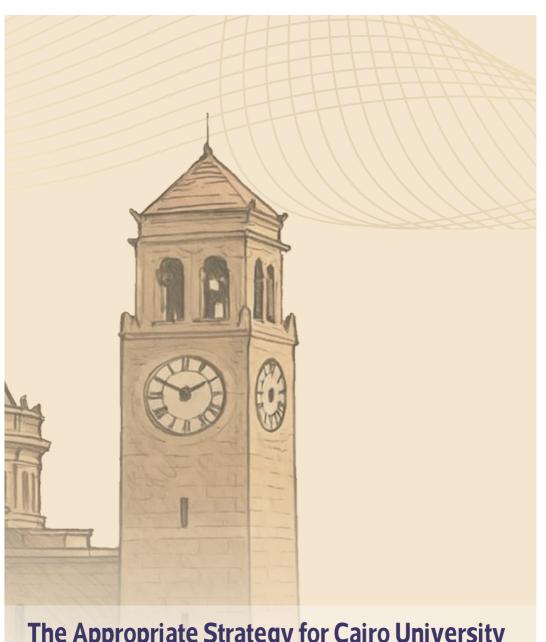
External Strategic Factors	Weight*	Rate**	Weighted Score
The increasing financial obligations of the university's research centers and programs to various central authorities.	10	3	30
The negative impact of economic conditions and financial crises.	5	4	15
Total			145
Total Weighted Scores	100		355

It is clear from Cairo University's external environmental matrix that it is in an advanced position. The total weighted score indicates that the university is on the right track, even if it needs further development in leveraging available opportunities and confronting current and potential threats.

<sup>(\*)</sup> Derived from a quantitative analysis of the questions in the five survey forms, an appropriate sample of strategic plans from several comparable local, regional, and international public universities, and discussions among members of the analysis preparation team. A weight of 15 was given to an element that received an overall percentage of 80% or more, 10 for 70% to less than 80%, and 5 for 60% or less.

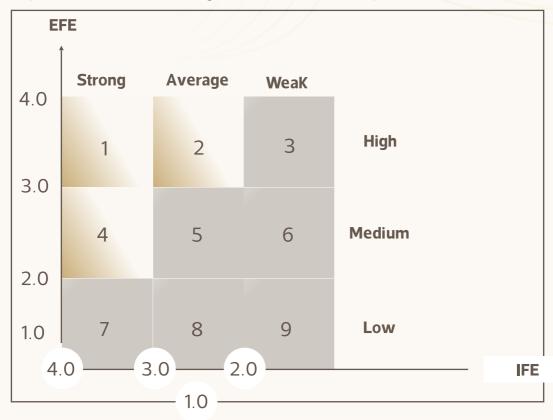
<sup>(\*\*)</sup> Derived from a quantitative analysis of the questions in the five survey forms, an appropriate sample of strategic plans from several comparable local, regional, and international public universities, and discussions among members of the analysis preparation team. For opportunities, an element that received an overall percentage of 80% or more was given a value of 4, and one that received 70% or less was given a value of 3. For threats, an element with an overall percentage of 70% or less was given a value of 4.





**The Appropriate Strategy for Cairo University** 

To choose the appropriate strategy, strategic planning literature and successful practices present several models, perhaps the most important of which is the **Internal/External (IE) Matrix**.\* This matrix determines that there are nine strategic positions in which organizations can be classified. The best position is characterized by an excellent internal and external status and is represented by square (1) in the matrix. This is followed by organizations that have an excellent status in one environmental aspect and an average status in the other, represented by squares (2) and (4) in the matrix. The other six positions follow thereafter. The figure below illustrates the nine positions included in the matrix.



Based on the internal and external environment matrices, the appropriate strategy for the university is generated. The strategy is the method for implementing the strategic goals, or the tool that defines the course and direction of the educational institution across all areas of work. This is done through specific projects and tasks, with precisely calculated arrangements and timelines, subject to effective followup to ensure achievement and the realization of the desired goals.

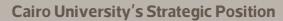
<sup>(\*)</sup> The Internal/External Matrix indicates that there are nine strategic positions for organizations. Three of these are positive: (1) an organization characterized by internal and external excellence, (2) an organization excellent externally and with a moderate internal position, and (3) an organization excellent internally and with a moderate external position. Following this are three more positions: (4) an internally excellent organization that is externally threatened, (5) an externally excellent organization that is internally weak, and (6) an organization with a moderate internal and external position. Finally, there are three of the worst strategic positions: (7) an internally weak organization with a moderate external position, (8) an externally threatened organization with a moderate internal position, and (9) an internally weak and externally threatened organization that is externally threatened.

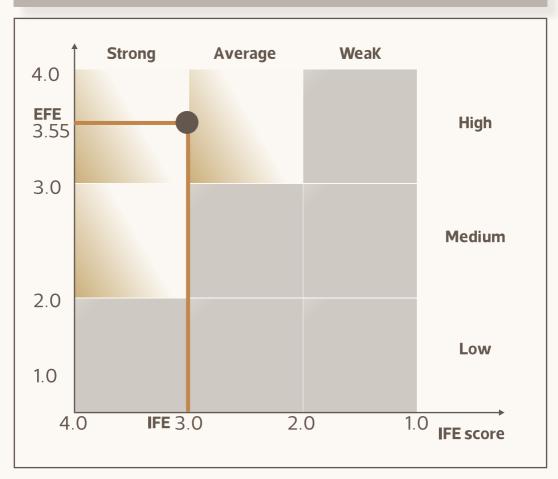
In general, any university has three main strategies:

- a. **The status quo strategy:** This is a strategy where the university continues to serve its clients using the same methods as in the past. The mix of products or services, distribution channels, clients, goals, etc., remains relatively unchanged.
- **b.** The retrenchment and withdrawal strategy: This can involve reducing the volume of operations and activities, surrendering to another entity, completely shifting to another activity, or liquidation and asset sale.
- **c**. **The growth and expansion strategy**: In this, the university works to attract more investments for growth to maintain its leadership and strong competitive position.

To determine the optimal strategy for Cairo University, we must first assess its strategic position using the matrix mentioned. The university's internal and external environmental position clearly indicates that it falls into square (1) of the matrix, which has a score range of 3 to 4.

