

エジプト・アラブ共和国  
エジプト日本科学技術大学（E-JUST）  
設立プロジェクト  
中間レビュー報告書

平成 24 年 4 月  
（2012年）

独立行政法人国際協力機構  
人間開発部

人間
JR
12-038

**エジプト・アラブ共和国  
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## 序 文

エジプト・アラブ共和国にて2008年10月より実施中の技術協力プロジェクト「エジプト日本科学技術大学（E-JUST）設立プロジェクト」は、2011年1月に発生した革命（アラブの春）により、一時的に日本人関係者が退避するなどプロジェクトの実施に影響を受けましたが、両国関係者の継続的な貢献により、2012年2月に11名の修士課程第一期修了生を輩出することができました。

本プロジェクト実施の背景を振り返りますと、質の高い人材を育成・輩出すべき国立大学において、授業料無料化等に起因する高等教育就学者数の急増によって、教育の極度の「マスプロ」化による教育の質の低下が顕在化し、特に理工系分野は、エジプト・アラブ共和国内に先端的な教育・研究を行う大学や研究機関に限られることから、多くの優秀な学生が高度な専門教育を受けるために欧米等の海外の大学院や研究機関に進学、就職するケースが多く、高度な知識・技術を有する人材が国外に流出している現状があります。

この現状に対し、エジプト・アラブ共和国の既存の国立・私立大学とは異なる、日本型の工学教育の特長を活かした「少人数、大学院・研究中心、実践的かつ国際水準の教育提供」をコンセプトとする国立大学「エジプト日本科学技術大学（E-JUST）」の新設をめざす両国の協力が合意され、わが国は、技術的指導と研究・教育機材整備の一部を担うことになり、国内の12の支援大学の協力を得て、2008年10月から5年間の協力期間で「エジプト日本科学技術大学設立プロジェクト」が開始されました。その後、2010年2月には第1期学生を仮キャンパスとなっている国立シティ研究所（旧名：国立ムバラクシティ研究所）に受け入れ、教育研究活動を開始しました。以来、これまでの協力でE-JUSTの有する7つの専攻における教育・研究に対する技術的支援は軌道に乗りつつあります。

今般、プロジェクトの開始から約3年半が経過することから、中間レビュー調査団を派遣し、エジプト・アラブ共和国側と合同で本プロジェクトの目標達成度や成果等の達成状況等を確認するとともに、プロジェクトの残り期間の課題及び今後の方向性について確認する機会を持ちました。本報告書は、同中間レビュー結果を取りまとめたものであり、今後のプロジェクトの展開に向けて、さらには類似プロジェクトの参考として活用されることを期待します。最後に、本調査にご協力いただいた内外関係者の方々に感謝の意を表するとともに、プロジェクトの活動に対する一層のご支援をお願いします。

平成24年4月

独立行政法人国際協力機構

人間開発部長 萱島 信子

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地 図



(E-JUST の HP より)



A 地点：アレキサンドリア市中心、B 地点：E-JUST キャンパス

Alexandria is 60 Km far from the university campus in Borg El Arab. Drive from Alexandria to the campus takes nominally 1.5 Hrs.

The university is located at coordinates: N30.867742 E 29.5881345, The co-ordinates can be fed to GPS drive assistant to guide travelers on the road. The following map shows the direction as per google maps:

# 写 真



写真1  
本邦とのテレビ会議の様子



写真2  
研究室に設置された供与機材  
について説明を受ける調査団



写真3  
中間レビュー結果の報告を行  
った第2回JCC



写真4  
CSAT（仮キャンパスとして一  
部を借用）



写真5  
E-JUST寮（一部を事務局や教  
室として活用中）



写真6  
新キャンパス建設予定地  
（CSAT及びE-JUST寮より車  
で5分程度に位置）



## 略 語 表

BOT	Board of Trustees	理事会
C/P	Counter Part	カウンターパート
CPE	Department of Chemical and Petrochemical Engineering	化学・石油化学工学専攻
CSAT	City for Scientific Research and Technology Applications	国立シティ研究所
CSE	Department of Computer Science and Engineering	コンピュータ・情報工学専攻
CU	Common Understanding	共通理解文書
E-JUST	Egypt-Japan University of Science and Technology	エジプト日本科学技術大学
ECCE	School of Electronics, Communications & Computer Engineering	電気・電子情報学類
ECE	Department of Electronics and Communications Engineering	電子・通信工学専攻
EDF	Education Development Fund	教育開発基金
EEE	School of Energy & Environmental Engineering	エネルギー・環境工学学類
EGP	Egyptian Pound	エジプトポンド
ERE	Department of Energy Resources and Environmental Engineering	資源・環境工学専攻
ES	E-JUST staff	E-JUST教職員
HQ	Head quarter	本部
IDE	School of Innovative Design Engineering	創造理工学類
IEM	Department of Industrial Engineering & System Management	経営工学・システムマネジメント専攻
JE	Japanese expert	日本人専門家
JICA	Japan International Cooperation Agency	国際協力機構
JFY	Japanese Fiscal Year	日本の予算年度
JPY	Japanese Yen	日本円
JSUC	Japanese Supporting University Consortium	国内支援大学連合
MOF	Ministry of Finance	財務省
MOHE	Ministry of Higher Education	高等教育省
MOIC	Ministry of International Cooperation	国際協力省
MOP	Ministry of Planning	計画省
MOSR	Ministry of Scientific Research	科学研究省
MOU	Memorandum of Understanding	覚書
MRE	Department of Mechatronics and Robotics Engineering	メカトロ・ロボティクス工学専攻

MSE	Department of Material Science and Engineering	材料工学専攻
MuCSAT	Mubarak City for Scientific Research and Technology Applications	国立ムバラクシティ研究所
NAQAAE	National Authority of Quality Assurance and Accreditation for Education	国家教育の質保証・認定機関
ORT	On the Research Training/Education	研究中心教育
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
SCU	Supreme Council of Universities	大学最高審議会
VP	Vice President	副学長

## 評価調査結果要約表

1. 案件の概要	
国名：エジプト・アラブ共和国	案件名：エジプト日本科学技術大学（E-JUST）設立プロジェクト
分野：高等教育	援助形態：技術協力プロジェクト
所轄部署：人間開発部 高等・技術教育課	協力金額（評価時点）：17.8億円
協力期間	2008.10.13～2013.10.12 （第1ステージ：2008.10～2010.2 第2ステージ：2010.2～2013.10）
	先方関係機関： エジプト日本科学技術大学（E-JUST） 高等教育省（MOHE） 国立シティ研究所（CSAT）  日本側協力機関： 12国内支援大学（北海道大学、東北大学、東京大学、東京工業大学、早稲田大学、慶應義塾大学、名古屋大学、京都大学、京都工芸繊維大学、立命館大学、大阪大学、九州大学）
<p>1-1 協力の背景と概要</p> <p>本プロジェクトは2008年10月から5年間の協力期間で開始され、JICA専門家（事務局、大学教員）及び業務委託契約による大学教員の協同活動のもと、第1ステージと第2ステージの2段階に分けて実施している。第1ステージでは、「エジプト日本科学技術大学（Egypt-Japan University of Science and Technology：E-JUST）において、2009年9月から修士・博士課程第1期生を受け入れる条件（基本計画・組織・教育内容・人員・施設・機材）が整う」を目標に活動し、半年の遅れが生じたものの2010年2月に完了（JCCで合意）し、現在は第2ステージにある。</p> <p>第2ステージでは、「E-JUSTの基本理念を実践することにより、世界の科学技術系大学のなかでトップレベルになるための基盤が確立する」ことを目標とし、本ステージでは、①E-JUST教員の研究能力が国際水準まで向上する、②E-JUST学生の実践的・創造的な研究能力が研究中心教育により涵養される、③研究活動を支援する有能な技術職員が確保され機能する、④E-JUSTと在エジプトの産業界の連携が推進される、⑤E-JUST学長を中心とする経営層及び事務局の大学運営能力が向上する、⑥E-JUSTの組織・研究・教育について、世界に向けて活発に情報発信される、を期待する成果とした協力を行っている。</p>	
<p>1-2 協力内容</p> <p>本プロジェクトでは、高等教育の極度の「マスプロ化」による教育の質の低下が大きな問題となっているエジプト・アラブ共和国（以下、「エジプト」と記す）において、同国の工学系高等教育の改革の牽引役となる「E-JUST」を新設・強化するための支援を、第1期生を受け入れる条件（基本計画策定、組織・制度形成、教育内容策定、職員雇用・学生の確保、施設・機材整備）を整える第1ステージと、E-JUSTの教育・研究・組織運営面での能力強化を行う第2ステージの2ステージに分けて実施する。</p>	

(1) 上位目標

E-JUSTがエジプトや中東・アフリカ諸国の経済・社会発展をリードする非常に優秀な人材を持続的に輩出するようになる。

(2) プロジェクト目標

E-JUSTの基本理念を実践することにより、世界の科学技術系大学のなかでトップレベルの大学になるための基盤が確立する。

(3) 成果

- 成果1. E-JUST教員の研究能力が国際水準まで向上する。
- 成果2. E-JUST学生の実践的・創造的な研究能力が研究中心教育により涵養される。
- 成果3. 研究活動を支援する有能な技術職員が確保され機能する。
- 成果4. E-JUSTと在エジプトの産業界の連携が推進される。
- 成果5. E-JUST学長を中心とする経営層及び事務局の大学運営能力が向上する。
- 成果6. E-JUSTの組織・研究・教育について、世界に向けて活発に情報発信される。

(4) 投入（2012年3月時点）

日本側：

- 1) 長期専門家派遣：計9名  
(配置：チーフアドバイザー1名、大学教員3名、プロジェクト業務調整員3名)
- 2) 短期専門家派遣：計50名
- 3) 調査団派遣：計77名
- 4) 大学との業務委託に基づく教員派遣：計107名
- 5) 供与機材：10.4億円
- 6) 短期本邦研修：計8名

相手国側：

- 1) カウンターパート：学長、28名の常勤教員、40名の職員がE-JUSTに勤務（2012年2月現在）
- 2) キャンパス施設：国立シティ研究所（City for Scientific Research and Technology Applications：CSAT）の一部と、14棟ある寄宿舎の一部を暫定的なキャンパスとして活用
- 3) プロジェクト事務局執務室：寄宿舎の1棟を国際協力機構（Japan International Cooperation Agency：JICA）プロジェクト事務局用として提供

2. 評価調査団の概要

調査者	総括	後藤 光	JICA人間開発部高等・技術教育課企画役
	高等教育	高橋 悟	JICA国際協力専門員
	評価分析	竹井 誠	パンテル・インターナショナル取締役

調査期間	平成24年1月中旬～3月中旬 (第1次現地調査：1月20日～2月19日) (第2次現地調査：3月5日～3月16日)	評価種類：中間レビュー
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### 3 評価結果の概要

#### 3-1 実績の確認

本プロジェクトの主な実績は以下のとおりである。

##### (1) 成果の達成状況

#### 成果1 E-JUST教員の研究能力が国際水準まで向上する

2012年2月末までで、12件の共同研究が実施されている。取得した研究資金は1,930万エジプトポンド（Egyptian Pound：EGP）である。2011年12月時点で会議での発表数とジャーナルへの掲載受諾された論文数は下記のとおりである。

学類 年	ECCE		IDE		EEE	
	会議	ジャーナル	会議	ジャーナル	会議	ジャーナル
2010	15	6	2	2	8	6
2011	39	4	18	7	4	12
2012	6	15	0	6	0	7
合計	60	25	20	15	12	25

#### 成果2 E-JUST学生の実践的・創造的な研究能力が日本型の研究中心教育により涵養される

第1期生の15名の修士学生はすべて研究室の研究活動に参加しており、そのうち11名は論文を会議またはジャーナルに投稿し、受諾された。第1期生の博士課程の学生並びに第二期生は学位論文などを草稿中である。

#### 成果3 研究活動を支援する有能な技術職員が確保され、機能する

現在8名の技術職員が勤務しているが、全員各学科に所属し、技術部で勤務していない。技術職員のための組織の骨格と採用については1年前のUniversity Councilで承認されているが、政府予算の制限から十分な人材が採用されていない。

#### 成果4 E-JUSTと在エジプトの産業界の連携が推進される

E-JUSTと在エジプトの産業界の連携を推進するための組織は作られていないが、いくつかの進展がみられる。2012年2月までに、IBM、三菱商事、東北大学、ファルコグループ、アマゾン、グーグル、カタール国立研究基金など24の産業界やその他の組織から研究資金を得ていることがその例である。

#### 成果5 E-JUST学長を中心とする経営層及び事務局の大学運営能力が向上する

経営層及び事務局職員の能力は向上している。経営陣は暫定戦略計画や2012/2013年度の

予算案や2015年までの予算計画を策定した。一方、このように努力は続けられているものの、事務職員については質、量の双方で不十分と判断される。

#### **成果6 E-JUSTの組織・研究・教育について世界に向けて活発な情報発信される**

2008年に中東諸国に向けてPRキャンペーンツアーが行われた。また、2011年にはE-JUSTは3つの国際シンポジウムや会議を開催し、2012年も3つの国際シンポジウムや会議を開催した。さらに海外の大学や研究機関と27の覚書（Memorandum of Understanding：MOU）が締結された。

#### (2) プロジェクト目標の達成状況

##### **E-JUSTの基本理念を実践することにより、世界の科学技術系大学のなかでトップレベルの大学になるための基盤が確立する**

カイロ大学、アインシャム大学、アレキサンドリア大学、カイロアメリカン大学などのエジプトの他のトップレベルの大学に比べ、現在E-JUSTの教員数は極端に少ない。その中で、教員あたりの工学分野における国際会議での発表数と国際ジャーナルでの掲載数を比較すると、E-JUSTは多い。ウェブサイトに掲載されているデータに基づいて計算すると、その数はE-JUSTでは2.9になるが、他の多くの大学は1以下である。

2011年12月にQuality Assurance Centerの長が採用され、E-JUSTが国家教育の質保証・認定機関（National Authority of Quality Assurance and Accreditation for Education：NAQAAE）により認証されるよう、品質に関する諸活動を行っている。

#### (3) 上位目標の達成状況

##### **E-JUSTがエジプトや中東・アフリカ諸国の経済・社会発展をリードする非常に優秀な人材を持続的に輩出するようになる**

2012年2月に11名の学生が修士号を取得し、その全員が博士課程に進む予定である。E-JUSTの活動はまだ緒に就いたところであるが、上位目標の達成に向けて進んでいると言える。

### 3-2 評価結果の要約

#### (1) 妥当性：

プロジェクトの妥当性は高いと言える。プロジェクトはエジプト政府並びに高等教育省の政策や計画に合致し、また日本政府やJICAのエジプト国に対する援助方針や計画とも合致する。

#### (2) 有効性：

プロジェクト内での有効性は高いが、プロジェクトがコントロールすることができない要因（エジプト政府判断事項等）のために有効性を低くしている点が存在する。そのため全体としての有効性は中程度と言える。E-JUSTは研究論文や会議での発表などの形で学術成果を出しているが、経営や事務処理システムについては改善の余地が多くある。

NAQAEEの認証もまだ取得していない。NAQAEEの認証に必要となる条件の1つが大学キャンパスであり、新キャンパスの建設までは認証取得は困難である。

(3) 効率性：

プロジェクト内の効率性は高いが、プロジェクトがコントロールすることができない未達成要因が存在するため、全体の効率性は中程度と言える。日本からの投入は適切にタイムリーに行われているが、エジプトからの投入とコミットメントについては、キャンパスの建設や政府予算の制限から適切な職員が雇用されていないなど、E-JUST外部要因に起因する理由から、すべてが計画どおりとは言えない。

(4) インパクト：

現在プロジェクトのインパクトは限られているものの、数年あるいは数十年後には多くの効果がもたらされると期待できる。実際、いくつかのインパクトが発現しており、例えば、エジプトのいくつかの大学は学生数を絞って、実践的で品質の高い工学教育や研究を開始すべきか検討を開始している。またエジプトで初めて学長の選出を公募で行ったが、今後のエジプトのグッドプラクティスとして適用拡大が検討されている。

(5) 持続性：

プロジェクト内における教育、研究の持続性は高いが、財務や制度などのプロジェクト外の要因では、現時点で持続性に懸念を生じさせる部分がある。そのため全体の持続性は中程度と判断される。E-JUSTの重要性は国家レベルの開発政策並びに計画によって担保されている。学術の面では持続性は確保されつつあるが、組織面並びに財務面での持続性はいまだ課題が多い。さらにE-JUSTの法的位置づけが法律によって確立されていないことも、今後の課題である。

### 3-3 効果発現に貢献した要因

本プロジェクトの効果発現に貢献した主な要因として、以下があげられる。

(1) TV会議の活用

E-JUSTと日本の支援大学間の頻繁かつ定期的なTV会議（戦略WG、専攻幹事会合、専攻会議等）が、日本とエジプト間の緊密なコミュニケーション手段として利用されている。これにより異なる地点にいる教員が討議に参画するとともに、問題解決に対処することを可能にしている。

(2) 日本の教員による現地指導

日本の教員がE-JUSTに滞在し、エジプト人の教員や学生に現地指導を行っている。この方法により、エジプト側の人材が日本式の教育や研究のやり方をエジプト現地において学ぶことができている。経験豊かな教員の更なる長期間の滞在が望まれている。

### (3) 技術部の活動

技術部は教育研究用機材を専攻共通で使用できるような仕組みを確立するなど効率性、有効性を高めている。また教員や技術職員の安全に関する認識を高めることに貢献している。

## 3-4 問題点及び問題を惹起した要因

### (1) E-JUSTの法的位置づけの未確立

E-JUSTの法的位置づけが確立されていないことは、必要な経費や人材を政府に要求する際に、不利な立場におかれることがある。

### (2) 新キャンパス建設の遅れ

新キャンパス建設の遅れにより、プロジェクトはCSAT内の場所や、学生寮を改修して研究用スペースとしても使わざるを得ない。これは教員側にも学生側にも不便をもたらしている。

### (3) 事務職員及び技術職員の採用の遅れ

いくつかの事務ポストの職員及び技術職員の人材・能力不足は、大学関係者に対して各種の問題（教員採用や学生募集選考手続きの不備、実験時の安全管理等）を引き起こしてきた。裏方で献身的に働く人材なしに、大学の運営は立ち行かないため、研究のみならず、これら事務職員の体制整備も急ぐべきである。

## 3-5 結論

次々に生じる課題や困難にもかかわらず、エジプト並びに日本の関係者の多大な努力に支えられて、E-JUSTはエジプトにおけるユニークな研究主体の大学として着実に展開されてきている。E-JUSTの学術的基礎はある程度固まってきたが、財務や人材などの経営基盤については、より一層強化する必要がある。

評価5項目については、妥当性は高いが、有効性、効率性、持続性は中程度である。インパクトは現時点では結論を出すには時期尚早である。しかしながら、以下に示す提言に対し、適切な方法で対応していくならば、これらの項目に関する評価は向上していくものと思われる。

## 3-6 提言（当該プロジェクトに関する具体的な措置、提案、助言）

### (1) 前向きで健全な大学経営

#### ➤ 規則規律の順守

E-JUSTは各種の関係者との間で誤解や軋轢が生じないように、大学の内部規則や規律を順守すべきである。

#### ➤ アドミニストレーション機能の強化

E-JUSTは既存の事務職員に対する訓練を実施し、さらにSupport Services（総務）担当の副学長を含めて、有能な人材を雇用していくべきである。



- 技術部の強化  
技術部は教育研究用機材の利用に関して重要な役割を果たす。したがって、E-JUSTは優秀な人材をもっと雇用すべきである。
- 教員数の増加  
教員数の増加を図るべきである。特にMTR、経営工学・システムマネジメント専攻（Department of Industrial Engineering & System Management : IEM）、材料工学専攻（Department of Material Science and Engineering : MSE）専攻不足が目立つ。
- Common Understanding文書の承認  
E-JUSTのUniversity Council（大学評議会）は日・エの共通理解として作成したCommon Understanding文書を公文書として承認すべきである。次にその中で重要な内容についてはBy-laws（規則）に反映する手続きをとるべきである。
- 議事録の共有  
E-JUSTは委員会（councils）の議事録を国内支援大学連合（Japanese Supporting University Consortium : JSUC）と共有をすべきである。

## (2) E-JUSTの外部に対する重要事項の働きかけ

- 新キャンパスの建設  
E-JUSTはキャンパス建設に関して関係省庁と繰り返し議論をしているが、当面のゴールとして、政府の了解のもと、2012年7月末までに設計会社と契約を締結すべきである。
- E-JUSTの法的位置づけの確立  
特別に設立されたエジプトの国立大学としてのポジションを法的に確立するため、特別法が制定されるべきである。もしくは、既存の国立大学法（Public University Act）の部分改正に向けて動くべきである。
- 理学士（bachelor's degrees of science）学生の入学許可  
科学技術大学として、工学と理学の学際的領域の研究を進めるため、現在は認められていない理学部出身学生の入学について大学最高審議会（Supreme Council of Universities : SCU）から承認を得るべきである。

## (3) 理想的な大学モデル構築の努力

- 学生数の増加  
E-JUSTは学生数を増やすために、奨学金を確保するあらゆる可能性を追求し、もって大学経営の強化をはかるべきである。
- 財務状況の透明化の促進  
E-JUSTは全世界のトップレベルの大学となるため、会計や資産などについて国際標準に従った透明性の高い管理をすべきである。実際E-JUSTはすでに国際標準に従うために必要な手段を講じてきたが、今後もこの観点を強化していくことが望まれる。
- E-JUSTの学術的卓越性の追求  
工学系教育並びに研究の品質の卓越性を確保するため、E-JUSTはユニーク性と強みを明確にし、世界中から優秀な教員を招聘すべきである。

### 3-7 PDM (Stage 2) の改訂

プロジェクトの進展と現状をかんがみ、エジプト側並びに日本側の双方は議論を重ね、Annex 3-3に示すようなPDMの改訂案に同意した。

### 3-8 教訓（当該プロジェクトから導き出された他の類似プロジェクトの発掘・形成、実施、運営管理に参考となる事柄）

今回の中間レビュー調査から得られた教訓を以下に記す。うち2つは特に今後JICAが新設大学に対して協力を行う際に参考となるものである。最後の1つは特定の分野に限らず、中間レビュー以降の評価調査全般において参考となるものである。

#### (1) 関連する法律制定の確認

新設大学に対する協力に際しては、その大学の設立根拠となる法令や運営のあり方を示した法律が制定された後に、協力を開始することが望ましい。現在、E-JUSTは大統領令によってその存続は保障されているものの、運営面における諸規定は明確でなく、既存の法律・ルール（国立大学法など）や国際機関として独自の解釈に拠る形をとっている。このことが世界クラスの研究大学をめざすE-JUSTにとって大きな障害となっている。すなわち、開学以来必要な予算（特に運営費や研究資金等）を政府から計画どおりに得ることができない状況が続いている。

学長は法令化に向けて同省、国際協力省、大学最高審議会と度重なる折衝を行っている模様であるが、当面続く政治的不安定さ（2012年6月末に大統領選挙が行われる予定）と相まってその見通しは依然として不透明である。

本案件の事前評価報告書には「エジプト政府はE-JUSTを従来の国立大学とは異なる新たな法律に基づき、独立的な大学として設置予定」と記載されているが、その法律の制定については第1ステージ及び第2ステージのプロジェクト・デザイン・マトリックス（Project Design Matrix : PDM）の「前提条件」には明記されていない。

総じて同国には組織内に有能な中間管理・事務職員が見当たらず、信頼できる情報提供者が少ないことから、当方が関連法令の有無やその制定に係るプロセスや所要期間を事前に正確かつ詳細に把握することは困難であったと思われる。しかしそうした事情を抱える国であればこそ、より一層慎重な態度で接することが肝要である。もとより本案件は「日本」という国名を冠した外国大学に対する協力であり、その成否はエジプト及び周辺国の人々のわが国に対する心象にも大きな影響を与えうるものである。

今後同様な性格を持つ案件の実施に際しては、当該高等教育機関の設立や運営に関する法律が制定されるのを確認することによって、開始後に生じうる活動の遅延や停滞といったリスクを大幅に軽減できると思料される。

#### (2) アドミニストレーションを含めた協力の実施

新設大学にとって開学後数年間は極めて重要である。その間にどれだけの実績を示せるかがその後の発展を左右するといっても過言ではない。実績とは、優秀な人材の育成・輩出であり、彼らが教員と共同で行う研究成果の産出（学会発表、論文掲載等）である。こ

うした教育、研究を盛り立てていくのがアドミニストレーションであるが、E-JUSTではその部分が弱く、エジプト国内の他の組織と同様、中間管理・事務職員の能力は低い水準にある。あるいはエジプト側に優秀な人材を採用し育成する機運に欠いているところがある。一例を挙げれば（個人攻撃では決してないことを断っておくが）、人事戦略の立案・実現を担当する同大学の役職者はもともと人事に必要な経歴を備えている人物とは思われず、現時点では学長の秘書あるいはメッセンジャーとして、指示されたことをこなしているだけのように見受けられることがある。その他、職員採用は公募形式でありつつも縁故者が一部で採用されているとの声も聞かれ、透明性の確保が必要である。

E-JUST創設以来、日本は教育・研究面においてエジプト側の自助努力を支援してきたが、アドミニストレーションを含め、今後も想定内外の困難が待ち受けているものと思われる。ここで一口にアドミニストレーションといっても、大学全体の将来構想を練ることから、予算の確保の獲得・執行、人事、会計処理、産業界との連携強化、さらには日常の連絡・報告等の雑務に至るまで幅広い領域にまたがる。しかしE-JUSTが一流の大学になるためには規律ある組織風土を醸成することは不可欠であり、その点では日本側もアドミニストレーションを含む協力に本腰を入れて取り組まざるをえない状況にあるといえる。今後の新設大学への協力にあたっては、教育・研究のみならず、アドミニストレーション、更にはマネジメント（大学経営）の領域まで含めて考える必要がある。

### (3) PDM記載事項の説明

今回の中間レビュー調査では既存のPDMに沿って評価を行うとともに、プロジェクトの現状にかんがみてPDMの改訂案を作成しミニッツに添付した。その過程において、PDMに記載された項目や指標の意味を理解することが困難なものもあった。

JICAの事業において、後々の関係者らがスムーズに業務を遂行できるよう、今後の事前評価調査や詳細計画策定調査においては、どのような背景で、どのような意図をもってPDMの項目や指標を設定したのかについて解説しておく（具体的には報告書に記載しておく）ことが望ましい。

# 第1章 評価調査の概要

## 1-1 調査団派遣の経緯と目的

### (1) 調査の背景・経緯

エジプト・アラブ共和国（以下「エジプト」と記す）では、高等教育就学者数の急増により、教育の極度の「マスプロ」化が進行し、教育の質の低下が顕在化している。特に、理工系分野においては、多くの優秀な学生が高度な専門教育を受けるために欧米等の海外の大学院や研究機関に進学して、卒業後も留学先の国で就職するケースが多く、高度な知識・技術を有する人材が国外に流出している。

上記のような状況にかんがみ、エジプト政府は既存の国立・私立大学とは異なる、日本型の工学教育の特長を活かした「少人数、大学院・研究中心、実践的かつ国際水準の教育提供」をコンセプトとする国立大学「エジプト日本科学技術大学」(E-JUST)を新設するための支援をわが国政府に要請した。

E-JUSTの設立にあたり、エジプト側が教職員採用やキャンパス・施設建設を担当し、わが国側は技術的指導と研究・教育機材整備の一部を支援する計画とし、JICAは、2008年10月から2013年10月までの5年間の協力期間となる技術協力プロジェクト「E-JUST設立プロジェクト」(以下、「本プロジェクト」と記す)を開始した。その後、2009年にエジプト大統領令によりEJUSTが正式に発足し、教育研究活動が開始されてからこれまでの協力で、E-JUSTの有する7つの工学系専攻のすべてが開設に至った。本プロジェクトは高等教育省傘下のE-JUSTをカウンターパート(Counter Part : C/P)機関とし、わが国側支援体制はわが国の12の大学が参加する国内支援委員会の下、E-JUSTの7専攻それぞれに支援大学が選ばれ、JICAとの業務委託契約により年間延70名程度の教員が現地に入り教育・研究支援を行っている。加えて、チーフアドバイザー、学類長アドバイザー、業務調整員等7名の長期専門家の派遣を行い、E-JUSTプロジェクト事務局(以下、「事務局」と記す)として活動している。

このように本プロジェクトはJICA専門家(事務局、大学教員)及び業務委託契約による大学教員の協同活動のもと、第1ステージと第2ステージの2段階に分けて実施している。第1ステージでは、「E-JUSTにおいて、2009年9月から修士・博士課程第1期生を受け入れる条件(基本計画・組織・教育内容・人員・施設・機材)が整う」を目標に活動し、半年の遅れが生じたものの2010年2月に完了し、現在は第2ステージにある。

第2ステージでは、「E-JUSTの基本理念を実践することにより、世界の科学技術系大学のなかでトップレベルになるための基盤が確立する」ことを目標とし、本ステージでは、①E-JUST教員の研究能力が国際水準まで向上する、②E-JUST学生の実践的・創造的な研究能力が研究中心教育により涵養される、③研究活動を支援する有能な技術職員が確保され機能する、④E-JUSTと在エジプトの産業界の連携が推進される、⑤E-JUST学長を中心とする経営層及び事務局の大学運営能力が向上する、⑥E-JUSTの組織・研究・教育について、世界に向けて活発に情報発信される、を期待する成果とした協力を行っている。

2013年10月のプロジェクト終了を控え、プロジェクトの活動の実績・プロセス及び成果を評価・確認するとともに、今後のプロジェクト及びE-JUSTに対する提言を導くため、今次、中間レビューを実施した。

## (2) 調査の目的

今回実施の中間レビュー調査では、E-JUSTと本プロジェクトの目標達成度や成果等を分析するとともに、プロジェクトの残り期間の課題及び今後の方向性について確認し、評価報告書に取りまとめ、合意することを目的とする。具体的には、

- 1) PDMに基づき、日本人専門家及びカウンターパートにインタビュー等を行い、エジプト側関係機関とともに、プロジェクトの実績及びプロセスを取りまとめる。
- 2) PDMに基づき、評価5項目の観点から評価（主に妥当性、効率性）するとともに、プロジェクトの貢献・阻害要因を分析する。
- 3) 評価結果についてエジプト側関係機関と共有のうえ、プロジェクト運営上の課題とその解決のために必要な活動についてカウンターパートと協議・提言する。
- 4) 評価結果をもとに、類似案件の参考となる教訓を得る。

### 1-2 調査団構成

担当	氏名	所属
総括	後藤 光	JICA人間開発部高等・技術教育課企画役
高等教育	高橋 悟	JICA国際協力専門員
評価分析	竹井 誠	パンテル・インターナショナル取締役

### 1-3 調査日程

今回は、収集が必要な情報量が多いこと、また、議会選挙が予定されているため現地の情勢が不安定でプロジェクト合同調整委員会（JCC）（写真3参照）の日程が確定していないこと等から、情報収集と分析を行う第1次現地調査と合同調整委員会にてその結果を報告する第2次現地調査の2回に分けての作業とした。

全体調査期間：2012年1月中旬～3月中旬

- ・第1次国内業務：1月中旬
- ・第1次現地調査：1月20日（金）～2月19日（日）（竹井団員）
- ・第2次国内業務：2月下旬～3月上旬
- ・第2次現地調査：3月6日（火）～3月16日（金）（後藤総括、高橋団員、竹井団員）  
後藤総括：3月11日（日）～3月14日（水）  
高橋団員：3月11日（日）～3月15日（木）  
竹井団員：3月5日（月）～3月16日（金）

表 1 - 1 第2次現地調査並びに官団員調査日程

月日	曜日	活 動		
		後藤	高橋	竹井
3月4日	日			日本発 (QR 803)
3月5日	月			アレキサンドリア着 (QR 510)
3月6日	火			データ収集、データ分析、報告書案作成
3月7日	水			データ収集、データ分析、報告書案作成
3月8日	木			データ収集、データ分析、報告書案作成
3月9日	金	日本発	日本発	データ収集、データ分析、報告書案作成
3月10日	土	アレキサンドリア着	アレキサンドリア着	データ収集、データ分析、報告書案作成
3月11日	日	会合	会合	会合
3月12日	月	会合	会合	会合
3月13日	火	会合	会合	会合
3月14日	水	会合 (JCC) (写真3参照)	会合 (JCC) (写真3参照)	会合 (JCC) (写真3参照)
3月15日	木	アレキサンドリア発	データ整理	データ整理
3月16日	金		アレキサンドリア発	データ整理
3月17日	土			アレキサンドリア発

## 1-4 主要面談者

表 1-2 主要面談者一覧

No.	Name	Position	Organization
1	Professor Ahmed B. Khairy	President	E-JUST
2	Professor Ahmed Abo-Ismael	Vice President, Education and Academic Affairs	E-JUST
3	Professor Mohamed El-Sharkawy	Vice President, Research	E-JUST
4	Professor Mohamed El-Sayed Ragab	Dean, School of Electronics, Communications and Computer Engineering	E-JUST
5	Eng. Amir Wassef	Adviser to the President, International and External Relations	E-JUST
6	Dr. Amr B. Eltawil	Acting Chairperson Industry Engineering and System Management	E-JUST
7	Dr. Nermine A. Harraz	Associate Professor Industry Engineering and System Management	E-JUST
8	Professor Ibrahim M. Ismail	Head of the Quality Assurance Center	E-JUST
9	Ms. Nermine Ahmed Nadeer	Manager, Human Resources	E-JUST
10	Ms. Solava Salah	Recruitment and Employee Development Department	E-JUST
11	Mr. Hossam El-Deen Kamal	Financial Manager, Financial Affairs	E-JUST
12	Ms. Nadia El-Telaidaity	Acting Manager, Education Affairs	E-JUST
13	Dr. Yasutaka Wada	Assistant Professor	Waseda University
14	Dr. Victor Goulart	Associate Professor	Kyushu University
15	Dr. Koichi Nakamura	Associate Professor	Kyoto University
16	Ms. Matsuda Mayumi	JICA consultant on Quality Assurance	PACET Corp.
17	Ms. Geraldine S. Batoon	JICA consultant on Finance and Account	iCube, Inc.
18	Professor Ozawa Katsuhiko	Chief Advisor	JICA Expert
19	Professor Ichimura Teijiro	Advisor for Dean of School of Energy and Environmental Engineering	JICA Expert
20	Professor Kawasaki Zenichiro	Advisor for Dean of School of Electronics, Communication and Computer Engineering	JICA Expert
21	Dr. Matsushita Yoshihisa	Advisor for Head of Technology Department	JICA Expert
22	Mr. Iwasaki Akihiro	Chief Project Coordinator	JICA Expert
23	Ms. Adachi Mariko	Project Coordinator/Education System	JICA Expert
24	Mr. Okano Takasei	Project Coordinator/Distance Learning	JICA Expert

## 1-5 中間レビューの方法

### (1) 中間評価の方法

中間評価は、プロジェクトの開始後のおおむね中間時点において、プロジェクトの実績と実施プロセスを把握し、評価5項目の観点から評価を行い、その結果、必要に応じて残された期間内の活動の見直しや運営体制の強化を図ることを目的として実施される。

実績と実施プロセスについて検証し、また表1-3に示す評価5項目の観点から、プロジェクトの進捗状況並びに達成の見込みについて評価を行い、同時にプロジェクトの終了後次のフェーズを実施することが適当かを検討した。それらの結果は本報告書の第2章並びに第3章に示す。

表 1 - 3 評価5項目

評価項目	評価の視点
妥当性 (Relevance)	プロジェクト目標及び上位目標とプロジェクトに関連する政策との整合性、受益者のニーズとの合致度、プロジェクトの計画の論理的整合性を検証する。
有効性 (Effectiveness)	プロジェクト目標の達成の見込みとそれに対する成果の貢献度を分析する。
効率性 (Efficiency)	投入が成果にどのようにどれだけ転換されたか、投入された資源の質、量、手段、方法、時期の適切度の観点からプロジェクトの実施過程における効率性を検証する。
インパクト (Impact)	プロジェクトによって生じた正負の影響を検証する。
持続性 (Sustainability)	プロジェクト終了後もプロジェクト実施による便益が持続されるか否かの見通しをマネジメント的、財務的、組織的観点から検証する。

(2) 基本的な考え方

- ① 中間レビューに用いるPDMはステージ2を用いる。ただし、成果の発現や阻害要因としてPDM（ステージ1）の指標が影響している場合は前者も参照する。
- ② PDM（ステージ2）の内容に修正が必要であると考えられる場合は、その内容についてE-JUSTと協議を行い、必要に応じて参考資料として調査団ミニッツに添付する。（PDMを変更する場合は別途手続きを行う）
- ③ 中間レビュー調査団はこれまでのプロジェクトの活動評価を行うこととし、本プロジェクトのフェーズ2や無償資金協力等については協議の対象としない（本プロジェクトは5年間で新設大学の立ち上げが完了することを想定しておらず、当初より“10年計画”で支援することとしている。フェーズ2の実施にあたっては2012年夏の要望調査時にエジプト側からの要請書が必要）。
- ④ E-JUST支援に係るエジプト政府の取り組みは新政権発足後に改めて確認する。アラブの春の影響でエジプト政府は暫定政権により運営されており、2012年上期に人民議会選挙を終え、5月下旬に大統領選挙が想定されていることから、中間レビューの段階ではE-JUSTを支えるエジプト側の恒久的な体制を確認することは困難であるため。

(3) 評価グリッドの確認

調査団の準備した評価グリッド（付属資料2）に基づき、実績、プロセス、評価5項目の認識をすり合わせる。



## 第2章 プロジェクトの実施体制、実績と達成状況

### 2-1 プロジェクトの実施体制

エジプト側の実施機関は、エジプト日本科学技術大学（E-JUST）である。同大学は、両国で交わされた二国間協定（2009年3月26日）と、その後発布された大統領令（2009年5月30日）によりエジプト政府が設置した新設の大学である。アレキサンドリア郊外のニュー・ボルグ・エル・アラブ市に確保された土地に、エジプト政府により新キャンパスが建設される予定であり、それまでの間は、近隣の国立シティ研究所（旧名：国立ムバラクシティ研究所）と寄宿舎棟を仮キャンパスとして教育・研究が実施されている。