#### The following figure illustrates this:

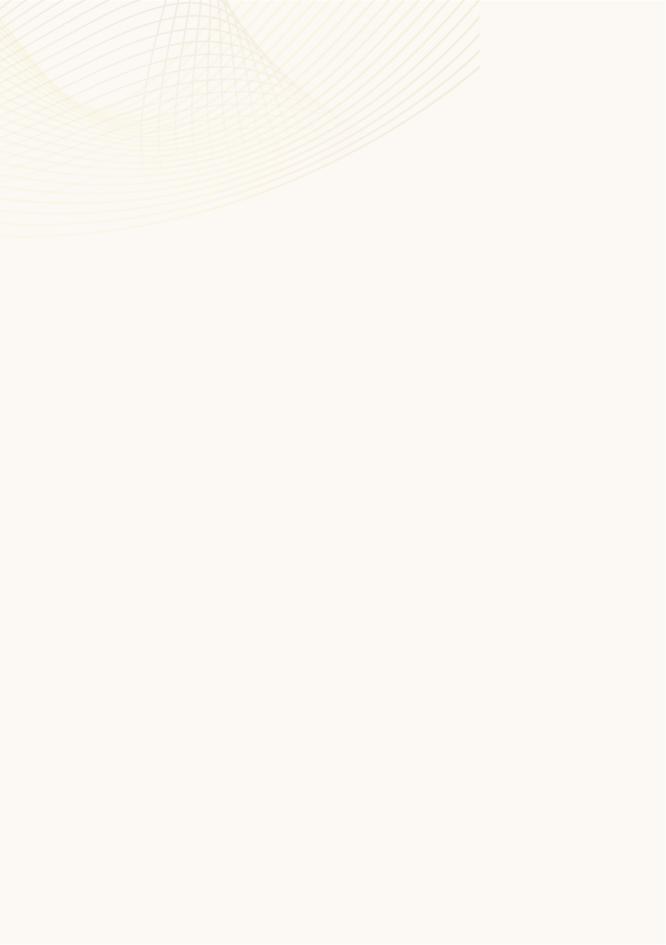


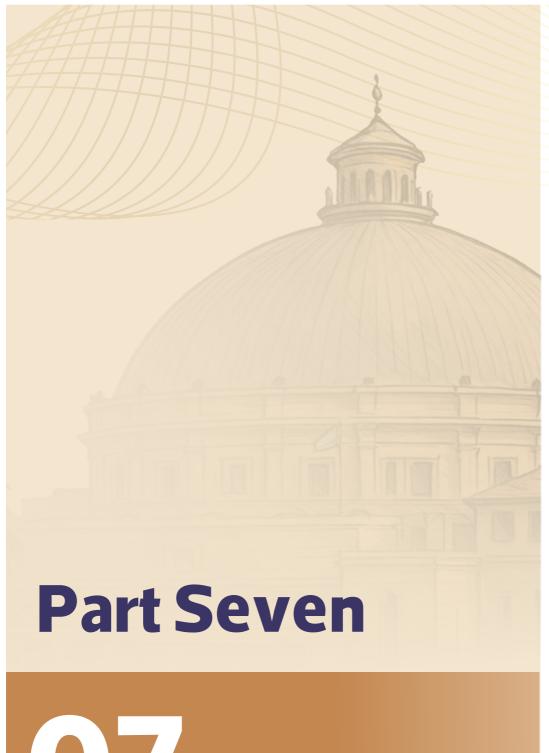


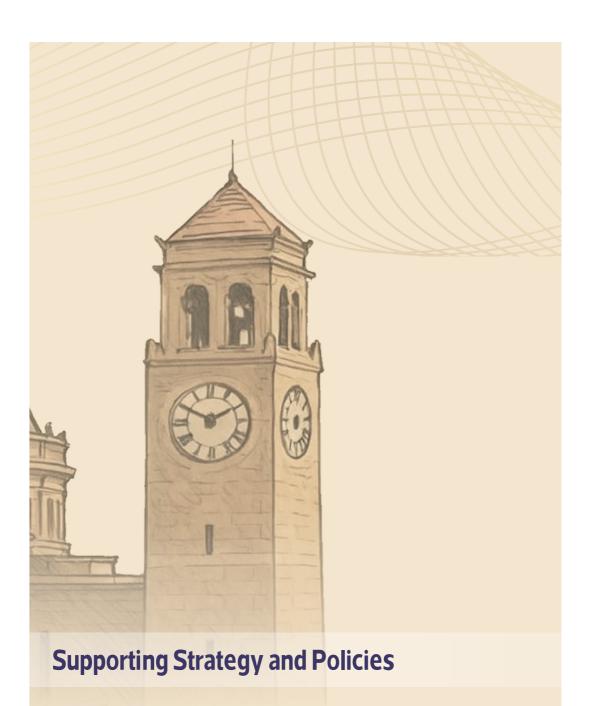
Naturally, the university's position in the first quadrant doesn't mean it's perfect. The university still faces a number of internal weaknesses and external threats, and it needs to address them to make further progress.

It is clear from Cairo University's strategic position that its growth and expansion strategy is suitable for ensuring its competitive advantage. Therefore, the university must continue to launch new programs that align with the needs of the job marKet. It must also develop its current programs to ensure leadership, especially in light of competition with peer universities, particularly international university branches, which are characterized by significant financial and technical capabilities.

Cairo University is already adopting this strategy, as evidenced by the executive plans. For example, the university's international branch, the Cairo National University, and the Cairo University Company have been established. Approval has also been granted for university branches in the Arab region. Furthermore, there is a continued focus on granting dual degrees with prestigious international universities, and professional masters programs have been introduced in various university specializations. There is also continuous development in working methods and the use of technology to improve the university's activities.







## First: University Policies and Strategies

After the strategic plan was prepared, it became clear that several existing internal university policies effectively support and implement its directions. These policies demonstrate alignment between institutional directions and the strategic vision and are considered strengths that can be built upon to achieve the plan's goals in an integrated manner.

#### Among the most prominent of these policies are:

#### ☐ The Policy for the Responsible Use of Artificial Intelligence

Cairo University's artificial intelligence strategy, launched in October 2024, aims to enhance the university's position as a leading institution in Al at both the local and international levels. The strategy includes developing digital infrastructure, supporting applied scientific research in Al fields, and enhancing cooperation with research institutions and industry. It also focuses on integrating Al into academic curricula and training students and researchers, in addition to launching specialized master>s and doctoral programs. The university also seeKs to establish centers of excellence in Al and its applications in medicine, engineering, agriculture, and other fields. The strategy also focuses on the ethical and legal dimensions of Al and encourages innovation and entrepreneurship.

#### ☐ The Intellectual Property Strategy

On September 21, 2022, Egyptian Prime Minister Mostafa Madbouly announced the launch of the National Intellectual Property Strategy. The launch of this strategy is the first of its Kind in Egypt. It is a true reflection of the Egyptian state's deep interest in this matter, grounded in its belief in its importance and in the role that the intellectual property system plays in driving the Egyptian economy and achieving the goals of sustainable development across all its social and economic dimensions. The strategy was launched in light of Egypt's Keenness to Keep pace with global development in this field and its recognition of the growing role of the Knowledge economy and technological development.

#### Goals of the National Intellectual Property Strategy:

- Governance of the institutional infrastructure for intellectual property.
- Preparing the legislative environment for intellectual property.
- Activating the economic return of intellectual property.
- Raising awareness of intellectual property among different segments of Egyptian society.

## ☐ The Egyptian Guide for the Ethical Treatment of Experimental Animals in Education and Scientific Research

Cairo University issued the draft of the Egyptian Guide for the Ethical Treatment of Experimental Animals in Education and Scientific Research, in line with ethical values and renewed Knowledge. The quide covers all aspects of animal care, use, and handling for scientific purposes across medicine, pharmacy, veterinary medicine, biology, and agriculture. It also includes principles of animal care and use, the basics of humane treatment of animals in scientific activities, sources of obtaining them, and the responsibilities of researchers and institutions.

The guide includes several sections on the responsibilities of researchers and teachers, the acquisition of animals from housing and shelter facilities, the reduction of pain and suffering, euthanasia, identification and numbering records, the examination of dead animals, and the safe disposal of carcasses. This is achieved by setting a set of principles to guide researchers, teachers, institutions, and ethical committees in the care and use of animals in education and scientific research in accordance with international standards. It also aims to promote justified motivations for using animals to strike a balance between the desired scientific benefits and the potential harmful effects on animal welfare, in addition to encouraging the development and application of alternative techniques to using animals for educational and research purposes and using the minimum number of animals without negatively affecting the educational and research process.

#### ☐ The National Policy for Sustainable Innovation 2030

The National Policy for Innovation and Technology primarily aims to link industry with education, where science, Knowledge, and technology are converted into economic and developmental value, thereby achieving economic growth and sustainable development within the framework of the state's supreme vision and the programs of the National Strategy for Higher Education and Scientific Research 2030, and the role that sustainable higher education institutions with global standards and capabilities play in the field of innovation, which helps to graduate human cadres suitable for the job marKet. The National Policy for Sustainable Innovation is based on five sub-policies that emerged from the basic policies of this national strategy, which in turn underpin many programs and initiatives. The most important of these is the development of the innovative capabilities and roles of higher education and scientific research institutions, where university admission policies are developed to enhance the attractiveness of practical faculties, entrepreneurship is taught interactively, and an institutional mechanism and an integrated system are put in place to enhance innovative activities, develop scholarship systems for study abroad, and develop mechanisms for registering intellectual property rights. The goal is to develop the higher education and scientific research system in Egypt, modernize universities) and research centers) missions, and enhance their role as a main driver of the innovation and sustainable development process.