日本側は、産官学によるオール・ジャパンによる支援体制を形成し、国内の12の支援大学による協力が行われている。E-JUSTには工学系の3学類に7つの専攻があり、12の支援大学の中からそれぞれ1つの専攻幹事校が選定されている。7専攻を支援している専攻幹事（4つの大学）はJICAと業務委託契約を締結のうえ教員を派遣し、各専攻への教育や研究協力が行われている。業務委託契約を締結していない大学からは、長期・短期専門家の派遣、調査団員の派遣、共同研究やセミナーの実施、大学アドミニストレーション、マネジメントへの協力などが行われている。

### 2-2 プロジェクトの計画概要と基本構造

#### 2-2-1 プロジェクトの計画概要

R/Dで合意されたPDMの内容は以下のとおり。

##### (1) 上位目標

E-JUSTがエジプトや中東・アフリカ諸国の経済・社会発展をリードする非常に優秀な人材を持続的に輩出するようになる。

##### (2) プロジェクト目標

E-JUSTの基本理念を実践することにより、世界の科学技術系大学のなかでトップレベルの大学になるための基盤が確立する。

##### (3) 成果

成果1：E-JUST教員の研究能力が国際水準まで向上する。

成果2：E-JUST学生の実践的・創造的な研究能力が研究中心教育により涵養される。

成果3：研究活動を支援する有能な技術職員が確保され、機能する。

成果4：E-JUSTと在エジプトの産業界の連携が推進される。

成果5：E-JUST学長を中心とする経営層及び事務局の大学運営能力が向上する。

成果6：E-JUSTの組織・研究・教育について世界に向けて活発な情報発信される。

#### 2-2-2 プロジェクトの基本構造

本プロジェクトにおける日エ両国の協力は、次の図2-1に示すとおりである。

# E-JUST設立支援の概要

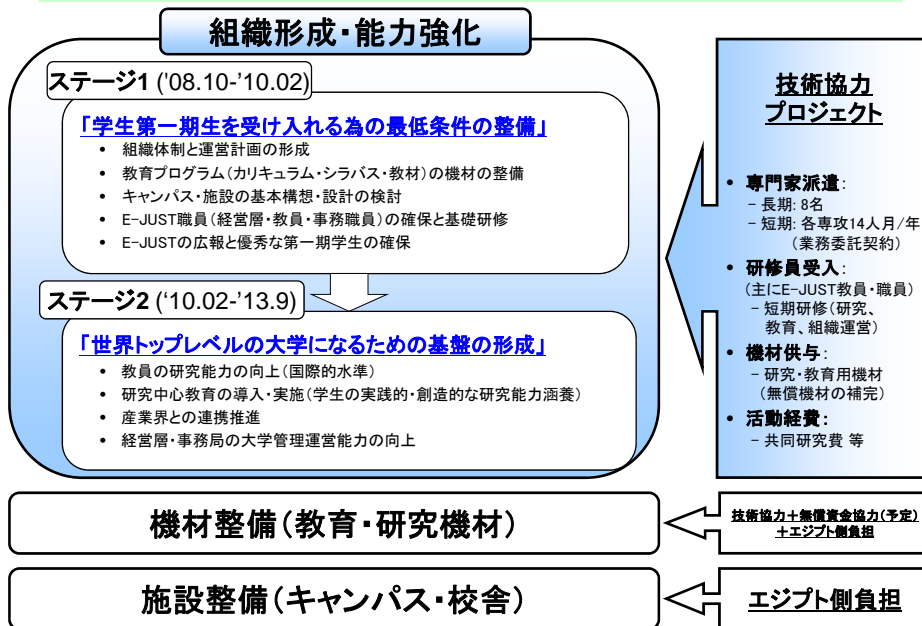


図 2 - 1 E-JUST設立支援の概要

その中で、日本側が協力する部分の実施体制は次の図2-2及び図2-3のとおりである。

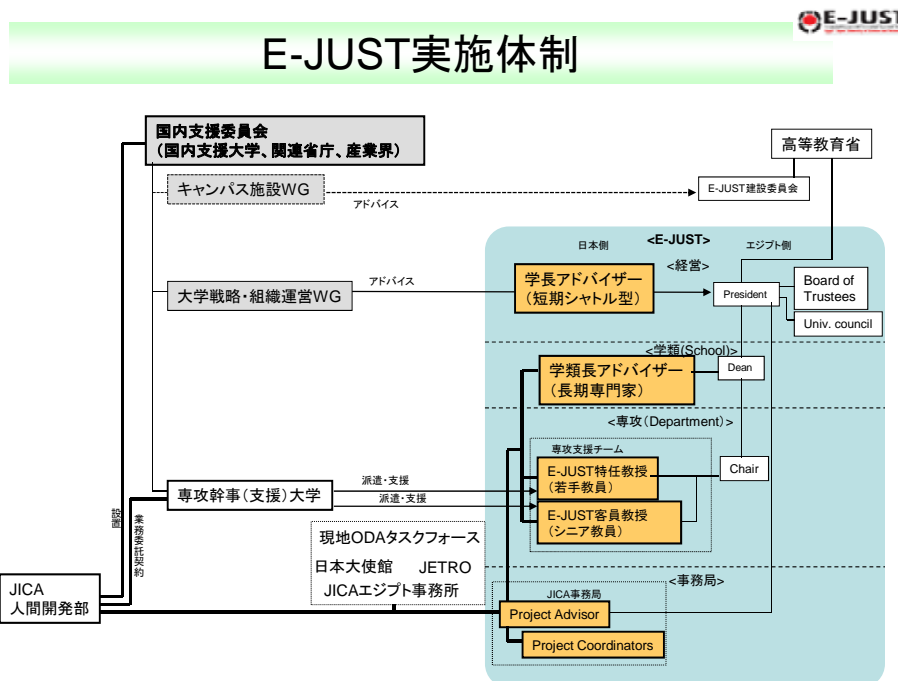


図 2 - 2 E-JUST実施体制

## 国内支援大学の専攻支援分担

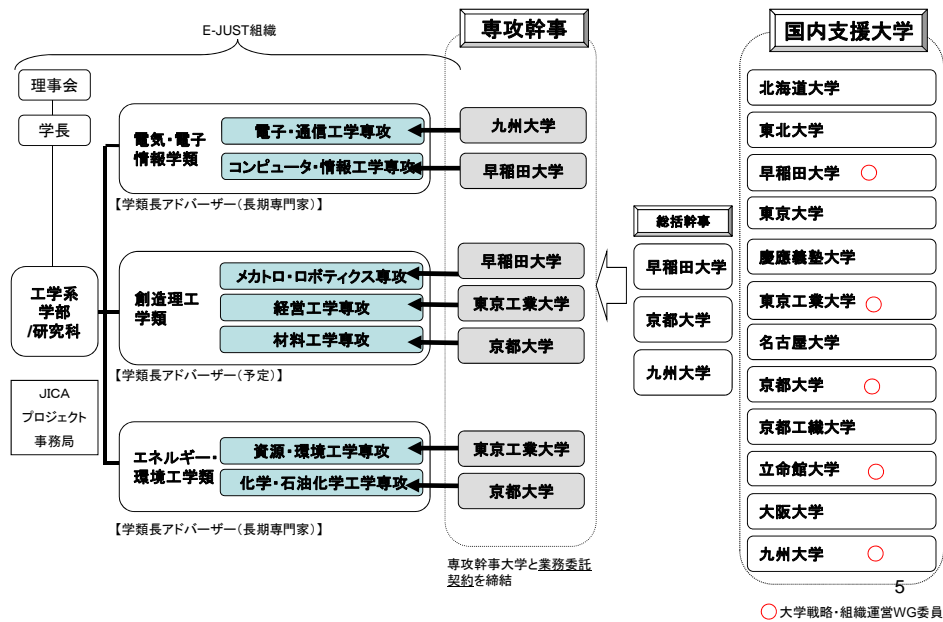


図 2-3 国内支援大学の専攻支援分担

## 2-3 投入実績

## 2-3-1 日本からの投入

## (1) 長期専門家の派遣

これまで合計9名の長期専門家が派遣されており、2012年2月現在、7名が従事している。

- チーフアドバイザー
- 電気・電子情報学類 (School of Electronics, Communications & Computer Engineering : ECCE) 長アドバイザー
- エネルギー・環境工学学類 (School of Energy & Environmental Engineering : EEE) 長アドバイザー
- 技術部長アドバイザー
- 総括業務調整
- 教育政策/業務調整
- 遠隔教育/業務調整

## (2) 短期専門家 (支援大学の教員等) の派遣

2012年2月までに、以下の数の短期専門家が派遣された。

- JICA-大学間の業務委託契約に基づく短期専門家：延べ107名
- 短期専門家：延べ50名
- ミッションメンバー：延べ77名

表 2 - 1 年度ごとの短期専門家派遣実績（人）

短期専門家の種類	2008年	2009年	2010年	2011年	合計
JICA-大学間の業務委託契約に基づく 教員派遣	0	28	41	38	107
短期専門家	11	24	8	7	50
ミッションメンバー	22	16	12	27	77

(3) 短期本邦研修

これまで8名が短期本邦研修として日本を訪問した。

(4) 機材供与

総額10.4億円相当の機材がJICAからE-JUSTへ供与されることになっているが、その大部分が2012年3月末までに納入される予定である。（写真2参照）

(5) 共同研究費（Joint Research Expenses）

科学技術振興機構（JST）の資金による東北大学との共同研究を実施する機会がE-JUSTに与えられた。

2 - 3 - 2 エジプトからの投入

(1) カウンターパート

2012年2月現在、学長以下、28名の常勤教員、40名の職員（庭師、門番などの職員は除く）がE-JUSTに勤務している。

(2) キャンパス、施設、付属するインフラの建設

施設、付属するインフラも含め、新キャンパスの建設はまだ着手されていない。現在恒久キャンパスの建設に向けて、設計業務の契約締結の過程にある。現在、CSATの一部（写真4参照）と、14棟ある寄宿舎の一部（写真5参照）を暫定的なキャンパスとして使用している。

(3) プロジェクト事務局の活動費

寄宿舎の1棟がJICAプロジェクト事務局用に提供されており（写真5参照）、エジプト側から什器並びに光熱費などがエジプト側から支払われている。

(4) 機材・機器の運用保守費

機材・機器の設置スペースが限られている。すべての機材を設置するためにさらに別の建物の改築改装をする必要がある。運用保守費は予算上配算されているが、まだ執行されていない。

2 - 4 活動実績

活動については、成果3（研究活動を支援する有能な技術職員が確保され、機能する）に係る活

動が大幅に遅れている。また成果4（E-JUSTと在エジプトの産業界の連携が推進される）並びに成果5（E-JUST学長を中心とする経営層及び事務局の大学運営能力が向上する）に係る活動にある程度の遅れが生じているものの、その他についてはおおむね計画どおりに実施されている。これら一部活動の遅れについては、次項にその状況や原因を記述する。

## 2-5 成果（アウトプット）達成状況

プロジェクトの活動によってもたらされた成果の概要は以下のとおりである。

### 成果1. E-JUST教員の研究能力が国際水準まで向上する

2012年2月末までで、12件の共同研究が実施されている。取得したファンドは1,930万EGPである。

2011年12月時点で会議での発表数とジャーナルへの掲載が受諾された論文数は下記のとおりである。

表 2-2 学類別、年度別の会議とジャーナルの論文数（件）

年 \ 学類	ECCE		IDE		EEE	
	会議	ジャーナル	会議	ジャーナル	会議	ジャーナル
2010	15	6	2	2	8	6
2011	39	4	18	7	4	12
2012	6	15	0	6	0	7
合計	60	25	20	15	12	25

### 成果2. E-JUST学生の実践的・創造的な研究能力が日本型の研究中心教育により涵養される

第1期生の15名の修士学生はすべて研究室の研究活動に参加しており、そのうち11名は論文を会議またはジャーナルに投稿し、受諾された。第1期生の博士課程の学生並びに第2期生は学位論文などを草稿中である。

研究中心教育の導入計画という表題の1つとまとまった計画書は作成されていないが、Engineering Postgraduate Programs, Academic Staff By-Laws, E-JUSTのホームページなどを統合すると、研究中心教育の導入計画が策定されたことになり、これらはE-JUST経営層により承認されている。

日本側関係者から「研究中心教育になっているか否かは、学類や専攻によって差がある。必ずしもすべての学類・専攻で研究中心の日本型となっていると言い切れない。」「これまでは結果的に、学生が少なくほぼマンツーマンで対応できてきたので、研究中心の教育に進んできた。今後これが維持できるように、教員と学生の比を適切なものに抑えていくのが肝要である。」という意見が聞かれた。またエジプト側関係者からも「E-JUST全体に研究中心教育がいきわたるまでには、まだしばらく時間がかかるであろう。」という意見が聞かれた。

組織としては、学長の下に4名の副学長（Vice Presidents）のポストがあり、それら4名の副学長の担当は1) 教育、2) 研究、3) 国際、4) 総務となっている。さらに、教育担当副学長の下に3つ

の学類がありそれぞれに1名ずつの学類長（Dean）がアサインされる。それら3つの学類はECCE、創造理工学類（School of Innovative Design Engineering：IDE）、EEEである。これら3つの学類の中に7つの学科（Program）があり、各学科に1名の学科長がアサインされる。7つの学科は電子通信工学専攻（Department of Electronics and Communications Engineering：ECE）、コンピュータ・情報工学専攻（Department of Computer Science and Engineering：CSE）、メカトロ・ロボティクス工学専攻（Department of Mechatronics and Robotics Engineering：MRE）、IEM、MSE、資源・環境工学専攻（Department of Energy Resources and Environmental Engineering：ERE）、化学・石油化学工学専攻（Department of Chemical and Petrochemical Engineering：CPE）である。

なお教育担当の副学長と研究担当の副学長は2011年6月に任命されたが、他の2つの副学長ポスト（国際担当並びに総務担当）は現在空席である。

### 成果3. 研究活動を支援する有能な技術職員が確保され、機能する

現在8名の技術職員が勤務しているが、全員各学科に所属し、技術部で勤務していない。技術職員のための組織の骨格と採用については1年前のUniversity Councilで承認されているが、政府予算の制限から十分な人材が採用されていない。

技術部に所属する技術職員数は不十分であるが、日本人長期専門家のカウンターパートである技術部Co-directorが2011年12月にアサインされ、1月末から2月にかけて研修（Capacity Development of Co-Director of the Technology Management Department）のため日本に派遣された。

### 成果4. E-JUSTと在エジプトの産業界の連携が推進される

E-JUSTと在エジプトの産業界の連携を推進するための組織は作られていないが、いくつかの進展がみられる。

2009年の夏、E-JUSTはアレキサンドリアとニュー・ボルグ・エル・アラブ市の企業に対して大きな広報イベントを行い、その時ファルコ社が2名分のPhD向け奨学金の供与を決めた。このファルコ社の会長であるHassan Abbas Helmy氏が、理事会（Board of Trustees：BOT）におけるエジプトの産業界の代表となることが2012年3月承認された。そのイベントの後は個別企業訪問を行っている。

ユニテル社の会長であり、ニュー・ボルグ・エル・アラブ市の理事会の元メンバーである、Waseef氏がAdviser to the President, International and External RelationsとUniversity Councilのメンバーに就任している。

さらにE-JUSTは2012年2月までに、IBM、三菱商事、東北大学、ファルコグループ、アマゾン、グーグル、カタール国立研究基金など24の産業界やその他の組織から研究資金を得ている。

産学連携支援担当部署（知的所有権の取得・管理を含む）の制度設計・設置と専門職員の研修などは実施されていないが、「現在大学の設立・確立の段階であり、学内の教育研究プログラムの改善に集中すべきで、産業界と連携強化はその後とすべきであろう。」という意見がエジプト側関係者から聞かれた。

## 成果5. E-JUST学長を中心とする経営層及び事務局の大学運営能力が向上する

経営層及び事務局職員の能力は向上しているが、まだ不十分な点が多い。

例えば、経営陣は暫定戦略計画や2012/2013年度の予算案や2015年までの予算計画を策定したものの、まだ承認された中期計画は存在しない。

また、各種の努力は続けられているものの、事務局職員については質、量の双方で不十分と判断される。

中期計画については、エジプト側関係者から次の意見が出された。「新キャンパスの設置が中期計画の中心だと思う。これは政権の問題に絡み、現在の状況を考えるとそれなりの時間がかかる問題であると思う。」さらに、日本側関係者からは、次のような意見が出された。「現在大学の設立と運用の双方が同時並行的に行われており、それが作業を複雑にしている。」

大学運営能力がまだ不十分であるという点は、学生数が計画より少ない、さらに途中退学していく学生がいるという現象ももたらしている。これらの現象は、大学の経営の根幹を揺るがすものであるが、学生数が少ないのは高等教育省からの奨学金の制限によるためであり、これが改善されれば解決されると楽観的に見ている関係者もいる。

## 成果6. E-JUSTの組織・研究・教育について世界に向けて活発な情報発信がなされる

2008年に中東諸国に向けてPRキャンペーンツアーが行われた。また、2011年にはE-JUSTは3つの国際シンポジウムや会議を開催し、2012年も少なくとも3つの国際シンポジウムや会議を開催する予定である。さらに海外の大学や研究機関と27のMOUが締結された。

### 2-6 プロジェクト目標達成の見通し

**E-JUSTの基本理念を実践することにより、世界の科学技術系大学のなかでトップレベルの大学になるための基盤が確立する**

カイロ大学、アインシャム大学、アレキサンドリア大学、カイロアメリカン大学などのエジプトの他のトップレベルの大学に比べ、現在E-JUSTの教員数は極端に少ない。その中で、教員あたりの工学分野における国際会議での発表数と国際ジャーナルでの掲載数を比較すると、E-JUSTは多い。ウェブサイト公開されているデータに基づいて計算すると、その数はE-JUSTでは2.9になるが、他の多くの大学は1以下である。このように研究成果という点では、世界の科学技術系大学のなかでトップレベルの大学になるための基盤が確立しつつあると言える。

一方、今後の一層の努力を必要とする点も多い。学生数が計画より少ないという現象がその一つである。また、海外からの留学生の受け入れはまだ開始していないが、その数を増やしていくことも今後の課題である。これらを総合的に勘案しつつ、理想的な大学モデル構築に向けて努力していく必要がある。

2011年12月にQuality Assurance Centerの長が採用され、E-JUSTが国家教育の質保証・認定機関(NAQAAE)により認証されるよう、品質に関する諸活動を行っているものの、その道程は長い。さらに会計や資産などについて国際標準に従った透明性の高い管理を行っていく必要もある。

## 2-7 上位目標達成の見通し

E-JUSTがエジプトや中東・アフリカ諸国の経済・社会発展をリードする非常に優秀な人材を持続的に輩出するようになる

2012年2月にE-JUSTは初の修士号を修士課程第1期の11名の学生に授与し、その全員が博士課程に進む予定である。第1期生の残る4名は2012年9月修了に向け論文審査等に備えている。E-JUSTの活動はまだ緒に就いたばかりではあるが、上位目標の達成に向けて進展しつつあると言える。



## 第3章 評価5項目に照らした評価結果

### 3-1 妥当性

プロジェクトの妥当性は高いと言える。

プロジェクトはエジプト政府並びに高等教育省の政策や計画に合致し、また日本政府やJICAのエジプト国に対する援助方針や計画とも合致する。計画・国際協力省並びに高等教育省の両大臣ともに「E-JUSTは戦略的に大切で、プライオリティの高いプロジェクトである。政府の形態が変わっても、問題なく政府としてコミットしていく」と言明されたことは、エジプトー日本間の相互信頼と協力が継続される証であろう。

E-JUSTは2010年に小さな一歩を踏み出し、その後実用的な工学教育や研究を行うトップレベルの機関として、「頭脳流出」を「頭脳獲得」への構造転換をめざして、確実に歩を進めている。すなわち、日本の工学系高等教育から学ぶことにより、研究室を中心とする講座制や研究プロジェクトをベースとした教育方法などによる「研究センター教育」を行い、高い研究能力・応用力・チームワークをもつ人材育成を達成しつつある。このような日本の工学系高等教育の優位性はエジプトの教育界に理解され、根付くものと期待される。

### 3-2 有効性

プロジェクト内での有効性は高いが、プロジェクトがコントロールすることができない要因（エジプト政府判断事項等）のために有効性を低くしている点が存在する。そのため全体としての有効性は「中」程度と言える。E-JUSTは研究論文や会議での発表などの形で学術成果を出しているが、経営や事務処理システムについては改善の余地が多くある。NAQAAEの認証に必要な条件の1つが大学キャンパスであり、新キャンパスの建設までは認証取得は困難である。

E-JUSTは研究論文や会議での発表などの形で学術成果を出しており、教員1人当たりの論文数について、このペースを守っていけば、エジプト内のトップ5にランキングされるであろう。

現時点で、プロジェクト目標達成を阻害する2つの要因が発現している。1つは若い世代に品質の高い教育を提供するための新キャンパスの建設の遅れであり、もう1つはE-JUSTの法的立場を明確にする特別法が成立していないことである。

技術職員の採用やその訓練、経営や事務処理システムについての改善、産業界とのより強度な連携なども必要である。

なお、プロジェクトを2つのステージに分けたことはエジプト、日本双方の関係者がプロジェクト目標を明確にするために効果があったと判断される。

### 3-3 効率性

プロジェクト内の効率性は高いが、プロジェクトがコントロールすることができない未達成要因が存在するため、全体の効率性は「中」と言える。

日本からの投入は適切にタイムリーにもたらされているが、エジプトからの投入とコミットメントについては、キャンパスの建設や政府予算の制限から適切な職員が雇用されていないなどの外部要因に起因する理由から、すべてが計画どおりとは言えない。

研究に係る成果は着実に上がっている一方、経営に係る成果については改善の余地が大きい。その原因は、経営層、事務職員、技術職員が不足しているためである。特に総務担当副学長ポス

トが空席となっている影響は大きい。

産業界との連携については、産業界あるいはその他の機関から24の研究費を受け取り、7名分のプライベート奨学金を取得している。一方、冠講座の開設や企業の社員研修等はまだ実施されていない。

### 3-4 インパクト

現在プロジェクトのインパクトは限られているものの、数年あるいは数十年後には多くの効果をもたらされると期待できる。実際、いくつかのインパクトが発現している。例えば、エジプトのいくつかの大学は学生数を絞って、実践的で品質の高い工学教育や研究を開始すべきか検討を開始している。またエジプトで初めて学長の選出を公募で行ったが、今後のエジプトのグッドプラクティスとして適用拡大が検討されている。

大学発足からまだ日が浅いにもかかわらず、2011年12月時点で、会議での発表が92件あり、ジャーナルへの掲載受諾された論文数は65件となっている。これはインパクトを与える始まりと考えられる。

このようにE-JUSTがエジプトの工学系高等教育の改革に大きなインパクトを与え得るか判断するのは困難であるが、いくつかの萌芽が見られる。

なお、新キャンパスの建設、特別法の成立、NAQAEEの認証の取得など、上位目標が達成されるためになすべき前提条件がたくさんあり、現状では上位目標が達成されるか予断が許されない。

### 3-5 持続性

プロジェクト内における教育、研究の持続性は高いが、財務や制度などのプロジェクト外の要因では、現時点で持続性に懸念を生じさせる部分がある。そのため全体の持続性は「中」と判断される。E-JUSTの重要性は国家レベルの開発政策並びに計画によって担保されている。学術の面では持続性は確保されつつあるが、組織面並びに財務面での持続性についてはいまだ課題が多い。さらにE-JUSTの法的位置づけが法律によって確立されていないことも、今後の課題である。

エジプト政府は「教育・科学研究の発展」はエジプトの経済発展の礎となると固く信じており、将来にわたって、これが継続されない様子は見られず、政策的な持続性は維持されると判断されるが、E-JUSTが確固たる教育研究機関として今後も継続するためには、組織としての基盤はまだ脆弱である。組織構造と経営システムが明確にモデル化され、運用されるようにしていく必要がある。また、E-JUSTに係る特別法を可及的速やかに成立させる必要がある。キャンパス建設も一流の教員・学生や魅力的な教育・研究環境を整備・維持するための最低限の必要条件である。

### 3-6 効果発現に貢献した要因

#### (1) TV会議の活用

E-JUSTと日本の支援大学間の頻繁かつ定期的なTV会議（戦略WG、専攻幹事会合、専攻会議等）が、日本とエジプト間の緊密なコミュニケーション手段として利用されている。これにより異なる地点にいる教授陣が積極的に討議に参画するとともに、問題解決に対処することを可能にしている。（写真1参照）

(2) 日本の教員による現地指導

日本の教員がE-JUSTに滞在し、エジプト人の教員や学生に現地指導を行っている。この方法により、エジプト側の人材が日本式の教育や研究のやり方をエジプト現地において学ぶことができている。経験豊かな教員の更なる長期間の滞在が望まれている。

(3) 技術部の活動

技術部は教育研究用機材を専攻共通で使用できるような仕組みを確立するなど効率性、有効性を高めている。また教員や技術職員の安全に関する認識を高めることに貢献している。

### 3-7 問題点及び問題点を引き起こした原因

(1) E-JUSTの法的位置づけの未確立

E-JUSTの法的位置づけが確立されていないことは、必要な経費や人材を政府に要求する際に、不利な立場におかれることがある。

(2) 新キャンパス建設の遅れ

新キャンパス建設の遅れにより、プロジェクトはCSAT内の場所や、学生寮を改修して研究用スペースとしても使わざるを得ない。これは教員側にも学生側にも不便をもたらしている。  
(写真4、5、6参照)

(3) 事務職員及び技術職員の採用の遅れ

いくつかの事務ポストの職員及び技術職員の人材・能力不足は、大学関係者に対して各種の問題（教員採用や学生募集選考手続きの不備、実験時の安全管理等）を引き起こしてきた。裏方で献身的に働く人材なしに、大学の運営は立ち行かないため、研究のみならず、これら事務職員の体制整備も急ぐべきである。

## 第4章 総括

### 4-1 結論

次々に生じる課題や困難にもかかわらず、エジプト並びに日本の関係者の多大な努力に支えられて、E-JUSTはエジプトにおけるユニークな研究主体の大学として着実に展開されてきている。E-JUSTの学術的基礎はある程度固まってきたが、財務や人材などの経営基盤については、より一層強化する必要がある。

評価5項目については、妥当性は高いが、有効性、効率性、持続性は「中」である。インパクトは現時点では結論を出すには時期尚早である。しかしながら、以下に示す提言に対し、適切な方法で対応していくならば、これらの項目に関する評価は向上していくものと思われる。

### 4-2 提言

本提言については、付属資料1-4 **Actions to be Taken**にて、責任者、実行者、目標期限等を明確化し、モニタリングを容易に行えるよう取りまとめた。

#### (1) 前向きで健全な大学経営

##### ➤ 規則規律の順守

E-JUSTは各種の関係者との間で誤解や軋轢が生じないように、大学の内部規則や規律を順守すべきである。

##### ➤ アドミニストレーション機能の強化

E-JUSTは既存の事務職員に対する訓練を実施し、さらに総務担当の副学長を含めて、有能な人材を雇用していくべきである。

##### ➤ 技術部の強化

技術部は教育研究用機材の利用に関して重要な役割を果たす。したがって、E-JUSTは優秀な人材をもっと雇用すべきである。

##### ➤ 教員数の増加

教員数の増加を図るべきである。特にMTR、IEM、MSEに不足が目立つ。

##### ➤ Common Understanding文書の承認

E-JUSTのUniversity Council（大学評議会）は日・エの共通理解として作成したCommon Understanding文書を公文書として承認すべきである。次にその中で重要な内容についてはBy-laws（規則）に反映する手続きをとるべきである。

##### ➤ 議事録の共有

E-JUSTは委員会（council）の議事録を国内支援大学連合（JSUC）と共有をすべきである。

#### (2) E-JUSTの外部に対する重要事項の働きかけ

##### ➤ 新キャンパスの建設

E-JUSTはキャンパス建設に関して関係省庁と繰り返し議論をしているが、当面のゴールとして、政府の了解のもと、2012年7月末までに設計会社と契約を締結すべきである。

##### ➤ E-JUSTの法的位置づけの確立

特別に設立されたエジプトの国立大学としてのポジションを法的に確立するため、特別法

が制定されるべきである。もしくは、既存の国立大学法（Public University Act）の部分改正に向けて動くべきである。

- 理学士（bachelor's degrees of science）学生の入学許可  
科学技術大学として、工学と理学の学際的領域の研究を進めるため、現在は認められていない理学部出身学生の入学についてSCUから承認を得るべきである。（2010年2月の時点では、高等教育大臣（当時）の了解により、E-JUSTの工学研究科（大学院）へ理学部出身者の受け入れは可能とされていたが、2011年1月の革命後にSCUにより不可とされたため、在学している理学部出身者に対し、E-JUSTは工学の学位（修士、博士）は授与できず、当該学生はE-JUSTの修了証をSCUへ持参し、「理学」の学位（修士、博士）へ書き換えを行う必要がある）

### (3) 理想的な大学モデル構築の努力

- 学生数の増加  
E-JUSTは学生数を増やすために、奨学金を確保するあらゆる可能性を追求し、もって大学経営の強化をはかるべきである。
- 財務状況の透明化の促進  
E-JUSTは全世界のトップレベルの大学となるため、会計や資産などについて国際標準に合った透明性の高い管理をすべきである。実際E-JUSTはすでに国際標準に従うために必要な手段を講じてきたが、今後もこの観点を強化していくことが望まれる。
- E-JUSTの学術的卓越性の追求  
工学系教育並びに研究の品質の卓越性を確保するため、E-JUSTはユニーク性と強みを明確にし、世界中から優秀な教員を招聘すべきである。

## 4-3 教訓

今回の中間レビュー調査から得られた教訓を以下に記す。うち2つは特に今後JICAが新設大学に対して協力を行う際に参考となるものである。最後の1つは特定の分野に限らず、中間レビュー以降の評価調査全般において参考となるものである。

### (1) 関連する法律制定の確認

新設大学に対する協力に際しては、その大学の設立根拠となる法令や運営のあり方を示した法律が制定された後に、協力を開始することが望ましい。現在、E-JUSTは大統領令によってその存続は保障されているものの、運営面における諸規定は明確でなく、複数存在する大学関係法のどれに依拠するかが決まっておらず、E-JUSTの新規性と独自性を確保するため、新たにE-JUST法を制定することが望まれている。二国間協定及び大統領令により、E-JUST理事会が意思決定最高機関であり、学内規則であるBy-Lawsを承認しているが、状況によっては、既存の法律・ルール（国立大学法や政府機関としての規定など）との調整が必要となっている。このことが世界クラスの研究大学をめざすE-JUSTにとって障害となっている。すなわち、開学以来必要な予算（特に運営費や研究資金等）を政府から計画どおりに得ることができない状況が続いている。

E-JUST学長は法令化に向けて同省、計画・国際協力省、SCU等と度重なる折衝を行って

るが、当面続く政治的不安定さ（2012年6月末に大統領選挙が行われる予定）と相まってその見通しは依然として不透明である。

本案件の事前評価報告書には「エジプト政府はE-JUSTを従来の国立大学とは異なる新たな法律に基づき、独立的な大学として設置予定」と記載されているが、その法律の制定については第1ステージ及び第2ステージのPDMの「前提条件」には明記されていない。

総じて同国には組織内に有能な中間管理・事務職員が見当たらず、信頼できる情報提供者が少ないことから、JICAが関連法令の有無やその制定に係るプロセスや所要期間を事前に正確かつ詳細に把握することは困難であったと思われる。しかしそうした事情を抱える国であればこそ、より一層慎重な態度で接することが肝要である。もとより本案件は「日本」という国名を冠した外国大学に対する協力であり、その成否はエジプト及び周辺国の人々のわが国に対する心象にも大きな影響を与えうるものである。

今後同様な性格を持つ案件の実施に際しては、当該高等教育機関の設立や運営に関する法制度が確立されるのを確認することによって、開始後に生じうる活動の遅延や停滞といったリスクを大幅に軽減することができると思料される。

## (2) アドミネストレーションを含めた協力の実施

新設大学にとって開学後数年間は極めて重要である。その間にどれだけの実績を示せるかがその後の発展を左右するといっても過言ではない。実績とは、優秀な人材の育成・輩出であり、彼らが教員と共同で行う研究成果の産出（学会発表、論文掲載等）である。こうした教育、研究を盛り立てていくのがアドミネストレーションであるが、E-JUSTではその部分が弱く、エジプト国内の他の組織と同様、中間管理・事務職員の能力は低い水準にある。あるいはエジプト側に優秀な人材を採用し育成する機運に欠いているところがある。一例を挙げれば（個人攻撃では決してないことを断っておくが）、人事戦略の立案・実現を担当する同大学の役職者はもともと人事に必要な経歴を備えている人物とは思われず、現時点では学長の秘書あるいはメッセンジャーとして、指示されたことをこなしているだけのように見受けられることがある。その他、職員採用は公募形式でありつつも縁故者が一部で採用されているとの声も聞かれ、透明性の確保が必要である。

E-JUST創設以来、日本は教育・研究面においてエジプト側の自助努力を支援してきたが、アドミネストレーションを含め、今後も想定内外の困難が待ち受けているものと思われる。ここで一口にアドミネストレーションといっても、大学全体の将来構想を練ることから、予算の確保の獲得・執行、人事、会計処理、産業界との連携強化、さらには日常の連絡・報告等の雑務に至るまで幅広い領域にまたがる。しかしE-JUSTが一流の大学になるためには規律ある組織風土を醸成することは不可欠であり、その点では日本側もアドミネストレーションを含む協力を本腰を入れて取り組まざるをえない状況にあるといえる。今後の新設大学への協力にあたっては、教育・研究のみならず、アドミネストレーション、更にはマネジメント（大学経営）の領域まで含めて考える必要がある。

## (3) PDM記載事項の説明

今回の中間レビュー調査では既存のPDMに沿って評価を行うとともに、プロジェクトの現状にかんがみてPDMの改訂案を作成しミニッツに添付した。その過程において、PDMに記載

された項目や指標の意味を理解することが困難なものもあった。

JICAの事業においては、後々の関係者らがスムーズに業務を遂行できるよう、今後の事前評価調査や詳細計画策定調査においては、どのような背景で、どのような意図をもってPDMの項目や指標を設定したのかについて解説しておく（具体的には報告書に記載しておく）ことが望ましい。

#### 4-4 PDM改訂案

本プロジェクトは第2ステージとして活動しており、今回の中間レビューは当該ステージのPDMを用いて評価を行った。本PDMの指標の一部や外部条件に関し、プロジェクトの進展に伴い、成果やプロジェクト目標を適切に表さないものが含まれるため、調査団にて改訂案を検討し、エジプト側へ説明を行った。指標の改訂案のポイントは以下のとおり。なお、PDMの改訂には別途ミニッツ署名等の手続きを行う必要がある。

##### (1) プロジェクト目標の指標

現2：開講したばかりのE-JUSTにとって、2013年の時点でNAQAAEの認証を得ることは現実的ではなく、またプロジェクト目標に直結しないと考えられるため削除する。

案2：プロジェクト目標である基本コンセプトを尊重するための指標として、日本側とエジプト側教員で共有されている“共通理解文書（Common Understanding）”を、公式文書として扱うことを記載した。具体的には、共通理解文書を更新するたびに、University Councilにて承認を行うことを確認していく。

##### (2) 成果1の指標

現1-2：国際レベルの会議での発表と国際的ジャーナルへの掲載とでは、難易度がことなるため分割する。

新1-2：国際ジャーナルへの掲載数を指標とした。

新1-3：国際会議での発表数を指標とした。

新1-4：国際レベルの研究能力の指標として、外部研究資金の獲得を指標に含めた。

##### (3) 成果2の指標

現2-1：研究中心教育（On the Research Training/Education：ORT）の定義が明確でないことから指標より削除する。（指標としては明確ではないが、実践的な教育として種々の取り組みは行われている。

現2-2：同上

##### (4) 成果3の指標

新3-1：技術職員の能力向上を図る指標として、組織としての“技術部”が機能すべきであることを指標として含めた。

##### (5) 成果4の指標

現4-2：産業界との連携は始まったばかりであり、2013年の時点でデータベースを構築る意義

が弱いため削除する。

現4-4：2013年の時点で、産業界の人物による講義を実施する意義が弱いため削除する。

現4-5：2013年の時点で、産業界のための訓練コースを実施する意義が弱いため削除する。

新4-1：全体人数に限られるなか、Divisionという組織を構築するには時期尚早のため、Task Teamと表現を変更した。

#### (6) 成果5の指標

現5-1：E-JUSTの中期計画はBOTで議論されていない段階であるため、評価困難として削除する。

現5-2：プロジェクト目標の2の指標と同一であるため削除する。

新5-1：E-JUST幹部と職員の能力向上を図る指標として、定員充足を含めた。

新5-2：職員採用と能力向上計画を含めた。

新5-3：エジプトと国際基準による会計運営を含めた。

新5-4：長期財務計画の策定を含めた。

#### (7) 成果6の指標

現6-2：2013年の時点で中東、アフリカから留学生を就学させるのは時期尚早であるため削除する。

新6-3：外部へ情報発信を積極的に進める前提として、学内委員会の議事録を、日本側関係者と共有することを指標に追加した。

#### (8) 成果の外部条件

新：E-JUSTの法的位置付けを確立することを、成果の外部条件に追記した。

#### (9) 活動の前提条件

新：組織名称の変更により、国立ムバラクシティ研究所（Mubarak City for Scientific Research and Technology Applications：MuCSAT）をCSATへ表記を変更した。



## 付 属 資 料

### 1. 協議議事録（ミニッツ）

1-1 ミニッツ（本文）

1-2 ミニッツ（Annex）

#### 1-3 APPENDIX

1. Lecture Time Table for Quality Assurance Awareness  
（「Quality Assurance Awareness」の講義スケジュール）
2. Quality Assurance Activities  
（品質管理の活動実績）
3. Research Activities by the 1st batch of MSc students  
（第1期修士学生による研究活動）
4. Summary of E-JUST Received Grants  
（E-JUSTが受け取った奨学金の概要）
5. JICA Fellowship Program for E-JUST  
（本邦研修プログラム）
6. Provided Equipment List by JICA（Oct 2008 - Mar 2011）  
（JICA供与機材リスト（2008年10月—2011年3月））
7. Provided Equipment List by JICA（April 2011 - February 2012）  
（JICA供与機材リスト（2011年4月—2012年2月））
8. Courses Taught for Each Program per Semester  
（各学科・各学期で実施された講義一覧）
9. Laboratory Names, Number of Faculty and Students in Each Lab  
（研究室一覧）
10. MOU Signed by E-JUST  
（E-JUSTが合意したMOU一覧）
11. Status of Recruited Academic Staff  
（教員リスト）
12. Organization Structure  
（組織図）
13. Students Left After Enrollment  
（途中退学した学生の状況）
14. Students Applicants and Accepted  
（応募学生数と入学許可者数）
15. Administrative Staff List  
（職員リスト）
16. Common Understanding
17. Academic Staff who Received Ph.D in Japan  
（日本で博士号を取得した教員一覧）
18. Budget Report（2012/2013）  
（2012/2013年財務計画）
19. Number of Students  
（学生数）

注：報告書本文、ミニッツ、評価グリッドすべてに共通のAPPENDIX番号となっている。

#### 1-4 Actions to be Taken

## 2. 評価グリッド

- 2-1 評価グリッド (実績和文)
- 2-2 評価グリッド (プロセス和文)
- 2-3 評価グリッド (5項目和文)

## 3. PDM改訂案

- 3-1 PDM改訂案 (英文)
- 3-2 PDM改訂案 (和文)

## 4. By-Laws

- 4-1 Board of Trustees By-Laws
- 4-2 Proposed Modification to BoT By-Laws
- 4-3 M.Sc. & Ph.D. Degrees By-Laws
- 4-4 Financial By-Laws
- 4-5 Services and Purchasing By-Laws
- 4-6 Academic Staff By-Laws
- 4-7 Administrative Staff By-Laws
- 4-8 Students' Discipline By-Laws
- 4-9 University Halls of Residence By-Laws

1. 協議議事録（ミニッツ）  
1-1 ミニッツ（本文）

**MINUTES OF MEETING**  
**BETWEEN**  
**THE JAPANESE MID-TERM REVIEW TEAM**  
**AND**  
**EGYPT-JAPAN UNIVERSITY OF SCIENCE AND TECHNOLOGY (E-JUST)**  
**ON**  
**THE JAPANESE TECHNICAL COOPERATION**  
**FOR**  
**THE PROJECT FOR ESTABLISHMENT OF**  
**EGYPT-JAPAN UNIVERSITY OF SCIENCE AND TECHNOLOGY (E-JUST)**

The Japanese Mid-term Review Team (hereinafter referred to as “the Team”) organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”), headed by Mr. Ko GOTO conducted a study from March 5 to 14, 2012, for the purpose of the Mid-term Review on the Project for Establishment of Egypt-Japan University of Science and Technology (E-JUST) (hereinafter referred to as “the Project”).

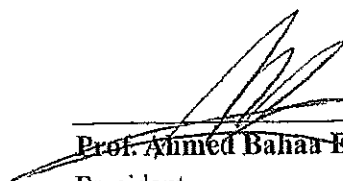
During its visit, the Team had collected relevant data and information about the Project, and had a series of meetings with the persons concerned in the Project.

Based on the above mentioned data and information, the Team had a series of discussions with E-JUST. As a result of the discussions, the Team and E-JUST agreed on the matters referred to in the document attached hereto.

New Borg El Arab, March 14, 2012



**Mr. Ko GOTO**  
Leader  
Japanese Mid-term Review Team  
Japan International Cooperation Agency



**Prof. Ahmed Bahaa Eldine Khairy**  
President  
Egypt-Japan University of Science and Technology  
Arab Republic of Egypt

witnessed by

**Prof. Nabil Abdel Hamid**  
First Under-Secretary  
Ministry of International Cooperation  
Arab Republic of Egypt

**Prof. Galal Abdelhamid**  
Advisor to the minister of H.E. for Strategic Planning  
Ministry of Higher Education  
Arab Republic of Egypt

**ATTACHED DOCUMENT**

**Technical Cooperation Project  
for  
Establishment of Egypt-Japan University of Science and Technology (E-JUST)**

**Mid-term Review Report**

**March 2012**

Handwritten signature and initials in black ink, located in the bottom right corner of the page.

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## **ANNEX**

1. Schedule of JICA Mid-term Review Team
2. List of Interviewees
- 3-1. Project Design Matrix (Stage 1)
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- 3-3. Revision of Project Design Matrix (Stage 2) (Draft Version)
- 4-1. Evaluation Grid (Achievement)
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## **APPENDIX**

1. Lecture Time Table for Quality Assurance Awareness
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15. Administrative Staff List
16. Common Understanding
17. Academic Staff who Received Ph.D in Japan
18. Budget Report (2012/2013)
19. Number of Students

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## List of Abbreviations

BOT	Board of Trustees
CP	Counter Part
CPE	Chemical and Petrochemical Engineering
CSAT	City for Scientific Research and Technology Applications
CSE	Computer Science and Engineering
CU	Common Understanding
E-JUST	Egypt-Japan University OF Science and Technology
ECCE	Electronics, Communications & Computer Engineering
ECE	Electronics and Communications Engineering
EDF	Education Development Fund
EEE	Energy & Environmental Engineering
EGP	Egyptian Pound
ERE	Energy Resources and Environmental Engineering
ES	E-JUST staff
HQ	Head quarter
IDE	Innovative Design Engineering
IEM	Industrial Engineering & System Management
JE	Japanese expert
JICA	Japan International Cooperation Agency
JFY	Japanese Fiscal Year
JPY	Japanese Yen
JSUC	Japanese Supporting University Consortium
MOF	Ministry of Finance
MOHE	Ministry of Higher Education
MOIC	Ministry of International Cooperation
MOP	Ministry of Planning
MOSR	Ministry of Scientific Research
MOU	Memorandum of Understanding
MRE	Mechanics and Robotics Engineering
MSE	Material Science and Engineering
MuCSAT	Mubarak City for Scientific Research and Technology Applications
NAQAAE	National Authority of Quality Assurance and Accreditation for Education
ORT	On the Research Training/education
PDM	Project Design Matrix
SCU	Supreme Council of Universities
VP	Vice President

# 1. Introduction

## 1.1. Background

The Project started in October 2008 for five years, and was divided into two stages. Stage 1 was designed to enable E-JUST to accept a first batch of students in both master and doctor courses. This was accomplished in February 2010, half a year behind the original schedule.

Currently the Project is in Stage 2 where it aims to build a solid foundation for E-JUST to become a world-class leading university. There are six outputs set for this stage, that are: (1) Research capacity of E-JUST's academic staff is strengthened to reach the international level; (2) Capacity of E-JUST's students to conduct practical and creative research is cultivated and enhanced by conducting ORT (on the research training/education); (3) Capable technical staff, who support research activities, are recruited and play the expected function; (4) Collaboration between E-JUST and industries in Egypt and Japan is enhanced; (5) Capacity of the senior management and the administrative staff of E-JUST to successfully manage the university are enhanced; and (6) Active Information dissemination of E-JUST (organization, research and education) to Egypt and to all over the world is undertaken.

Having 18 months left until the end of the Project, JICA dispatched the Mid-term Review Team for the objectives stated below.

## 1.2. Objectives of Mid-term Review

The objective of the Team is to review the process and progress of the Project, evaluate the achievement of the Project, and clarify necessary measures to be taken (or recommendations to be implemented) for further improvement of the Project. Also, the Team reviews the design of the Project which is described in the Project Design Matrix (hereinafter referred to as "PDM"), and discusses the revision of the PDM to fit it into the current situation of the Project.

## 1.3. Schedule of Mid-term Review

The review was conducted from March 5 to 14, 2012. (Detailed schedule is shown in [Annex 1](#).)

## 1.4. Composition of Mid-term Review Team

The Mid-term Review Team consists of following members.

	Task	Name	Title & Organization
1	Leader	Mr. GOTO Ko	Advisor, Human Development Department, JICA HQ
2	Higher Education Cooperation	Mr. TAKAHASHI Satoru	Visiting Senior Adviser (Education), JICA
3	Evaluation Analysis	Mr. TAKEI Makoto	Director, Pantel International Co.Ltd Visiting Researcher, Waseda University

## 1-5 Methodology of Evaluation

The Project was evaluated based on the PDM which was attached to the Record of Discussions (R/D), agreed and signed between E-JUST, Ministry of Foreign Affairs, Ministry of Higher Education, and JICA in October 2008. The PDM is a summary table describing the outline of the Project. The evaluation for this Project mainly refers to the PDM (Stage 2, Sep. 23, 2008) (shown in [Annex 3-2](#)).





However, the evaluation also refers to PDM (Stage 1, Sep. 23, 2008) as needed (See Annex 3-1).

### **1-5-1 Evaluation Procedure**

(1) The Team developed the evaluation grid which identified the specific evaluation points. (2) Various methods were used in data and information collection, such as questionnaire, interview, discussion, and observation (The list of the interviewees is attached as Annex 2). (3) The Team together with the Egyptian counterparts analyzed and evaluated the Project from the viewpoint of the achievement level of the Project, the implementation process, and five evaluation criteria, namely Relevance, Effectiveness, Efficiency, Impact and Sustainability. (4) The Team also discussed with the counterparts about the modification of current PDM. (5) Finally, Joint Coordinating Committee was held before signing the Minutes of Meeting for the Mid-term Review.

### **1-5-2 Points for the Evaluation**

#### *Achievement level and Implementation Process of the Project*

The achievement level in terms of Inputs, Activities, Outputs, and Project Purpose was assessed based on the PDM. The implementation process of the Project was also confirmed from the various viewpoints.

#### *Evaluation Criteria*

The following five evaluation criteria are applied to the project evaluation.

- (1) **Relevance:** Relevance of the Project was considered from a viewpoint of the validity of the Project Purpose and Overall Goal in connection with the development policy of Egypt and the needs of project beneficiaries.
- (2) **Effectiveness:** Effectiveness is assessed by evaluating to what extent the Project has achieved its purpose clarifying the relationship between the Project Purpose and Outputs.
- (3) **Efficiency:** Efficiency of the Project implementation is analyzed with an emphasis on the relationship between Outputs and Inputs in terms of timing, quality and quantity.
- (4) **Impact:** Impact examines the indirect effects and extended effects by the Project in the long run. The analysis also includes the positive and negative impacts that were not expected when the Project was planned.
- (5) **Sustainability:** Sustainability of the Project was assessed from policy, organizational, financial and academic aspects by examining to what extent the achievement of the Project will be sustained or extended.



## 2. Achievement of the Project

### 2-1. Actual Input

#### 2-1-1. Inputs from Japanese Side

##### (1) Dispatch of Long Term experts

Nine experts had been dispatched in total. As of Feb. 2012, seven are in duty.

- Chief Advisor
- Chief Project Coordinator
- Project Coordinator/Education Policy
- Project Coordinator/ Distance Learning
- Adviser of Head of Technology management Department
- Advisor of Dean - School of Electronics, Communications and Computer Engineering (ECCE)
- Advisor of Dean - School of Energy and Environmental Engineering (EEE)

##### (2) Dispatch of Short-term Experts (i.e., Japanese Professors)

As of Feb. 2012, following numbers of short term experts have been dispatched.

- Short Term Expert through JICA-University contracts: 107 experts
- Short Term Experts: 50 experts
- Mission Members: 77 members

##### (3) Short Term Training Courses in Japan

A total of eight persons have visited Japan for the short term training courses.

##### (4) Provision of Equipment

The equipment worth 1,043 million JPY is donated to E-JUST and almost all equipment will arrive at E-JUST by the end of March 2012.

##### (5) Joint Research Expenses

E-JUST gained an opportunity to conduct a joint research with Tohoku University, which is originally funded by the Japan Science and Technology Agency (JST).

#### 2-1-2. Inputs from Egyptian Side

##### (1) Assignment of counterpart personnel

There are the President, 28 full-time faculty members, and 40 administrative staff (excluding support staff such as gardeners, janitors, etc.) currently working in E-JUST.

##### (2) Construction of campus, facilities and ancillary infrastructure works

Construction of the new campus including infrastructure and ancillary facilities has not started yet. It is still in the process of signing the design works contract for the permanent campus construction. In the meantime, some space in CSAT and 14 residential buildings can be used as E-JUST's temporary campus.



(3) Activity costs of the Project office

One of the residential buildings has been assigned for the JICA Project office. Furniture and utilities are provided by the Egyptian side.

(4) Operation and maintenance cost of facilities and equipment

The space for equipment installation is still limited. The refurbishment and renovation of additional buildings are needed to accommodate all the equipment. The Operation and maintenance cost is allocated in the budget but not implemented yet.

## 2-2. Achievement of Output

The achievement of each output yielded through activities of the Project is summarized as follows.

### Output 1. "Research capacity of E-JUST's academic staff is strengthened to reach the international level."

A total of 12 joint researches have been conducted by the end of February 2012. A total amount of the funds is 19.3 million EGP. The numbers of presentations at conferences and accepted journals as of January 2012 are shown below.

Year	ECCE		IDE		EEE	
	Conference	Journal	Conference	Journal	Conference	Journal
2010	15	6	2	2	8	6
2011	39	4	18	7	4	12
2012	6	15	0	6	0	7
Total	60	25	20	15	12	25

### Output 2. "Capacity of E-JUST's students to conduct practical and creative research is cultivated and enhanced by conducting ORT (on the research training/education)"

15 master students in the first batch have all participated in activities in any of laboratory/research projects, and 11 students among them contributed their papers that have been already accepted by international journals/conferences. Doctoral students in the first and second batches are now in the process of writing their papers and dissertations.

### Output 3. "Capable technical staff, who support research activities, are recruited and play the expected function."

There are eight technical staffs. They are working exclusively for each Program, and not working for the Technology Management Department. The shape of organization for technical staff and their recruitment were approved by the University Council one year ago, but human resources have not been fully assigned yet due to government budgetary constraints.

### Output 4. "Collaboration between E-JUST and industries in Egypt and Japan is enhanced."

There is no specialized linkage promotion unit, but there is some progress toward it. For example, 24 research grants have been gained from industries and other organizations, including IBM,

Mitsubishi Corporation, Tohoku University, Pharco Group, Amazon, Google and Qatar National Research Fund by February 2012.

**Output 5. “Capacity of the senior management and the administrative staff of E-JUST to successfully manage the university are enhanced.”**

The capacity of the senior management and the administrative staff is being enhanced. The senior management developed the Provisional Strategic Plan” and the “E-JUST Budget Proposal 2012/2013 and Budget Projections 2013-2015”. Despite continues efforts being made, the administrative staff are insufficient in both quality and quantity.

**Output 6. “Active Information dissemination of E-JUST (organization, research and education) to Egypt and to all over the world is undertaken.”**

One publicity campaign tour was conducted in Middle East countries in 2008. E-JUST hosted or sponsored three International symposia or conferences in 2011 and will host at least three International symposia or conferences in 2012. 27 MOUs on academic and research cooperation have been signed with foreign universities and research institutions.

### **2-3. Achievement of Project Purpose**

**“Foundation to become a world class leading university is established by steadily practicing the basic concept of E-JUST.”**

Compared to other top Egyptian universities, such as Cairo University, Ain Shams University, Alexandria University and American University in Cairo, the number of academic staff of E-JUST is very small. However, at the moment, the number of research papers accepted in accredited journals per academic staff at E-JUST is much higher than those of others. According to the data open on the website, the number in E-JUST is 2.9 while the numbers in most of other universities are less than 1. The Head of the Quality Assurance Center who assumed his post in December 2011 is conducting the quality activity to obtain accreditation from NAQAEE.

### **2-4. Achievement of Overall Goal**

**“E-JUST becomes to sustainably produce highly qualified human resources who can lead the socio-economic development of Egypt, Arab countries and Africa.”**

11 students earned the master degree in February 2012, and all of them will go on to pursue the doctoral degree. E-JUST made a modest start, but it is on track toward achieving the Overall Goal.

## **3. Evaluation by Five Criteria**

### **3-1. Relevance**

The relevance of the Project is high. The Project is in line with the development policies and plans



of the Egyptian government and MOHE as well as the assistance policies and plans of the Japanese government and JICA toward Egypt.

### **3-2. Effectiveness**

The effectiveness inside the Project is good, but the factors beyond control of the Project are not good. This has reduced the overall effectiveness to medium. While E-JUST has been producing academic outputs in the form of research papers and presentations, there is still a lot of room for improvement in its management and administration system. Also, accreditation has yet to be obtained from NAQAAE. Its main requirement is related to the existence of the physical university campus.

### **3-3. Efficiency**

The efficiency inside the Project is good, but incomplete factors beyond control of the Project has reduced overall efficiency to medium. While the Japanese inputs have been made in an appropriate and timely manner, not all the Egyptian inputs and commitments have been made as planned due to external factors such as the delay of campus construction and lack of properly assigned staff due to government budgetary constraints.

### **3-4. Impact**

The impact of the Project is burgeoning at the moment but is expected to flourish in the years and decades ahead. In fact, part of the impact has been observed. For example, some universities in Egypt have started studying whether they should implement practical and quality engineering education toward and research with a limited number of students. Also, the transparent method of selecting the President is regarded as a good practice which can be extensively applied.

### **3-5. Sustainability**

The sustainability inside the Project is good, but the one outside the Project is not good. So the overall sustainability is medium. The importance of E-JUST is endorsed by development policies and plans at the national level. Sustainability is recognized in the academic aspect, but it is not recognized in the organizational and financial aspects. Also, the E-JUST legal status has yet to be established by law.

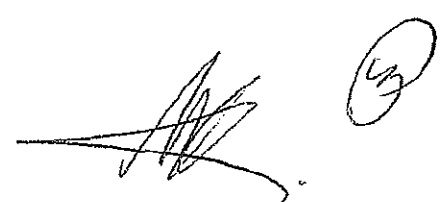
### **3-6. Contributing Factors**

#### **(1) Teleconferencing**

Frequent and regular strategic teleconferencing serves as a channel of close communication between the Egyptian and Japanese sides. It enabled professors staying in different places to join active discussions.

#### **(2) Hands-on guidance by Japanese professors**

Japanese professors visit and stay at E-JUST to provide hands-on guidance to Egyptian scholars and students who otherwise would have no opportunity to know the Japanese-style education and research. The longer stay of senior professors will be appreciated.



(3) Technology Management Department in action

The Technology Management Department is promoting the efficient and effective use of the equipment. It has also contributed to raising the safety consciousness of academic and technical staff.

### 3-7. Impeding Factors

(1) Unestablished legal foundation of E-JUST

The E-JUST status unsupported by existing university laws has put itself in a disadvantageous condition when they request necessary financial and human resources to the government.

(2) Delay in the construction of the new campus

The delayed construction of the new campus forced the Project to use some space in CSAT and dormitories, which has caused tremendous inconveniences to both professors and students.

(3) Delay in the assignment of administrative and technical staff

Lack of capable administrative and technical staff in some positions has been causing damage to every corner of the university. There is no university management without those who devotedly work behind the scene.

## 4. Conclusion

### 4-1. Result of Evaluation

Despite daunting challenges and difficulties emerging one after another, E-JUST has been making steady progress as a unique research university in Egypt, supported by enormous efforts of all the stakeholders of both the Egyptian and Japanese sides. While the academic foundation of E-JUST has been solidified to a certain extent, the managerial foundation including finance and personal affairs needs to be further strengthened.

Concerning the five criteria of evaluation, while relevance is high, effectiveness, efficiency, and sustainability are medium. Impact remains low at the moment. However, these criteria are expected to be improved if E-JUST responds to the recommendations below by tenaciously taking appropriate measures.

### 4-2. Recommendations

(1) Proactive and sound university management

➤ *Following rules and regulations*

E-JUST should duly follow its internal rules and regulations of the university to avoid misunderstanding and friction between/among various stakeholders.

➤ *Strengthening the administrative function*

E-JUST should conduct training toward existing administrative staff and to hire additional capable human resources including VP for Support Services.

➤ *Strengthening the Technology Management Department*

This department has a vital role to play in the use of equipment for education and research. To this end, E-JUST should hire additional competent staff.

➤ *Increase the number of academic staffs*



- The number of academic staff should be increase especially in MTR, IBM and MSE.
- *Authorizing the Common Understanding document*  
The University Council of E-JUST should authorize the Common Understanding document. Then it should take a step forward to integrate some of the key contents into by-laws.
  - *Sharing the Minute of Meeting*  
E-JUST should share the Minute of Meeting of the councils with JSUC.
- (2) Addressing the issues of importance beyond E-JUST
- *Construction of the new campus*  
E-JUST is repeatedly talking with the related ministries to prompt the campus construction. As an immediate goal, upon the approval of the government, the contract should be signed with a design company by the end of July 2012.
  - *Establishment of a legal status of E-JUST*  
The Special Law should be legislated. In parallel, with a support of related ministries, E-JUST should make a move to partially amend the existing Public University Act to give itself a solid legal status.
  - *Warranting students with bachelor's degrees of science*  
E-JUST should obtain approval from SCU about the enrollment of students with bachelor's degrees of science to ensure its autonomy as a university.
- (3) Striving for the ideal university model
- *Increasing the student enrollment*  
E-JUST should explore every possible source and channel of scholarships to increase the student enrollment, thereby reinforcing the university management.
  - *Enhancing the financial transparency*  
E-JUST should keep accounting and inventory transparent in line with the international standard to be a world-class leading university. In fact, E-JUST has taken necessary measure to abide by international standard, and is encouraged to proceed further in this respect.
  - *Pursuing academic excellence of E-JUST*  
For the sake of staying on the cutting edge of quality engineering education and research, E-JUST should seriously consider and identify its own uniqueness and strengths to keep on attracting excellent academic staff from around the world.

#### 4-3. Revision of PDM (Stage 2)

Taking the progress and current situation of the Project, both the Egyptian and Japanese sides discussed and agreed upon the draft of the revised PDM as shown in Annex 3-3.

(END)

## Schedule of JICA Mid-term review mission

M/D	day	Activities		
		Goto	Takahashi	Takei
Mar. 4	Sun.			Leave Tokyo ( QR 803 )
Mar. 5	Mon.			Arrive at Alexandria ( QR 510 )
Mar. 6	Tue.			Data Collection, Data Analysis, Drafting Minutes
Mar. 7	Wed.			Data Collection, Data Analysis, Drafting Minutes
Mar. 8	Thu.			Data Collection, Data Analysis, Drafting Minutes
Mar. 9	Fri.	Leave Tokyo	Leave Tokyo	Data Collection, Data Analysis, Drafting Minutes
Mar. 10	Sat.	Arrive at Alexandria	Arrive at Alexandria	Data Collection, Data Analysis, Drafting Minutes
Mar. 11	Sun.	Meeting	Meeting	Meeting
Mar. 12	Mon.	Meeting	Meeting	Meeting
Mar. 13	Tue.	Meeting	Meeting	Meeting
Mar. 14	Wed.	Meeting	Meeting	Meeting
Mar. 15	Thu.	Leave Alexandria	Meeting	Meeting
Mar. 16	Fri.		Leave Alexandria	Data Analysis,
Mar. 17	Sat.			Leave Alexandria ( TK642 )



## List of Interviewees

No.	Name	Position	Organization
1	Professor Ahmed B. Khalry	President	E-JUST
2	Professor Ahmed Abo-Ismael	Vice President, Education and Academic Affairs	E-JUST
3	Professor Mohamed El-Sharkawy	Vice President, Research	E-JUST
4	Professor Mohamed El-Sayed Ragab	Dean, School of Electronics, Communications and Computer Engineering	E-JUST
5	Eng. Amir Wassef	Adviser to the President, International and External Relations	E-JUST
6	Dr. Amr B. Eltawil	Acting Chairperson Industry Engineering and System Management	E-JUST
7	Dr. Nermine A. Harraz	Associate Professor Industry Engineering and System Management	E-JUST
8	Professor Ibrahim M. Ismail	Head of the Quality Assurance Center	E-JUST
9	Ms. Nermine Ahmed Nadeer	Manager, Human Resources	E-JUST
10	Ms. Solava Salah	Recruitment and Employee Development Department	E-JUST
11	Mr. Hossam El-Deen Kamal	Financial Manager, Financial Affairs	E-JUST
12	Ms. Nadia El-Telaidaty	Acting Manager, Education Affairs	E-JUST
13	Dr. Yasutaka Wada	Assistant Professor	Waseda University
14	Dr. Victor Goulart	Associate Professor	Kyushu University
15	Dr. Koichi Nakamura	Associate Professor	Kyoto University
16	Ms. Matsuda Mayumi	JICA consultant on Quality Assurance	PACET Corp.
17	Ms. Geraldine S. Batoon	JICA consultant on Finance and Account	iCube, Inc.
18	Professor Ozawa Katsuhiko	Chief Advisor	JICA Expert
19	Professor Ichimura Teijiro	Advisor for Dean of School of Energy and Environmental Engineering	JICA Expert
20	Professor Kawasaki Zenichiro	Advisor for Dean of School of Electronics, Communication and Computer Engineering	JICA Expert
21	Dr. Matsushita Yoshihisa	Advisor for Head of Technology Department	JICA Expert
22	Mr. Iwasaki Akihiro	Chief Project Coordinator	JICA Expert
23	Ms. Adachi Mariko	Project Coordinator/Education System	JICA Expert
24	Mr. Okano Takasei	Project Coordinator/Distance Learning	JICA Expert

### PROJECT DESIGN MATRIX (1<sup>st</sup> Stage)

Project Title: Project for Establishment of E-JUST

Period of 1<sup>st</sup> Stage : October 13, 2008 - October 12, 2009    Period of the Project : October 13, 2008 - October 12, 2013

Target : Teaching staff and Administrative staff of E-JUST

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<Overall Goal>			
<p>&lt;Project Purpose&gt; The precondition for accepting the 1st batch of postgraduate students at E-JUST (strategic plan, organization, academic programs, and staff and facilities and equipment, etc) from September 2009 is fulfilled.</p>	<p>&lt;Key indicators for Stage Transition&gt; 1. A mid-long term (5-15 years) plan of E-JUST is formulated 2. Sufficient number of appropriately qualified and trained human resources (university management, academic and administrative staff) is secured and its governing structure is organized 3. Budget necessary for the 2<sup>nd</sup> Stage of the Project is committed / allocated. 4. Academic contents, equipment and facilities necessary for postgraduate course are prepared. 5. Establishment of E-JUST is approved by SCU</p>	<p>1. Mid-Long term plan 2. Number, CVs and training result of staff; organizational chart 3. Budgetary note 4. Curricula, syllabus, equipment list, facilities observation 5. Approval document</p>	<p>Egyptian &amp; Japanese government continue to commit themselves to establish E-JUST.</p>
<p>&lt;Output&gt; 1. The governing structure and basic plans of E-JUST are formulated.  2. Overall framework of academic programs and contents of postgraduate courses for its 1st batch students (curricula, syllabi, educational materials) and equipment are prepared.</p>	<p>1-1 Organizational structure, staff assignment plan and by-laws are prepared. 1-2 Vision and management capacity of senior university management and administration bureau, who are selected and employed in accordance with the selection criteria, is improved. 1-3 The mid-long (5-15 years) term plan, and its viable financial plan of E-JUST are developed. 1-4 A plan of collaboration with industries and local communities, which responds to the needs of those stakeholders, is developed  2-1 Basic strategy of overall academic programs is determined. 2-2 Basic description of each academic program is given and 3 programs with which the 1st batch of postgraduate courses are decided..</p>	<p>1-1 Organizational structure, staff assignment plan, by-laws 1-2 CVs, Minutes of Meetings of Board meetings, etc. Interview  1-3 Mid-long term plan, financial plan 1-4 Plan of collaboration with industries, interview with stakeholders  2-1 Basic Strategy Paper 2-2 Basic description of each program, 3 selected programs</p>	<p>Qualified E-JUST staff will remain working for E-JUST.</p>

<p>3. Grand design of campus, architectural design of each facility and its execution design and construction schedule are formulated.</p> <p>4. Sufficient number of competent academic staff, who have acquired teaching contents, pedagogical methods and equipment O&amp;M techniques minimally required for instructing postgraduate courses is secured.</p> <p>5. Establishment of E-JUST and its features become well known among its stakeholders (industry, academics, government, prospective academic staff and students, etc).</p> <p>6. Sufficient number of highly talented students, from Egypt and foreign countries, are admitted to the 1st batch of postgraduate courses</p> <p>7. A detailed cooperation plan for 2<sup>nd</sup> Stage is determined.</p>	<p>2-3 Curricula and syllabi are prepared for the postgraduate course of the 3 selected program.</p> <p>2-4 A comprehensive list of equipment which is necessary for each program of all degrees, is developed.</p> <p>2-5 Equipment and educational materials for the 1<sup>st</sup> year of postgraduate courses are prepared/ procured.</p> <p>3-1 Basic concept and long term plan of campus is formulated.</p> <p>3-2 Architectural design of each facility, which responds to the needs of users and properly accommodates all equipment, is formulated.</p> <p>3-3 Execution design of all facilities and viable construction schedule are formulated.</p> <p>4-1 Sufficient number of academic staff, who fulfills the selection criteria, is employed.</p> <p>4-2 Proficiency of all academic staff on teaching contents, pedagogical methods and equipment O&amp;M techniques is sufficiently improved to instruct postgraduate courses</p> <p>5-1 Brochures of E-JUST are distributed to related organizations (ministries, industries, major universities)</p> <p>5-2 The number of access to a newly opened web site of E-JUST reaches 3,000 times.</p> <p>5-3 The number of registered person to a mailing list of E-JUST become 100 person.</p> <p>5-4 The number of reports/ coverage on E-JUST at national newspapers, TV programs, related magazines and professional journals reaches more than 30 times.</p> <p>5-5 Symposiums and workshops commemorating the establishment of E-JUST are held more than 5 times.</p> <p>6-1 The number of applicants reaches more than 5 time of the annual enrolment number.</p> <p>6-2 All admitted students surpass the established admission criteria.</p> <p>7-1 Revised PDM, Plan of Operation (PO) and Plan of Inputs for the 2<sup>nd</sup> Stage are formulated.</p> <p>7-2 Minutes of Meetings (M/M) for the 2<sup>nd</sup> Stage is agreed upon and signed by both sides.</p>	<p>2-3 Curricula, Syllabi</p> <p>2-4 List of equipment</p> <p>2-5 List of procured equipment &amp; educational materials</p> <p>3-1 Basic Concept, Long Term Plan</p> <p>3-2 Architectural design</p> <p>3-3 Execution design, Construction schedule</p> <p>4-1 List of academic staff &amp; CVs</p> <p>4-2 Training result, interview with senior management &amp; Jpn professors</p> <p>5-1 List of organizations to which brochures are distributed</p> <p>5-2 Access number of Web site</p> <p>5-3 Number of registered person</p> <p>5-4 Number of reports &amp; articles</p> <p>5-5 Number of meetings</p> <p>6-1 List of applicants &amp; admitted students</p> <p>6-2 Test scores and other admission materials</p> <p>7-1 Revised PDM, PO, Inputs Plan</p> <p>7-2 Signed M/M</p>	
<Activities>	<Input>		

<p>1-1 To formulate a governing structure of E-JUST</p> <p>1-2 To formulate a selection criteria and recruit capable and competent person to the senior university management and administration</p> <p>1-3 To provide the senior university management with an opportunity to observe and discuss with top level &amp; progressive Japanese universities</p> <p>1-4 To define long term strategy (15 yrs) and mid term (5yrs) (including financial plan, industry-academic partnership) of E-JUST</p> <p>1-5 To formulate a selection criteria and recruit appropriate administrative staff</p> <p>1-6 To conduct training for administrative staff on university administration and educational affairs</p> <p>2-1 To review academic programs and curricula of existing universities in Egypt and neighboring countries.</p> <p>2-2 To define an overall strategy of academic programs and basic policy for each program.</p> <p>2-3 To develop a framework of curricula for undergraduate, master's and Ph. D courses of each program</p> <p>2-4 To select 3 programs out of the 7 programs with which the 1st batch of postgraduate courses will be started</p> <p>2-5 To prepare detailed curricula, syllabi and educational materials for the 1st batch of postgraduate courses of the 3 selected program</p> <p>2-6 To formulate a list of necessary equipment and machineries for undergraduate, master's and Ph. D courses of each program</p> <p>2-7 To procure essential equipment necessary for starting the postgraduate courses</p> <p>2-8 To prepare for establishment of distance learning system with Japanese universities</p> <p>3-1 To formulate basic concept of overall campus plan, in consideration to not only academic aspect, but also linkage with industry and local governments</p> <p>3-2 To formulate development plan of each education &amp; research space by reflecting the needs of academic staff and disposition of necessary equipment</p> <p>3-3 To draw an execution design (detail design) of each facility with its layout, flow diagram and basic infrastructures</p>	<p>(f) Japanese Side</p> <ol style="list-style-type: none"> <li>1. Long Term Experts (Chief Advisor/Advisor to President, Project Advisor, Specialists in 3 fields, Project Coordinator)</li> <li>2. Short Term Experts</li> <li>3. Short Term Training Courses in Japan</li> <li>4. Provision of Equipment: Supplementary to GA Project</li> <li>5. Others</li> </ol> <p>(2) Egyptian Side</p> <ol style="list-style-type: none"> <li>1. Assignment of Counterpart personnel (inc, MuCSAT research staff)</li> <li>2. Construction of campus, facilities and ancillary infrastructure works (electricity, water, roads, etc.)</li> <li>3. Activity costs of the Project Office (fixtures, stationeries, utilities)</li> <li>4. O&amp;M cost of facilities and equipment</li> <li>5. Others</li> </ol>	<p>&lt;Pre-condition&gt; Egyptian government appoint the founding president as well as founding professors for each program</p> <p>Organization, facilities, equipment and staff of MuCSAT remains closely affiliated with E-JUST</p>
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<p>4-1 To formulate a selection criteria and employ competent academic staff</p> <p>4-2 To implement faculty development (teaching contents, pedagogical methods and equipment O&amp;M techniques) minimally required for instructing postgraduate courses</p> <p>5-1 To prepare brochures and promotion materials of E-JUST</p> <p>5-2 To conduct promotion campaign utilizing mass media (domestic &amp; international), web, mailing list, etc</p> <p>5-3 To hold international symposiums and workshops commemorating the establishment of E-JUST</p> <p>6-1 To formulate a student admission policy and a list of entrance requirements for postgraduate courses</p> <p>6-2 To conduct explanation meetings at major universities</p> <p>6-3 To receive application form and conduct selection (for postgraduate course 1<sup>st</sup> batch start t fall 2009) based on implementation guideline for student selection</p> <p>7-1 To review, discuss and revise the Tentative PDM, PO, and inputs of the 2nd Stage prepared at the 1st Stage, in consideration to the progress of preparation and newly found circumstances.</p> <p>7-2 To sign Minutes of Meeting which compiles the discussion on PDM, PO and inputs of the 2<sup>nd</sup> Stage</p>		
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**PROJECT DESIGN MATRIX (2nd Stage)**

Project Title: Project for Establishment of E-JUST

Period of 2nd Stage : October 13, 2009 - October 12, 2013 Period of the Project : October 13, 2008 - October 12, 2013  
Target : Academic staff and Administrative staff of E-JUST

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>&lt;Overall Goal&gt; E-JUST becomes to sustainably produce highly qualified human resources who can lead the socio-economic development of Egypt, Arab countries and Africa.</p>	<ol style="list-style-type: none"> <li>E-JUST is ranked within the top 500 in a world university ranking within 10 years.</li> <li>Employment rate of E-JUST alumni after 1 year of their graduation maintains over 90%.</li> </ol>	<ol style="list-style-type: none"> <li>world university rankings</li> <li>employment record of E-JUST alumni</li> </ol>	
<p>&lt;Project Purpose&gt; Foundation to become a world class leading university is established by steadily practicing the basic concept of E-JUST.</p>	<ol style="list-style-type: none"> <li>The number of research papers accepted in accredited international journals/per academic staff ranks within top 5 among Egyptian universities</li> <li>E-JUST obtains accreditation from NAQAAE.</li> </ol>	<ol style="list-style-type: none"> <li>Statistics of MOHE/MOSR</li> <li>Accreditation Certificate of NAQAAE</li> </ol>	<p>Egyptian and Japanese government continue to commit themselves to establish E-JUST.</p>
<p>&lt;Output&gt; 1. Research capacity of E-JUST's academic staff is strengthened to reach the international level.  2. Capacity of E-JUST's students to conduct practical and creative research is cultivated and enhanced by conducting ORT (on the research training/education).</p>	<ol style="list-style-type: none"> <li>1-1 At least 1 joint researches is conducted at each program with Japanese universities (with possible participation of universities and industries in Egypt) every year</li> <li>1-2 At least 2-3 research papers are presented at international level conferences or accepted journals per each program every year</li> <li>2-1 Introduction plan for ORT is prepared and authorized by E-JUST senior management.</li> <li>2-2 Organization and curriculum is developed in a way where ORT can be smoothly conducted.</li> <li>2-3 All graduate students are involved in activities of each laboratory/research projects and write their thesis based on laboratory work.</li> <li>2-4 80% of Employers (industries, industries and universities) evaluate that E-JUST graduates generally possesses practical and higher ability of conducting research.</li> </ol>	<ol style="list-style-type: none"> <li>1-1 No. of join research</li> <li>1-2 No. of papers presented at int'l conferences and papers published in int'l journals</li> <li>1-3 No of patents registered</li> <li>2-1 Introduction plan of ORT</li> <li>2-2 Organizational chart, curriculum, interview to academic staff &amp; students</li> <li>2-3 List of students assignment to laboratories, Research topics of Lab and thesis topics of students, interviews to academic staff and students</li> <li>2-4 Questionnaire and interview to employers of E-JUST graduates</li> </ol>	<p>Trained E-JUST staff will remain working for E-JUST.</p>