#### ☐ Alliance and Development Initiative

The National Policy for Innovation and Technology primarily aims to link industry with education, where science, Knowledge, and technology are converted into economic and developmental value, thereby achieving economic growth and sustainable development within the framework of the state's supreme vision and the programs of the National Strategy for Higher Education and Scientific Research 2030, and the role that sustainable higher education institutions with global standards and capabilities play in the field of innovation, which helps to graduate human cadres suitable for the job marKet. The National Policy for Sustainable Innovation is based on five sub-policies that emerged from the basic policies of this national strategy, which in turn underpin many programs and initiatives. The most important of these is the development of the innovative capabilities and roles of higher education and scientific research institutions, where university admission policies are developed to enhance the attractiveness of practical faculties, entrepreneurship is taught interactively, and an institutional mechanism and an integrated system are put in place to enhance innovative activities, develop scholarship systems for study abroad, and develop mechanisms for registering intellectual property rights. The goal is to develop the higher education and scientific research system in Egypt, modernize universities, and research centers) missions, and enhance their role as a main driver of the innovation and sustainable development process.

## **Second: Supporting National Strategies**

## **List of National Reference Strategies**

#### ☐ The National Higher Education Strategy

The National Higher Education Strategy in Egypt aims to develop and improve the quality of higher education to align with the needs of the job market and Keep pace with global developments. The strategy includes several Key pillars, such as: improving the quality of education by developing and modernizing curricula to suit the requirements of the era; expanding scientific research by supporting research and innovation through providing necessary resources and enhancing cooperation between universities and research centers; developing educational cadres through continuous training programs for faculty to improve their skills; encouraging innovation and entrepreneurship by supporting the establishment of business incubators and innovation centers within universities; and international cooperation by enhancing partnerships with international universities and educational institutions to exchange expertise.

### ☐ The National Anti-Corruption Strategy

The National Anti-Corruption Strategy in Egypt aims to promote integrity and transparency across different state sectors. The strategy includes several main pillars, such as: promoting transparency and integrity by improving management and accounting systems in government agencies; developing laws and legislation to ensure the fight against corruption and promote legal accountability; enhancing the role of regulatory institutions, such as the Administrative Control Authority and the Financial Regulatory Authority; raising awareness and education through public campaigns to promote awareness of the importance of fighting corruption; and international cooperation to enhance the exchange of information and expertise in the field of anti-corruption.

#### ☐ The National Human Development Strategy

The National Human Development Strategy in Egypt aims to improve citizens quality of life by developing human capabilities across various fields. The strategy includes several main pillars, such as: improving the quality of education and ensuring all children have access to basic and secondary education; enhancing access to basic health services and improving healthcare for citizens; providing job opportunities and enhancing youth skills to enable their effective participation in the job market; improving nutrition levels to reduce malnutrition rates and increase nutritional awareness; providing a social safety net for vulnerable and needy groups; and supporting families and improving the social services provided to them.

#### ☐ The National Sustainable Energy Strategy

The National Sustainable Energy Strategy in Egypt aims to balance meeting energy needs with the sustainability of environmental resources. The strategy includes a set of main goals and initiatives: diversifying energy sources, improving energy use efficiency, stimulating innovation and scientific research, promoting the use of clean energy, and international cooperation.

### ☐ The National Food Security Strategy

This strategy aims to achieve sustainable food security by ensuring that food is sufficiently and safely available to everyone. The strategy includes several main pillars: increasing agricultural production, diversifying food sources, improving the supply chain, enhancing food safety, and raising community awareness and education.

#### ☐ The National Human Rights Strategy

The National Human Rights Strategy in Egypt (2021 - 2026) aims to promote human rights in various fields. Its strategic goals include: promoting citizenship rights and fundamental freedoms; ensuring freedom of expression and peaceful assembly; improving living standards and providing job opportunities; supporting the most vulnerable groups and enhancing their rights; promoting women's rights in all fields; protecting children's rights and ensuring a safe environment for them; ensuring the rights of people with disabilities in education, employment, and health services; and spreading a culture of human rights and promoting awareness of it among all segments of society.

### ☐ The National Women Empowerment Strategy

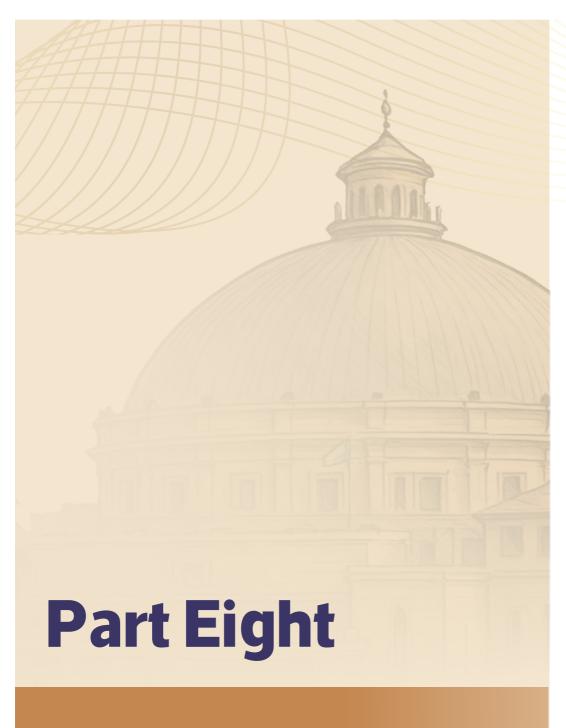
The National Women Empowerment Strategy in Egypt aims to enhance women's roles across social, economic, and political spheres. Its main goals include improving education and training opportunities for women, providing a suitable work environment, supporting women in entrepreneurship, and increasing their participation in decision-making positions. The strategy also seeks to address the challenges that hinder women's empowerment, such as violence and gender discrimination, and to provide comprehensive health services that support women's health.

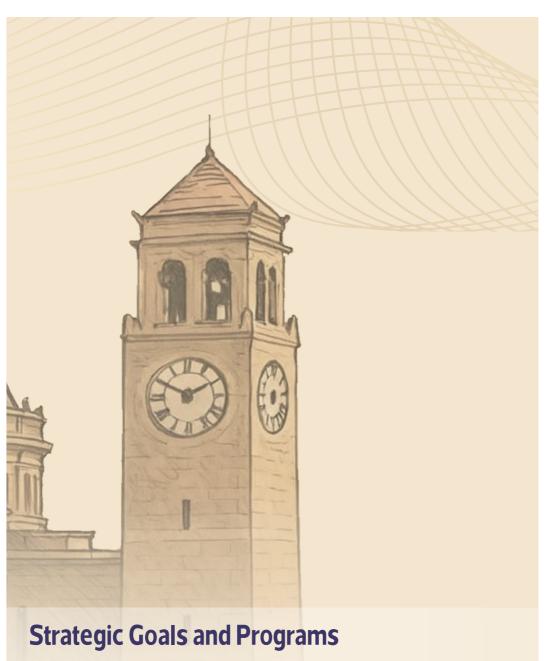
# Matrix of the Relationship Between National Strategies and Main Pillars

	National Strategies						
Main Pillars	National Higher Education Strategy	National Anti-Corruption Strategy	National Human Development Strategy	National Sustainable Energy Strategy	National Food Security Strategy	National Human Rights Strategy	National Women's Empowerment Strategy
Improving the quality of education	V		V				
Expanding scientific research	V			V			
Developing cadres	V		$\sqrt{}$	V			