<p>3. Capable technical staff, who support research activities, are recruited and play the expected function</p> <p>4. Collaboration between E-JUST and industries in Egypt and Japan is enhanced.</p> <p>5. Capacity of the senior management and the administrative staff of E-JUST to successfully manage the university are enhanced.</p> <p>6. Active information dissemination of E-JUST (organization, research and education) to Egypt and to all over the world is undertaken.</p>	<p>3-1 Sufficient number of technical staff, who fulfills the selection criteria, is employed.</p> <p>3-2 Proficiency of all technical staff on research support and equipment O&amp;M techniques is sufficiently improved</p> <p>4-1 University-Industry Linkage Division is organized and staffed with proper number of academic staff as well as professional, administrative and liaison staff.</p> <p>4-2 Database on technology seeds is constructed and uploaded to Website of E-JUST biannually</p> <p>4-3 More than 50% of major companies around Alexandria area know the research areas of E-JUST which relates with their sector.</p> <p>4-4 At least one course per program per semester is delivered by lecturers from industries</p> <p>4-5 At least one professional training course for company employees per year per faculty is implemented.</p> <p>4-6 At least 1 joint/contract research per program per year is conducted with industries (domestic/ foreign) in Egypt</p> <p>5-1 More than 75% of targets set in the Mid Term Plan are evaluated as "mostly achieved" by external evaluators.</p> <p>5-2 E-JUST is officially accredited by NAQAAE</p> <p>5-3 More than 75% of the academic staff and students are satisfied with performance of university management and administration.</p> <p>6-1 E-JUST hosts at least one International symposium, conferences etc. each year.</p> <p>6-2 Publicity campaigns and student recruit tours are conducted at least at 5 countries of Middle East and Africa region.</p> <p>6-3 At least 5 Memorandum of Understanding (MOU) on academic and research cooperation are signed with foreign universities and research institutions.</p>	<p>3-1 List of technical staff &amp; CVs</p> <p>3-2 Training result, interview with senior management &amp; Jpn professors</p> <p>4-1 Organizational Chart, List of Staff and its CVs</p> <p>4-2 Data base &amp; web site records</p> <p>4-3 Questionnaire &amp; interview</p> <p>4-4 No. of lecturers from industry</p> <p>4-5 No. of training courses for company employees</p> <p>4-6 No. of joint/contract researches</p> <p>3-3 External Evaluation Report</p> <p>3-4 Accreditation Certificate</p> <p>3-5 Questionnaire &amp; Interviews to academic staff &amp; students</p> <p>6-1 No. of Int'l Symposium etc.</p> <p>6-2 No. of publicity &amp; student recruit tours</p> <p>6-3 No. of MOUs</p>	
<p>&lt;Activities&gt;</p> <p>1-1 To master appropriate methods to select research topics, manage researches, and operate &amp; maintain research equipment</p> <p>1-2 To conduct joint researches with Japanese universities, and universities and industries in Egypt</p> <p>1-3 To obtain Ph. D degree in Japan and to participate in short term training in Japan</p>	<p>&lt;Input&gt;</p> <p>(1) Japanese Side</p> <p>1. Long Term Experts (Chief Advisor/Advisor to President, Project Advisor, Specialists in 3 fields, Project Coordinator)</p> <p>2. Short Term Experts</p> <p>3. Short Term Training Courses in Japan</p> <p>4. Provision of Equipment: Supplementary to GA Project</p>	<p>&lt;Pre-condition&gt;</p> <p>Organization, facilities, equipment and staff of MuCSAT remains closely</p>	

<p>2-1 To customize and optimize Japanese style ORT to suit Egypt</p> <p>2-2 To formulate appropriate academic staff organization and curriculum in order to conduct ORT</p> <p>2-3 To conduct education program with ORT</p> <p>3-1 To formulate a selection criteria and employ competent technical staff</p> <p>3-2 To conduct training for technical staff on research support method and equipment O&amp;M techniques</p> <p>4-1 To design and establish a division specialized in university-industry collaboration (inc. acquisition &amp; maintenance of IPR) and to train its professional staff</p> <p>4-2 To conduct surveys to grasp demands of industries for human resources in science and technology field and R&amp;D by industries in Egypt</p> <p>4-3 To set up endowed courses which reflect needs of industries, and to receive lecturers from industries in Egypt and Japan</p> <p>4-4 To facilitate joint researches and contract researches with/from industries in Egypt</p> <p>4-5 To facilitate implementation of training courses (degree &amp; non-degree short courses) for company employees in Egypt</p> <p>4-6 To make suggestions to relevant government organizations to formulate a support mechanism for E-JUST in establishing effective linkage with industry</p> <p>5-1 To conduct observation to Japanese universities which promote progressive university management, and have dialogue with its senior management</p> <p>5-2 To conduct skill up training for administrative staff of E-JUST</p> <p>6-1 To actively organize international symposium and seminars on various topics of science and technology</p> <p>6-2 To promote result of E-JUST activities (research result, new style education system)</p> <p>6-3 To facilitate networking with world leading universities and research institutions in science and technology fields</p>	<p>5. Joint Research Expenses</p> <p>6. Others</p> <p>(2) Egyptian Side Assignment of Counterpart personnel (inc. MuCSAT research staff)</p> <p>1. Construction of campus, facilities and ancillary infrastructure works (electricity, water, roads, etc.)</p> <p>2. Activity costs of the Project Office (fixtures, stationeries, utilities)</p> <p>3. O&amp;M cost of facilities and equipment</p> <p>4. Others</p>	<p>affiliated with E-JUST</p>
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**PROJECT DESIGN MATRIX (2nd Stage) Draft of the revised version**

**Project Title: Project for Establishment of E-JUST**

Period of 2nd Stage : February , 2010 - October 12, 2013    Period of the Project : October 13, 2006 - October 12, 2013

Target : Academic staff and Administrative staff of E-JUST

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>&lt;Overall Goal&gt; E-JUST becomes to sustainably produce highly qualified human resources who can lead the socio-economic development of Egypt, Arab countries and Africa.</p>	<p>1. E-JUST is ranked within the top 500 in a world university ranking within 10 years. 2. Employment rate of E-JUST alumni after 1 year of their graduation maintains over 90%.</p>	<p>1. world university rankings 2. employment record of E-JUST alumni</p>	
<p>&lt;Project Purpose&gt; Foundation to become a world class leading university is established by steadily practicing the basic concept of E-JUST.</p>	<p>1. The number of research papers accepted in accredited international journals/per academic staff ranks within top 5 among Egyptian universities 2. E-JUST maintains "Common Understanding" document as an official agreement between Egypt and Japan side</p>	<p>1. Statistics of MOHE/MOSR 2. Minutes of University Council</p>	<p>Egyptian and Japanese government continue to commit themselves to establish E-JUST.</p>
<p>&lt;Output&gt; 1. Research capacity of E-JUST's academic staff is strengthened to reach the international level.  2. Capacity of E-JUST's students to conduct practical and creative research is cultivated and enhanced by conducting ORT (on the research training/education).  3. Capable technical staff, who support research activities, are recruited and play the expected function</p>	<p>1-1 At least 1 joint researches is conducted at each program with Japanese universities (with possible participation of universities and industries in Egypt) every year 1-2 At least 1 research paper is accepted in an international journal per each program every year 1-3 At least 1-2 presentations are made at international conferences per each program every year 1-4 At least 1-2 research funds are granted per each program every year  2-1 All graduate students are involved in activities of each laboratory/research projects and write their thesis based on laboratory work. 2-2 80% of Employers (industries, industries and universities) evaluate that E-JUST graduates generally possesses practical and higher ability of conducting research.  3-1 Sufficient number of technical staff, who fulfills the selection criteria, is employed.</p>	<p>1-1 No. of joint research 1-2 No. of papers presented at int'l conferences and papers published in int'l journals 1-3 No of patents registered 1-4 No. of granted research funds  2-1 List of students assignment to laboratories, Research topics of Lab and thesis topics of students, interviews to academic staff and students 2-2 Questionnaire and interview to employers of E-JUST graduates  3-1 List of technical staff &amp; CVs 3-2 Training result, interview with</p>	<p>Trained E-JUST staff will remain working for E-JUST.  The Egyptian government ensures legal status of E-JUST.</p>

<p>4. Collaboration between E-JUST and industries in Egypt and Japan is enhanced.</p> <p>5. Capacity of the senior management and the administrative staff of E-JUST to successfully manage the university are enhanced.</p> <p>6. Active Information dissemination of E-JUST (organization, research and education) to Egypt and to all over the world is undertaken.</p>	<p>3-2 Proficiency of all technical staff on research support and equipment operation and maintenance techniques is sufficiently improved</p> <p>3-3 Technology Management Department coordinates planning, procurement, installation and maintenance of equipment</p> <p>4-1 University-Industry linkage Task Team is organized and staffed with proper number of academic staff as well as professional, administrative and liaison staff.</p> <p>4-2 More than 50% of major companies around Alexandria area know the research areas of E-JUST which relates with their sector.</p> <p>4-3 At least 1 joint/contract research per program per year is conducted with industries (domestic/ foreign) in Egypt.</p> <p>5-1 E-JUST fulfills positions of senior managements and the administrative staffs</p> <p>5-2 Recruitment and training plan of human resources is prepared.</p> <p>5-3 E-JUST prepares a financial statement based on both Egyptian and international regulations.</p> <p>5-4 Long term financial strategy is prepared.</p> <p>5-5 More than 75% of the academic staff and students are satisfied with performance of university management and administration.</p> <p>6-1 E-JUST hosts at least one International symposium, conference, etc. each year.</p> <p>6-2 At least 5 Memorandum of Understanding (MOU) on academic and research cooperation are signed with foreign universities and research institutions.</p> <p>6-3 E-JUST shares with JSUC the minutes of University Council, etc.</p>	<p>senior management &amp; Jpn professors</p> <p>3-3 Equipment inventory and maintenance log</p> <p>4-1 Organizational Chart, List of Staff and its CVs</p> <p>4-2 Questionnaire &amp; interview</p> <p>4-3 No. of joint/contract researches</p> <p>5-1 Organization statistics</p> <p>5-2 Human Resource Recruitment and development plan</p> <p>5-3 Financial statement and long term strategy</p> <p>5-4 Questionnaire &amp; Interviews to academic staff &amp; students</p> <p>6-1 No. of Int'l Symposium etc.</p> <p>6-2 No. of publicity &amp; student recruit tours</p> <p>6-3 No. of MOUs</p> <p>6-4 No. of shared Minutes of UC</p>	
<p>&lt;Activities&gt;</p> <p>1-1 To master appropriate methods to select research topics, manage researches, and operate &amp; maintain research equipment</p> <p>1-2 To conduct joint researches with Japanese universities, and universities and industries in Egypt</p> <p>1-3 To obtain Ph. D degree in Japan and to participate in</p>	<p>&lt;Input&gt;</p> <p>(1) Japanese Side</p> <p>1. Long Term Experts (Chief Advisor/Advisor to President, Project Advisor, Specialists in 3 fields, Project Coordinator)</p> <p>2. Short Term Experts</p> <p>3. Short Term Training Courses in Japan</p>	<p>&lt;Pre-condition&gt;</p> <p>Organization, facilities, equipment and staff of CSAT</p>	

<p>short term training in Japan</p> <p>2-1 To customize and optimize Japanese style ORT to suit Egypt</p> <p>2-2 To formulate appropriate academic staff organization and curriculum in order to conduct ORT</p> <p>2-3 To conduct education program with ORT</p> <p>3-1 To formulate a selection criteria and employ competent technical staff</p> <p>3-2 To conduct training for technical staff on research support method and equipment O&amp;M techniques</p> <p>4-1 To design and establish a division specialized in university-industry collaboration (inc. acquisition &amp; maintenance of IPR) and to train its professional staff</p> <p>4-2 To conduct surveys to grasp demands of industries for human resources in science and technology field and R&amp;D by industries in Egypt</p> <p>4-3 To set up endowed courses which reflect needs of industries, and to receive lecturers from industries in Egypt and Japan</p> <p>4-4 To facilitate joint researches and contract researches with/from industries in Egypt</p> <p>4-5 To facilitate implementation of training courses (degree &amp; non-degree short courses) for company employees in Egypt</p> <p>4-6 To make suggestions to relevant government organizations to formulate a support mechanism for E-JUST in establishing effective linkage with industry</p> <p>5-1 To conduct observation to Japanese universities which promote progressive university management, and have dialogue with its senior management</p> <p>5-2 To conduct skill up training for administrative staff of E-JUST</p> <p>6-1 To actively organize international symposium and seminars on various topics of science and technology</p> <p>6-2 To promote result of E-JUST activities (research result, new style education system)</p> <p>6-3 To facilitate networking with world leading universities and research institutions in science and technology fields</p>	<p>4. Provision of Equipment: Supplementary to GA Project</p> <p>5. Joint Research Expenses</p> <p>6. Others</p> <p>(2) Egyptian Side</p> <p>1. Assignment of Counterpart personnel (inc. CSAT research staff)</p> <p>2. Construction of campus, facilities and ancillary infrastructure works (electricity, water, roads, etc.)</p> <p>3. Activity costs of the Project Office (fixtures, stationeries, utilities)</p> <p>4. Operation and maintenance cost of facilities and equipment</p> <p>5. Others</p>	<p>remains closely affiliated with E-JUST</p>
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Evaluation Grid: Achievement of the Project  
 Period of the Project: October 13, 2008 - October 12, 2013

Items		Results
Major	Sub	
<p>&lt;Overall Goal&gt;            E-JUST becomes to sustainably produce highly qualified human resources who can lead the socio-economic development of Egypt, Arab countries and Africa.</p>	<p>① E-JUST is ranked within the top 500 in a world university ranking within 10 years.</p>	<ul style="list-style-type: none"> <li>E-JUST has not been ranked within the top 500 in a world yet. It is difficult to foresee the prospect of achieving this indicator at the moment.</li> <li>On one hand, E-JUST made a modest start in 2010 with only 26 students in three programs. Currently there are 84 students (no international students) enrolled in both master and doctoral courses.</li> <li>On the other hand, E-JUST has been making steady progress in research. For instance, 77 academic papers have been accepted in accredited journals by the end of February 2012.</li> <li>Some Japanese expert (hereinafter referred as JE) said as follows;                It is a challenging goal for a newly-born university in Egypt. Even Cairo University with a history of over 100 years has not been ranked within the top 500 while Alexandria University recently came in the 147<sup>th</sup> place (Times Higher Education World university ranking 2010-11).</li> <li>Some E-JUST staff (hereinafter referred as ES) said as follows;                Achieving the goal of being ranked high is our dream and wish. Although we are struggling to run the program under insufficient environments, some national universities in Egypt have already started following E-JUST in Presidency Selection Procedures as a good model.                In order to achieve this long-term goal, there is a need to address several structural challenges that may relate to recruiting capable students, balancing research and education, attracting excellent faculty from Egypt, Japan and elsewhere, etc.</li> </ul>
	<p>② Employment rate of E-JUST alumni after 1 year of their graduation maintains over 90%.</p>	<ul style="list-style-type: none"> <li>There is no graduate so far.</li> <li>Currently there are 15 students in a master course and 9 students in a doctor course in the first batch. 11 students completed the master course in February 2012, but all of them are planning to proceed to the doctor course in E-JUST.</li> <li>Among E-JUST students, those who receive MOHE scholarships have to go back to national universities and continue to work there. Therefore, it is important to watch the employment rate and situation of students who receive private scholarships.</li> </ul>
<p>&lt;Project Purpose&gt;            Foundation to become a world class leading university is established by steadily practicing the basic concept of E-JUST.</p>	<p>① The number of research papers accepted in accredited international journals/per academic staff ranks within top 5 among Egyptian universities</p>	<ul style="list-style-type: none"> <li>Compared with other top Egyptian universities, such as Cairo University, Ain Shams University, Alexandria University and American University in Cairo, the number of academic staff of E-JUST is very small. Therefore, it is difficult to judge the statistical validity, however, at the moment, the number of research papers accepted in accredited journals/per academic staff at E-JUST is much higher than those of others. According to the Google Scholar, the number in E-JUST is 2.9 while the numbers in most of other universities are less than 1. Note that these numbers are only for internal use and are not official.</li> <li>Some JE said as follow;                To make E-JUST a top-level research university, it is crucial to require students to make a presentation at international conferences or write an article accepted by accredited international journals as a condition for graduation.</li> </ul>

Items		Results																																													
Major	Sub																																														
	② E-JUST obtains accreditation from NAQAAE.	<ul style="list-style-type: none"> <li>E-JUST has not obtained accreditation from NAQAAE. It recently started taking some action as follows.               <ul style="list-style-type: none"> <li>The head of the Quality Assurance Center in E-JUST was assigned in October 2011. However, he does not work on a full-time basis, and virtually there is no other staff member in the center.</li> <li>Still, he started giving a series of lectures titled Quality Assurance Awareness to E-JUST academic and administration staff once a week in preparation for the establishment of an internal quality assurance system. It started in December 2011 and planned to be held for 14 times. (See Appendix 1 for the detail)</li> <li>For the detail of E-JUST current Quality Activities, see Appendix 2.</li> </ul> </li> </ul>																																													
<Output> 1. Research capacity of E-JUST's academic staff is strengthened to reach the international level.	1-1 At least 1 joint researches is conducted at each program with Japanese universities (with possible participation of universities and industries in Egypt) every year	<ul style="list-style-type: none"> <li>A total of 12 joint researches have been conducted by the end of February 2012. A total amount of the funds is 19.3 million EGP.</li> </ul>																																													
	1-2 At least 2-3 research papers are presented at international level conferences or accepted journals per each program every year	<ul style="list-style-type: none"> <li>As of March 2012, the number of publication in journals is 77 and the number of publications in conferences is 118.</li> <li>As of December 2011 presentations at conferences and accepted journals per school are shown below.</li> </ul> <table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th rowspan="2">Schools</th> <th colspan="2">ECCE</th> <th colspan="2">IDE</th> <th colspan="2">EEE</th> </tr> <tr> <th>Conference</th> <th>Journal</th> <th>Conference</th> <th>Journal</th> <th>Conference</th> <th>Journal</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td></td> <td>15</td> <td>6</td> <td>2</td> <td>2</td> <td>8</td> <td>6</td> </tr> <tr> <td>2011</td> <td></td> <td>39</td> <td>4</td> <td>18</td> <td>7</td> <td>4</td> <td>12</td> </tr> <tr> <td>2012*</td> <td></td> <td>6</td> <td>15</td> <td>0</td> <td>6</td> <td>0</td> <td>7</td> </tr> <tr> <td>Total</td> <td></td> <td>60</td> <td>25</td> <td>20</td> <td>15</td> <td>12</td> <td>25</td> </tr> </tbody> </table>	Year	Schools	ECCE		IDE		EEE		Conference	Journal	Conference	Journal	Conference	Journal	2010		15	6	2	2	8	6	2011		39	4	18	7	4	12	2012*		6	15	0	6	0	7	Total		60	25	20	15	12
Year	Schools	ECCE			IDE		EEE																																								
		Conference	Journal	Conference	Journal	Conference	Journal																																								
2010		15	6	2	2	8	6																																								
2011		39	4	18	7	4	12																																								
2012*		6	15	0	6	0	7																																								
Total		60	25	20	15	12	25																																								
2. Capacity of E-JUST's students to conduct practical and creative research is cultivated and enhanced by conducting ORT (on the research training/education).	2-1 Introduction plan for ORT is prepared and authorized by E-JUST senior management.	<ul style="list-style-type: none"> <li>A set of several documents such as the Engineering Postgraduate Programs, Academic Staff By-Laws and E-JUST web site lay out an introduction plan for ORT, and these documents were authorized by E-JUST senior management.</li> <li>Some JE said as follow; The way of understanding and implementing ORT slightly differs from school to school and from program to program.</li> <li>Some ES said as follow; It may take more time to get ORT entrenched in E-JUST as a whole.</li> </ul>																																													
	2-2 Organization and curriculum is developed in a way where ORT can be	<ul style="list-style-type: none"> <li>Organization and curriculum where ORT can be smoothly conducted are in the process of being developed.</li> <li>There are four Vice Presidents positions under the President. They are: 1) the Vice President for Education and</li> </ul>																																													

Items		Results
Major	Sub	
	smoothly conducted.	<p>Academic Affairs, 2) the Vice President for Research, 3) the Vice President for International Affairs, and 4) the Vice President for Support Services.</p> <ul style="list-style-type: none"> <li>There are three Schools with one Dean of each under the Vice President for Education and Academic Affairs. They are Dean of School of ECCE, Dean of School of IDE and Dean of School of EEE.</li> <li>There are seven Programs with one Chairperson of each under three Schools. Seven Programs are ECE, CSE, MRE, IEM, MSE, ERE and CPE.</li> <li>The Vice President for Education and Academic Affairs and the Vice President for Research were assigned in June 2011.</li> <li>The Engineering Postgraduate Programs specify program framework, course outline, credit earning, requirements for awarding degrees, etc.</li> <li>Courses taught in each program are shown in Appendix 8.</li> <li>E-JUST is increasing seminar-typed and project-based courses to improve its curriculum in a way where ORT can be smoothly conducted.</li> </ul>
	2-3 All graduate students are involved in activities of each laboratory/research projects and write their thesis based on laboratory work.	<ul style="list-style-type: none"> <li>15 students in the first batch master course have all participated in activities in any of laboratory/research projects, and 11 students among them contributed their papers that have been already accepted by international journals. (Appendix 3)</li> <li>The first and second batch students in a PhD. course are now in the process of writing their papers and dissertation.</li> <li>Appendix 9 shows Laboratory names and number of faculty and students in each Lab.</li> <li>Two dormitories have been renovated into the buildings for classrooms and laboratory/research projects. They are used as places where faculty and students study and research together. This made it possible for all graduate students to be actively involved in activities of their laboratory/research projects."</li> <li>Some JE said as follow; As the number of students has been small so far, it has made person-to-person instruction possible, promoting research-centered education. It is of great importance to maintain a proper student-to-teacher ratio for collaborative research work in the future as well.</li> </ul>
	2-4 80% of Employers (industries, industries and universities) evaluate that E-JUST graduates generally possesses practical and higher ability of conducting research.	<ul style="list-style-type: none"> <li>As previously stated, no student has graduated so far. It is difficult to predict whether the indicator will be achieved or not at the moment.</li> <li>Some JE said as follow; The number of academic papers and that of presentations at international conferences are on the increase, and many professors have obtained research funds from not only governmental agencies but also private institutions. This implies the mounting probability of achieving this target.</li> </ul>
3. Capable technical staff, who support research activities,	3-1 Sufficient number of technical staff, who fulfills the selection	<ul style="list-style-type: none"> <li>The number of technical staff in the Technology Management Department is far from sufficient. There was no staff fill very recently. Co-director of the department who is the counterpart of one of the Japanese long term experts was assigned in December 2011. Then he visited Japan for training (Capacity Development of Co-Director of the Technology Management</li> </ul>

Items		Results
Major	Sub	
are recruited and play the expected function	criteria, is employed.	<p>Department) in January and February 2012. Still, there is virtually no staff except him at this department.</p> <ul style="list-style-type: none"> <li>• There are eight technical staffs. They are working exclusively for each Program, and not working for the Technology Management Department.</li> <li>• The procedure has been undertaken to hire additional four technical staff members solely assigned to the Technology Management Department, but it has not been fulfilled because of limited cost allocation.</li> </ul>
	3-2 Proficiency of all technical staff on research support and equipment O&M techniques is sufficiently improved	<ul style="list-style-type: none"> <li>• As stated above, the shape of organization for technical staff is not clear yet, and human resources are neither fully assigned nor trained.</li> <li>• Deliberation on the organizational structure and training methodology has been just initiated by the Project.</li> <li>• Fair amount of equipment have been procured by JICA this fiscal year. These are to be managed by the Technology Management Department.</li> <li>• Training for technical staff on the use of the recently procured equipment has started by manufacturers.</li> </ul>
4. Collaboration between E-JUST and industries in Egypt and Japan is enhanced.	4-1 University-Industry Linkage Division is organized and staffed with proper number of academic staff as well as professional, administrative and liaison staff.	<ul style="list-style-type: none"> <li>• The University-Industry Linkage Division has not been organized yet, though there are some progress toward it.</li> <li>• Establishment of a liaison office is under consideration.</li> <li>• To enhance university-industry linkage, the internal guidance and FAQ were developed for E-Just members. They are used when they visit industries.</li> <li>• Mr.Hassan Abbas Helmy - Chairman of Pharco Pharmaceuticals Company was approved as an Egyptian Industry Representative of BOT member in March 2012.</li> </ul>
	4-2 Database on technology seeds is constructed and uploaded to Website of E-JUST biannually	<ul style="list-style-type: none"> <li>• At the moment, the database on technology seeds is not put into place.</li> </ul>
	4-3 More than 50% of major companies around Alexandria area know the research areas of E-JUST which relates with their sector.	<ul style="list-style-type: none"> <li>• No survey has been conducted.</li> <li>• In summer 2009, E-JUST held a major PR event to Alexandria and New Borg El-Arab industries. At this event Pharco Pharmaceutical decided to give two PhD. scholarships. After the event several individual visits to industries were held.</li> <li>• Mr. Waseef, Chairman of Unitel and ex member of New Borg El-Arab City Board of Trustees, is assigned as an Adviser to the President, International and External Relations and member of University Council.</li> <li>• E-JUST receives research grants from industries, including IBM, Pharco Group and Google.</li> <li>• Some ES said as follow; E-JUST aspires to go out with Japanese faculty and make an explanatory presentation at high-performing companies in the industrial circle. Showing Japanese involvement would be the key to raise the awareness of business leaders.</li> </ul>
	4-4 At least one course per program per semester is delivered by lecturers	<ul style="list-style-type: none"> <li>• There is a plan, but it has not been implemented.</li> </ul>

Items		Results
Major	Sub	
	from industries	
	4-5 At least one professional training course for company employees per year per faculty is implemented.	<ul style="list-style-type: none"> <li>• There is a plan, but it has not been implemented.</li> <li>• Some ES said as follow; Now is the stage of consolidating the foundation. E-JUST should concentrate on the improvement of internal academic programs and then go on to strengthen the linkage with industries.</li> </ul>
	4-6 At least 1 joint/contract research per program per year is conducted with industries (domestic/ foreign) in Egypt	<ul style="list-style-type: none"> <li>• 24 research grants have been gained from industries and other organizations, including IBM, Tohoku University, Pharco Group, Amazon, Google and Qatar National Research Fund by February 2012.</li> <li>• E-JUST sponsored the Regional Conference for Technological Cooperation between Industry and Academic Institution in Six of October City in November 2011.</li> <li>• Some JE said as follow; Collaborative research with factories in the neighborhood has already begun. The rules and regulations of prohibiting university teachers from doing a second job may work positively and help enhance business-university cooperation.</li> </ul>
5. Capacity of the senior management and the administrative staff of E-JUST to successfully manage the university are enhanced.	5-1 More than 75% of targets set in the Mid Term Plan are evaluated as "mostly achieved" by external evaluators.	<ul style="list-style-type: none"> <li>• A Mid Term Plan is not authorized yet. It was scheduled to be discussed in the fourth BOT, but due to time constraints it was carried over to the next time.</li> <li>• Instead, the "Provisional Strategic Plan" and the "E-JUST Budget Proposal 2012/2013 and Budget Projections 2013-2015" were presented and discussed at the fifth BOT.</li> <li>• Some ES said as follow; Establishment of the new campus will be a central issue of the Mid Term Plan. However, as this issue involves a government decision, given the current political situation it is highly likely to take ample time.</li> <li>• Some JE said as follow; Currently both establishment and operation of the university are performed in a simultaneous parallel way. This makes its challenge even more difficult and complicated.</li> </ul>
	5-2 E-JUST is officially accredited by NAQAAE	<ul style="list-style-type: none"> <li>• This is the same as the second indicator of the Project Purpose.</li> </ul>



Items		Results
Major	Sub	
	5-3 More than 75% of the academic staff and students are satisfied with performance of university management and administration.	<ul style="list-style-type: none"> <li>• Evaluation by academic staff and students on the performance of university management and administration has not been implemented.</li> <li>• There is a mechanism that the representatives of Students Association join councils in E-JUST, such as the University Council, Research Council and Education Council and express their opinions. However, this does not work in every council at present because many things just started.</li> <li>• Some ES said as follow; As of January 2012, there are 59 administration staff members (40 excluding supporting staff such as gardeners, janitors, etc.) for 63 students. Although there is a criticism that there are too many staffs compared to the number of students, actually they need more training.</li> </ul>
6. Active Information dissemination of E-JUST (organization, research and education) to Egypt and to all over the world is undertaken.	6-1 E-JUST hosts at least one International symposium, conferences etc. each year.	<ul style="list-style-type: none"> <li>• As listed below, E-JUST hosted or sponsored three International symposia or conferences in 2011 and will host at least three International symposia or conferences in 2012.</li> </ul> <p>[2011]</p> <ul style="list-style-type: none"> <li>• Sponsoring the Arab Forum for Industrial Applications of Nanotechnology: Promising Investment opportunities for Industrial Applications of Nanotechnology*, December, 2011, Hilton Dream, Cairo, Egypt.</li> <li>• Hosting the Regional Industrial Pollution and CO2 Emission Abatement Project for Arab Countries (RIPECAP) Capacity Building Workshop and Training of Trainers Seminars (Modules 5 and 6), September, 2011, Alexandria, Egypt. The opening remarks for the workshop were given by Prof. Osama El-Fouly, Governor of Alexandria.</li> <li>• Organizing the Summer Research School on Dynamic Compilation jointly with Institut National de Recherche en Informatique et Automatique (INRIA) Rennes, France in summer 2011.</li> </ul> <p>[2012]</p> <ul style="list-style-type: none"> <li>• Sponsoring the 2012 Japan-Egypt Conference on Electrical and Computer Engineering, March, 2012, Alexandria, Egypt</li> <li>• Sponsoring the First International Conference on Innovative Engineering Conference, December 2012, Alexandria, Egypt.</li> <li>• Hosting the Regional Industrial Pollution and CO2 Emission Abatement Project for Arab Countries (RIPECAP) for whole year. Note: RIPECAP is an organization.</li> </ul>
	6-2 Publicity campaigns and student recruit tours are conducted at least at 5 countries of Middle East and Africa region.	<ul style="list-style-type: none"> <li>• One publicity campaign tour was conducted in Middle East countries in 2008. However, no foreign student recruitment tour has been conducted so far.</li> <li>• Some ES said as follow; E-JUST cannot afford to conduct recruitment tours in foreign countries, because currently both establishment and operation of the university are performed in a simultaneous parallel way.</li> </ul>

Items		Results																								
Major	Sub																									
	6-3 At least 5 Memorandum of Understanding (MOU) on academic and research cooperation are signed with foreign universities and research institutions.	<ul style="list-style-type: none"> <li>• 27 MOUs on academic and research cooperation have been signed with foreign universities and research institutions. The list of these MOUs is shown in Appendix 10.</li> <li>• Some ES said as follow; Despite its short history, E-JUST has obtained many research grants and concluded MOUs with overseas organizations including those in Japan. We are vigorously moving forward.</li> </ul>																								
Inputs	(1) Japanese Side 1. Long Term Experts (Chief Advisor/Advisor to President, Project Advisor, Specialists in 3 fields, Project Coordinator)	<ul style="list-style-type: none"> <li>• Nine experts had been dispatched in total. As of Feb. 2012, seven are in duty. <ul style="list-style-type: none"> <li>➢ Chief Advisor</li> <li>➢ Chief Project Coordinator</li> <li>➢ Project Coordinator/Education Policy</li> <li>➢ Project Coordinator/ Distance Learning</li> <li>➢ Adviser of Head of Technology management Department</li> <li>➢ Advisor of Dean - School of Electronics, Communications and Computer Engineering (ECCE)</li> <li>➢ Advisor of Dean - School of Energy and Environmental Engineering (EEE)</li> </ul> </li> </ul>																								
	2. Short Term Experts	<ul style="list-style-type: none"> <li>• Short term experts were dispatched as shown in the table below. Each year means a Japanese fiscal year (April-March).</li> </ul> <table border="1"> <thead> <tr> <th>Type of Short Term Experts</th> <th>2008</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Short Term Experts through JICA-University Contracts</td> <td>0</td> <td>28</td> <td>41</td> <td>38</td> <td>107</td> </tr> <tr> <td>Short Term Experts</td> <td>11</td> <td>24</td> <td>8</td> <td>7</td> <td>50</td> </tr> <tr> <td>Mission Members</td> <td>22</td> <td>16</td> <td>12</td> <td>27</td> <td>77</td> </tr> </tbody> </table>	Type of Short Term Experts	2008	2009	2010	2011	Total	Short Term Experts through JICA-University Contracts	0	28	41	38	107	Short Term Experts	11	24	8	7	50	Mission Members	22	16	12	27	77
	Type of Short Term Experts	2008	2009	2010	2011	Total																				
	Short Term Experts through JICA-University Contracts	0	28	41	38	107																				
	Short Term Experts	11	24	8	7	50																				
	Mission Members	22	16	12	27	77																				
	3. Short Term Training Courses in Japan	<ul style="list-style-type: none"> <li>• A total of eight persons have visited Japan for the Short Term Training Courses. See Appendix A-5 for detail.</li> </ul>																								
4. Provision of Equipment: Supplementary to Grant Aid Project	<ul style="list-style-type: none"> <li>• The equipment worth 1,043 million JPY will arrive at E-JUST by the end of March 2012.</li> <li>• See Appendix 6 and 7 for itemized list</li> </ul>																									
5. Joint Research Expenses	<ul style="list-style-type: none"> <li>• E-JUST has received a joint research fund from Tohoku University, which is originally funded by the Japan Science and Technology Agency (JST).</li> </ul>																									
(2) Egyptian Side 1. Assignment of Counterpart personnel (including MuCSAT research staff)	<ul style="list-style-type: none"> <li>• There are the President, 28 full time faculty staff, and 40 administrative staff (excluding support staff such as gardeners, janitors, etc.) currently working in E-JUST. (See Appendix 11 and 15)</li> </ul>																									
2. Construction of campus, facilities and ancillary infrastructure works (electricity, water, roads, etc.)	<ul style="list-style-type: none"> <li>• Construction of the new campus including infrastructure and ancillary facilities has not started yet. It is still in the process of signing the design works contract for the permanent campus construction.</li> <li>• In the meantime, 14 residential buildings and some spaces in CSAT can be used as E-JUST's temporary campus.</li> </ul>																									

Items		Results
Major	Sub	
	3. Activity costs of the Project Office (fixtures, stationeries, utilities)	<ul style="list-style-type: none"> <li>• One of the residential buildings has been assigned for the JICA project office. Furniture and utilities are provided by the Egyptian side.</li> </ul>
	4. O&M cost of facilities and equipment	<ul style="list-style-type: none"> <li>• The space for equipment installation is being ensured. The refurbishment of that is being done.</li> </ul>

• Evaluation Grid: Process of the Project Implementation  
 Period of the Project: October 13, 2008 - October 12, 2013

Items		Results
Major	Sub	
Items in the "Important Assumption"	(Egyptian and Japanese government continue to commit themselves to establish E-JUST. (Output to Purpose)	<ul style="list-style-type: none"> <li>• It is observed that both Egyptian and Japanese governments continue to commit themselves to establish E-JUST, though the political situation in Egypt makes it difficult for the Egyptian government to make important decisions and execute plans.</li> <li>• The two major decisions which E-JUST is waiting for the Egyptian government to make are one for construction of the new campus and one for the Special Law.</li> <li>• With this in mind, the Japanese government continues to support the implementation of the Project.</li> <li>• Below is a brief history of E-JUST documents.               <ul style="list-style-type: none"> <li>➢ The Record of Discussion (R/D) was signed on October 9, 2008.</li> <li>➢ The bilateral agreement of establishing E-JUST was signed between Egypt and Japan on March 26, 2009.</li> <li>➢ The Decree of the President of the Arab Republic of Egypt No. 149 of 2009 was issued on May 30, 2009.</li> <li>➢ The Decree of the President of the Supreme Council of the Armed Forces No. 87 of 2011 was issued on May 9, 2011.</li> </ul> </li> <li>• When President Khairy met with Ministers of MOHE and MOPIC in Cairo on January 31, 2012, both of them declared E-JUST is strategically important and is the project with high priority, and the Egyptian government will be committed to continuously supporting it regardless of whatever the government structure is.</li> </ul>
	• Trained E-JUST staff will remain working for E-JUST. (Activity to Output)	<ul style="list-style-type: none"> <li>• Trained staffs remain working in E-JUST.</li> <li>• 28 faculty members, excluding 6 adjuncts, have been working for E-JUST, while two (one professor and one assistant professor) left the university as of January 1, 2012. (Appendix 11)</li> <li>There are 59 administrative staffs (including supporting staff such as gardeners, janitors, etc.) as of January 2012. Most of those recruited earlier remain working for E-JUST, but those recruited later have a tendency of higher turnover. (Appendix 15)</li> <li>• Recruitment and assignment of administrative staff are behind the schedule, especially at the middle management level.</li> </ul>
	Organization, facilities, equipment and staff of MuCSAT remains closely affiliated with E-JUST (Pre-Condition)	<ul style="list-style-type: none"> <li>• In the 2009 bilateral agreement between Japan and Egypt, there is an article saying "the University shall be located temporarily in MuCSAT".</li> <li>• After the revolution, MuCSAT changed its title as CSAT. The relationship between CSAT and E-JUST became unstable. One reason is that the same Minister was concurrently in charge of MOHE and MOSR but now each ministry has its own minister. The other reason is that the director position of CSAT was vacant for a certain period of time. However, the negation on the renewal of MOU between E-JUST and CSAT restarted recently.</li> <li>• Currently E-JUST is renting laboratory space for MSE and the president office from CSAT. While E-JUST requests additional laboratory space of 900 m<sup>2</sup>, it also has an idea to build prefabricated buildings of 1500 m<sup>2</sup> in the CSAT compound. This inconvenient situation would continue until the renewal of MOU is made and the new campus is constructed.</li> </ul>

Items		Results
Major	Sub	
Achievement of Stage 1	<ul style="list-style-type: none"> <li>▪ (Project purpose) The precondition for accepting the 1st batch of postgraduate students at E-JUST (strategic plan, organization, academic programs, and staff and facilities and equipment, etc.) from September 2009 is fulfilled.</li> </ul>	<ul style="list-style-type: none"> <li>• The first batch of postgraduate students (15 in master course and 9 in doctoral course) were accepted at E-JUST in Feb. 2010 and it is considered the precondition for accepting the first batch of postgraduate students was fulfilled.</li> <li>• The concept, uniqueness and vision of E-JUST and its mid-long term plan on the numbers of staff and students were approved at the second BOT.</li> <li>• Academic contents for postgraduate courses were prepared and also approved by SCU on July 29, 2009. Curriculum, course outlines, degree requirements, qualifying examinations are described in the Engineering Postgraduate Programs.</li> <li>• Some Japanese experts (hereinafter referred as JE) said as follow: The precondition for accepting the first batch of postgraduate students for the three Programs at Stage 1 was barely fulfilled, though E-JUST was not fully prepared.</li> </ul>
University Management	Overview of the university management	<ul style="list-style-type: none"> <li>• The university management structure is being formed step by step.</li> <li>• At the second BOT, the management structure with the President and four Vice Presidents was approved. They are Vice President for Education and Academic Affairs, Vice President for Research, Vice President for International Affairs and Vice President for Support Services.</li> <li>• At the third BOT, the first President was officially approved. Four Vice President positions were expected to be nominated and selected six months after the President election. Three Vice Presidents (one for Research, one for Education and one for Support Services) were selected and approved at the fourth BOT.</li> <li>• As of February 2012, two Vice President positions (in International Affairs and Support Services) are still vacant due to the resignation of the Vice President for Support Services. The acting Vice President for Education and Academic Affairs has been assigned because the Vice President has been taking a long leave for medical treatment.</li> <li>• Concerning the Support Services, not only the Vice President position in charge has been vacant, but only five management positions (4 Directors and 5 Managers) have been assigned as of January 2012. Understaffing is apparent compared to the plan to be implemented by September 2011, indicating a target of 7 Directors and 9 Managers among 50 staff.</li> <li>• Many JE listed the following things as important issues regarding the university management. <ul style="list-style-type: none"> <li>➢ The scheme of reporting and consultation has been not well defined.</li> <li>➢ There is Inconsistency between words and actions.</li> <li>➢ Not much of information is shared and transmitted within the university.</li> <li>➢ Meetings are neither well prepared nor well chaired.</li> <li>➢ Some are too optimistic lacking a feeling of tension.</li> </ul> </li> </ul>
	Board of Trustees	<p>[Organization]</p> <ul style="list-style-type: none"> <li>• BOT is the highest decision-making body of E-JUST.</li> <li>• The roles and responsibilities of BOT are defined by BOT By-laws, which was approved at the second BOT. BOT will be also responsible for endorsing the important issues of the university including its "By-Laws".</li> <li>• At present, the chairperson is Prof. Dr. Yousry Elgamal, and the vice chairperson is Mr. Kiyoshi Kodera, JICA.</li> <li>• According to BOT By-laws, the Secretary for the Board shall be elected from the trustees and currently the representative of</li> </ul>