			Nation	al Strate	gies		
Main Pillars	National Higher Education Strategy	National Anti-Corruption Strategy	National Human Development Strategy	National Sustainable Energy Strategy	National Food Security Strategy	National Human Rights Strategy	National Women's Empowerment Strategy
Encouraging innovation and entrepreneurship	V						
International cooperation	V	$\sqrt{}$		√			
Promoting transparency and integrity		V					
Developing laws and legislation		$\sqrt{}$				V	
Enhancing the role of regulatory institutions		V					
Raising awareness and education		√			√	√	
Enhancing access to basic health services and improving healthcare for citizens			V				
Improving the nutrition level			$\sqrt{}$		$\sqrt{}$		
Social protection and care			<b>V</b>			<b>√</b>	
Diversifying and using clean and renewable energy				<b>√</b>			
Increasing agricultural production					V		
Diversifying food sources					√		
Enhancing food security					$\sqrt{}$		

National Strategies							
Main Pillars	National Higher Education Strategy	National Anti-Corruption Strategy	National Human Development Strategy	National Sustainable Energy Strategy	National Food Security Strategy	National Human Rights Strategy	National Women's Empowerment Strategy
Rights of people with disabilities						<b>√</b>	
Women's and children's rights						<b>V</b>	$\checkmark$
Civil and political rights						<b>V</b>	$\checkmark$
Economic and social rights						<b>V</b>	$\checkmark$







The strategic goals have been divided into work programs that align with the governments action plan. These programs have also been broken down into activities and projects, with **Key Performance Indicators (KPIs)** set at the operational level to measure actual implementation. Additionally, other indicators have been established at the outcome level to measure the desired impact and convert strategic goals into measurable results, making success easier to evaluate. These KPIs help determine progress toward the specific goals outlined in the strategy and facilitate data-driven decisions. They provide factual, reliable information that can be used to adjust the course or improve performance. The parties responsible for implementing the proposed activities and projects have also been identified to assign responsibilities and ensure efforts are moving in the right direction, enabling continuous adjustments to achieve the best possible results.

Implementation Responsibility	. University Secretariat . Community Service and Environmental . Development Sector . Faculties and Institutes	University Secretariat Education and Students Sector Postgraduate Studies and Research Sector Community Service and Environmental Development Sector Faculties and Institutes University Hospitals	University Secretariat Community Service and Environmental Development Sector Faculties and Institutes University Hospitals
Outcome Level Performance Indicator	. Number of jobs provided through university incubators . Percentage of beneficiaries from training programs in university incubators . Annual financial return from university incubators . Satisfaction level of beneficiaries from university incubator services	. Percentage increase in revenues . Net profit growth percentage . Percentage of reliance on the universityss self-generated resources	. Number of observations received from regulatory authorities . Percentage of completed financial disclosure reports out of the total required financial reports . Percentage of financial units, compliance with financial governance policies
Executive Level Performance Indicator	. Number of affiliated university incubators . Number of financial projects for university incubators . Number of agreements and partnerships between university incubators and the private sector . Total funding and investment in the activity of university incubators	. Number of measures taken for expenditure efficiency . Number of workshops or training programs to improve financial resource management	. Number of automated systems . Number of developed internal control systems
Activities and Projects	Activating the role of university incubators	Enhancing revenues and expenditure efficiency	Governance of financial procedures
Programs	Enhancing financial inclusion and increasing expenditure efficiency		
Strategic Goals	Enhancing financial sustainability		
Strategic Objectives	Transforming Cairo University into a smart, productive, and sustainable university		

Implementation Responsibility	University Secretariat Community Service and Environmental Development Sector Faculties and Institutes University Hospitals	University Secretariat Community Service and Environmental Development Sector Faculties and Institutes University Hospitals	University Secretariat Community Service and Environmental Development Sector Faculties and Institutes University Hospitals	University Secretariat Community Service and Environmental Development Sector Faculties and Institutes University Hospitals
Outcome Level Performance Indicator	. Percentage of alignment with environmental sustainability standards . Percentage of reduction in carbon footprint	. Percentage of compliance with safe waste disposal procedures . Percentage of storage sites that meet international standards	. Percentage of recycled waste through the smart system out of total waste . User satisfaction percentage with the smart recycling system	. Completion percentage in greening projects . Percentage of green area . Percentage of expansion in green area Survival rate of planted trees after one year or more
Executive Level Performance Indicator	. Number of events and training programs . Number of beneficiaries from events	i. Number of tons of waste disposed of is Number of violations and warnings issued by regulatory authorities	participants in smart recycling programs  Number of partnerships with recycling and technology companies  Number ofactivities for marketing recycled products	. Number of ornamental trees . Number of fruit trees . Area of greened zones
Activities and Projects	Events, initiatives, and programs for capitalizing on climate change and its challenges	Safe waste disposal	Smart waste recycling	Greening expansion programs
Programs	Environmental protection and sustainable development			
Strategic Goals	Environmental sustainability			
Strategic Objectives	Transforming Ca sustainable univ			

Implementation Responsibility	University Secretariat Education and Students Sector Postgraduate Studies and Research Sector Community Service and Environmental Development Sector Faculties and Institutes University Hospitals	University Hospitals	University Secretariat Education and Students Sector Postgraduate Studies and Research Sector Community Service and Environmental Development Sector Faculties and Institutes University Hospitals
Outcome Level Performance Indicator	. Percentage of reduction in errors in document handling . Completion percentage of work after automation . Increased transparency in administrative processes . User satisfaction percentage with transparency in procedures after automation . Beneficiary satisfaction percentage with transparency in procedures after automation	. Completion percentage in implementing artificial intelligence in diagnosing diseases . Percentage of cases correctly diagnosed by artificial intelligence . Patient satisfaction percentage with medical services provided using artificial intelligence	. Percentage of decrease in cyber vulnerabilities and breaches after implementing the program . Percentage of increase in participants awareness of cybersecurity concepts . Participant satisfaction percentage with training programs and initiatives
Executive Level Performance Indicator	. Number of administrative units where electronic archiving was implemented . Number of digitized documents . Number of procedures converted to electronic . Number of employees trained on using the electronic archiving system	the smart system to provide a diagnosis or treatment. Number of medical analyses, medical images, and operations processed by artificial intelligence technologies. Number of actual cases where artificial intelligence technologies were utilized.	applications used . Number of cybersecurity applications used . Number of activities and events in the field of cybersecurity . Number of beneficiaries from cybersecurity initiatives, discussion panels, and programs
Activities and Projects	Automation of administrative documents and records management	Applying artificial in telligence technologies in diagnosing and treating diseases	Cybersecurity initiatives, discussion panels, and programs
Programs	Digitization of administrative units Utilizing artificial intelligence technologies in medical services Cybersecuri		
Strategic Goals	Transition towards digital sustainability		
Strategic Objectives	Transition towards a smart, productive, and sustainable university		

Implementation Responsibility	President of the University Sector University Secretariat Faculties and Institutes	President of the University Sector University Secretariat Faculties and Institutes	Postgraduate Studies and Research Sector Faculties and Institutes	President of the University Sector University Secretariat Faculties and Institutes			
	Presid Univer Faculti						
Outcome Level Performance Indicator	. Completion percentage in implementing electronic management systems . User satisfaction percentage with the performance and ease of use of the electronic system . Reliance percentage on electronic systems	. Improved clarity of roles and responsibilities between departments . Employee satisfaction percentage with the new organizational structure	. Participant satisfaction percentage with training programs . Percentage of improvement in the academic or research performance of participants after training	Administrative staff participant satisfaction percentage with training programs Percentage of improvement in the administrative performance level after training			
Executive Level Performance Indicator	. Number of electronic systems activated . Number of departments and units electronically linked within the unified system . Number of employees trained on using the electronic system	Number of units and departments whose organizational structure has been updated  Number of approved organizational structures after the update  Number of jobs that have been redescribed or redistributed within the new structure	. Number of faculty members and supporting staff who received training . Number of training programs held for faculty members and supporting staff	. Number of administrative staff members who received training . Number of training programs held for the administrative staff			
Activities and Projects	Implementing electronic management systems	Updating the organizational structure	Training programs for faculty members and supporting staff at the university	Training programs for the university's administrative staff members			
Programs	Administrative reform a efficiency	and enhancing institutional	Developing the capab members and adminis				
Strategic Goals	Supporting Institutional Go	overnance	Developing institutions and improving the efficiences	·			
Strategic Objectives	Enhancing and developing	g institutional capacity		Enhancing and developing institutional capacity			