Items		Results
Major	Sub	
		<p>MOHE is elected. Dr. Eitawil and Prof. Ozawa, JICA Chief Adviser are working as secretariat members. At fifth BOT it was approved that the Vice President for Support Service shall be the Ex Officio Secretary of the Board.</p> <p><b>[Plan and Achievement]</b></p> <ul style="list-style-type: none"> <li>• BOT has been held bi-annually as planned.</li> <li>➤ 1<sup>st</sup> BOT: February 11, 2010</li> <li>➤ 2<sup>nd</sup> BOT: June 2, 2010</li> <li>➤ 3<sup>rd</sup> BOT: December 2, 2010</li> <li>➤ 4<sup>th</sup> BOT: June 11, 2011</li> <li>➤ 5<sup>th</sup> BOT: March 3, 2012</li> </ul> <p><b>[Procedure]</b></p> <ul style="list-style-type: none"> <li>• At BOT there are many issues to address, and there were cases that all could not be finalized within the time limits.</li> <li>• BOT documents ought to be prepared by the secretariat well ahead of time. However, the documentation heavily depends on the Japanese side and barely completed shortly before the meeting.</li> </ul>
	University Council	<p><b>[Organization]</b></p> <ul style="list-style-type: none"> <li>• The University Council was established to discuss strategic subjects and authorize what are discussed and concluded at the Education Council and Research Council.</li> <li>• The President chairs the council and its members are Vice Presidents, Deans, Chairpersons, JICA Chief Adviser and Advisers of Dean (JICA Experts).</li> </ul> <p><b>[Plan and Achievement]</b></p> <ul style="list-style-type: none"> <li>• It was decided the University Council is to be held twice a month in 2011 and has been organized almost as planned since then.</li> <li>• The first meeting was held in December 2009 and 41 meetings were held by the end of February 2012.</li> <li>• The minutes are made every time.</li> </ul>
	Education Council	<p><b>[Organization]</b></p> <ul style="list-style-type: none"> <li>• The Education Council was established to discuss and decide on educational matters.</li> <li>• VP for Education and Academic Affairs chairs the council. The Adviser of Dean of EEE (JICA Expert) is a member of the council.</li> </ul> <p><b>[Plan and Achievement]</b></p> <ul style="list-style-type: none"> <li>• The Education Council is supposed to be held twice a month, but actually held once a month on average.</li> <li>• The first meeting was held in December 2009 and 21 meetings were held by the end of February 2012.</li> <li>• The minutes are made every time.</li> </ul>

Items		Results
Major	Sub	
		<ul style="list-style-type: none"> <li>Some council member said as follow; The meeting was often held without advance notice and only with the small number of members. All too often the priorities of the discussion topics are ambiguous, and the conclusion is consequently unclear. In many cases it is not clear whether it is reporting or decision making.</li> </ul>
	Research Council	<p><b>[Organization]</b></p> <ul style="list-style-type: none"> <li>The Research Council was established to discuss and decide on research matters.</li> <li>VP for Research chairs the council. The Adviser of Dean of ECCE (JICA Expert) is a member of the council.</li> </ul> <p><b>[Plan and Achievement]</b></p> <ul style="list-style-type: none"> <li>The Research Council is supposed to be held every other week and has been organized almost as planned.</li> <li>The first meeting was held in June 2011 and 15 meetings were held by the end of February 2012.</li> <li>The minutes are made every time.</li> <li>As the outcomes of this council for example, the guidelines for requesting research funds and collaborating with industries are published in the form of VP reports. 13 issues of the VP reports have been published so far.</li> </ul>
	Schools and Programs	<p><b>[Organization]</b></p> <ul style="list-style-type: none"> <li>There are seven programs under three schools.</li> </ul> <p><b>[Plan and Achievement]</b></p> <ul style="list-style-type: none"> <li>Two associate professors work as acting chairpersons in IEM and MSE, and one Dean is still vacant.</li> <li>The chairpersons have a vital role in research and education in the programs. Close communication between E-JUST and JSUC is a key enabler of productive and prolific academic activities.</li> </ul>
	Decision Making Process	<ul style="list-style-type: none"> <li>In research and educational aspects, the decision making process works well</li> <li>In administrative aspects, the decision making process is so unclear that many issues are escalated to the President. This is because very few senior positions are filled.</li> <li>Although the Human Resources Committee is defined by the Administrative Staff By-Laws, it hardly functions.</li> </ul> <ul style="list-style-type: none"> <li>Some JE said as follow; There is a custom in E-JUST asking for the top's decision without following a formal structure and procedures.</li> </ul>
	Information Sharing	<ul style="list-style-type: none"> <li>The Councils are the places and opportunities to share information in the university.</li> <li>There is no intranet in E-JUST. Paper circulation and/or attending the councils are major ways to share information.</li> </ul> <ul style="list-style-type: none"> <li>Some ES said as follow; The intranet is necessary for better information sharing. However, it has not been realized due to the budgetary constraints.</li> <li>Some JE said as follow; There are many cases that information shared in the councils is not well conveyed to those who were absent. Also, things are not executed in the way they were agreed in the councils.</li> </ul>

Items		Results
Major	Sub	
	Faculty Recruitment	<p><b>[Recruitment Process]</b></p> <ul style="list-style-type: none"> <li>• Along with the recruitment process, faculty's obligations, working conditions, wages are defined in the Academic Staff By-Laws.</li> <li>• Faculty position is open to the public and is announced in the website of E-JUST.</li> <li>• Members of JSUC are also joining the selection process.</li> <li>• E-JUST sets a much higher salary scale compared to other national universities to recruit prominent faculty.</li> </ul> <p><b>[Plan]</b></p> <ul style="list-style-type: none"> <li>• There is a plan that E-JUST will have 181 academic staff (47 professors, 48 associate professors, 86 assistant professors) at its stable stage. This issue was not discussed at the fourth BOT.</li> <li>• Some JE said as follow; The salary for the faculty is settled very high (about a few times higher) compared to other national universities, but they are not allowed to do side business. This condition may be unattractive to individuals who are capable enough to make a lot of earnings by doing second jobs.</li> </ul>
	Administrative Staff Recruitment	<p><b>[Recruitment Process]</b></p> <ul style="list-style-type: none"> <li>• First open positions are announced on both the E-JUST website and Al ahram Journal.</li> <li>• Then the candidates are screened and they take an English examination. An interview follows. The final decision is made by the senior management.</li> <li>• Along with the recruitment process, administrative staff's obligations, working conditions, wages are defined in the Administrative Staff By-Laws.</li> </ul> <p><b>[Plan]</b></p> <ul style="list-style-type: none"> <li>• There is no plan for the recruitment of administrative staff.</li> </ul>
	Student Admission	<p><b>[Admission Process]</b></p> <ul style="list-style-type: none"> <li>• Xx persons in yy department are involved in the process.</li> <li>• The student admission process and criteria are shown in the Engineering Postgraduate Programs.</li> <li>• For example, in the fourth batch, there were 510 applicants in total. Accepted students after the first screening were 169. Those accepted after interview were 110. Those who passed were 33. Currently 22 students are enrolled as of January 2012. (See appendix 14 for the detail and similar data of other batch students)</li> </ul> <p><b>[Numbers]</b></p> <ul style="list-style-type: none"> <li>• Students enter E-JUST bi-annually. The first batch students entered in February 2010. The fifth batch students entered in February 2012.</li> <li>• As of March 2012, 84 students are enrolled in E-JUST. The breakdown of the first, second, third, fourth and fifth batch is 24, 13, 4, 22 and 21 respectively. (See Appendix 19)</li> </ul> <p><b>[Dropout]</b></p> <ul style="list-style-type: none"> <li>• A total of 30 students dropped out. This attributes to the academic reasons (11 students), administrative reasons (7 students), personal reasons (6 students), and others (6). (See Appendix 13 for the detail.)</li> </ul>



Items		Results
Major	Sub	
		<p><b>【Reasons for the Small Number of Students】</b></p> <ul style="list-style-type: none"> <li>• This topic was discussed at the third Egypt Japan Council Meeting and it decided to continue to study the reasons.</li> <li>• Possible reasons listed in the meeting are; <ul style="list-style-type: none"> <li>➤ The number of MOHE scholarships is small, with 50 students as maximum per year.</li> <li>➤ Some applicants cannot get the permission from the universities where they are working.</li> <li>➤ It is not certain whether the scholarship is guaranteed for the necessary period of the study.</li> <li>➤ The number of private scholarships is small (currently for only 7 students).</li> <li>➤ The minimum score of 500 or higher in TOEFL is a barrier for entrance.</li> <li>➤ The tuition fee is too expensive, which discourages many prospective applicants. Currently there is no student without government or private scholarships.</li> </ul> </li> </ul>
	Accounting	<p><b>【Process】</b></p> <ul style="list-style-type: none"> <li>• Xx persons in yy department are involved in the process.</li> <li>• Rules and procedures on accounting are defined in the Financial By-Laws.</li> <li>• Rules and procedures on procurement are defined in the Service and Purchasing By-Laws.</li> <li>• However, without the Special Law, E-JUST has to follow the rules and procedures on accounting and procurement defined for national universities, such as the Governmental Accounting Law 127 (Year 1981) and the Purchasing Law 89 (Year 1998).</li> </ul> <ul style="list-style-type: none"> <li>• Some ES said as follow; <ul style="list-style-type: none"> <li>• The execution rate of the budget is very low due to the following reasons. <ul style="list-style-type: none"> <li>➤ Delay of assignment of Vice President and middle management for Support Services.</li> <li>➤ Delay of the budget disbursement from EDF</li> <li>➤ Complexity of the accounting system itself</li> </ul> </li> </ul> </li> </ul>
	Financial Planning	<p><b>【Egyptian Fiscal Year】</b></p> <ul style="list-style-type: none"> <li>• Xx persons in yy department are involved in the process.</li> <li>• The Egyptian fiscal year starts on July 1<sup>st</sup> and ends on June 30<sup>th</sup>.</li> <li>• E-JUST should submit a budget proposal to the Egyptian government by the end of March. The budget proposal need to be approved by BOT before submitting to the government.</li> </ul> <p><b>【Income Source】</b></p> <ul style="list-style-type: none"> <li>• Presently E-JUST has four sources of income as follows. <ul style="list-style-type: none"> <li>➤ EDF (subsidy from the government)</li> <li>➤ Tuitions from MOHE scholarship students</li> <li>➤ Tuitions from private scholarship students</li> <li>➤ Research grants</li> </ul> </li> </ul> <p><b>【Budget Proposal 2012/13 】</b>  <b>Operational Budget (in million EGP)</b></p>

Items		Results																										
Major	Sub																											
		<table> <tr> <td><u>Revenue</u></td> <td><u>21.9</u></td> </tr> <tr> <td>EDF</td> <td>9.2</td> </tr> <tr> <td>Tuition</td> <td>10.1</td> </tr> <tr> <td>Other</td> <td>1.7</td> </tr> <tr> <td><u>Cost</u></td> <td><u>21.9</u></td> </tr> <tr> <td>Academic</td> <td>13.0</td> </tr> <tr> <td>Admin Staff</td> <td>4.1</td> </tr> <tr> <td>Vehicles</td> <td>1.6</td> </tr> <tr> <td>Other</td> <td>3.2</td> </tr> <tr> <td><b>Capital Budget</b></td> <td><b>285.7</b></td> </tr> <tr> <td>Campus</td> <td>240.5</td> </tr> <tr> <td>Housing</td> <td>43.0</td> </tr> <tr> <td>Other</td> <td>2.7</td> </tr> </table> <p>(See Appendix 18)</p> <p>※ For comparison, at the preliminary-study stage, it was expected that the Income would be 25% from tuition fees, 20% from research grants, 5% from donations and benefactors' contributions, 10% from scholarships, 2% from charges against services and 38-40% trust and endowment funds.</p>	<u>Revenue</u>	<u>21.9</u>	EDF	9.2	Tuition	10.1	Other	1.7	<u>Cost</u>	<u>21.9</u>	Academic	13.0	Admin Staff	4.1	Vehicles	1.6	Other	3.2	<b>Capital Budget</b>	<b>285.7</b>	Campus	240.5	Housing	43.0	Other	2.7
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	Construction of the New Campus	<ul style="list-style-type: none"> <li>• Construction of the new campus has been considerably delayed. Its main reason is that E-JUST has been unable to gain the prime minister's approval.</li> <li>• The original plan outlines; 1) basic concept and design in 2008, 2) commencement of work in 2010, and 3) completion of construction in 2012.</li> <li>• The campus design competition was held in December 2009. The Arata Isozaki Associates won the first prize.</li> <li>• The following plan was presented at fourth BOT; 1) contract in June 2011, 2) commencement of work in August 2011, and 3) completion of construction in 2014. However, it has also been delayed.</li> <li>• At the fifth BOT, three scenarios were presented, that is, an optimistic one, a practical one, and a pessimistic one. The new campus will be ready for use from the middle of 2014, the middle of 2015, and the middle of 2016 respectively.</li> </ul>																										
	Common Understanding Document	<ul style="list-style-type: none"> <li>• CU was made given the necessity of written agreement between Egypt and Japan regarding important issues. (See Appendix 16)</li> <li>• The first version was completed in the summer of 2009 and the most recent version was issued on January 2012.</li> <li>• The agreed issues are compiled in CU, and they are fulfilled in principle.</li> <li>• E-JUST ought to treat the agreed issues in UC equivalent to its internal consensus.</li> </ul>																										

Items		Results
Major	Sub	
	Technology Management Department	<ul style="list-style-type: none"> <li>• The Technology Management Department is trying to emulate and introduce Japanese-style engineering education.</li> <li>• There are following three major missions in the Technology Management Department. <ul style="list-style-type: none"> <li>➤ Common Facility Management</li> <li>➤ Research Support</li> <li>➤ Experimental Education.</li> </ul> </li> <li>• Main activities of the Technology Management Department so far are to define the specification of equipment to be procured, support installation of equipment, and secure an installation site of equipment.</li> <li>• Four exclusive staff members are planned to be recruited, but it has been suspended due to budgetary constraints.</li> <li>• Although equipment is currently managed by each Program, it should be comprehensively managed for common use a by the Technology Management Department.</li> <li>• The Technology Management Department is taking measures for safety and is contributing to raising the safety awareness of all the people who conduct laboratory experiments.</li> </ul>
	Support from JICA, including the JICA Project Office	<ul style="list-style-type: none"> <li>• Following comments were made by E-JUST staff. <ul style="list-style-type: none"> <li>➤ JICA Project Office is doing a great job. E-JUST members are appreciating them. They are committed and work with enthusiasm.</li> <li>➤ E-JUST is satisfied with the equipment provided by JICA. It was more than our expectations.</li> <li>➤ More training opportunities in Japan for both academic and administrative staff would be appreciated.</li> </ul> </li> </ul>
	Support from Japanese Universities	<ul style="list-style-type: none"> <li>• JSUC was organized by 12 leading universities in Japan.</li> <li>• Four universities shown in the brackets below are responsible for providing academic support and advice to seven departments (programs) of E-JUST. <ul style="list-style-type: none"> <li>➤ School of Electronics, Communication and Computing <ul style="list-style-type: none"> <li>✓ Department of Electronics and Communications Engineering (Kyushu University)</li> <li>✓ Department of Computer Science and Engineering (Waseda University)</li> </ul> </li> <li>➤ School of Innovative Design Engineering <ul style="list-style-type: none"> <li>✓ Department of Mechatronics and Robotics Engineering (Waseda University)</li> <li>✓ Department of Industrial Engineering and Systems Management (Tokyo Institute of Technology)</li> <li>✓ Department of Materials Science and Engineering (Kyoto University)</li> </ul> </li> <li>➤ School of Energy, Environmental and Process Engineering <ul style="list-style-type: none"> <li>✓ Department of Energy Resources and Environmental Engineering (Tokyo Institute of Technology)</li> <li>✓ Department of Chemicals and Petrochemicals Engineering (Kyoto University)</li> </ul> </li> </ul> </li> <li>• Besides, Ritsumeikan University supports E-JUST for the improvement of university management in general.</li> <li>• Those five Japanese universities consist of the strategic working group and have a regular teleconference with the University Council of E-JUST.</li> <li>• Regarding support from Japanese universities, following opinions were expressed by E-JUST staff. <ul style="list-style-type: none"> <li>➤ It is uniqueness of E-JUST that it gets knowledge and knowhow transferred from Japanese universities.</li> <li>➤ Long-term experts are providing us very good jobs.</li> <li>➤ It would be appreciated if short-term experts who stay in one semester are more deeply involved in research activities (especially in guidance and collaboration).</li> </ul> </li> </ul>

Items		Results
Major	Sub	
		<ul style="list-style-type: none"> <li>➤ Similarly, it would be appreciated if short-term but highly experienced experts who usually stay for a few days can stay longer to participate more in educational activities.</li> <li>➤ For most Egyptian academic staff, the concept of the Japanese style is radically new. So it will take time to understand it thoroughly. It would be appreciated if people (especially those who have not studied in Japan) have a chance to join a longer period of fellowship in Japan.</li> <li>• Following opinions were expressed by Japanese experts. <ul style="list-style-type: none"> <li>➤ Among 12 Japanese supporting universities, 4 universities supporting seven departments (programs), Osaka University and Ritsumeikan University are actively involved in the Project. However, the rest of them are less involved.</li> <li>➤ Regarding the Program support (education and research support), a considerable difference is observed between Programs or between supporting universities. While some universities are quite cooperative, others are less interactive.</li> <li>➤ Selection of members in universities is not always appropriate.</li> <li>➤ A plurality of people voiced an opinion that in fact the Japanese side (including experts and supporting universities) are not monolithic, and the discrepancy in opinion and attitude within the Japanese side may affect the implementation of the Project.</li> </ul> </li> </ul>
Other contributing or impeding factors		<ul style="list-style-type: none"> <li>• As there are many stakeholders in both the Egyptian and Japanese sides, it takes time to synthesize various opinions.</li> <li>• It is necessary to sort out the internal issues and external ones of E-JUST and make clear who will take actions and how to deal with them.</li> </ul>

### Evaluation Grid (Five Evaluation Criteria)

Period of the Project: October 13, 2008 - October 12, 2013

Evaluation Items		Evaluation
Five Evaluation Criteria	Sub-questions	
Relevance		
Summary		<ul style="list-style-type: none"> <li>Relevance is high.</li> <li>The Project is in line with the development policies and plans of the Egyptian government and MOHE as well as the assistance policies and plans of the Japanese government and JICA toward Egypt.</li> </ul>
1 Consistency with government policies	(1) Is the Project consistent with development plans of the Egyptian government and the policy target and plans of MOHE?	<ul style="list-style-type: none"> <li>The Project is consistent with the development policies and plans of the Egyptian government and MOHE even after the political structure changed.</li> </ul>
	(2) Is Governmental top level highly committed to the Project?	<ul style="list-style-type: none"> <li>The Minister of Planning and International Cooperation and the Minister of Higher Education expressed their strong and continuous commitments to E-JUST which symbolizes the mutual trust and cooperation between Egypt and Japan.</li> </ul>
2 Consistency with academic needs of Egyptian society	Can the Project meet the need of Egyptian society, changing its nature from "brain drain" to "brain circulation"?	<ul style="list-style-type: none"> <li>E-JUST made a modest start in 2010. However, since then it has been making steady progress toward attaining "brain circulation" by building itself up to a top-level institution of practical engineering education and research.</li> </ul>
3 Appropriateness of means and approaches	Are the means and approaches taken by the Project appropriate?	<ul style="list-style-type: none"> <li>It is judged as appropriate that a new university was established to provide quality education to the small number of capable students rather than restructuring the traditional universities with various constraints. Free from long-standing norms, E-JUST can venture into new fields of education and research.</li> </ul>
4 Consistency with Japan's aid policy.	Is the Project consistent with Japan's aid policy?	<ul style="list-style-type: none"> <li>The Project is in line with the Japanese governments' official development assistance (ODA) policy toward Egypt.</li> <li>It also coincides with JICA's focused areas of assistance toward Egypt. In relation with "Arab spring", JICA attaches importance to; 1) fair governance and administration, 2) investment and industrial promotion linked with employment creation, and 3) development of human resources in industries. The Project is duly placed under the third focused areas of assistance.</li> </ul>
5 Comparative advantages of Japan's engineering education	Does Japan have comparative advantages in higher engineering education?	<ul style="list-style-type: none"> <li>Japan's higher engineering education system has strengthened high-level and practical research capacity while nurturing teamwork between/among scholars and students. This has been made possible through research-oriented education, laboratory-based instruction, project-based learning or whatever. It is expected that those advantages or strengths will be understood by and take root in the Egyptian academia.</li> </ul>
Effectiveness		
Summary		<ul style="list-style-type: none"> <li>Effectiveness is medium.</li> <li>While E-JUST has been producing academic outputs in the form of research papers and presentations, There is still a lot of improvement in its management and administration system.</li> </ul>
1 Probability of achieving the Project Purpose	Is it expected that the Project Purpose will be achieved until the end of the Project?	<ul style="list-style-type: none"> <li>If the research papers continue to be accepted at this pace, its number per academic staff will rank top five among Egyptian universities.</li> <li>In order to obtain accreditation from NAQAAE, several concrete actions need to be taken such as recruitment and training of technical staff, strengthening the management and administration system, construction of the new campus, and more collaboration with industries.</li> </ul>

Evaluation Items		Evaluation
Five Evaluation Criteria	Sub-questions	
2 Division of the Project into two stages	Has dividing the Project into two stages contributed to achieving the Project Purpose respectively?	<ul style="list-style-type: none"> <li>Dividing the Project in two stages is considered effective in that it enabled each of the Project Purpose to be clearly understood by Egyptian and Japanese stakeholders.</li> <li>The Project Purpose of Stage 1 was achieved with a six-month delay, but it was positively recognized by both sides that it was better rather than initiating Stage 2 under the unprepared condition.</li> </ul>
3 Supporting scheme by Japanese Universities	Has a system of the Japanese Supporting University Consortium been working effectively?	<ul style="list-style-type: none"> <li>With their serious commitment, a system of the Japanese Supporting University Consortium has been working well, especially to make E-JUST unique and excellent.</li> <li>The difference of approaches taken and commitments made by each Japanese university makes a respective program or department even more original and innovative.</li> </ul>
4 Contributing or impeding factors	Is there any contributing or impeding factors to affect effectiveness?	<ul style="list-style-type: none"> <li>The delay in the two issues is a major concern at the moment.</li> <li>One is the construction of the new campus to provide quality education for younger generation, and the other is the legislation of the Special Law to provide a legally sound foundation for E-JUST.</li> </ul>
Efficiency		
Summary		<ul style="list-style-type: none"> <li>Efficiency is medium.</li> <li>While the Japanese inputs have been made in an appropriate and timely manner, not all the Egyptian inputs have been made as planned due to the delay of campus construction, lack of properly assigned staff, etc.</li> </ul>
1 Possibility of achieving outputs through activities	Is it expected that all outputs will be achieved until the end of the Project?	<ul style="list-style-type: none"> <li>There is steady progress concerning research-related outputs (Output1-2).</li> <li>However, there is plenty of room for improvement concerning management-related outputs (Output 3-4-5).</li> <li>This is because while the number of academic staff is sufficient, the number of management, administrative and technical staff is insufficient. In addition, the post of Vice President for Support Services has been vacant at almost all times.</li> </ul>
2 Usage of existing laboratories	Do organization, facilities, equipment and staff of CSAT remain closely affiliated with E-JUST?	<ul style="list-style-type: none"> <li>Despite physical constraints, CSAT remains supportive to and affiliated with E-JUST.</li> </ul>
3 Usage of existing human resources	Does E-JUST employ adequate academic staff who received PhD. in Japan or westernized countries?	<ul style="list-style-type: none"> <li>There are 28 academic staff in total. Nine of them received PhD. in Japan, 18 in westernized countries and one in Egypt. (See Appendix 17)</li> </ul>
4 Collaboration with industries	Is there any collaboration between E-JUST and industries, such as joint researches, contract researches, scholarships, courses provided by industries and reception of lecturers from industries?	<ul style="list-style-type: none"> <li>There have been 24 grants received from industries and other organizations so far.</li> <li>E-JUST has received private scholarships for seven students so far.</li> <li>No course has been provided or donated by industries. No professional training course for company employees has been provided so far.</li> </ul>
Impact		
Summary		<ul style="list-style-type: none"> <li>Impact is low at the moment but is expected to be observed in the years and decades ahead.</li> <li>In fact, part of the impact has been observed. For example, some universities in Egypt have started studying whether they should implement practical and quality engineering education toward and research with a limited number of students.</li> </ul>

Evaluation Items		Evaluation
Five Evaluation Criteria	Sub-questions	
1 Possibility of achieving the Overall Goal	Is the achievement of overall goal possible?	<ul style="list-style-type: none"> <li>The current situation cannot allow any optimism in achieving the Overall Goal.</li> <li>There are many pre-conditional steps to be taken, such as constructing the new campus, legislating the Special Law, obtaining accreditation from NAQAAE, etc.</li> </ul>
2 Reform of Higher Education Sector	Can E-JUST be an epoch-making experimental university to give huge impacts on the reform of Egyptian higher engineering education through high quality education and research?	<ul style="list-style-type: none"> <li>The impact on the higher education sector in Egypt is cannot be mentioned with certainty. However, a ray of hope can be seen.</li> <li>Despite a short period of time, 65 research papers have been accepted in international journals and 92 presentations have been made at international conferences as January 2012. This may be considered a good start of giving impacts.</li> </ul>
3 Contribution to Socio Economy	Will E-JUST contribute to society by stopping "brain drain" and solving social problems, such as environmental issues with high quality research?	<ul style="list-style-type: none"> <li>E-JUST may contribute to society with its function of fostering human resources and producing academic outputs.</li> <li>This will heavily depend on the research quality. To this end, a sound legal and physical foundation spearheaded by solid management is vitally important.</li> </ul>
4 Contribution to Middle-east and African Region	Will E-JUST contribute to the Middle-east and African Region through various activities?	<ul style="list-style-type: none"> <li>E-JUST has yet to reach to the level of making noticeable contributions to the Middle-east and African Region.</li> <li>Educational and research activities have been conducted on a limited scale. Besides, E-JUST is not ready to accept students from those areas because it is on the soft-opening stage.</li> </ul>
Sustainability Summary		<ul style="list-style-type: none"> <li>Sustainability is barely evaluated to be medium.</li> <li>The importance of E-JUST is endorsed by development policies and plans at the national level. Sustainability is recognized in the academic aspect, but it is unable to recognize in the organizational and financial aspects.</li> </ul>
1 Policy aspect	Is the Egyptian government likely to continue to place high priority on the development of science and technology?	<ul style="list-style-type: none"> <li>The Egyptian government firmly believes that the development of science and technology is the basis of socio-economic development of the nation. So there is no sign of changing its policy in the future as well.</li> </ul>
2 Organizational aspect	Is E-JUST likely to continue to function as a solid educational and research institution?	<ul style="list-style-type: none"> <li>The organizational foundation of E-JUST is still fragile. The structure and management system should be delineated clearly and be in operation accordingly. Additional human resources need be assigned to the understaffed departments or sections, and vacant posts should be filled as well.</li> <li>While the turnover of academic staff is low, that of non-academic staff is comparatively high.</li> <li>The BOT is functioning as the highest decision-making body which illuminates a path in which E JUST should forge ahead.</li> </ul>

Evaluation Items		Evaluation
Five Evaluation Criteria	Sub-questions	
3 Financial aspect	Is E-JUST likely to continue to ensure the budget for its educational and research activities?	<ul style="list-style-type: none"> <li>• Presently E-JUST has four sources of income as follows. <ul style="list-style-type: none"> <li>➤ EDF (subsidy from the government)</li> <li>➤ Tuitions from MOHE scholarship students</li> <li>➤ Tuitions from private scholarship students</li> <li>➤ Research grants</li> </ul> </li> <li>• Among them, EDF is especially important given the nature of E-JUST as an enterprise of national importance. To make it easier and smoother to ensure the budget from the government, the Special Law regarding E-JUST need to be legislated as promptly as possible.</li> </ul>
4 Academic aspect	Is E-JUST likely to be continuously on the cutting edge of research?	<ul style="list-style-type: none"> <li>• The foundation of conducting research is being solidified.</li> <li>• The construction of the new campus with sufficient state-of-the-art equipment is crucial to attract excellent scholars from around the world.</li> <li>• It would be also important to build and keep a win-win relationship between Japanese universities after JICA's cooperation is completed. The strengths, uniqueness and attractiveness of E-JUST should be examined from historical contexts and global perspectives.</li> </ul>



### Lectures Time Table for Quality Assurance Awareness

Lectures are prepared by the QA Center for developing the awareness of faculty members and administration staff. Lectures focus on the different elements of internal quality assurance system that would be implemented in E-JUST departments and units.

The table below shows the time- schedule for a batch of lectures. These lectures are very important for all staff who would prepare specifications or reports or assist in preparing the strategic plans at the level of departments, schools or university.

Lecture No	Title	Who should attend the lecture	Date
1	Internal Quality Assurance system	Representatives of scientific departments	7-12-2011
2	Internal Quality Assurance system	Representatives of administration	14-12-2011
3	Mission	Representatives of administration	4-1-2012
4	Mission	Heads of departments and program coordinators	17-1-2012
5	Program Specification	Program coordinators and co-coordinators	24-1-2012
6	Strategic plan	Representatives of administration	1-2-2012

7	Course Specification	Course coordinators	29-2-2012 at 2:00 PM
8	Course Report	Course coordinators	7-3-2012 at 2:00 PM
9	Program Report	Program coordinators and co-coordinators	14-3-2012 at 2:00 PM
10	Strategic Plan	Strategic plan Committee	21-3-2012 at 2:00 PM
11	Strategic Plan (cont.)	Strategic plan Committee	28-3-2012 at 2:00 PM
12	Institution Self Study	Self Study Committee	4-4-2012 at 2:00 PM
13	Institution Self Study (cont.)	Self-study committee	11-4-2012 at 2:00 PM
14	Institution Self Study	Representatives of administration	18-4-2012 at 10:00 AM

If There is any conflict, please let me know.

**Good Luck Dr. Ibrahim M. Ismail**

**E-JUST QA Center**

## Quality Assurance Activities

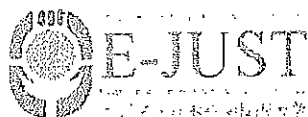
Since E-JUST has started its way in higher education and devoted its efforts for graduate studies as the first step, it focused on applied research which targets the development the industry and environment. This is an essential quality issue. Although the university is working on raising its capabilities, It has started to implement the internal quality assurance system in higher education that was identified and developed during years of experience by Egyptians and foreign experts. There is a national solid system for achieving quality in higher education. On the other hand there is a well defined and precise tools for reviewing and evaluation of faculties or universities which apply for accreditation from the National Authority of Quality Assurance and Accreditation for Education (NAQAAE) . Also many good practices for achieving the quality of education were introduced by faculties especially those accredited from NAQAAE. Documentations published by NAQAAE show detailed guidelines that help faculties for enhancing the education process and preparing the documentations and evidences for applying to accreditation from NAQAAE.

E-JUST current Quality Activities:

- Implement a quality assurance system in the university organization chart which is one of the requirements.
- Development the vision and mission of the center as well as the internal regulations.
- A number of quality assurance awareness- lectures and workshops are organized and running for Faculty members.
- A number of quality assurance awareness- lectures and workshops are organized and running for administration representatives.
- Faculty members are currently reviewing the documentation available in the light of unified templates.
- Workshops will be organized by the QA center to discuss and review the documentations prepared by faculty members before official approval by councils.
- The quality assurance center is preparing for short course about the skills of scientific research which will be delivered to all the graduate students.

## Research Activities by the 1st batch of MSc students

No.	Scholarship	Program	Degree Applied	Name	F/M	Affiliation	Thesis Title	Supervisors		Publication status *		
								Principal Supervisor	Direct supervisor & Co-supervisor	Submit to international conference & Journal	Accepted	Published
1	MOHE	ECE	MSc	Adel Tawfik Mohamed Mohamed Barakat	M	Institute, National Research Center	Millimeter Wave Antenna-on-Chip for Wireless Personal Area Network	Prof. Mohamed El-Sayed Ragab	Dr. Ahmed Allom Dr. Ramash Fokharol	Done	Done	in March 2012
2				Ahmad Hamdi Ibrahim Sakr	M	Tanta University	Radio Resource Management for Relay-Enhanced LTE-Advanced Networks	Prof. Mohamed El-Sharkawy	Dr. El-Khamy, Prof. Furukawa, Prof. Mula	Done	Done	in April 2012
3				Mostafa Saied Soib Abdel-Rahem	M	Assuit University	Flexible Router Architecture for Network-on-Chip	Prof. Mohamed El-Sayed Ragab	Dr. Victor Goulart Dr. Ahmed El-Mahdy	Done	Done	in June 2012
4				Walid Fouad Gaber El-Shafai Hamouda	M	Menofia University	Error Concealment for 3D Multi-View Video Transmission	Prof. Mohamed El-Sharkawy	Dr. Mostafa El Khamy Dr. Farhad Mshdipour		Done	
5				Khalil Ismail Khalil Yousef	M	Assuit University	CMOS Ultra-Wideband Low Noise Amplifier (UWB-LNA) Design	Prof. Mohamed El-Sayed Ragab	Dr. Ahmed Allom Dr. Hongting Jia		Done	
6				Luka Eushra Kaddous Daoud	M	Fayoum University	Efficient Processor Allocators for Mesh-Connected Chip-Multiprocessors	Prof. Mohamed El-Sayed Ragab	Dr. Victor Goulart Dr. Ahmed El-Mahdy		Done	
7		MTR		Mohamed Heshmat Hassan Abdel Wahab	M	Sohag University	Study of the Effects of Features Geometric Composition on the Accuracy of Self Localization of Control of Bilateral Teleoperation system with varying time delay.	Dr. Mohamed Abdellatif	Dr. Ahmed Ramadan Dr. Salvatore Sessa	Done	Done	in April 2012
8				Mohammed Abd ElGhany Sallam	M	Helwan University	Development of Mobility Assistive device for Elderly People	Prof. Ahmed Abo Ismail	Dr. Ahmed Ramadan Prof. Sessa Salvatore		Done	
9				Omar Safah ElDin Mahmoud Mohamed Nour	M	Assuit University	Stabilization of Loaded Double Inverted Pendulum System	Prof. Ahmed Abo Ismail	Dr. Ahmed Ramadan Prof. Hashimoto		Done	
10				Omar Abdel Motazel ElSaid Mahrez	M	Tanta University	Development of Autonomous Interior Wall Painting Robot	Dr. Mohamed Abdellatif	Dr. Ahmed Ramadan Dr. Hiroyasu Iwata		Done	
11				PHARCO	Mohamed Tarek Ali Sorour	M	Ain Shams Univ.				Done	



**Summary of E-JUST Received Grants:**

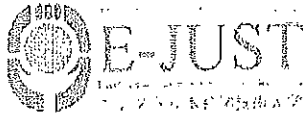
	STDF Grants (Not transferred yet)	Received Grants	Grants with others Universities and Centers
Science and Technology Development Fund	1,754,240 773,280 (716,988 USA) 620,000 1,200,000 1,000,000		652,000
Academy of Scientific Research and Technology.		248,000	
IBM Cooperation, USA.		120,000 120,000 60,000	
Tohoku University			Budget at Japan
Pharco Group.		362,000 80,000	
Amazon, USA.		6,600	

		30,000	
Google Inc., USA		30,000	
		310,080	
		30,000	
		126,000	
Qatar National Research Fund			3,990,000
ITAC		130,000	350,000
		130,000	
Networking Systems Lab (NSL), Carnegie Mellon University		85,500	
Microsoft Research USA.		18,000	
		3,000	
TWAS-AAS-Microsoft		24,000	
NTRA		1,365,315	1,401,804
			1,185,000
			1,600,000
Academy of Scientific Research and technology		248,000	
		76,000	

French Government		21,600	
INRIA		40,000	320,000
Microsoft Research, UK.			200,000
RDI			4,400,000
King Abdulaziz City for Science and Technology			1,600,000
Mentor Graphics, USA. (Software Only)			3,600,000
Sub totals	5,998,746	3,664,095	19,298,804

**Funding Sources:**

- Science and Technology Development Fund (STDF).
- Academy of Scientific Research and Technology.
- IBM Cooperation, USA. and BM Center for Advanced Studies, Egypt.
- Tohoku University and JST.
- Pharco Group.
- Amazon, USA.
- Google Inc., USA.
- Qatar National Research Fund (QNRF), Qatar.
- Advanced Research Project (ARP), ITAC, Egypt.
- Networking Systems Lab (NSL), Carnegie Mellon University – Qatar.
- Microsoft Research USA.



- TWAS-AAS-Microsoft.
- National Telecom Regulatory Authority (NTRA).
- IMHOTEP (Academy of Scientific Research and Technology).
- Institut National de Recherche en Informatique et Automatique (INRIA).
- Microsoft Research, UK.
- Research Development and Innovation (RDI) Program.
- King Abdulaziz City for Science and Technology.
- Mentor Graphics, USA.
- Intel Research, USA.



# JICA Fellowship Program for E-JUST Faculty

Item No.	Issue	Description	Duration
1	Dr.. Ahmed Allam (ECE)	to Kyushu University	for 2 weeks
2	Dr. Walid Gomma (CSE)	to Waseda University	for 2 weeks
3	Prof. Mohamed Ayad (CPE)	to Kyoto University	for 10 days.
4	Dr. Abbas Ezzat (CPE)	to Kyoto University	for 10 days
5	Dr. Aboubakr Abdullah (CPE)	to Kyoto University	for 10 days.
6	Dr. Ahmed Abd El-Moneim (MSE)	to Kyoto university and Kyoto Institute of Technology	for 7 days
7	Dr. Mohamed Gepreel (MSE)	to Kyoto university and Kyoto Institute of Technology	for 7 days
8	Dr. Mona Bakr (MSE)	to Kyoto university and Kyoto Institute of Technology	for 7 days

## Provided Equipment List by JICA (Oct 2008 - Mar 2011)

	Equipment Name	Manufacturer	Model	Quantity	Delivery Date	Department	Procurement Place
1	Toyota Car	Toyota	Hiace	1	Feb. 2009	PROJECT	Egypt
2	Photo Copy Machine	Xerox	7242	1	Feb. 2009	PROJECT	Egypt
3	Video Conference System	Polycom	VSX7400s	1	Jun. 2009	PROJECT	Egypt
4	Desktop PC + Monitor	Fujitsu	Fujitsu ESPRIMO P3520	10	Sep.2009	ECE	Egypt
5	Desktop PC + Monitor	Fujitsu	Fujitsu ESPRIMO P3520	10	Sep.2009	ERE	Egypt
6	Desktop PC + Monitor	Fujitsu	Fujitsu ESPRIMO P3520	10	Sep.2009	MTR	Egypt
7	Notebook PC	Fujitsu	Amilo P12550	5	Sep.2009	ECE	Egypt
8	Notebook PC	Fujitsu	Amilo P12550	5	Sep.2009	ERE	Egypt
9	Notebook PC	Fujitsu	Amilo P12550	5	Sep.2009	MTR	Egypt
10	Color Printer	HP Laser Jet	HP Laser Jet CP 3526N	1	Sep.2009	ERE	Egypt
11	Laser Printer	HP Laser Jet	HP Laser Jet CP 3526N	1	Sep.2009	ECE	Egypt
12	Laser Printer	HP Laser Jet	HP Laser Jet CP 3526N	1	Sep.2009	ERE	Egypt
13	Laser Printer	HP Laser Jet	HP Laser Jet CP 3526N	1	Sep.2009	MTR	Egypt
14	Projector	Epson	Epson EB825	1	Sep.2012	COMMON	Egypt
15	Projector	Epson	Epson EB825	1	Sep.2012	ECE	Egypt
16	Projector	Epson	Epson EB825	1	Sep.2009	ERE	Egypt
17	Projector	Epson	Epson EB825	1	Sep.2012	MTR	Egypt
18	Server	Fujitsu	Fujitsu Primergy TX150S6	2	Sep.2009	CSE	Egypt
19	LAN Router	Linksys	Linksys Wireless G Router	8	Sep.2009	COMMON	Egypt
20	Security Software for 46	Symantec	Symantec endpoint protect	46	Sep.2009	COMMON	Egypt
21	UPS	APC	APC smart UPS 1000VA	1	Sep.2009	PROJECT	Egypt
22	Software	Agilent	W2232BOP, etc	1	Sep. 2009	ECE	Japan
23	Software	Wolfram Research	Mathematica 7.0.1	1	Aug. 2009	ECE	UK
24	Software	DEM Solutions	EDEM Academic Version	1	Jan. 2010	ECE	UK
25	Software	MathWorks	MATLAB	1	Sep. 2009	COMMON	USA
26	Photo Copy machine	Xerox	7242	2	Feb. 2010	PROJECT	Egypt
27	System on Chip kit	Cypress	CY3210	5	Jan. 2010	ECE	Japan
28	Software	PH LEGO	EDS PH Lego Plus	5	Jan. 2010	MTR	Egypt
29	Server	IBM	IBM	1	Mar.2010	COMMON	Egypt
30	Server	IBM	IBM	1	Mar.2010	ECE	Egypt
31	Server	IBM	IBM	1	Mar.2010	ERE	Egypt
32	Server	IBM	IBM	1	Mar.2010	MTR	Egypt
33	Digital Signal Processing	Altera	Satrix III Edition	5	Mar.2010	ECE	Egypt
34	Mac book Pro	Apple	DK-DSP-3SL150N	1	Mar.2010	PR	Egypt
35	Software	Adobe	After effect, Premiere, Crea	1	Mar.2010	PROJECT	Egypt
36	Arc Info/Arc GIS	ESRI	Arc Infor Ver9.x	1	May.2010	ERE	Egypt
37	Solid Works	SolidWorks Premi	SolidWorks Premium	1	May.2010	MTR	Egypt
38	Catapult Software	MentorGraphic	Catapult C	1	Apr.2010	ECE	Egypt
39	Visual C++	Visual C++		1	Mar.2010	ECE	Egypt
40	Software	SMPTE	VC-1	2	Mar.2010	ECE	USA
41	Software	Sonnet	Sonnet	1	Mar.2010	ECE	USA
42	Software	Spec	Spec	1	Mar.2010	ECE	USA
43	Software	PGI	Programmer's Paradise.In	1	Mar.2010	CSE	USA
44	Software	Mager Scientific	Mager Scientific Inc	1	Mar.2010	ECE	USA
45	Software	Adobe Creative Su	Adobe	4	Mar.2010	ECE	Egypt
46	Development Board	Altera	Cyclone III Kit	10	Mar.2010	ECE	UK
47	Video Card	Bitec	HSMC Quad Video Card	5	Mar.2010	ECE	UK
48	Software	RD Research	RD Research	1	Mar.2010	ECE	UK
49	Software	CMX system	PartNumber 07200039024	1	Mar.2010	ECE	USA
50	Oscilloscope	Agilent	DSO3062A	3	Mar.2010	ECE	Japan
51	Digital Multimeter	Agilent	U1242A	3	Mar.2010	ECE	Japan
52	DC Power Supply	Agilent	E3620A	3	Mar.2010	ECE	Japan
53	Gaseous diffusion coefficient	Armfield	CERa-A	1	Mar.2010	ERE	Japan
54	Liquid diffusion coefficient	Armfield	CERb-A	1	Mar.2010	ERE	Japan
55	Data logger	Omega	OM-420	2	Mar.2010	ERE	Japan
56	Oscilloscope	Agilent	DSO5012A	10	Mar.2010	MTR	Japan
57	Function Generator	Agilent	33210A	10	Mar.2010	MTR	Japan
58	Power Supply Triple	Agilent	6623A	2	Mar.2010	MTR	Japan
59	Power Supply Dual	Agilent	6622A	8	Mar.2010	MTR	Japan
60	PLC Kit	ED Corp.	ED-4260M	2	Mar.2010	MTR	Japan
61	Micro Processor Kit 131	Feedback	24-131	10	Mar.2010	MTR	Japan
62	Micro Processor Kit 141	Feedback	24-141	10	Mar.2010	MTR	Japan
63	Micro Processor Kit 104	Feedback	24-104	10	Mar.2010	MTR	Japan
64	Oscilloscope	Agilent	DSO5014A	2	Mar.2010	ECE	Japan

65	Servomotor Drive Kit	FESTO	No.539016	1	Mar.2010	MTR	Japan
66	Digital Control System	Feedback	33-005-PCI	1	Mar.2010	ERE	Japan
67	Magnetic Levitation Sys	Feedback	33-006-PCI	1	Mar.2010	MTR	Japan
68	SCARA Robot Package	Feedback	33-004-C	1	Mar.2010	MTR	Japan
69	Intelligent Mobile Robot	FESTO	No.544247	3	Mar.2010	MTR	Japan
70	Stepper Motor Drive Kit	FESTO	No.539016	1	Mar.2010	MTR	Japan
71	Electrohydraulic Trainer	ED Corp.	ED-7960	1	Mar.2010	MTR	Japan
72	Positioning Sensor		KD 2305 2S	10	Mar.2010	MTR	Japan
73	Piezo Actuator Set		EPA 104 230	1	Mar.2010	MTR	Japan
74	Linear Amplifier		EPA 007 012B	2	Mar.2010	MTR	Japan
75	Piezo Actuator Set		Q220, D220	1	Mar.2010	MTR	Japan
76	FTT Signal Analyzer		35670A	2	Mar.2010	MTR	Japan
77	Digital Multimeter		U1242A	10	Mar-10	ECE	Japan
78	Digital Multimeter		U1242A	10	Mar.2010	MTR	Japan
79	Haptic Force Device		Phantom Premium1.5	2	Mar.2010	MTR	Japan
80	FPGA Development Kit		DK V5 EMBD ML507	1	Mar.2010	ECE	Japan
81	Software Set		CoventorWare	1	Mar.2010	MTR	Japan
82	Data Control Acquisition	National Instrumen	No778932 01 etc	1	Sep-10	MTR	Japan
83	Wetted Wall gas accorg	Armfiled	CES-A	1	Sep-10	ERE	Japan
84	Liquid extraction unit	Armfiled	UOP5-A	1	Sep-10	ERE	Japan
85	Recycle loops	Armfiled	TH4-A	1	Sep-10	ERE	Japan
86	Tray drfer	Armfiled	UOP8-A	1	Sep-10	ERE	Japan
87	Axial Flow Gas Turbine	Armfiled	CM14-10-A	1	Sep-10	ERE	Japan
88	Servo Control System Set		33-008	1	Sep-10	MTR	Japan
89	FA System Training Apparatus		MicroFMS MR5	1	Sep-10	MTR	Japan
90	Function Generator		33220A	3	Sep-10	ECE	Japan
91	Weather Station	Cole Permer	RK-99755-06	1	Sep-10	ERE	Japan
92	Solar Radiation Transm	Cole Permer	EW-99780-50	2	Sep-10	ERE	Japan
93	Ansys Software	Ansys	Ansys Academic Research	1	Nov	ERE	Egypt
94	Work Station	Dell	Dell Mobile M4400	1	Nov	ERE	Egypt
95	Works Station	Dell	DELL M4400	3	Feb	ERE	Egypt
96	Laptop	HP	HP Envy	15	Mar	ECE	Egypt
97	TV Conf system	Alkan	VSX7400	1	Apr	PROJECT	Egypt
98	ElectroChemical WS	SICO	QCM200 etc	1	Aug	MSE	Egypt
99	NI LabView Robotics St	NI	Starter Kit	3	Mar	MTR	Egypt
100	Vrep Virtual Robot	K-Team	Plat form	10	Jun-10	MTR	Egypt
101	20Sim Professionla	Sim	4.0 Professional	1	Jun-10	MTR	Egypt
102	Adams Software	Promech	Adams	1	Jun-10	MTR	Egypt
103	A0 Printer	Canon	IPF710	1	Jul-10	IEM	Egypt
104	Xilinx Software	Xilinx	ISE System edition	10	Jun-10	ECE	Egypt
105	Opnet	Opnet Modeler		1	Jun. 2010	ECE	Egypt
106	Function Generator	Tektronix	AFG3022B	5	Jul-10	ECE	Egypt
107	Oscilloscope	Tektronix	TDS5104B	1	Jul-10	ECE	Egypt
108	Spectrum Analyzer	Tektronix	RSA3303B	1	Jul-10	ECE	Egypt
109	Work Station	Dell	Dell Precision T7500	1	Jul-10	ERE	Egypt
110	MCU MPU DSP develop	Freescale	MSC8156ADS	4	11-Apr	ECE	Egypt
111	DSP Motherboards for A	Freescale	DSPAUDIO EVMMB1E	5	11-Apr	ECE	Egypt
112	DSP Dughterboards	Freescale	DSPB720D	5	11-Apr	ECE	Egypt
113	Multicore DSPs	Freescale	MSC8144ADS	4	11-Apr	ECE	Egypt
114	TMS320C	Texas Instruments	TMS320C6000	2	11-Apr	ECE	Egypt
115	TMSDM365 Digital Vide	Texas Instruments	TMDXEVM365	2	11-Apr	ECE	Egypt
116	Hexapod Robot System	Lynxmotion	AH3-R	5	Sep-10	MTR	Egypt
117	PS2 Robot Controller	Sony		5	Sep-10	MTR	Egypt
118	Microship PIC Develop	Microship		4	Sep-10	MTR	Egypt
119	Stereo Camera Head	Point Grey Bumble	BB2 03S2C-25	2	Sep-10	MTR	Egypt
120	Apple computer	Apple	MacBookPro15	1	Sep-10	CSE	Egypt
121	Desktop PC + Monitor	Dell	Dell Optilex980	15	Sep-10	CSE	Egypt
122	Desktop PC + Monitor	Dell	Dell Optilex980	15	Sep-10	IEM	Egypt
123	Desktop PC + Monitor	Dell	Dell Optilex980	5	Sep-10	MTR	Egypt
124	Laptop PC	Dell	Dell Latitude E6410	3	Sep-10	CSE	Egypt
125	Laptop PC	Dell	Dell Latitude E6410	3	Sep-10	IEM	Egypt
126	Laptop PC	Dell	Dell Latitude E6410	2	Sep-10	MTR	Egypt
127	Laptop PC	Dell	Dell Latitude E6410	2	Sep-10	ERE	Egypt
128	Laptop PC	Dell	Dell Latitude 6510	6	Sep-10	CSE	Egypt
129	Laptop PC	IBM	ThinkPad T410	4	Sep-10	CSE	Egypt
130	Laptop PC	Apple	MacBookPro15	3	Sep-10	CSE	Egypt
131	File Server	IBM	IBMX3400	2	Sep-10	CSE	Egypt
132	Application Server	IBM	IBM Systsem3500	1	Sep-10	IEM	Egypt
133	UPS	APC	APC smart UPS 2200VA	6	Sep-10	COMMON	Egypt
134	Laser Printer	HP	HP P3015P	2	Sep-10	CSE	Egypt
135	Pin Tablet	Wacom	PTK1240 K0	3	Sep-10	IEM	Egypt

136	GL communication				11-Apr	ECE	Egypt
137	ETTUS				11-Apr	ECE	Egypt
138	Firewire Camera	Sony	XCDSX90CR	5	Sep-10	MTR	Egypt
139	Aculed Desiner Kit Platf	Perkin Elmer	Aculed Designer Kit	1	Sep-10	ERE	Egypt
140	CISCO Aironet	Cisco	Air AP 1131AG-E-K9	6	Sep-10	CSE	Egypt
141	Cisco Aironet	Cisco	Air CB21-AG-E-K9	10	Sep-10	CSE	Egypt
142	AsunSpot	Systronix	SunSpot Sensors Kit	4	Sep-10	CSE	Egypt
143	Spot Clip MgtHdwre	Systronix	Spot ClipMgtHdwre	4	Sep-10	CSE	Egypt
144	RawColor Digital Video	Sony	Sony XCD SX90CR	2	Sep-10	ECE	Egypt
145	LG Monitors	LG	LG W3000H	2	Sep-10	ECE	Egypt
146	LG Monitors	LG	LG LH35FR	4	10-Nov	ECE	Egypt
147	TV monitor	Sony	Sony Bravia	1	Sep-10	ERE	Egypt
148	TV monitor	Sony	Sony Bravia	1	Sep-10	MTR	Egypt
149	TV monitor	Sony	Sony Bravia	1	Sep-10	IEM	Egypt
150	TV monitor	Sony	Sony Bravia	1	Sep-10	CSE	Egypt
151	TV monitor	Sony	Sony Bravia	1	Sep-10	CSE	Egypt
152	IRIS Starter Kit	Crossbow	WSN START2110	5	Sep-10	CSE	Egypt
153	TelosB Motes	TelosB	TPR2420	10	Sep-10	CSE	Egypt
154	Mobile	Sony	Xperia Unlockedx10	1	Sep-10	CSE	Egypt
155	Mobile	Google	Google Nexus One	1	Sep-10	CSE	Egypt
156	Mobile	Sumsong	I0000 Galaxy	2	Sep-10	CSE	Egypt
157	iPhone	Apple	iPhone 3GS 32GB	4	Sep-10	CSE	Egypt
158	Position Sensor	POSITEK	Part LIPS Positlon selries1	5	Sep-10	MTR	Egypt
159	Position Sensor	POSITEK	RIPS Position Sensor Seril	5	Sep-10	MTR	Egypt
160	BB25-1			1	Sep-10	MTR	Egypt
161	RF-31			1	Sep-10	MTR	Egypt
162	Sensor	SICK	LMS200-30106	1	Sep-10	MTR	Egypt
163	Software	Ansys	Ansys Academic Research	1	Sep-10	ERE	Egypt
164	MIMOKIT	Mango	WARP MIMO KITv2	4	Sep-10	ECE	Egypt
165	Software	Ansoft	Ansoft Academic Research	1	Sep-10	ECE	Egypt
166	Position Sensor(追加)	POSITEK	Part LIPS Positlon selries1	5	Sep-10	MTR	Egypt
167	Position Sensor(追加)	POSITEK	RIPS Position Sensor Seril	5	Sep-10	MTR	Egypt
168	ETTUS	ETTUS	USR2 Pack	5	3rd nov 2011	CSE	Egypt
169	ETTUS	ETTUS	RF900 Noards	10	3rd nov 2011	CSE	Egypt
170	ETTUS	ETTUS	SMA, LP0926	10	3rd nov 2011	CSE	Egypt
171	Promax	Promax	Promarkill + Antenna	5	3rd nov 2011	CSE	Egypt
172	Router	Netgear	WNR3500L	5	Jun-11	CSE	Egypt
173	MSP430 USB Interface		MSP-FET430UIF	3	18th July 2011	CSE	Egypt
174	Gen2	Laird Technology	S9028PCL	10	3rd nov 2011	CSE	Egypt
175	13.56MHz PCB antenna	Sunmicro	PCB antenna	5	3rd nov 2011	CSE	Egypt
176	JTAG Cable	Amontek	JTAG Cable	3	18th July 2011	CSE	Egypt
177	Mobile	Nokia	Nokia N97 miniphone	5	Jan-11	CSE	Egypt
178	Mobile	Nokia	Nokia N8 Phone	5	Jan-11	CSE	Egypt
179	IPJ Antenna	IPJ	RFID REader evaluation K	5	NOT YET	CSE	Egypt
180	IPJ Antenna	IPJ	CS777 Brickyard Antenna	2	NOT YET	CSE	Egypt
181	IPJ Antenna	IPJ	Guardwall ILT Antenna IPJ	2	NOT YET	CSE	Egypt
182	IPJ Antenna	IPJ	Threshold FS Antenna IPJ	2	NOT YET	CSE	Egypt
183	Air Velocity Meter	Davis	D010271-37TSI	2	Mar-11	ERE	Egypt
184	Multimeter Kit	orion	Orion 5 Star Benchtop	1	Mar-11	ERE	Egypt
185	Peristaltic Pumpus	Master Flex	HV-07575-10 Master f	1		ERE	Egypt
186	Datalogger System bas	Omega	OM320 HLIM-1 module	1		ERE	Egypt
187	SonoStep	Saltzburg ltd	Sonostop set	1	Feb-11	MSE	Egypt
188	Ultrasonic Cleaner	Shibata	SU-6TH	1		ERE	Egypt
189	Ultrasonic Water Level Sensor		WL700-035	1		ERE	Egypt
190	Digital Water Velocity M	Globalw	FP111 water flow probe	1		ERE	Egypt
191	Water quality sampling	Globalw	WQS Water Quality Samp	1		ERE	Egypt
192	Dissolve Oxyen Sensor	Globalw	WQ401 Dissolve Oxygen S	1		ERE	Egypt
193	Measuring water quality	Globalw	WQMS	1		ERE	Egypt
194	Basket Sampler Trampe	Globalw	92-14-0036-050TMR Sam	1		ERE	Egypt
195	Echosurder	Koden	Koden CVS833c Echo sun	1		ERE	Egypt
196	Anlyzer	Echochem	PAS2000	1	18th July 2011	ERE	Egypt
197	Software	TRNSYS	TRANSYS17	1		ERE	Egypt
198	Software	Spartan	Spartan	1	Nov-11	ERE	Egypt
199	HS Sampler	rickly	Sampler, Helley Smith, Mdl	1	Jul-11	ERE	Egypt
200	Aquafron Water Still	Stuart	Aquafron Water Still A4000	1	Nov-11	MSE	Egypt
201	Microbalance	Thinkers	QCM200 etc	1	Jun-11	CPE	Egypt
202	Anemometer	Dantec	MiniCTA Anemometer	1	18th July 2011	ERE	Egypt
203	Laboratory Mixing Extru	Qualiteset	LME230	1	May-11	MSE	Egypt
204	Hotplate	VWR International	82026-778	2	NOT YET	MSE	Egypt
205	Hotplate	VWR International	82026-782	2	Nov-11	MSE	Egypt
206	LPKF	LPKF	LPKF Protomat S100 set	1	Jan-11	ECE	Egypt

207	Milif gat	Global FTA	Global FTA	3	Nov-10	ERE	USA
208	PBL Kit	Rivast	Rivast	20	Nov-10	MTR	Japan
209	Kteam set	Kteam	KPheraII etc	1	Mar-11	CSE	Egypt
210	Ansys Software	Ansys	Ansys Academic Research	1	Mar-11	ERE	Egypt
211	Drive Gas Meter	General International	TG1MOD	2	Mar-11	ERE	Egypt
212	Gamry	Gamry	Quartz Crystal Balance	1	Mar-11	CPE	Egypt
213	Gamry	Gamry	Quartz Crystal Balance2	1	Mar-11	CPE	Egypt
214	Software	CATIA	CATIA V5	1	Mar-11	IEM	Egypt
215	Computer	Dell	Dell Optilex980	4	Mar-11	CPE	Egypt
216	Computer	Dell	Dell Optilex980	4	Mar-11	MSE	Egypt
217	Computer	Dell	Dell Optilex980	4	Mar-11	COMMON	Egypt
218	Workstation	Dell	T7500	1	Apr-11	ERE	Egypt
219	Spectrophotometer	Hitachi	F2700	1	Mar-11	COMMON	Egypt
220	Kteam set	Kteam	KPheraII etc	2	Mar-11	CSE	Egypt
221	Software	Lingo	Base License etc	1	Mar-11	IEM	Egypt
222	Software	Arena	Arena Academic Lab Licen	1	Mar-11	IEM	Egypt
223	Spectrophotometer	Hitachi	UV-VIS U3900	1	Mar-11	COMMON	Egypt
224	Induction Heater		25KW-EQ-SEP-25A	1	Mar-11	MSE	Egypt
225	Kteam set	Kteam	KPheraII etc	1	Mar-11	CSE	Egypt
226	Pump heads		hv-77202-60 masterflex	1	Mar-11	ERE	Egypt
227	Digital Balance	Labdepolinc	CP324S	3	Mar-11	CPE	Egypt
228	Water Bath	Labdepolinc	WS27	2	Mar-11	CPE	Egypt
229	Autoclaves	Labdepolinc	1250G68	1	Jul-11	CPE	Egypt
230	pH Meter	Hanna	pH/CON HI2550	1	Jun-11	CPE	Egypt
231	Hotplate	Labdepolinc	1268g	1	Mar-11	CPE	Egypt

232	Vacuum Pump	Labdepolinc	54908 037 EA	1	17th Nov 2011	CPE	Egypt
233	Compressors	Labdepolinc	167440-22	1	18th July 2011	CPE	Egypt
234	Drying Oven	Labdepolinc	47746-744-EA	1	Mar-11	CPE	Egypt
235	Drying Oven	Labdepolinc	47746-744-EA	1	Mar-11	MSE	Egypt
236	Drying Oven	Labdepolinc	47746-744-EA	1	Mar-11	COMMON	Egypt
237	Rotary Evaporator	Cole Permer	EW 28615 05	1	Mar-11	CPE	Egypt
238	Rotary Evaporator	Labdepolinc	EW 28615 05	1	Apr-11	ERE	Egypt
239	Turbidity Meter	Cole Permer	EW 99512 07	1	Mar-11	CPE	Egypt
240	Sanitary Mixer	Cole Permer	EW04403 06	1	NOT YET	ERE	Egypt
241	Thermal COD Reactor	Buddeberg	CR3200	1	Apr-11	ERE	Egypt
242	CSB measuring Station	Buddeberg	AL250COD Vario	1	Mar-11	ERE	Egypt
243	Controlled temperature	Buddeberg	TS 1006i	1	Mar-11	ERE	Egypt
244	Standard kjeldash block	Buddeberg	k20	1	Mar-11	ERE	Egypt
245	Steam Distillation	Buddeberg	S4	1	Mar-11	ERE	Egypt
246	Turbidimeter turb	Buddeberg	Turb430T/Set	1	Mar-11	ERE	Egypt
247	Prosim Software	Promech	Proshim	1	Mar-11	CPE	Egypt
248	Micronanobable		OM4 MDG 045	1	Mar-11	ERE	Japan
249	Drying Oven	Yamato	ADP31	1	11th Jan 2012	COMMON	Egypt
250	Vacuum Pump	Yamato	DTU20	1	11th Jan 2012	COMMON	Egypt
251	Muffle Furnace	Yamato	FO310	1	11th Jan 2012	COMMON	Egypt
252	Water Circulator	Yamato	CF701	1	11th Jan 2012	COMMON	Egypt
253	Lizuid Chromatographe	Shimazu	LC20A	1	Mar-11	COMMON	Egypt
254	Lizuid Chromatographe	Shimazu	LC20A-2	1	Mar-11	COMMON	Egypt

## Provided Equipment List by JICA (April 2011 - February 2012)

	Equipment Name	Manufacturer	Model	Supplier	Quantity	Delivery Date	Department	Procurement Place
1	Optiwave	Optiwave	Optiwave	Optiwave	1	1st June	ECE	France
2	Flex Sim	kenana	Flex Sim	Kenana	10	13th July 2011	IEM	Egypt
3	Expert Design	Design Expert	Design Expert8	Accura	5	4th July 2011	IEM	Egypt
4	ISE Desgin	ISE Foundation	UEF ISE System25	LOGICON	1	30th June 2011	ECE	Egypt
5	SMS Software	AQUAVEO	SMS	ACCURA	1	19th July 2011	ERE	Egypt
6	MICROSOFT Visio2010	microsoft	visio2010	comptek	10	19th July 2011	IEM	Egypt
7	Visual Stuidio 2010	microsoft	visualstudio 2010	comptek	10	19th July 2011	IEM	Egypt
8	project professional 2007	microsoft	project profession 2	comptek	10	19th July 2011	IEM	Egypt
9	Galaxy Tab	Sumsong	GT P1000	ACCURA	3	1st Aug 2011	CSE	Egypt
10	ICONIA Tab	AcER	ICONIATAB	ACCURA	5	1st Aug 2011	CSE	Egypt
11	MINITAB	Minitlab	Minitab	Minitab	1	1st Aug 2011	IEM	UK
12	ZigBee Development Kit	TI	CC2430ZDK	LOGICON	1	15th Aug 2011	RC	Egypt
13	Intelligent Sencor	Nlita	Nlita	Nlita	2	16th Aug 2011	MTR	Japan
14	Skype Group Microphone	Sanwa	Sanwa	sanwa	2	16th Aug 2011	Project	Japan
15	AutoDesk	AutoDesk	Education Kit	Accura	1	23rd Aug 2011	IEM	Egypt
16	Excel Solver	Solver	Solver	GT	1	23rd Aug 2011	IEM	Egypt
17	EDEM	EDEM	EDEM	EDEM	1	23rd Aug 2011	ERE	UK
18	Smart Phone	HTC HD7	HTC	GTT	3	5th Aug 2011	CSE	Egypt
19	Smart Phone	HTC Trophy 7	HTC	GTT	3	5th Aug 2011	CSE	Egypt
20	Phantom Communication Cor	Phantom	Phantom	GTT	2	5th Aug 2011	MTR	Egypt
21	Omni Haptic Device	Phantom	Phantom	GTT	1	5th Aug 2011	MTR	Egypt
22	Thumb Pad End Effector	Phantom	Phantom	GTT	1	5th Aug 2011	MTR	Egypt
23	Scissors End Effector	Phantom	Phantom	GTT	3	5th Aug 2011	MTR	Egypt
24	Digital Homogenizer	Prscientific	Prscientific	GTT	1	6th Aug 2011	MSE	Egypt
25	Cluster Computer	Fujitsu	Fujitsu	Fujitsu	1	1st sept 2011	CSE	Egypt
26	Electrospinning	Shimazu	NANON03	HCA	1	20th sep 2011	MSE	Egypt
27	Accessory for GC2014	Shimazu	Accessory for GC20	HCA	1	20th sep 2011	COM	Egypt
28	Urtra sonic motor	Shinsei	Shinsei	Shinsei	1	18th Sep 2011	MTR	Japan
29	Desktop computer	DELL T1600	DELL	GTT	5	21th Sep 2011	MTR	Egypt
30	Desktop computer	DELL T1600	DELL	GTT	5	21th Sep 2011	MTR	Egypt
31	Workstation	DELL Precision Ty	DELL	GTT	2	21th Sep 2011	IEM	Egypt
32	Laptop	Machintosh	MacBookPro	GTT	3	21th Sep 2011	CSE	Egypt
33	Apple IPDA	Ipad2	ipad2	GTT	2	21th Sep 2011	CSE	Egypt
34	Smart phone	Iphon4 32GB	Iphone 4 32GB	GTT	5	21th Sep 2011	CSE	Egypt
35	Smart Phne	Iphon4 16GB	Iphone 4 16GB	GTT	3	21th Sep 2011	CSE	Egypt
36	Upgrade service for EQ SP 2	EQ-SP-25A	EQ-SP-25A	GTT	1	27th Sep 2011	MSE	Egypt
37	Wind Generated electricity sy	MODEL ECO 20NX-A		JICS	1	27th Sep 2011	ERE	Japan
38	DELL MINILAPTOP	DELL	MINI1018	QUEST	3	9th OCT	CSE	Egypt
39	HD350	HD350		marketLead	1	9th OCT	ERE	Egypt
40	Kphera III with Kore II pack	Kphera III with Kor	Kphera III with Kore	GTT	3	30th Oct 2011	CSE	Egypt
41	Kphera Gripper	Kphera Gripper	Kphera Gripper	GTT	3	30th Oct 2011	CSE	Egypt
42	Shaft Style Horsepower Mete	Himmelstein	Himmelstein	GTT	1		MTR	Egypt
43	Absolute Pressure Transduce	Himmelstein	Himmelstein	GTT	1		MTR	Egypt
44	Digital video Development Platform			Logicon	1		MTR	Egypt
45	NI PXI	778926 01	National Instrument	EAST	2	13th Oct 2011	MTR	Egypt
46	IEEE1394 Cable	185797 04	National Instrument	EAST	2	13th Oct 2011	MTR	Egypt
47	LabVIEW Academic Premium	779447 35	National Instrument	EAST	1	13th Oct 2011	ECE	Egypt
48	NI Wireless Test Software Su	781809 35	National Instrument	EAST	1	13th Oct 2011	ECE	Egypt
49	Router	CISCO	LAP1141N-A K9	GTT	6	20th Oct 2011	CSE	Egypt
50	Router Option	CISCO	ApsAIR WLC2106 K	GTT	1	20th Oct 2011	CSE	Egypt
51	Camera	Sony	HDR CX700V	GTT	1	20th Oct 2011	MTR	Egypt
52	Removable Needle with gide	Hamilton	Hamilton syringe 70	GTT	2	12th Oct 2011	CPE	Egypt
53	Polycom TV conf system	Polycom	HDX700	GTT	1		Project	Egypt
54	Autoclave	Himarayama	HVE-50	GTT	1	3rd nov 2011	MSE	Egypt
55	Water Bath		BW10G	GTT	1	3rd nov 2011	MSE	Egypt
56	Freezer	Freezer Upright M	Freezer Upright MA	GTT	1	3rd nov 2011	MSE	Egypt
57	PH/ meter	PH/CON 510 Bend	PH/CON510	GTT	1	17th Nov 2011	MSE	Egypt
58	Ohaus Analy	Analytical Balance	PA214	GTT	2	17th Nov 2011	MSE	Egypt
59	Rotary Eevaporator	EW28615005		GTT	1	17th Nov 2011	MSE	Egypt
60	Rotary Vacuum Pump	Cole Parmer	EW 79203 30	gTT	1	17th Nov 2011	CPE	Egypt
61	Vacuum pump with acssory		TW3A	GTT	1	20th Nov 2011	MSE	Egypt
62	MIMICS	Materialize		materialize	1	22nd nov 2011	IEM	UK
63	DecisionToolsSuite			Logicon	1	22nd nov 2011	ERE	Egypt
64	PECVD		OTF 1200X 50 4CV	GTT	1	20th Oct 2011	MSE	Egypt
65	Spin coater VTC 100 Copset	Mixtl	VTC100	GTT	1	23rd Oct 2011	MSE	Egypt

66	Automatic Search saw	Mixti	SYJ 200	GTT	1	23rd Oct 2011	MSE	Egypt
67	WD Essential	Mypasport		Arab compu	2	6th Dec	COM	Egypt
68	VizSWAT			Logicon	1	6th Dec	ERE	Egypt
69	Digital Balh	Colepermer	EW 00283 DB	GTT	1	7th dec	MSE	Egypt
70	Tafor NSF	Colepermer	EW 9000 67	GTT	1	7th dec	MSE	Egypt
71	RDE710 Roaling Electrode	Gamry	992-00071	BetaElectro	1	14th Dec	CPE	Egypt
72	Shaft for Disk/ring disk electrod	Gamry	970-00010	BetaElectro	1	14th Dec	CPE	Egypt
73	Tdc4 temperature controller	Gamry	992-00069	BetaElectro	1	14th Dec	CPE	Egypt
74	30K booster	Gamry	992-00086	BetaElectro	1	14th Dec	CPE	Egypt
75	CPT110 critical pitting temper	Gamry	987-00036	BetaElectro	1	14th Dec	CPE	Egypt
76	EN120 electrochemical noise	Gamry	987-00037	BetaElectro	1	14th Dec	CPE	Egypt
77	FEM140 Electrochemical freq	Gamry	987-00038	BetaElectro	1	14th Dec	CPE	Egypt
78	vistashield faraday cage	Gamry	990-00211	BetaElectro	1	14th Dec	CPE	Egypt
79	quartz crystal	Gamry	971-0006	BetaElectro	50	14th Dec	CPE	Egypt
80	ENVI Software	ENVI	IDL software	QSIT	1	28th Dec	ERE	Egypt
81	TransCad		Academic License	KENANA	1	27th Dec 2011	IEM	Egypt
82	ADCP	RiverRay	RiverRay	GT	1	27th Dec 2011	ERE	Egypt
83	150DoC compact tube furnace	MTI	MTI GSL 1500X 60L	GTT	1	9th Dec 2011	MSE	Egypt
84	humidity Chamber	SHELAB	HC6-2 Shet LAB En	GTT	1	9th Dec 2011	MSE	Egypt
85	Gas chamber furnace	Across	GCF1600	GTT	1	9th Dec 2011	CPE	Egypt
86	Vacuum Oven	SHELAB		GTT	1	9th Dec 2011	CPE	Egypt
87	humidity Chamber	SHELAB	HC6-2 Shet LAB En	GTT	1	9th Dec 2011	CPE	Egypt
88	Infrared driver and Balance	Slurart	MA100c	GTT	1	9th Dec 2011	CPE	Egypt
89	UPS	APC 2200W		GTT	6	9th Dec 2011	COMMON	Egypt
90	Softwarew	FI Solution Softwa	HITA4J1-0310	LABTEC	1	11th Dec 2011	COMMON	Egypt
91	Fluorimeter Cuvette		F2700SP	LABTEC	1	11th Dec 2011	COMMON	Egypt
92	MobileSeekurJr			HEGAZY	1	11th Dec 2011	MTR	Egypt
93	IBM ILOG	ILOG	ILOG	INTERCOM	1	17th Jan 2011	IEM	Egypt
94	Electric Furnace	Kenis	KDF-P90	KANTOBUS	1	18th Jan 2011	ERE	Japan
95	Dichotomous Air Sampler	KANOTO	AS-250D	KANTOBUS	3	18th Jan 2011	ERE	Japan
96	Nitrogen Oxides Analyzer	KANOTO	NA-721	KANTOBUS	1	18th Jan 2011	ERE	Japan
97	Ozone Analyzer	KANOTO	OA-781	KANTOBUS	1	18th Jan 2011	ERE	Japan
98	Calibrator/Zero Gas Generator	ELECTRIC Co. Ltd	AFC-127/RG-127	KANTOBUS	1	18th Jan 2011	ERE	Japan
99	Noise Generator	Lion Ltd	NL-52EX	KANTOBUS	1	18th Jan 2011	ERE	Japan
100	Hardness tester	Shimadzu	HMV-AD	KANTOBUS	1	18th Jan 2011	COM	Japan
101	Machine	Versa Laser	VLS3.50	KANTOBUS	1	18th Jan 2011	COM	Japan
102	High speed microscope	Keyence	VW9000E	KANTOBUS	1	18th Jan 2011	COM	Japan
103	Laser Scanning Microscope	Keyence	VK X100	KANTOBUS	1	18th Jan 2011	COM	Japan
104	AC and DC Corrent Cource	Keithley	Model 6221	KANTOBUS	1	18th Jan 2011	MSE	Japan
105	Data Logger	NEC	DC6100	KANTOBUS	1	18th Jan 2011	ERE	Japan
106	Environment Proof Digital Pressure Sensor		AP12S	KANTOBUS	1	18th Jan 2011	ERE	Japan
107	Environment Proof Digital Pressure Sensor		AP13S	KANTOBUS	1	18th Jan 2011	ERE	Japan
108	Dip Coater	Azumi riken	M300	KANTOBUS	1	18th Jan 2011	COM	Japan
109	Laptop (youssef)	HP Elite	ElitePro 6930p	Logitec	1	20th Jan 2011	CSE	Egypt
110	eNouve	Enuvo Basic Wheel Global Pack and Ver 3			1	20th Jan 2011	MTR	Japan
111	Hygrometer	Testo	Testo605-H1	GTT	1	31st Jana 2011	CPE	Egypt
112	Touchless Digital Tachometer	Controle Company	4059	GTT	1	31st Jana 2011	ERE	Egypt
113	Laptop	Dell	Dell XPS 15z	QUESTA	10	1st Feb 2011	CSE	Egypt
114	Mini Laptop	Dell	Inspiron Duo	QUESTA	2	1st Feb 2011	CSE	Egypt
115	VST portable Vacuum Fluid sampler	Masterflex E/S Co	EW-07580-00	Colepermer	1	6th Feb 2011	ERE	Egypt
116	Pump Head Turbine (Option f	masterflex L/S eas	EW-07518-12	Colepermer	2	6th Feb 2011	ERE	Egypt
117	L/S standard Digital Drivers	Masterflex L/S Sta	EW-07523-80	Colepermer	3	6th Feb 2011	ERE	Egypt
118	Silicone Tube			Colepermer	1	6th Feb 2011	ERE	Egypt
119	Pump Heads for Precision Tu	L/S@ Easy-Load@	EW-77200-60	Colepermer	4	6th Feb 2011	ERE	Egypt
120	Desiccators	Dry Keeper Dessic	EW-08909-52	Colepermer	2	6th Feb 2011	ERE	Egypt
	Desiccators	Dry Keeper Dessic	EW-08909-52	Colepermer	1	6th Feb 2011	COMMON	Egypt
121	Titrette Bofletop Burette	Titrette Bofletop B	EW-07910-53	Colepermer	2	6th Feb 2011	ERE	Egypt
122	Multiposition Stirring Hot Plates	Cole Parmer Multip	EW-51450-78	Colepermer	1	6th Feb 2011	ERE	Egypt
123	Digitrate Electronics Burettes	Igltrate Electronic	EW 25201-05	Colepermer	2	6th Feb 2011	ERE	Egypt
124	Adjustable Volume Dispenser	Dispensette III Adj	EW-07902-18	Colepermer	3	6th Feb 2011	ERE	Egypt
125	Symmetry PA analytical Balan	Cole-permer Symr	EW-10000-26	Colepermer	2	6th Feb 2011	COMMON	Egypt
	Symmetry PA analytical Balan	Cole-permer Symr	EW-10000-26	Colepermer	1	6th Feb 2011	ERE	Egypt
126	METTLER TOLEDO	Microbalance 22g	120VAC, EW-11332	Colepermer	1	6th Feb 2011	MSE	Egypt
127	XRF	RIGAKU	NEX CBEDXRF	RIGAKU	1	9th Feb 2011	MSE	Egypt