Implementation Responsibility	President of the University Sector Relevant Faculties University Hospitals	University Hospitals Relevant Faculties	University Hospitals Relevant Faculties
Outcome Level Performance Indicator	. Percentage of improvement in the professional performance of the medical staff after training . Medical staff satisfaction level with the training programs and their quality	. Percentage of internationally accredited training programs out of the total programs held. Percentage of improvement in the performance of medical staff as a result of participating in international training programs. Satisfaction level of participants with training programs held in an international partnership	. Percentage improvement in the professional performance of doctors participating in advanced fellowship programs . Percentage of increase in the number of doctors who obtained international certificates or accreditation through fellowship programs
Executive Level Performance Indicator	. Number of training programs held according to international standards or practices . Number of beneficiaries from training programs	. Number of agreements or memorandums of understanding signed with international medical institutions . Number of medical staff who benefited from international training	Number of faculty members participating in the development or implementation of fellowship programs in international cooperation. Number of fellowship training programs implemented inside university hospitals or units
Activities and Projects	Applying global best practices to develop the capabilities of medical staff in the health sector	Enhancing international mobility in implementing training programs	Developing the Egyptian fellowship programs with international organizations
Programs	Developing and refining the capabilities of the medical team through continuous training		
Strategic Goals	Developing institutional performance and improving the efficiency of human resources		
Strategic Objectives	Enhancing and developing institutional capacity		

Implementation Responsibility	Education and Student Affairs Sector Postgraduate Studies and Research Sector Colleges and Institutes	Colleges and Institutes University Hospitals	Education and Student Affairs Sector Colleges and Institutes University Hospitals	
Outcome Level Performance Indicator	<ul> <li>1- Number of colleges that obtained accreditation</li> <li>2- Number of academic programs that obtained accreditation</li> <li>3- The university's ranking in approved classifications</li> </ul>	1- Number of Iaboratories that obtained accreditation 2- Percentage of Iaboratories with renewed accreditation	1- Student satisfaction rate with student care services 2- Student participation rate in activities supporting mental and social health	
Executive Level Performance Indicator	1- Number of colleges that have applied for accreditation 2- Number of faculty members who participated in training programs related to quality and accreditation 3- Establishing the University System Evaluation Center	1-Number of laboratories that have applied for accreditation 2-Number of laboratory technicians trained in accreditation requirements	1- Number of beneficiaries of student care programs programs	
Activities and Projects	Preparing colleges for accreditation	Preparing Iaboratories for accreditation	Student care at the university	
Programs	Educational quality qualify international accreditation	ring for local and	Health, Social, and Environmental Care	
Strategic Goals	Improving the quality of the educational system in line with global standards			
Strategic Objectives	Advancing the educational graduates	Advancing the educational system to strengthen the competitiveness of students and graduates		

Implementation Responsibility	University Secretariat Colleges and Institutes University Hospitals	University Secretariat Colleges and Institutes University Hospitals	University Secretariat Education and Student Affairs Sector Postgraduate Studies and Research Sector Community Service and Environmental Development Sector Colleges and Institutes
Outcome Level Performance Indicator	1- Staff satisfaction rate with the care services provided 2- Percentage of staff participating in care programs	1-Satisfaction rate of faculty and assistants with the care services provided 2- Percentage of faculty and assistants participating in care programs	1- Percentage of increase in student capacity at the university 2- Student and faculty satisfaction rate regarding the developed college environment
Executive Level Performance Indicator	1- Number of beneficiaries of staff care programs 2- Number of staff care programs	1- Number of beneficiaries of faculty and assistants> care programs 2- Number of care programs for faculty and assistants	1- Number of new programs established 2- Number of colleges with upgraded infrastructure and technology 3- Number of newly accredited academic programs
Activities and Projects	Staff care at the university	Care for faculty members and assistants at the university	Expanding the establishment of new university programs and developing existing colleges and programs
Programs	Health, Social, and Environmental (	Increasing opportunities for higher education	
Strategic Goals	Improving the quality of the education standards	Providing opportunities for higher education for those interested	
Strategic Objectives	Advancing the educational system to strengthen the competitiveness of students and graduates		

Implementation Responsibility	University Secretariat Education and Student Affairs Sector	University Secretariat Education and Student Affairs Sector Postgraduate Studies and Research Sector Community Service and Environmental Development Sector Colleges and Institutes	University Secretariat Education and Student Affairs Sector Postgraduate Studies and Research Sector Community Service and Environmental Development Sector Colleges and Institutes	
Outcome Level Performance Indicator	1- Percentage of increase in the number of resident students 2- Occupancy rate of new housing units 3- Student satisfaction rate with accommodation quality and services in university dormitories	1- Percentage of increase in students enrolled in remotely offered professional programs 2- Student satisfaction rate with the quality of remote professional programs 3- Percentage of faculty qualified for remote professional education out of the total trainers in professional programs	1- Student satisfaction rate with the quality of academic programs 2- Percentage of contribution of the national university and branches abroad to the university.s total income 3- Student satisfaction rate with the quality of academic programs and services at the national university 4- Student satisfaction rate with the quality of academic programs and services at university branches abroad	
Executive Level Performance Indicator	1- Number of new university dormitories 2- Number of renovated housing units 3- Number of students in university dormitories	1- Number of remote professional education programs 2- Number of students benefiting from remote professional education 3- Number of faculty members qualified to teach remotely	1-Number of students enrolled in the national university 2- Number of students enrolled in university branches abroad 3- Number of academic programs offered by the national university 4- Number of university branches abroad 5- Number of accredited and active academic programs at university branches abroad	
Activities and Projects	Establishing and developing university dormitories	Expanding remote professional education programs	Establishing private educational institutions and university branches abroad	
Programs	university dormitories and developing the existing developing the existing		Supervising private educational institutions and university branches abroad	
Strategic Goals	Improving the quality of the	Improving the quality of the educational system in line with global standards		
Strategic Objectives	Advancing the educational system to strengthen the competitiveness of students and graduates			

Implementation Responsibility	Education & Student Affairs Sector Postgraduate Studies and Research Sector Faculties & Institutes	University Secretariat Education & Student Affairs Sector Postgraduate Studies and Research Sector Community Service and Environmental Development Sector Faculties & Institutes	University Secretariat Education & Student Affairs Sector Postgraduate Studies and Research Sector Community Service and Environmental Development Sector Faculties & Institutes
Outcome Level Performance Indicator	1- Pass rate in academic courses 2- Student satisfaction with teaching and supervision 3- Graduation rate within the scheduled period 4- Number of awards or scientific student participations resulting from outstanding academic supervision 5- Student-to-faculty member ratio	1- Number of students enrolled in vocational programs 2- Percentage of partnerships resulting in practical training or employment opportunities for graduates	1- Percentage of graduates who have been employed 2- Level of satisfaction of industrial partners with technological university graduates
Executive Level Performance Indicator	1- Number of courses taught during the academic year 2- Number of teaching hours for faculty members 3- Number of faculty members participating in academic supervision 4- Percentage of electronic learning tools and educational platforms used 5- Number of students under academic/research supervision 6- Percentage of courses taught remotely or via hybrid methods	1- Number of new vocational and technological programs 2- Number of partnerships or memoranda of understanding with productive or service entities	1- Number of students enrolled in the technological university 2- Number of technological academic programs approved and implemented 3- Number of faculty and administrative staff appointed or seconded to work at the technological university
Activities and Projects	Teaching & Supervision	Introducing Vocational and Technological Programs in Partnership with Productive and Service Sectors	Supervision and Operation of the Technological University
Programs	Introducing Modern Teaching Patterns and Activating Distance Learning	Enhancing Integratio Sectors to Provide Technological Prog	n with Productive and Service Distinctive Vocational and rrams
Strategic Goals	Updating Academic Programs and Teaching Methods to Improve Education Quality  Developing the Technological and Vocation Education Pathway at the University		
Strategic Objectives	Advancing the Educational System to Strengthen the Competitive SKills of Students and Graduates		