**Courses taught for each program per semester  
Electronics and Communications Engineering**

Spring 2010		2009 bylaws
ECE501	Advanced Analog integrated circuits	
ECE502	Advanced digital&data communication	
ECE504	Advanced digital integrated circuits	
ECE513	sensors and DSP systems design	
ECE702	seminars on advanced topics in electronics	
ECE704	seminars on advanced topics in communications	
Fall 2010		2009 bylaws
ECE501	Advanced Analog integrated circuits	
ECE506	Analysis&design of VLSI Mixed signal integrated signal	
ECE503	Advanced digital signal processing	
ECE511	Error control coding	
ECE701	Project-based learning in electronics	
ECE606	Mobile communications	
ECE610	Advanced antenna design	
ECE603	Radio frequency integrated circuits design	
ECE607	High speed communication network	
EC703	Project Based Learning in Communications	
Spring 2011		2009 bylaws
ECE 503	Advanced Digital Signal Processing	
ECE 504	Advanced Digital Integrated Circuits	
ECE 612	Digital Image Processing	
ECE 611	Wireless Sensor Networks	
ECE 702	Seminars on Advanced Topics in Electronics	
ECE 704	Seminars on Advanced Topics in Communications	
Summer 2011		2009 bylaws
ECE 504	Advanced Digital Integrated Circuits	
Fall 2011		2011 bylaws
ECE 501	Advanced Analog Integrated Circuits	
ECE 502	Advanced Digital and Data Communications	
ECE 503	Advanced Digital Signal Processing	
ECE 603	Radio Frequency Integrated Circuits Design	
ECE 614	Advanced Optical Communications Systems	
ECE 701	Project-Based Learning in Electronics	
ECE 702	Project Based Learning in Communications	
Computer Science and Engineering		
Fall 2010		2009 bylaws
CSE503	Parallel computing	
CSE703	project-based learning in software systems	
CSE501	Advanced mathematics&statistics 1	
CSE701	Project-Based learning in computer systems	
MTH601	Advanced mathematics & statistics 2	
CSE603	Computer vision	
CSE608	Queuing Theory	
Spring 2011		2009 bylaws
CSE 502	Design and Implementation of Programming Languages	
CSE 512	Neural Networks and Fuzzy Systems	
CSE 515	Trends in Mobile Computing	
CSE 601	Parallel Processing	
CSE 704	Seminars on Advanced Topics Software Systems	
MTH 501	Advanced Math & Statistic I	
Fall 2011		2011 bylaws
CSE 501	Advanced Computer Architecture	
CSE 503	Parallel Computing	
CSE 520	Machine Learning	
CSE 601	Parallel Processors	
CSE 618	Advanced Computer Networks	

CSE 625	Advanced Topics in Machine Intelligence
CSE 640	Advanced Topics in Theory and Algorithms
CSE 701	Project-Based Learning in Computer Systems
CSE 702	Seminars on Advanced Topics in Computer systems I

### Mechatronics and Robotics Engineering

	Spring 2010	2009 bylaws
MTR501	Advanced Mechatronics systems design	
MTR601	Advanced robotics	
MTR602	Intelligent control systems	
MTR702	Research seminar on mechatronics systems	
	Fall 2010	2009 bylaws
MTR503	Robots dynamics&control	
MTR701	Project based learning in mechatronics	
MTR603	Microfabrication of Microelectromechanical Systems /Microsystems	
MTR605	Advanced Bio-Mechatronics systems	
	Spring 2011	2009 bylaws
MTR 501	Advanced Mechatronics Systems Design	
MTR 505	Smart Materials, Smart Sensors and Actuators	
MTR 602	Intelligent Control Systems	
	Fall 2011	2011 bylaws
MTR 501	Robots Kinematics, Dynamics and Control	
MTR 504	Microfabrication of Microelectromechanical Systems /Microsystems	
MTR 601	Advanced Robotics	2009 bylaws
MTR 601	Intelligent Control Systems	
MTR 602	Advanced Robotics	
MTR 701	Laboratory Based Learning in Mechatronics	
MTR 703	Seminar on Advanced Mechatronics and Robotics	
MTR 704	Seminar on Mechatronics and Robotics Recent Topics	

### Material Science and Engineering

	Spring 2011	2009 bylaws
MSE 601	Surface Science Corrosion	
MSE 606	Nanomaterials and Technology	
MSE 702	Seminar on Material Science Engineering	
	Fall 2011	2011 bylaws
MSE 501	Chemical Change and Materials Properties	
MSE 502	Phase Equilibrium and Transformations	
MSE 510	Semiconductor Technology	
MSE 604	Solid-State and Thin-Film Reaction Kinetics	
MSE 701	Project Based Learning in Materials Development	
MSE 702	Advanced Research Seminar on Materials Science and Engineering	

### Industrial Engineering and System management

	Spring 2011	2011 bylaws
Global IE 2	Global IE 2	
IEM 524	Technology and Innovation Management	
IEM 531	Operations Research I	
IEM 544	Rapid Prototyping and Product Development	
IEM 611	Supply Chain Network Design and Logistics	
	Fall 2011	2011 bylaws
IEM 501	Global IE 1	
IEM 554	Business Process Management	
MTH 601	Advanced Mathematics and Statistics II	
IEM 642	Composites Engineering	
IEM 703	Seminar on Current Trends in Industrial Engineering and Systems Management	

### Energy Resources and Environmental Engineering

	Spring 2010	2009 bylaws
ERE602	Environmental systems & processes	
ERE604	Air pollution & turbulence	

ERE606	Energy management		
ERE702	Seminar on energy & environmental engineering		
		Fall 2010	2009 bylaws
ERE601	Turbulence		
ERE603	Environmental systems & processes		
		Spring 2011	2009 bylaws
ERE 503	Atmospheric Chemistry		
ERE 509	Advanced Course on Water Resources and Environment		
		Fall 2011	2011 bylaws
EEE 301	Fluid Mechanics		
EEE 303	Measurements and Instrumentation		
*ERE 501	Statistical Methods for Data Analysis and Uncertainty Modeling		2009 bylaws
ERE 501	Energy Resources Engineering		
*ERE 502	Sustainable Power Generation (SPG)		2009 bylaws
ERE 502	Advanced Topics on Water Resources and Environmental Engineering		
*ERE 504	Solar Energy		2009 bylaws
ERE 508	Introduction to Fluid Dynamics		
ERE 601	Environmental Systems and Processes		
ERE 602	Environmental Systems and Processes		
ERE 603	Turbulence		
*ERE 701	Project Based Learning on Energy systems		2009 bylaws
ERE 701	Project Based Learning on Energy systems		

Appendix 9

Laboratory Names, Number of Faculty and Students in Each Lab as of February 2012  
 Electronics and Communications Engineering Department

Laboratory Name	Faculties			Students		
	Professor	Associate Professor	Assistant Professor	M.Sc.	Ph.D.	Total
Analog and Digital Integrated Circuits and Systems	1	2 (Japanese)	-	5	1	6
Wireless and Optical Communication Systems and Networks	1	1	1 (Adjunct)	7	5	12
Digital Signal and Image Processing	1	-	1	1	2	3
Microwave Engineering	1 (Japanese)	-	1	1	2	3
Total	4	3	3	14	10	24

Computer Science and Engineering

Laboratory Name	Faculties			Students		
	Professor	Associate Professor	Assistant Professor	M.Sc.	Ph.D.	Total
Mobile Computing and Wireless Sensor Networks	1 (Japanese)	-	1 (Egyptian)	5	1	6
High Performance Computing	1 (Japanese)	1 (Japanese) + 1 Egyptian	-	2	2	4
Machine Learning and Bioinformatics	1 (Japanese) + 1 Egyptian	-	1 (Egyptian) + 1 (Adjunct-Egyptian)	1	2	3
Total	4	2	3	8	5	13

Japanese Profs. (Waseda Univ) Ueda- Kasahara- Nakajima - Wada - Takeuchi  
 The Spring 2012 batch of students are not included

Mechatronics and Robotics Engineering Department

Laboratory Name	Faculties			Students		
	Professor	Associate Professor	Assistant Professor	M.Sc.	Ph.D.	Total
BioMechatronics	1	-	-	1	1	2

Mobile Robots and Vision Systems		1	-	3	1	4
Intelligent Systems		1	1	3	1	4
MicroElectroMechanical Systems	1 (Japanese)	-	1	2	-	2
Total	2	2	2	9	3	12

### Industrial Engineering and Systems Management

Laboratory Name	Faculties			Students		
	Professor	Associate Professor	Assistant Professor	M.Sc.	Ph.D.	Total
Supply chain and logistics lab	-	1	1	-	1	1
Rapid prototyping and reverse engineering lab	1	-	-	-	1	1
Total	1	1	1	0	2	2

### Materials Science and Engineering Department

Laboratory Name	Faculties			Students		
	Professor	Associate Professor	Assistant Professor	M.Sc.	Ph.D.	Total
Thin film and metallic Lab	-	1+ 2 (adjunct)	+1 (Adjunct Japanese)	1	1	2
Total	-	3	2	1	1	2

### Resources and Environmental Engineering Program

Laboratory Name	Faculties			Students		
	Professor	Associate Professor	Assistant Professor	M.Sc.	Ph.D.	Total
Natural and Non-Conventional Renewable Energy	1	1 (Japanese)	-	1	2	3
Thermo-fluid and their Applications	1 (Japanese)	1 (Japanese)	1	2	-	2
Water Resources	-	1+ 1 (Japanese)	-	1	2	3
Environmental Engineering and Management	1 (Japanese)	1	1	-	2	2
Total	3	5	2	4	6	10

**MOU Signed by E-JUST**

since June 2011:

MOU #	University/Institution	Liaison Persons	Status
1	E-JUST Center Kyushu University	Prof. Pokharel Prof. Elsharkawy	Signed – August 3, 2011.
2	Egyptian center for Nanotechnology	Dr. Tanatawy Dr. Abdel Moneim	Signed - June 6, 2011.
3	Kyushu University (Wireless Project)	Dr. Mutta Dean Mohamed Ragab	Signed - June 5, 2011  (Delay of execution due to not getting equipment from Cairo Airport).
4	Waseda University	Prof. Yamakawa  Prof. Elsharkawy	Signed - November 2011
5	Technology and Innovation Council at Ministry of Trade and Industry	Mr. Ahmed Samy  Dr. Abdel Moneim	Signed – December 2010.

6	Ritsumeikan University	Prof. Cassim Prof. Elsharkawy	Signed - October/November 2011.
7	Tokyo Institute of Technology	Prof. Iijima Prof. Elsharkawy	Signed - January 15, 2012
8	<b>NanoTech Egypt for Photo Electronics, Cairo, Egypt.</b>	Dr. Mona Bakr Dr. Abdel Moneim	Signed – August 20, 2011.
9	<b>Egyptian LNG</b>	Eng. Abdel Aziz Khodier  Dr. Elmahdawy	Signed – October 2011.
10	Science and Technology Center of Excellence (STCE)	Prof. Elsharkawy  Dr. Mona Bakr  Dr. Abdelmoneim	Signed – November 14, 2011.
11	Engineering for the Petroleum and Process Industries (ENPPI)	Prof. El-Sharkawy.  Dr. Elmahdawy.	Signed – December 15, 2011.
12	University of Catania	Dr. Ramadan	Signed – November 2011.

13	Universite de Technologie de Belfort-Montbeliard (UTBM), France	Dr. Gomaa	Signed – January 2012
14	<b>Abu Qir Fertilizers</b>	Eng. Ayman Kamel  Dr. Elmahdawy	In Progress.
15	<b>Kyoto Institute of Technology</b>	Prof. Furuyama  Prof. Elsharkawy	In Progress.
16	National Institute of Informatics (NII)	Prof. Angelino  Prof. Elsharkawy	In Progress (Two projects were selected).
17	King Abdulaziz City for Science and Technology (KACST), Saudi Arabia	Dr. Al-Suwaiyel  Dr. Ayad	Waiting for Visit of KACST.
18	City for Scientific Research and Technology Applications (CSAT)	Prof. Elsharkawy	In Progress.
19	UNESCO and Bahgat Group	Prof. Elsharkawy	In Progress



20	National Institute for Materials Science	Prof. Elsharkawy	Signed - February 2011
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Before June 2011:

MOU #	University/Institution	Liaison Persons	Status
1	Kyoto Environmental Nanotechnology Cluster		Signed – April 2009.
2	Mitsubishi Corporation-1		Signed – July 2009
3	Mitsubishi Corporation-2		Signed – August 2010
4	Assiut University		Signed
5	Ain Shams		Signed – November 2009
6	City for Scientific Research and Technology Applications (CSAT)		Signed – March 2010
7	Cultural Affairs and Mission Sector, Ministry of Higher Education		Signed – February 2011

## Status of Recruited Academic Staff (as of 1 March, 2014)

Program	No	First Name	Rank	Status	Current Affiliation	Former Affiliation	Remarks
Electronics and Communication Engineering (ECE)	1	Mohamed Ahmed El shrkwy	Professor	Signed a contract	E-JUST	Alexandria University	Active
	2	Mohamed Ragab	Professor	Signed a contract	E-JUST	Alexandria University	Active
	3	Hossam Shalaby	Professor	Signed a contract	E-JUST	Alexandria University	Active
	4	Ahmed Allam	Assistant Professor	Signed a contract	E-JUST	University of Alberta	Active
	5	Masoud Alghoniemy	Associate Professor	Signed a contract	E-JUST	Alexandria University	Active
	6	Maha Elsabrouty	Assistant Professor	Signed a contract	E-JUST	German University in Cairo (GUC)	Active
Mechatronics and Robotics Engineering (MTR)	7	Ahmed Abo Ismail	Professor	Signed a contract	E-JUST	Assuit University	Active
	8	Mohamed Abd El Latif	Associate Professor	Signed a contract	E-JUST	Aln shams University	Active
	9	Ahmed Ramdan	Assistant Professor	Signed a contract	E-JUST	Tanta University	Active
	10	Ahmed Fath Elbab	Assistant Professor	Adjunct	E-JUST	Asslut University	Adjunct
	11	MohamedAhmed Fry	Assistant Professor	Adjunct	E-JUST	Mansoura University	Adjunct
	12	Alaa m. Sagheer	Assistant Professor	Adjunct	E-JUST	South Valley University	Adjunct
Energy resources and Environmental Engineering (ERE)	13	Yehia Almahgary	Professor	Adjunct		Environmental Expert	Adjunct
	14	Ahmed Hamza	Professor	Signed a contract	E-JUST	Assuit University	Active
	15	Ahmed Tawfk	Associate Professor	Signed a contract	E-JUST	Wageningen University, Netherlands	Active
	16	Tarek Naser	Assistant Professor	Signed a contract	E-JUST	Saitama University, Japan	Active
	17	Mahmod Bady	Assistant Professor	Signed a contract	E-JUST	Assuit University	Active
	18	Mohamed A.El Zeir	Associate professor	Signed a contract	E-JUST	Kafrelsheikh University	Active
	19	Ibrahim M. Ismail	Professor	Adjunct	E-JUST	Assuit University	Adjunct
Computer Science and Engineering (CSE)	20	Amin shoukry	Professor	Signed a contract	E-JUST	Alexandria University	Active
	21	Mostafa Youssef	Assistant Professor	Signed a contract	E-JUST	Alexandria University, Nile University	Active
	22	Ahmed El Mahdy	Assistant Professor	Signed a contract	E-JUST	Alexandria University	Active
	23	Walid Ali Gomaa	Assistant Professor	Signed a contract	E-JUST	Alexandria University	Active
Industrial Engineering and systems management (IESM)	24	Said Darwish	Professor		E-JUST	King Saud University, KSA	
	25	Amr B. El Tawil	Associate Professor	Signed a contract	E-JUST	Alexandria University	Active
	26	Nermeen Harraz	Assistant Professor	Signed a contract	E-JUST	Alexandria University	Active
Materials Science and Engineering (MSE)	27	Mona Bakr Mohamed	Assistant Professor	Adjunct	E-JUST	Cairo University	Active
	28	Ahmed Abd El Moniem	Associate Professor	Signed a contract	E-JUST	National Research Centre	Active
	29	Mohamed Abdelhady Salem	Assistant Professor	Signed a contract	E-JUST	Tohoku University	Active
	30	Moataz M.Mekawy	Research Fellow	Signed a contract	E-JUST	Tohoku University	Active
	31	Hesham M. Soliman	Associate Professor	Adjunct	E-JUST	City for Scientific Research and Technology Applications	Adjunct
Chemical and Petrochemical Engineering (CPE)	32	Mohamed Ayad	Professor	Signed a contract	E-JUST	Tanta University	Active
	33	Abbas Ezzat	Associate Professor	Signed a contract	E-JUST	Pharos University	Active
	34	Abu Bakr Abdallah	Associate Professor	Signed a contract	E-JUST	Cairo University	Active

Academic affair

Mr. Happy Said

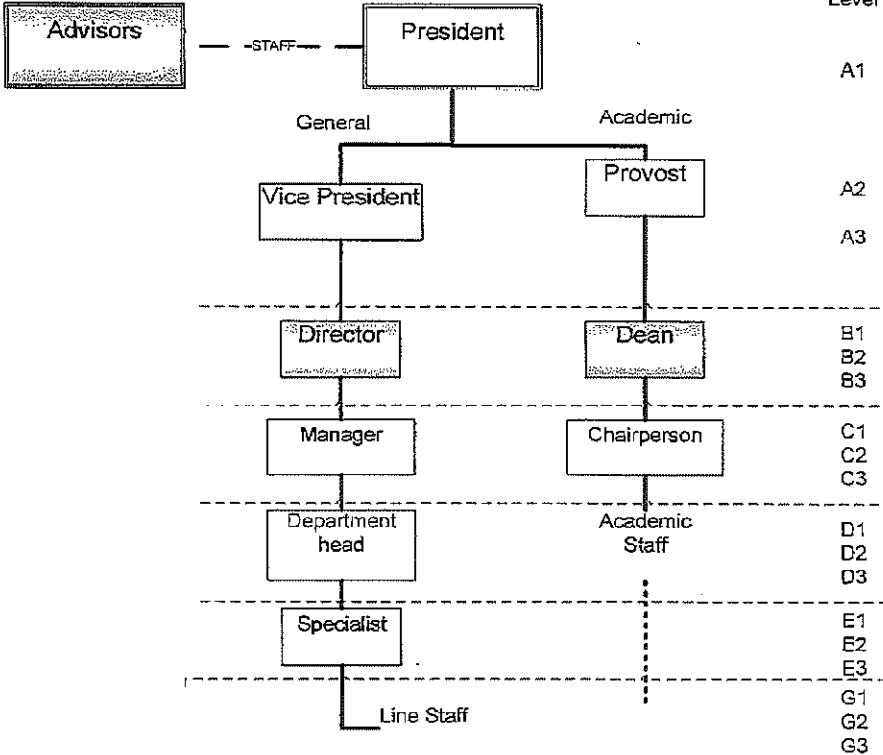
Human Resources Manager

Mrs. Nermin Nadeer

Organization Structure

E-JUST: Hierarchy

Thursday, November 12, 2009

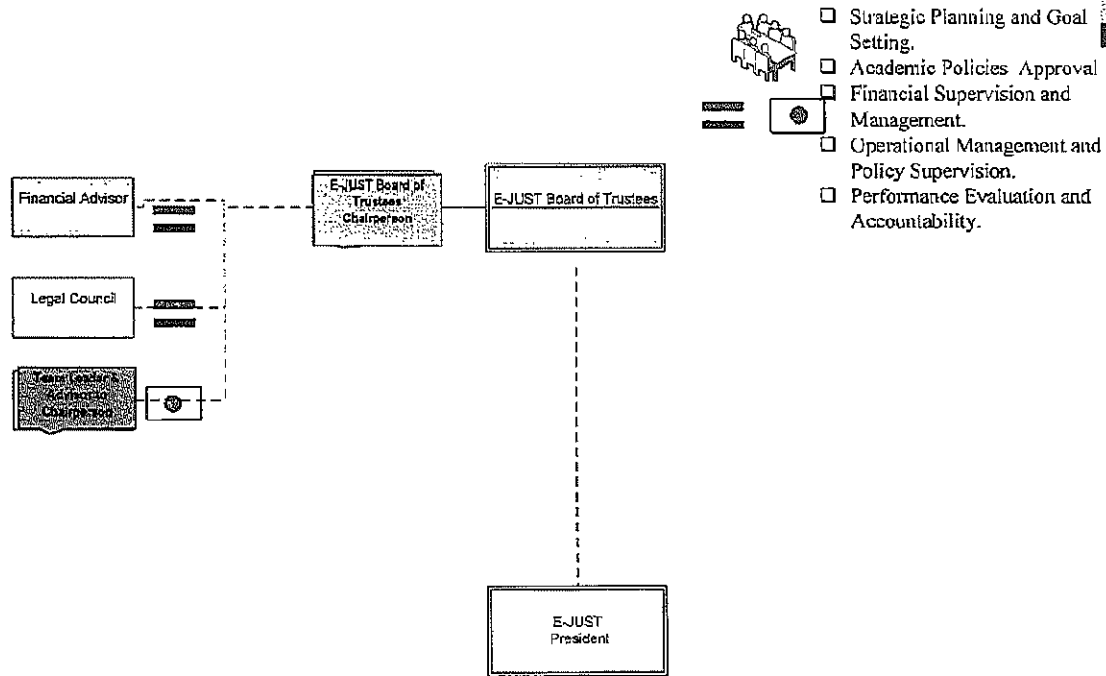


2 Note: Level Divisions are Pay-scale Indicator

MASTER STRUCTURE CHART

E-JUST Master Structure: E-JUST

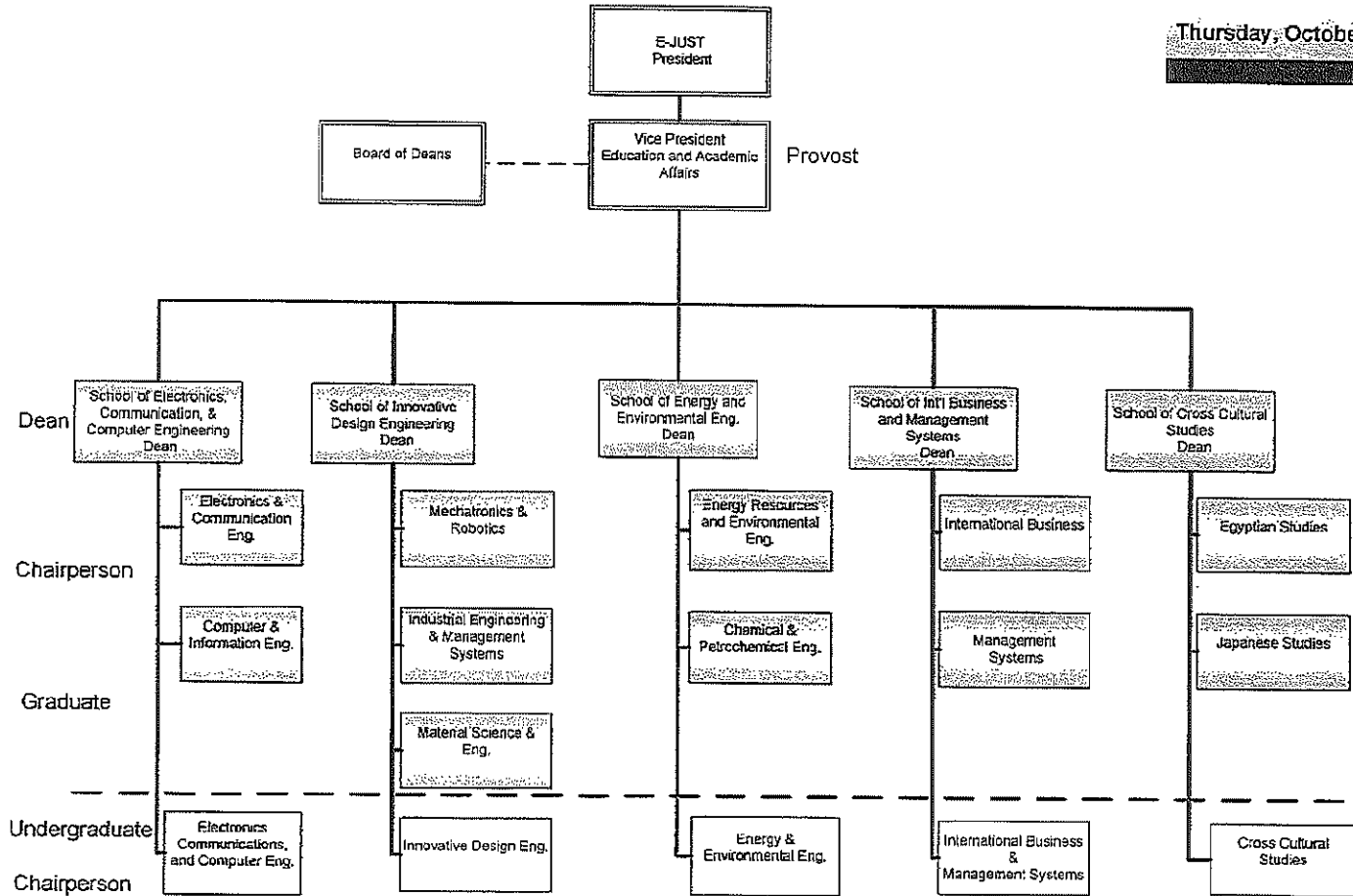
Saturday, September 12, 2009



SCHOOLS AND DEPARTMENTS STRUCTURE CHART

E-JUST/Schools and Departments- Provost

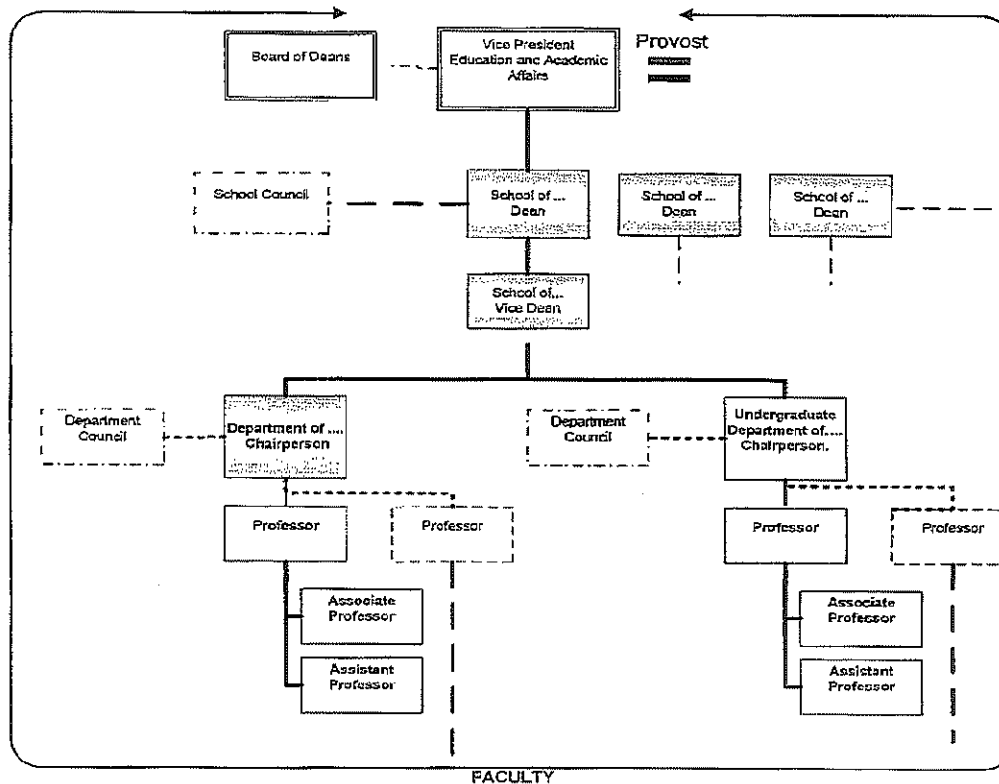
Thursday, October 29, 2009



SCHOOLS AND DEPARTMENTS CHART

E-JUST/Schools and Departments structure

Thursday, October 29, 2009

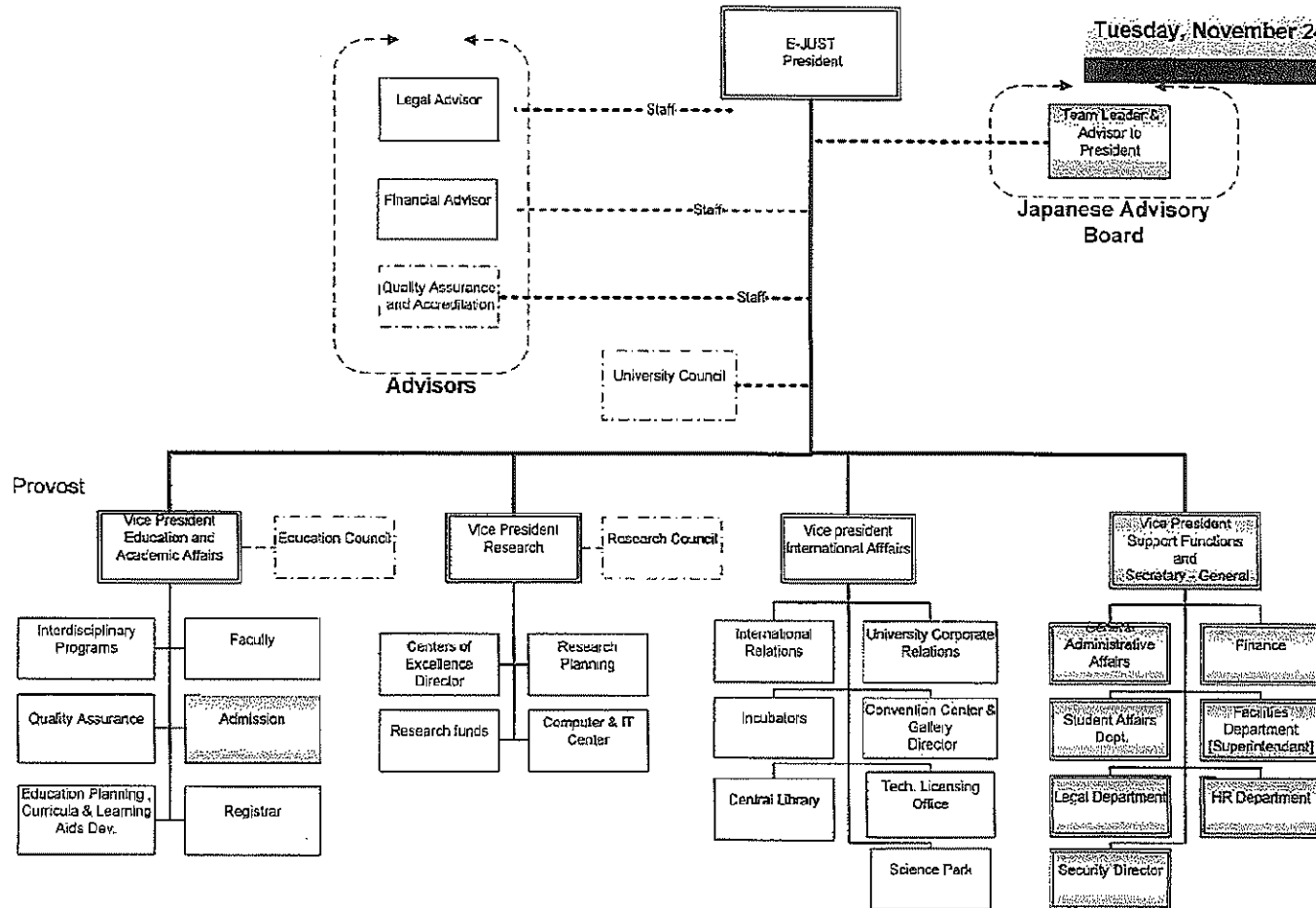


3 the word **faculty** is used as a collective noun for the academic staff of a university: senior teachers, lecturers, and/or  
 4 researchers and generally includes professors of various rank: assistant professors, associate professors, and (full)  
 5 professors, usually tenured (or tenure-track) in terms of their contract of employment. [source: Wikipedia]  
 6