Implementation Responsibility	University Secretariat Education & Student Affairs Sector Postgraduate Studies and Research Sector Community Service and Environmental Development Sector Faculties & Institutes	Education & Student Affairs Sector Postgraduate Studies and Research Sector Faculties & Institutes	Education & Student Affairs Sector Community Service & Environment Sector Faculties & Institutes	
Outcome Level Performance Indicator	1- Annual growth rate in the number of international students 2- Percentage of international students out of total university student enrollment 3- International student satisfaction rate with academic and administrative services provided	1- Enrollment rate in specialized and distinguished programs 2- Number of graduates from new and updated programs 3- Student satisfaction rate with new programs	1- Percentage of students participating in activities out of the total number of students students 2- Number of students identified and classified as talented 3- Number of awards or certificates of appreciation received by talented students	
Executive Level Performance Indicator	1- Number of international students 2- Number of different nationalities of international students enrolled at the university during the academic year 3- Number of international student recruitment plans prepared and implemented 4- Number of promotional activities or international agreements to support the recruitment of international students	1- Number of students enrolled in new and updated programs 2- Number of new academic programs 3- Number of updated courses	1- Number of beneficiaries from student activities 2- Number of student programs and activities 3- Number of local or regional competitions in which university students participated	
Activities and Projects	Preparing and Implementing an Implementing an Integrated Plan to Attract International Students to Study at the University	Expanding Specialized and Distinguished New Programs	Organizing Student Activities and Supporting Talents in Various Fields	
Programs	Attracting and Supporting International Students	Introducing and Developing Academic Programs	Developing Student SKills and Supporting Talents	
Strategic Goals	Improving the Competitiveness of Education Systems and Outcomes			
Strategic Objectives	Advancing the Educational System to Strengthen the Competitive SKills of Students and Graduates			

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Implementation Responsibility	Education and Student Sector Graduate Studies and Research Sector Colleges and Institutes	Education and Student Sector Community Service and Environment Sector Colleges and Institutes	Education and Student Sector Community Service and Environment Sector Colleges and Institutes
Outcome Level Performance Indicator	1- Percentage of programs developed based on labor market needs 2- Employer satisfaction rate with program graduates	<ul><li>1- Percentage of graduates who obtained jobs in their specialties</li><li>2- Employer satisfaction rate with graduates&gt; skill levels</li></ul>	1- Number of students who made progress in their labor market readiness after career guidance 2- Student satisfaction rate with career guidance services 3- Percentage of graduates who obtained job opportunities as a result of receiving career guidance
Executive Level Performance Indicator	1- Number of programs offered that serve the labor market 2- Number of partnerships with labor market entities or entrepreneurshipsupporting organizations	1- Number of training programs offered to develop job skills 2- Number of benefiting students 3- Number of interactive meetings with employers (forums - workshops - guest lectures)	1- Number of students benefiting from career counseling centers 2- Number of career counseling centers 3- Number of specialized and general employment forums organized in cooperation with labor market entities
Activities and Projects	Academic programs serving the labor market and encouraging entrepreneurship	Developing students' skills and preparing them for the labor market	Career guidance for employment
Programs	Academic programs supporting the labor market and entrepreneurship	Providing practical field programs	Activating the role of university career development centers
Strategic Goals	Integration between educational outcomes and the labor marKet		
Strategic Objectives	Advancing the educational system to strengthen the competitive sKills of students and graduates		

Implementation Responsibility	Postgraduate Studies and Research Sector Faculties and Institutes	Postgraduate Studies and Research Sector Community Service and Environmental Development Sector Faculties and Institutes	University Secretariat Education and Student Sector Postgraduate Studies and Research Sector Community Service and Environmental Development Sector Faculties and Institutes University Hospitals
Outcome Level Performance Indicator	1- Researchers' satisfaction rate regarding the impact of training programs on their research performance 2- Number of new research projects resulting from capacity-building programs 3- Rate of increase in scientific publishing	1-Total external funding obtained by the university through partnerships 2- Percentage of research projects executed with external funding of the total number of research projects implemented at the university during the same period	1- Rate of increase in awareness of intellectual property rights 2- Rate of increase in the number of intellectual property registration applications submitted for legal protection
Executive Level Performance Indicator	1- Number of faculty members sent on scientific missions 2- Number of faculty members participating in conferences, workshops, and specialized scientific events 3- Number of researchers benefiting from training programs and workshops in scientific and technological research	1- Number of partnerships and agreements to support scientific research 2- Number of graduate scholarships offered 3- Number of research projects resulting from partnerships	1- Number of awareness seminars and workshops conducted on intellectual property 2- Number of participants in awareness events 3- Number of intellectual property registration applications submitted
Activities and Projects	Enhancing Researchers' Capabilities in Scientific and Technological Research	Building Partnerships to Support Scientific Research and Diversify Funding Sources, such as Donations and Grants	Raising Awareness of Intellectual Property Rights
Programs	Supporting Scientific Research and Developing Funding Sources at the University		Promoting Innovation Culture and Raising Awareness of Intellectual Property Rights
Strategic Goals	Advancing the Scientific Research System to Achieve Added Value in the Knowledge Economy		
Strategic Objectives	Advancing Scientific Research and Reinforcing Cairo University's Role in the Knowledge Economy		

Implementation Responsibility	University Secretariat Education and Student Sector Postgraduate Studies and Research Sector Community Service and Environmental Development Sector Faculties and Institutes University Hospitals	Postgraduate Studies and Research Sector Faculties and Institutes	Postgraduate Studies and Research Sector Community Service and Environmental Development Sector Faculties and Institutes
Outcome Level Performance Indicator	1-Rate of increase in patent registrations compared to the period before launching the platform 2- Users' satisfaction rate regarding the platform's effectiveness in supporting innovation	1- Percentage of international publishing to the total scientific publishing at the university 2- Faculty members' satisfaction rate regarding scientific publishing support services 3- Rate of improvement in the university's ranking in indicators related to scientific publishing	1- Percentage of published research in priority fields 2- Percentage of research linked to national priorities of the total research submitted during the same period
Executive Level Performance Indicator	1- Number of users registered on the platform from faculty members, staff, and students 2- Number of innovative requests or patent registration applications submitted through the platform	1- Number of published research papers locally/internationally 2- Number of workshops or courses conducted on scientific publishing 3- Number of accredited journals collaborated with for publishing	1- Number of research papers linked to national priorities 2- Number of seminars and workshops conducted to present and identify research national priorities to researchers
Activities and Projects	Establishing and Activating an Integrated Specialized Electronic Platform to Support Innovation and Register Innovative Ideas and Patents	Publishing Scientific Research Locally and Internationally	Aligning Scientific Research with National Priorities
Programs	Promoting Innovation Culture and Raising Awareness of Intellectual Property Rights	Supporting Scientific Publishing	LinKing Scientific Research to Community Service
Strategic Goals	Advancing the Scientific Research System to Achieve Added Value in the Knowledge Economy		
Strategic Objectives	Advancing Scientific Research and Reinforcing Cairo University's Role in the Knowledge Economy		

Implementation Responsibility	University Secretariat Community Service and Environmental Development Sector Relevant Colleges University Hospitals	University Secretariat Community Service and Environmental Development Sector Relevant Colleges University Hospitals	University Secretariat Community Service and Environmental Development Sector University Hospitals General Administration of Preventive Affairs
Outcome Level Performance Indicator	1- Number of beneficiaries from hospital or medical center services after the operation 2- Beneficiary satisfaction rate regarding the quality of medical services after the operation 3- Reduction rate in waiting times to receive medical services	1- Increase the number of beneficiaries after development 2- Increase the rate of patient satisfaction with healthcare services after development	services provided 2- Increased improvement rate in the health status of beneficiaries 3- Increased health awareness among beneficiary groups
Executive Level Performance Indicator	1- Number of hospitals and medical centers established 2- Number of medical units or departments equipped 3- Number of medical and technical devices supplied and operated 4- Completion rate in building new hospitals and medical centers during a given period	1- Number of healthcare facilities developed or rehabilitated 2- Number of new medical devices or systems provided	1- Number of beneficiaries from medical services (preventive and curative) 2- Number of medical staff participating in preventive and curative services 3- Number of medical convoys conducted
Activities and Projects	Establishing and Equipping Specialized Hospitals and Medical Centers Affiliated with the University	Developing Healthcare Facilities	Medical Services (Preventive and Curative)
Programs	Delivering Healthcare Services to the University's Internal and External Community		
Strategic Goals	Providing an Integrated and Distinguished Healthcare System for the University's Internal and External Community		
Strategic Objectives	Maximizing Cairo University's Role in Community Development		

Implement Responsit		Community Service and Environmental Development Sector Faculty of Pharmacy University Hospitals	Community Service and Environmental Development Sector Faculty of Pharmacy University Hospitals	Community Service and Environmental Development Sector Colleges and Institutes	Community Service and Environmental Development Sector Colleges and Institutes
Outcome L Performa Indicato	nce	1- Increase in the number of beneficiaries frompharmaceutical services 2- Beneficiary (patient) satisfaction rate regarding availability of medicines and supplies	1-Rate of improvement in beneficiaries' awareness of the risks of medicine misuse 2- Participant satisfaction rate regarding the content and methods of awareness	1- Satisfaction rate of people with disabilities regarding the quality of services available within the university 2- Increased integration rate of people with disabilities in educational and student activities	1- Rate of people with disabilities who obtained employment opportunities after completing rehabilitation programs 2- Rate of improvement in professional skills among program participants
Executive I Performa Indicate	nce	<ul><li>1- Number of beneficiaries from pharmacy services</li><li>2- Number of pharmacists</li><li>3- Number of pharmacies</li></ul>	<ul><li>1- Number of beneficiaries from awareness-raising activities</li><li>2- Number of awareness events conducted</li></ul>	<ul><li>1- Number of beneficiaries from services for people with disabilities</li><li>2- Number of services provided for people with disabilities</li></ul>	1- Number of rehabilitation programs implemented for people with disabilities 2- Number of beneficiaries from rehabilitation programs for people with disabilities
Activities Project		Providing Medicines and Medical Supplies	Raising Awareness of Misuse of Medicines	Providing Services to Facilitate the Needs of People with Disabilities	Rehabilitation Programs to Provide Employment Opportunities for People with Disabilities
Progran	ns	Providing Safe and Effect Services	ctive Pharmaceutical	Achieving Social Justice	
Strategic (	Goals	Providing an Integrated and Distinguished Healthcare System for the University's Internal and External Community		· · · · · · · · · · · · · · · · · · ·	
Strateg Objectiv		Maximizing Cairo University's Role in Community Development			

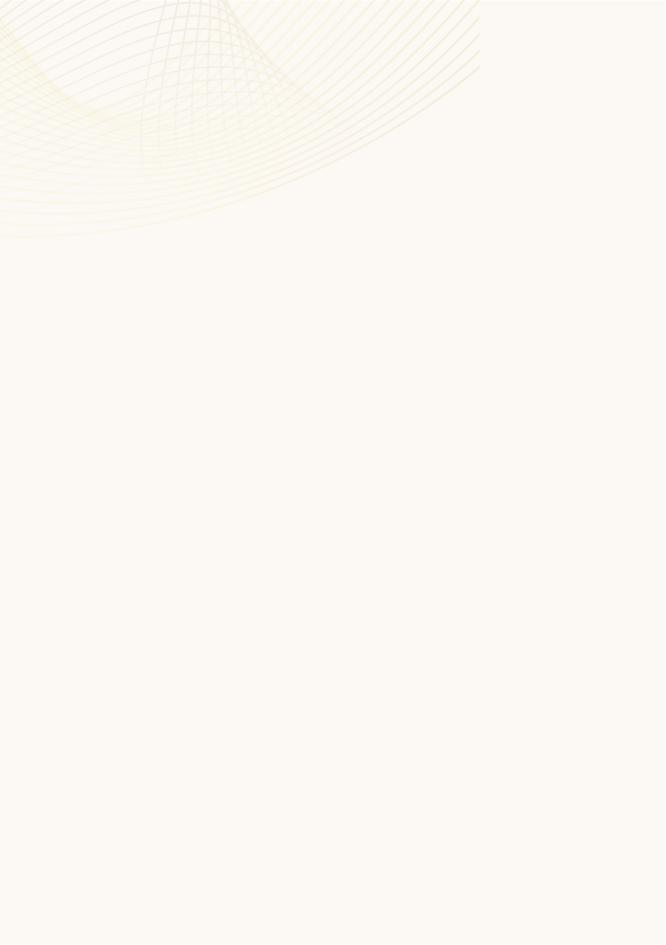
Implementation Responsibility	University Secretariat Community Service and Environmental Development Sector University Hospitals	University Secretariat Community Service and Environmental Development Sector University Hospitals	University Secretariat Community Service and Environmental Development Sector University Hospitals
Outcome Level Performance Indicator	<ul><li>1- Rate of increase in the number of beneficiaries from center services</li><li>2- Rate of increased health awareness among women and children</li></ul>	1- Rate of increased awareness among female beneficiaries regarding health issues addressed by the initiative 2- Rate of beneficiary satisfaction with services provided within the initiative	1- Satisfaction rate of female beneficiaries with clinic services after development 2- Rate of increase in the number of beneficiaries after clinic development
Executive Level Performance Indicator	1- Number of developed women and child health support centers 2- Number of beneficiaries from activities conducted at the centers	1- Number of beneficiaries from the initiatives 2- Number of initiatives	1- Number of mother and child care clinics 2- Number of beneficiaries from mother and child care clinics
Activities and Projects	Developing Women's Centers to Support Women and Child Health	I m p I e m e n t i n g Presidential Initiatives for Women and Children	Developing Mother and Child Care Clinics at the University
Programs	Developing and Activating Women and Child Health Projects		
Strategic Goals	Enhancing the University's Participation with Society in Addressing Community Issues and Challenges		
Strategic Objectives	Maximizing Cairo University's Role in Community Development		

Implementation Responsibility	Community Service and Environmental Development Sector Relevant Colleges	Community Service and Environmental Development Sector Relevant Colleges	Community Service and Environmental Development Sector Relevant Colleges	University President's Sector Community Service and Environmental Development Sector Colleges and Institutes
Outcome Level Performance Indicator	1- Increased awareness among participating children about the university's and science's role in community service 2-Level of parents' satisfaction with the program	1- Level of parents' and teachers' satisfaction with the initiatives' impact on children's awareness of their rights 2- Percentage improvement in children's Knowledge of their rights after participating in events and initiatives	1- Number of children benefiting from university nurseries 2- Number of females benefiting from university nursery services	1- Number of beneficiaries from women's advancement programs 2- Number of programs to enhance women's advancement
Executive Level Performance Indicator	1- Number of Child University Program events at the university 2- Number of children partidipating in the Child University Program	1- Number of beneficiaries from child rights awareness initiatives 2 - Number of events and initiatives for child rights awareness	1- Number of children benefiting from university nurseries 2- Number of females benefiting from university nursery services	1- Number of beneficiaries from women's advancement programs 2- Number of programs to enhance women's advancement
Activities and Projects	Child University	Child Rights Awareness Initiatives	University Nurseries	Training Programs to Enhance Advancement Opportunities for Egyptian Women
Programs	Strengthening the University's Contribution to Raising an Informed Generation  Combating Violence Against Women			
Strategic Goals	Enhancing the University's Engagement with the Community in Addressing Societal Issues and Challenges			
Strategic Objectives	Maximizing Cairo University's Role in Community Development			

Implementation Responsibility	University President's Sector Community Service and Environmental Development Sector Colleges and Institutes	Community Service and Environmental Development Sector Relevant Colleges	Community Service and Environmental Development Sector Relevant Colleges
Outcome Level Performance Indicator	1- Percentage increase in participants' awareness of forms of violence against women and prevention methods 2- Percentage decrease in the number of complaints or incidents related to violence within the university	<ul><li>1- Beneficiaries' satisfaction rate regarding service quality</li><li>2- Rate of increase in demand for available services</li></ul>	1- Rate of increase in participants' awareness of elderly rights 2- Satisfaction rate of elderly beneficiaries with the implemented initiatives
Executive Level Performance Indicator	<ul><li>1- Number of beneficiaries from awareness programs</li><li>2- Number of programs to combat violence against women</li></ul>	1- Number of beneficiaries from elderly services 2- Number of services provided to the elderly	1- Number of beneficiaries from elderly awareness initiatives 2- Number of elderly rights awareness initiatives
Activities and Projects	Awareness Programs to Combat Violence Against Women	Services Provided to the Elderly	Awareness Initiatives for Elderly Rights
Programs	Combating Violence Against Women	Supporting Services for the E	lderly
Strategic Goals	Enhancing the University's Engagement with the Community in Addressing Societal Issues and Challenges		
Strategic Objectives	Maximizing Cairo University's Role in Community Development		

Implementation Responsibility	Education and Students Sector Community Service and Environmental Development Sector Relevant Colleges	University Secretariat Education and Students Sector Postgraduate Studies and Research Sector Community Service and Environmental Development Sector Colleges and Institutes University Hospitals	Education and Students Sector Community Service and Environmental Development Sector Colleges and Institutes
	Education and Students Sector Community Service and Er Development Sector Relevant Colleges	University Secretariat Education and Students Sector Postgraduate Studies and Ress Community Service and Er Development Sector Colleges and Institutes University Hospitals	Education and Students Sector Community Service and Er Development Sector Colleges and Institutes
Outcome Level Performance Indicator	1-Number of adult learners who actually achieved literacy through trained university students 2- Rate of student satisfaction with the quality of the university's training program	1- Beneficiary satisfaction rate with the new visual identity 2- Consistency rate of visual identity appearance across all official platforms	1- Percentage of students who demonstrated progress in Knowledge of cultural heritage and national history 2- Rate of student participation in activities related to national and heritage identity 3- Participant satisfaction rate for activities aimed at enhancing national belonging
Executive Level Performance Indicator	1- Number of students trained in adult education skills 2- Number of workshops or training sessions conducted 3- Number of participating colleges	1- Number of visual identity tools designed or updated 2- Number of units committed to applying the unified visual identity	1- Number of cultural seminars or events conducted within the university 2- Number of student initiatives aimed at enhancing national belonging 3- Number of participating faculty members, students, and staff
Activities and Projects	Training University Students in Adult Education SKills	Unifying and Developing Visual Identity Tools	Instilling National Belonging and Awareness of Egyptian Cultural Heritage
Programs	Adult Literacy and Education	Enhancing Visual Identity	Enhancing National and Heritage Identity
Strategic Goals	Enhancing University Engagement with Society in Addressing Community Issues and Challenges		
Strategic Objectives	Maximizing Cairo University's Role in Community Development		

Implementation Responsibility	Education and Students Sector Community Service and Environmental Development Sector Colleges and Institutes	Postgraduate Studies and Research Sector Community Service and Environmental Development Sector Colleges and Institutes	Education and Students Sector C o m m un i ty Service and Environmental Development Sector Colleges and Institutes
Outcome Level Performance Indicator	1- Improvement rate in students» awareness of national and community issues 2- Percentage of students who acquired dialogue and critical thinking skills related to national issues	1- Percentage of projects actually used or benefited in developing governmental policies or services 2-Rate of governmental satisfaction with the effectiveness of cooperation and quality of research project outputs	1- Annual increase rate in the number of entrepreneurial projects 2- Increase the rate of students and researchers benefiting from innovation and entrepreneurship support programs
Executive Level Performance Indicator	1- Number of students participating in political and community activities 2- Number of political and community activities implemented	1- Number of joint applied research projects implemented annually 2- Number of governmental entities cooperating in project implementation	1- Number of beneficiaries from entrepreneurship programs and events 2- Number of entrepreneurship programs and events
Activities and Projects	Building National Awareness Among Students, Active Participation in Political Life, and Serving the Nation	Implementing Joint Research and Applied Projects with Ministries and State Agencies Prioritized for Development	Providing a Stimulating Environment Supporting Innovation and Entrepreneurship at the University
Programs	Developing Awareness and Community-Political Participation for University Students	Institutional Partnerships for National Development and Integration	Promoting Sustainable Investment in Knowledge and Innovation to Bring Added Value to Society and the Economy
Strategic Goals	Enhancing University Engagement with Society in Addressing Community Issues and Challenges	Enhancing Institutional Cooperation Between the University and State Sectors to Achieve National Development and Exchange Expertise	Enhancing the University's Role in Supporting Innovation and Entrepreneurship
Strategic Objectives	Maximizing Cairo University's Role in Community Development	Fostering effective and pos University and various State	itive partnerships between Cairo e sectors



## **Annual Executive Plan and Monitoring & Evaluation Mechanisms**

In conclusion to this Strategic Plan (2025 - 2030), a detailed annual executive plan will be developed to translate the strategic goals and pillars into actionable programs and projects across the university's sectors, faculties, and units. This executive plan will be submitted to the Cairo University Council for approval to ensure cohesive implementation and effective coordination across all institutional levels. Progress will be monitored periodically, with performance evaluated against clearly defined indicators that measure advancement toward the university's future vision and reinforce its leadership at the local, regional, and international levels.

The first follow-up report on the implementation of both the Strategic Plan and the executive plan for its initial year will be issued in September 2026. This task will be undertaken by the Follow-up Committee, established by a decision of the Cairo University Council during its February 2024 session, under the chairmanship of:

## And with the membership of:

- Thus, the Cairo University Strategic Plan (2025–2030) concludes with a unified vision and well-defined implementation mechanisms. Together, they secure the continuity of excellence and institutional development, while strengthening the university's position as a leading hub of academic distinction, research innovation, and sustainable development in Egypt, the Arab region, and the world. It is a plan

that reflects a university committed to empowering minds and shaping the future.

■ Dr. Ahmed Farid Ali Ibrahim \_\_\_\_\_ The Assistant University Secretary-General for Technical Affairs



**Prof. Dr. Mohamed Samy Abdel SadeK** The President of Cairo University



Affairs



Prof. Dr. Ahmed Ragab Prof. Dr. Mahmoud El-Saeed Prof. Dr. Mohamed Refaat The University Vice President for Education and Student for Postgraduate Studies and Research



The University Vice President for Community Service and Environmental Development



Mr. Hany Radwan The University Secretary-General