UNIVERSITY TOP MANAGEMENT CHART

E-JUST Organization Structure : Top Management

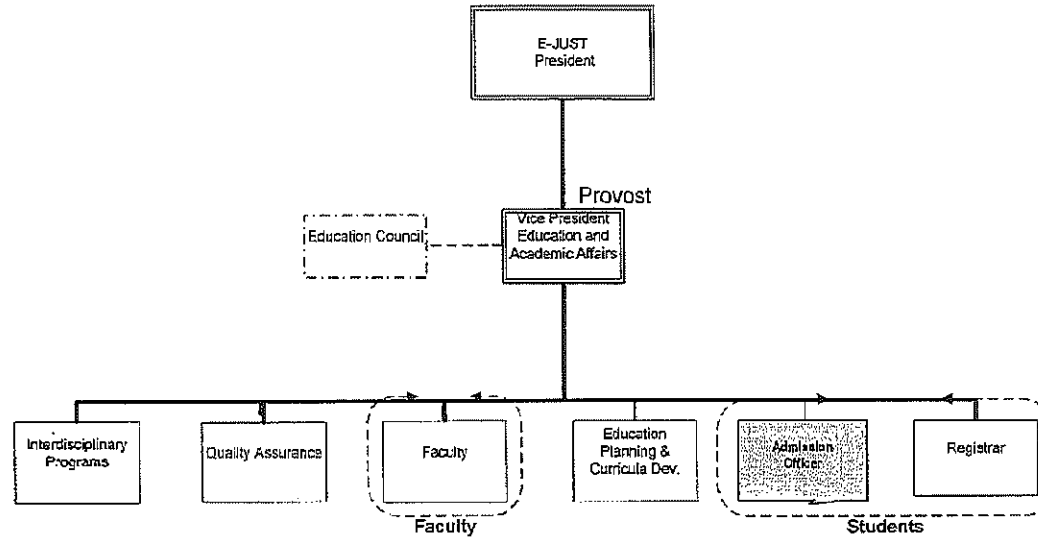
Tuesday, November 24, 2009



EDUCATION AND ACADEMIC AFFAIRS CHART

E-JUST/Education and Academic Affairs

Thursday, October 29, 2009

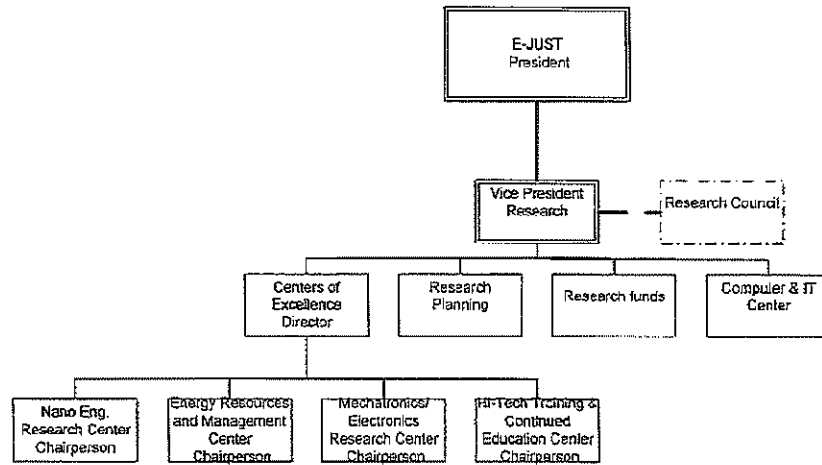




# RESEARCH CHART

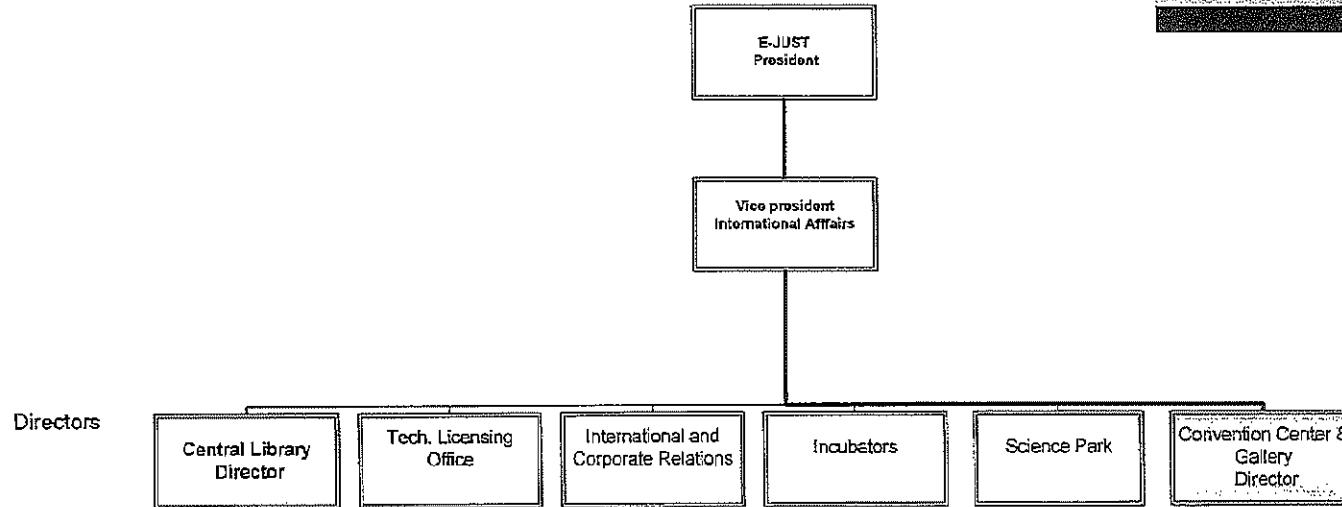
## E-JUST/Research

Thursday, October 29, 2009



# E-JUST/VP International Affairs

Thursday, October 29, 2009

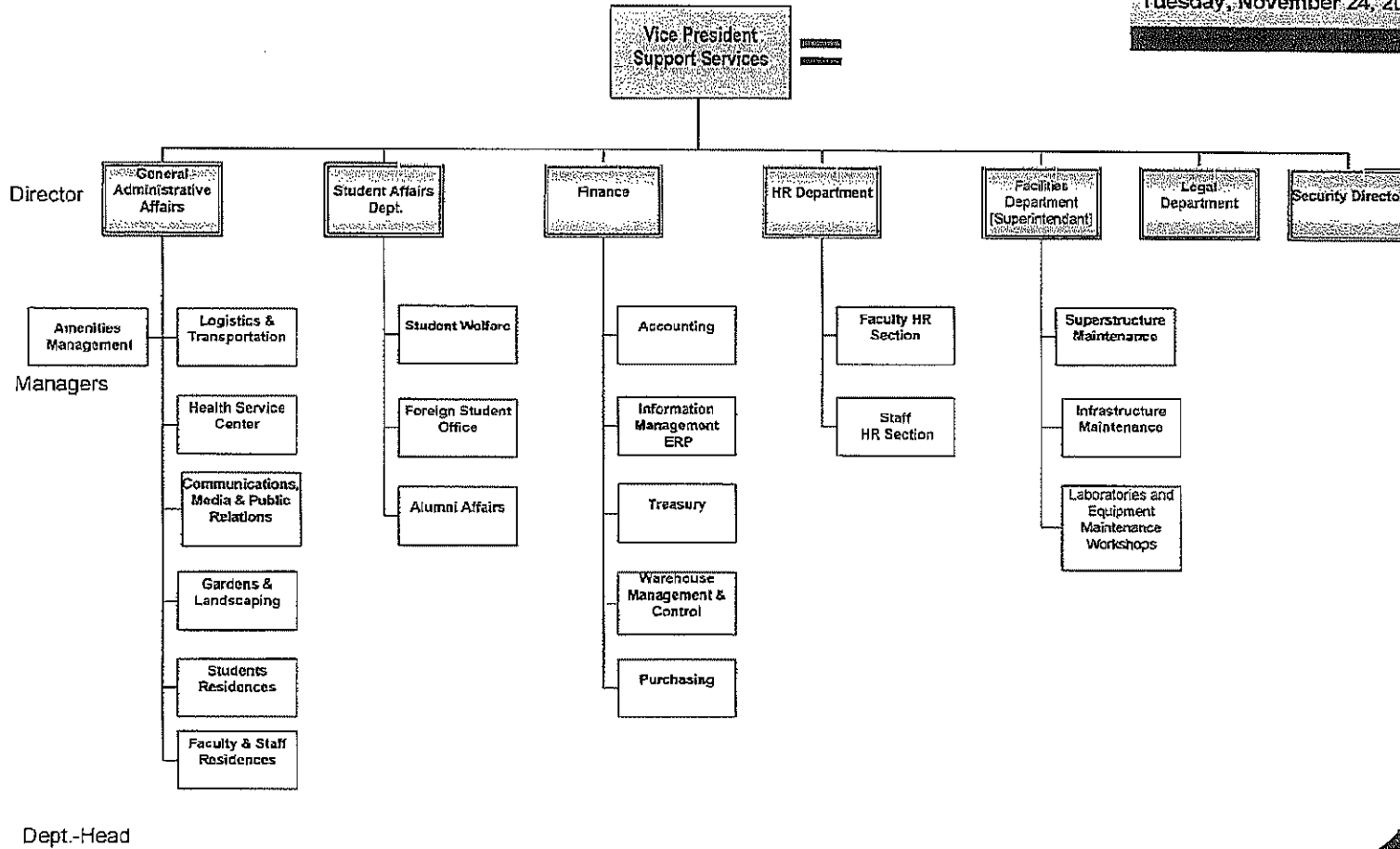


Directors

SUPPORT SERVICES CHART

EJUST Support Services Vice President

Tuesday, November 24, 2009



## Students Left After Enrollment

As of Jan14, 2012

## 1. Reasons to leave E-JUST

Category	Reasons	1st Batch Spring 2010	2nd Batch Fall 2010	3rd Batch Spring 2011	4th Batch Fall 2011	Total
Academic issues	No suitable equipment to work on			1		11
	Low academic grades	1				
	Had difficulty in keeping up with study		1			
	Accepted as a research assistant but failed to get TOEFL scores during the required period (one year after enrollment)		4			
	Failed to get TOEFL scores during the required period (6 months after enrollment)			1		
Administrative issues	Wanted to transfer his department inside E-JUST, but was refused				1	7
	Mismatching specialities		2			
	Not accepted by the Mission Department				1	
	Not approved by the affiliated universities				3	
Personal issues	UC's decision to postpone him to next semester (started his MSc course without registration)				1	6
	No private scholarship available			2		
	Received another scholarship from the Mission Department			1		
Others	Health problems	1	3			6
	Not wanted to continue as a full time student		1			
	Lack of Japanese professors	1				
Others	Preferred continuing his master in his affiliated university			1		6
	Unknown				4	
<b>Total</b>		<b>3</b>	<b>11</b>	<b>6</b>	<b>10</b>	<b>30</b>

## 2. According to departments

Program	Number
ECE	7
CSE	5
MTR	5
IESM	4
MSE	3
ERE	5
CPE	1
Total	30

## Applicants and Accepted

As of January 10th 2012

	1st Batch Spring 2010	2nd Batch Fall 2010	3rd Batch Spring 2011	4th Batch Fall 2011	5th Batch Spring 2012
Total number of submitted Applications till the dead line	160	202	457	510	548
Accepted students after first screening	33	103	193	169	204
Expected to attend interview	30	unknown	84	169	85
Attended Interview	29	64	61	84	
Accepted after Interview	29	26	unknown	110	
Expected Applicants to be enrolled	26	26	9	33	
Current Registered applicants	24	13	4	22	

## Student Applicants and Accepted

As of March 1st, 2012

	1st Batch Spring 2010	2nd Batch Fall 2010	3rd Batch Spring 2011	4th Batch Fall 2011	5th Batch Spring 2012
Total number of submitted Applications till the dead line	160	202	457	510	548
Accepted students after first screening	33	103	193	169	204
Expected to attend interview	30	unknown	84	169	85
Attended Interview	29	64	61	84	*
Accepted after Interview	29	26	unknown	110	*
Expected Applicants to be enrolled	26	26	9	33	*
Current Registered applicants	24	13	4	22	21

## Administrative Staff List As of February 2012

Notes	Starting Date	Position	Name	NO.
<b>Vice President for Academic Affairs and Education</b>				
	12-Jul-10	Administrative Assistant	Noha zien elabden rezk	1
<b>Financial Affairs Department</b>				
	#REF!	Director of Finance	Saad mahmoud zaky	1
	01-Oct-09	Manager	Hossam eiden kamal	2
	01-Oct-09	Accountant	Marwan mouhamed abd elmalk	3
	18-Apr-10	Treasury	Essam saber abd elhakem seleman	4
	05-Feb-10	Accountant	Sherif saeed aly hasan	5
<b>Department of Procurement and Stores</b>				
	01-Oct-09	Purchasing Specialist	Maleka elzaher mouhamed shafek	1
	18-Apr-10	Storekeeper	Mouhamed essam eldean mouhamed farag	2
	13-Jun-10	Assistant Purchasing Specialist	Amer mouhamed abdelrehem abu elawa	3
<b>President Office</b>				
	15-Sep-09	Administrative Assistant	Mouhamed salah mouhamed ahmed	1
<b>Human Resources Department</b>				
	01-Oct-09	Manager	Nermen ahmed nader mouhamed	1
	01-Oct-09	Administrative Affairs Specialist	Mohamed hussein nabel hashem	2
	01-Jun-10	Recruitment & Employees Development	Solava salah mohamed lawfek	3
	01-Jul-10	Administrative Affairs Specialist	Hamdy ahmed fouad mohamed el.telaity	4
	01-Jul-10	Academic Affairs Specialist	Happy said abd elnaby saed	5
<b>Public Relations</b>				
	01-Oct-09	Web Editor	Mouhamed saed mouhamed elmagrabe	1
	09-Aug-10	Transportation Supervisor	Mohamed ead mosad abd elaty	2
	#REF!	Multimedia Designer	Marhan suhel abd elhamed elamrusy	3
	#REF!	event coordinator	Marwan mahmoud abd elhamed seleman	4
<b>Library</b>				
	01-Jul-10	Assistant Librarian	Marim usama amen abd elrehem	1
<b>Department of Students Affairs</b>				
	01-Oct-09	Acting Registrar	Nadia ahmed fouad mouhamed el.telaity	1
	01-Jul-10	Assistant Registrar	Huwaida abd elkader eltalkawy	2
	01-Dec-10	Admission & Registration Specialist	Razan mohamed mouhamed yousef	3
<b>Engineering Affairs</b>				
	01-Jul-10	Manager	Sadat mohamed ebrahim	1
	15-Sep-09	Solar Energy Engineer	Amr mouhamed hasan eied	2
<b>Maintenance Management</b>				
	15-Jun-10	Supervisor	Yousry aly shehata ahmed sheded	1
	14-Feb-10	Electrician	Kaled ebrahim mouhamed elnahely	2
	09-Feb-10	Plumber	Hassan mouhamed hassan elsaed	3
	16-Feb-10	Painter	Waled abd elmenam mouhamed hasen	4
<b>Department of Information Technology</b>				
	01-Oct-09	Network Engineer	Asmaa elsaid ahmed hafez	1
	01-Jul-10	Network Engineer	Haem fouad hassan wasfy	2
	01-Nov-11	Web Developer	Ahmed husen hasan aly	3
<b>Department of Laboratory</b>				
	21-Mar-10	Lab Engineer - Chemicals and Petrochemicals Engineering Department	Doaa abd elhamed ebrahim	1
	01-Oct-09	Lab Technician - Mochatronics & Robotics Engineering Department	Mouhamed ebrahim mouhamed ahmed	2
	01-Sep-10	Lab Engineer - Energy Resources & Environmental Engineering Department	Waled abd elmonam mohamed ebrahim	3
	01-Jan-11	Lab Engineer - Mechatronics & Robotics Engineering Department	Hesham mohamed yousef	4
<b>Transportation</b>				
	01-Nov-09	Driver	Eslam awad mahmoud ahmed ahmed elsawy	1
	01-Mar-11	Driver	Mohamed mahmoud aly ageba	2
	01-Jan-11	Driver	Mohamed Saad elShalby	3
<b>Students Residences</b>				
	01-Feb-09	Manager	Ahmed abd elnaby nasr	1
	01-Mar-10	Administrative Assistant	Aber ahdy abd elaziz hgzan	2
	13-Sep-10	Supervisor	Mohamed adli abd elkader	3
	03-Apr-11	Supervisor	Hend mosa seleman	4
	18-Mar-10	Gardner	Mansor elshwafy mouhamed abd elfatah	5
	#REF!	Gardner	Kamel sad abd elgany	6
	01-Dec-09	Security	Mouhamed mouhamed abd elrazek	7
	01-Dec-09	Security	Mouhamed abd elfatah abd elfatah mourshdy	8
	01-Dec-09	Security	Mouhamed ganem abd elali mouhamed	9

	21-Mar-10	Services	Rehab karm mouhamed mouhamed zahran	10
	21-Mar-10	Services	Yasmon abd eltabab kamel mostafa	11
	21-Mar-10	Services	Sherefa abd elaiem mouhamed alfa bader	12
	04-Feb-10	Steward	Hatem kames mouhamed elbehary	13
	01-Jul-10	Steward	Hazem fawze mouhamed el saled	14
	01-Feb-10	Services	Ayman shaban ebrahim said ahmed	15
	10-Jun-10	Services	Busaina abd elrehem ramadan	16
	20-Jun-10	Services	Abd elrazek abd elhamed	17
	14-Jun-10	Services	Hasan abu elsoud mouhamed abed elfatah	18
	03-Oct-10	Supervisor	mohamed Yousry aly shehata ahmed sheded	19
	14-Feb-10	Supervisor	Waled hasan kotb mansur	20
The Total				59



**Common Understanding on the E-JUST Project between Egypt and Japan**

17 January, 2012

Human Development Dept.

Japan International Cooperation Agency

Since it has been two years since the E-JUST project (hereinafter referred to as “the Project”) was initiated, the reconfirmation of the basic agreement is needed owing to the reshuffle of people concerned. Additionally, the need has increased for both Egyptian and Japanese sides to have the common views in supporting E-JUST.

**1. Basic concepts for E-JUST support**

**1-1 Comprehensive aspect]**

**1-1-1 Target**

- Aiming to establish a top-level Science and Technology university in the Middle East and the Africa region. (to upper ranking)
- Aiming to establish a university with a small number of students, research-oriented and graduate school-centered.
- Introducing Japanese education of engineering (laboratory-centered and project-based education).
- Producing Ph.D. graduates with high international standard and MSc graduates with meeting expectation from enterprises
- (As a future objective) contributing to the human resources development in the Middle East as well as the African region.

**1-1-2 Cooperation framework of the Project**

- E-JUST should be institutionalized to be a self-independent university in terms of finances and organizations by fulfilling the criteria and regulations for Egyptian governmental university establishment.
- In order to the above described objective, E-JUST should provide a middle-term plan and annual working plans.
- Any decision should be made by authorized groups such as University Council and Recruitment Office with transparency, not by the individual. Decisions on the Japanese side will be made by JICA Headquarters or JSUC according to topics.
- JICA and JSUC give their supports to E-JUST in order to improve the quality of E-JUST. (Supports from any other Japanese organizations are basically

welcome as long as the information is shared with JICA in a decent manner.

- 12 supporting universities in Japan will make a consortium in order to support E-JUST activities. The window for this consortium is JICA and all the information should be through JICA. If not, JSUC will not support them as JSUC.
- JICA and JSUC will support the University Management and 7 Engineering Programs for E-JUST. Program supporting is planned to be given mainly to the graduate course, however, regarding the University Management, its pillar is aimed at capacity and institutional development for Technology Department and administration.
- JICA supports E-JUST within the range of Article 2, titled "Range of JSUC support through JICA", which is based on the RD signed on October, 2008.
- There is a possibility that additional supports will be offered on top of the JICA support framework according each university's discretion. In this case, it is required to have an agreement between E-JUST and each program supporting university on its implementation.
- Joint Coordinating Committee (thereinafter referred to "JCC") is held to confirm the progress of the Project every 6 month by both Egyptian and Japanese sides. Project Design Matrix (abbreviated as PDM) is used as an index for its assessment. (Revision is highly recommended according to the progress and situation.)

### **1-1-3 Cooperation Period**

- The duration of the first phase, which is currently being implemented, is fixed from October, 2008 to September, 2013. The Joint Final Evaluation Team will be formulated in 2012 in order to assess the progress of the Project and will decide to extend the Project, as the second phase, with the duration of five years (from October, 2013 to October, 2018) as the need arises.

### **1-1-4 Dispatch of JICA Experts**

- In case of dispatch of long-term JICA experts, securing their counterparts on the Egyptian side is prerequisite. JICA experts should not be displaced as labor substitution.
- The dispatch of JICA experts in the first phase is planned to be composed of 4 long-term experts; 1 Project Advisor and 3 Project Coordinators, which has been already dispatched. This dispatch is agreed in Record of Discussion (hereinafter referred to as "RD").
- Additionally, long-term senior advisors will be dispatched to each department

respectively (which is stipulated in RD).

- In the need of setting up the Technology Department in order to operate and maintain equipments for educational and research activities, JICA has already dispatched one long-term expert.

#### **1-1-5 Equipment**

- JICA will make efforts to procure the necessary equipments for educational and research activities within the allocated budget limitation based on "the Master Plan for Equipments".
- In case of provision of equipments for educational and research activities, faculty members who will utilize them should be employed. Additionally, the submission of activity plans clarifying the usage of equipments is a prerequisite for the procurement procedures.
- The general consumption articles including books and lecture-related materials, the basic clerical equipments such as printers and projectors as well as basic infrastructures including network should be provided by the Egyptian side. (RD)
- The Government of Egypt will apply for Grand Aid. JICA will promote this procedure to be implemented and approved smoothly on the condition that the progress of the new E-JUST campus construction is on the right track.
- Since it is difficult for JICA to procure all the equipments, the Egyptian side is expected to secure the budget and external financial supports.

#### **1-1-6 BOT**

- The BOT committee is in a position to supervise the management of E-JUST as a board member, not to implement the management directly.
- E-JUST has an obligation to execute and to report to BOT. Since JICA and JSUC are expected to provide necessary recommendations and advice to the Acting President and the University Council, they will offer necessary supports for the preparation of BOT meetings.

#### **1-1-7 Others**

- In regard to the new request to dispatch a Japanese candidate to the position of the Vice President, JICA admits that it might be difficult to secure the talent within its dispatch scheme considering the salary scales and benefits aspects. However, there might be some room to reconsider when other Vice Presidents are fully employed and the expected TOR for that position is clarified.

- Regarding the training in Japan pertaining to University Management, JICA will commence considering its feasibility when senior administrative staff with good experiences proportionate to age is fully employed and when the comprehensive human development plan is drawn up. JICA understands the current personnel situation and strongly recommends that the personnel needs to be enforced by hiring senior staff.

### **1-2 Program Aspect**

In order to cooperate what E-JUST aims, each program should confirm the following common views on program support. A basic stance of JICA support is that JSUC supports E-JUST in order that it can produce Ph.D. graduates (including MSc and Bachelor ones) with high calibers. The most important thing is that each Ph.D. student should obtain a doctorate within 3 years by fulfilling all the requirements as E-JUST has announced in public, and this is the most highest evaluation point for university assessment. In this regard, E-JUST is required to take full ownership in how E-JUST should implement quality education and research with a clear vision (confirmed on 4 May, 2011, in the UC with Prof. Miki). Additionally, both Japanese and Egyptian sides will do their utmost to provide optimum solutions for meeting students' desire for learning, keeping in mind that E-JUST is a university for students.

Curricula stipulated in By-laws are equivalent to a contract with students. This means that all the faculty members should make efforts to build an education system by following it. Changing its content such as names and allocation of cores and electives courses should not be done.

#### **1-2-1 Concept of program/ faculty members**

- Each program is required to plan the future visions and to adjust faculty recruitment based on it and to hire faculty members systematically based on the plan with Recruitment Office.
- Faculty recruitment should be implemented according to the education system based on By-laws and curricula stipulated there. Even if a qualification of candidate is high, but it does not match the curricula, he should not be hired.
- Every faculty staff should be hired through an official recruitment process with the unbiased criteria. (One of the examples of the criteria for a professor position will be if he has an experience of advising Ph.D students in the past.)
- Full-time faculty staff at each program should be officially employed before its

opening. On its opening, faculty members should be employed in order to give lectures on offer according to the curricula. To confirm this, course allocation should be prepared.

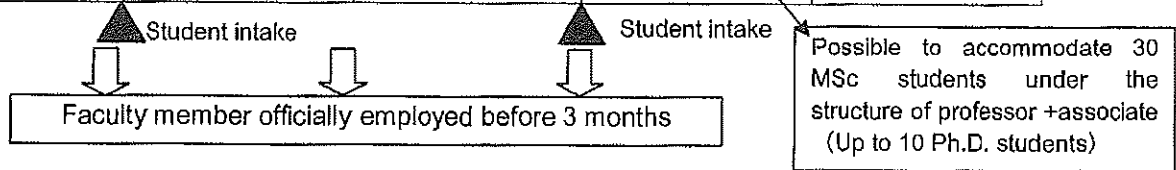
<Sample of course allocation>

Course	Course code	Course name	Period on offer	In charge
MSc	ERE501	AAAAA	1 <sup>st</sup> Semester	XXX
	ERE502	BBBBB	1 <sup>st</sup> Semester	XXX
	ERE50X	CCCCC	2 <sup>nd</sup> Semester	XXX
Ph.D.	ERE601	DDDDD	1 <sup>st</sup> Semester	XXX
	ERE602	EEEEE	2 <sup>nd</sup> Semester	XXX

- The composition will be at least one professor, one (or two) associate professor(s), and one (or two) assistant professor(s). However, this number is minimum and should be confirmed to give lectures on demand.
- Faculty members should be fixed to give lectures on offer at latest 3 semesters before its opening.
- The quota for 30 MSc students (with following 10 Ph.D. students) should be filled as planned. (The quota should be aimed to fill in the second year. In case of Japanese university, it would be acknowledged to be inappropriate as a university if it does not fill the quota.) Prior to the fulfilment of the quota, E-JUST should institutionalize its education system to accommodate the expected quota of students.

< Sample: Schedule of faculty recruitment >

Semester	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Professor	1	2	4	4
Asso. Professor	2	4	6	6
Assis. Professor	3	5	8	8



- Tenure should be introduced for all the faculty members and be assessed before permanent contract based on their performances including education and research.
- Student intake for M.Sc students is only once a year, September and one for Ph.D. can be twice. (agreed at the 12th Strategic TV Conference held on 17 Jan., 2011).
- However, as an exception to the year 2012 (including Spring 2012 and Fall 2012), it was agreed from the seven programs chairs and representatives to accept

MSc students twice a year. As for the academic year 2013, another discussion will be taken place. (agreed at the 3<sup>rd</sup> EJCM held 15 November, 2011)

### **1-2-2 Concept of laboratory**

- The number of laboratories should be set up according to the increase and decrease of the number of faculty members.
- Above the positions of associate professor, they can have their own laboratory (this might be changed by program)
- Every Ph.D and the MSc student belong to each laboratory based on their research interest. (In the future, the senior at undergraduate will also belong to)

### **1-2-3 Concept of student guidance**

- Principal Advisors (Supervisors) for Ph.D. and MSc students should be E-JUST faculty members who are above the position of associate professors. However, regarding the research guidance, any other faculty members can guide them.
- The ratio between 1 Ph.D. student and 3 MSc students per Principal Advisor (Supervisor) should be standardized. Based on this ratio, students should be allowed to admit E-JUST.
- However, as an exception to the "soft opening phase", it was suggested and approved by both sides to change the ratio of the Egyptian Professors to PhD students to be 1:2 during the soft opening phase only, not like as it used to be 1:1. (agreed at the 3<sup>rd</sup> EJCM held on 17 January, 2012)
- In case of student admission interviews, a possible Principal Advisor (Supervisor) should interview students.
- The appointment of Co-Supervisors is required to have space, facilities, research funds (in case funds of E-JUST are not enough) and to consider matching of research topics for students (Agreed on 4 May, 2011 in the UC with Prof. Miki).
- Co-Supervisor on J-side should be limited to 2 Ph.D. students per academic year (agreed on 4 May, 2011 in the UC with Prof. Miki).
- Regarding a research topic for a Ph.D. student, it should be decided between a possible Principal Advisor (Supervisor) and the student before his acceptance to E-JUST. Student acceptance should be decided on his research topic that a possible Principal Advisor (Supervisors) can supervise. (However, students can change the topic as a result of discussion.) If the topic is not supervised by the Principal Advisor (Supervisor), the student should not be accepted even if his qualification is high.
- Regarding a research topic for a MSc student, at least a field should be specified at

his starting. An individual topic should be finalized between a Principal Advisor (Supervisor) and the student when he starts his research.

- The principle of the student admission should be prioritized from MSc in order to offer the consistent guidance to Ph.D. (Considering the situation of MOHE scholarship, E-JUST is urged to accept students from the Ph.D. course. At the same time, in order to introduce a new and fresh air to E-JUST, E-J sides agrees that it is desirable to accept a Ph.D. student from outside. In this case, the ratio between E-JUST student and non-E-JUST student, for example, 6:4, should be fixed.)
- Graduation requirement should be decided as a common comprehensive requirement; however, the detail requirement should be set according to each program.
- Core courses on offer should be taught only by a professor or associate professor. Additionally, a faculty member should not offer a few core courses at one semester in order to keep a good quality of education. It might be acceptable as a special case that one faculty member can offer core and elective courses at one semester; however, this is not recommendable. (Proposed by Egyptian side at the 7<sup>th</sup> University Strategic TV Conference held on 4 August: Regarding core courses on offer, a assistant professor can be allowed to assist in teaching core courses in a special case, considering his qualifications, not only rank.)
- The annual dispatch plan on each program should be shared with the Egyptian and Japanese sides from the beginning of the semester. Additionally, the revision will be sent from Japanese side to Egyptian side monthly if needed.
- Activities in Ph.D. course consist of a series of processes including drafting research plans, carrying out research, writing papers, contributing international journal and writing its thesis, which cannot be separated. For this reason, as a precondition if E-JUST wish to send students to Japan, a research plan should be approved by Co-Supervisor from J-side who is going to receive and supervise them in Japan in addition to Supervisor's approval on E-JUST side. Without this precondition, it is not accepted to send the student to Japan (agreed on 4 May, 2011 in the UC with Prof. Miki).

#### **1-2-4 JSUC Support under JICA scheme**

- A university decided beforehand takes charge of one program as a main supporting university. Its main support will be composed of two kinds of dispatches: 2 Adjunct Professors and some Visiting Professor. The total dispatch duration will be 12

MM/year (with 10 times dispatches) as standard.

- When the need that a lecture should be given by a non-main supporting university is acknowledged, a visiting professor from a non-main supporting university can be dispatched directly through the JICA scheme as a special case.
- The role of 2 Adjunct Professors is to give lectures (at least one lecture per semester) to offer advice on program management if needed as well as to give students advice on research as a co-advisor. Additionally, when they are back to Japan, they are expected to contact students for providing research and education advice such as through video conference.
- The role of a Visiting Professor is to hold seminar(s) as well as to provide advice on program management.
- Since an Adjunct Professor and a Visiting Professor are not obligated to be a co-advisor, the decision to become a co-advisor is up to the university and professors themselves. However, JICA assumes Adjunct Professor can act as co- Advisor.
- Since JSUC is neither obligated to receive students nor to provide equipment, these matters should be considered through E-JUST and JICA if necessary.

#### **1-2-5 JSUC Support under other schemes**

- JSUC can offer program supports outside of the JICA scheme. However, in case of its implementation, it is required to consult with other JSUC members as well as JICA.

#### **1-2-6 Other Supports**

- E-JUST can receive supports from various organizations other than JICA and JSUC. However, in case of its execution, it is required to consult with JSUC and JICA.

#### **1-2-7 Fellowship program**

- The definition of Fellowship program is the one that faculty staff is dispatched to Japan program arranged between main program supporting university and its counterpart program at E-JUST. The duration of its dispatch is assumed from a few weeks to several months. Basically, its host is one of the laboratories of main supporting university.
- Concerning its implementation, JICA training scheme will utilized in accordance with its arrangement and budget.

#### **1-2-8 Students dispatch to Japan**



- JICA will commence considering this additional support when its scheme and strategy are established and shared between the organization and/or people concerned as well as the budget is allocated by the Egyptian side. JICA judges that it would be premature to be discussed.

## **2. Range of JSUC support through JICA (first phase: 5 years)**

### **2-1 Comprehensive framework**

- Support to the Acting President and University Council (through Strategic Video conference etc.)
- Dispatch of long-term JICA experts: 1 Project Advisor, 3 School Advisors, Advisor for Technology Department, and 3 Project Coordinators. There will be an increase and decrease in the future.
- Dispatch of short-term JICA experts: expectedly University Management and Technology Department etc.
- Hosting: managing staff for University Management and Technology Department etc.

### **2-2 Program Management**

- Dispatch of faculty members to program (The total dispatch duration for 2 adjunct professors and visiting professors from program supporting university is assumed to be 12 MM/year, however, once its need is acknowledged, there is a possibility that visiting professors will be dispatched from a non-main program supporting university.
- Provision of equipment on education and research activities will be implemented within the JICA budget.
- Fellowship Program (visit to Japan)

### ACADEMIC Staff who Received PhD. in Japan

No	Program	No	First Name	PhD. Granted Institute	Rank
1	Mechatronics and Robotics Engineering	1	Mohamed Abd El Latif	Okayama University	Associate Professor
		2	Ahmed Ramdan	Osaka University	Assistant Professor
2	Energy resources and Environmental Engineering	3	Ahmed Hamza	Muroran Institute of Technology	Professor
		4	Tarek Naser	Saitama University	Assistant Professor
		5	Mahmod Bady	Tohoku University	Assistant Professor
3	Materials Science and Engineering	6	Mohamed Abdelhady Salem	Nagoya City University	Assistant Professor
		7	Moataz M.Mekawy	Tohoku University	Research Fellow
4	Materials Science and Engineering	9	Monem	Tohoku University	Professor
5	MTR	8	Abo Ismail	Tokyo Institute of Technology	Vice president Professor

**Appendix 18**  
**Budget Report (2012/2013)**  
Consolidate Budget for Operation by Principal Revenue & Expense Category

2010 - 2011 Budget	2010 - 2011 Actual	Particulars	2011 - 2012 Budget	2011 - 2012 Forecast
<b>Revenue &amp; Other Additions</b>				
		EDF Grants paid as expenses	0	0
15,000,000	8,000,000	Cash injections from EOF	18,750,000	14,000,000
3,712,000	2,465,999	Tuition + Housing Fees (MOHE & other org. scholarship)	7,660,000	2,997,860
350,000	278,022	Grants	1,815,000	1,500,000
10,000	15,000	Rent	30,000	30,000
300,000	229,247	Other revenue	30,000	30,000
19,392,000	10,980,068	<b>Total Revenue</b>	<b>28,305,000</b>	<b>18,587,860</b>
<b>Expenses</b>				
9,000,000	6,029,225	Academic & Research Expenses	11,700,000	5,554,885
3,500,000	1,923,271	Administrative Wages & Salaries	2,850,000	3,047,920
400,000	187,131	Utilities Expenses	1,100,000	296,558
1,900,000	752,938	Vehicles & Transportation	1,400,000	1,293,182
2,000,000	591,197	Public Relations	300,000	936,851
800,000	245,736	Advisory Expenses	0	389,432
500,000	1,105	Fees, Duties, Fiscal Exp	3,000,000	6,000
600,000	236,698	Other Expenses	400,000	375,000
0	0	Advertising, Outreach, Students Recruitment	0	0
0	0	Contingencies & Emergency Funds (10% of yearly costs)	0	0
18,700,000	9,970,522	<b>Total Expenses</b>	<b>18,750,000</b>	<b>16,600,918</b>
18,700,000	18,700,000	<b>Total Operating Budget</b>	<b>18,750,000</b>	<b>18,750,000</b>
	1,018,536	<b>Operating Results</b>	<b>9,555,000</b>	<b>2,756,943</b>

**Capital Budget & Three-year Capital Plan 2011 - 2014**

2009 - 2010 Actual	2010 - 2011 Actual	Category	Description	2011-2012 Budget	2011 - 2012 Forecast	2012-2013 Projection	2013-2014 Projection	Totals
0	0		Total design + Supervision Fees	0	0	42,670,951	21,475,218	
0	0	Campus	Consultancies fees & Overheads	0	0	5,413,842	51,400,000	
0	0		Buildings Construction phase 1	0	0	192,384,340	321,360,893	
0	0		HVAC systems	0	0	0	7,166,175	
0	0		Subtotal	0	0	240,479,134	398,402,258	638,881,393
5,849,485	1,321,640		Non residential buildings	0	0	0	0	0
2,988,326	437,710		Construction and installation	33,000,000	5,000,000	0	0	33,000,000
0	0		Housing & Amenities	0	0	43,000,000	14,820,000	57,820,000
0	0		Transportation & Vehicles	1,000,000	1,000,000	1,295,000	360,000	3,155,000
0	0		ICT systems	0	0	300,000	4,000,000	4,300,000
3,000,417	2,168,335	Furniture	Furniture for offices	1,100,000	830,000	50,000	1,723,842	3,023,442
0	31,050		Furniture for labs	1,500,000	1,000,000	130,000	466,078	2,496,471
0	0	Library and Audiovisual	Equipment	500,000	320,000	40,000	0	540,000
0	957,603	Office	Books & References	500,000	100,000	75,000	100,000	775,000
1,804,302	104,972	Machines & Housing	Miscellaneous lab Equipment	300,000	0	50,000	100,000	650,000
0	0		Maintenance Equipment & Machines	0	0	10,000	160,000	230,000
0	0	Safety & Security	Surveillance & Security Alarms	100,000	100,000	10,000	1,150,000	1,360,000
0	0		Fire fighting Systems	400,000	300,000	50,000	1,000,000	1,430,000
0	0		05% Legal Reserve for contingencies	0	0	200,000	284,250	484,250
14,992,300	5,016,215		<b>Total/year</b>	<b>18,400,000</b>	<b>8,600,000</b>	<b>205,715,134</b>	<b>424,698,813</b>	<b>628,215,317</b>

## Appendix 19

**Number of Students**  
Student Admission Status – January 2012

	1st Batch FEB 2010		2nd Batch SEP 2010		3rd Batch FEB 2011		4 <sup>th</sup> Batch SEP 2011		Total
	MSc	PhD	MSc	PhD	MSc	PhD	MSc	PhD	
ECE	10	4		2			4	4	24
CSE			6	2		1	2	2	13
MTR	5	1	2	1			2	1	12
IEM						2			2
MSE							1	1	2
ERE		4			1		3	2	10
CPE									--
Sub Total	15	9	8	5	1	3	12	10	63
<b>Total</b>	<b>24</b>		<b>13</b>		<b>4</b>		<b>22</b>		<b>63</b>

**Students Expected Enrollment Status**  
Spring 2012

	Gradu ating	Current Students		Accepted Students		Student Status FEB 2012		Total
	MSc to PhD	MSc	PhD	MSc	PhD	MSc	PhD	
ECE	6	10	8	2	2	18	10	28
CSE	-	5	8	5	2	10	10	20
MTR	5	3	4	1	-	9	4	13
IEM	-	2	-	3	-	5	-	5
MSE	-	1	1	1	1	2	2	4
ERE	-	6	4	2	2	8	6	14
CPE	-	-	-	-	-	-	-	-
Sub Total	11	27	25	14	7	52	32	84
<b>Total</b>	<b>11</b>	<b>52</b>		<b>21</b>		<b>84</b>		<b>84</b>

**E-JUST: Actions to be Taken**

	Action	Target Deadline	Responsible Person	Staff in Charge	To whom
<b>1.</b>	<b>Proactive and sound university management</b>				
(1)	➤ Following rules and regulations	Entire project period	President	Academic/Admin./Technical staff	—
(2)	➤ Strengthening the administrative function -Hire VP for Support Services -Hire Accountants -Training	April 2012	President	President	EDF
		May 2012	VP for support services	HR Director	EDF
		July 2012	VP for support services	HR Director	—
(3)	➤ Strengthening the Technology Management Department -Hire Technicians -Ensure space for the equipment -Take safety measures	May 2012	VP for support services	HR Director	EDF
		April 2012	VP for research	TMD Co-Director	CSAT
		Entire project period	TMD Co-Director	Technical staff	—
(4)	➤ Increase the number of academic staffs -Hire academic staffs in MTR -Hire academic staffs in IEM -Hire academic staffs in MSE	July 2012	VP for Education	HR Director	EDF
		July 2012	VP for Education	HR Director	EDF
		July 2012	VP for Education	HR Director	EDF
(5)	➤ Authorizing the Common Understanding document -Authorize CU at UC -Integrate key points into By-laws <i>E-JUST</i>	May 2012	President	UC members	—
		September 2012	VP for Education/ Research	Member of Education/Research councils	<del>SEE</del> BOT
(6)	➤ Sharing the Minute of Meeting -Share M/M with JSUC	March 2012	President, VP for Education/Research	Member of University/ Education/Research councils	—
<b>2.</b>	<b>Addressing the issues of importance beyond E-JUST</b>				
(1)	➤ Construction of the new campus -Discuss with Ministries -Sign the contract with design company	March 2012 July 2012	President President	Advisor to the President VP for support services	MoPIC, MoHE MoF

*佐藤 浩*  
Mr. Ko GOTO  
Leader, Mid-term Review Team, JICA

*Prof. Ahmed Bahaa Eldine Khairy*  
President, E-JUST

**E-JUST: Actions to be Taken**

(2)	<ul style="list-style-type: none"> <li>➤ Establishment of a legal status of E-JUST</li> <li>- Legislate Special law</li> <li>- Amend existing Public University Act.</li> <li>- Transfer asset of JICA equipment from MoHE to E-JUST</li> <li>- Transfer STDF research fund to E-JUST</li> </ul>	<p>August 2012</p> <p>August 2012</p> <p>September 2012</p> <p>September 2012</p>	<p>President</p> <p>President</p> <p>VP for support services</p> <p>VP for research</p>	<p>Advisor to the President</p> <p>Advisor to the President</p> <p>Accountants</p> <p>Academic staff</p>	<p>Parliament</p> <p>MoPIC</p> <p>MoHE</p> <p><del>MoHE</del></p> <p>STDF</p>
(3)	<ul style="list-style-type: none"> <li>➤ Warranting students with bachelor's degrees of science</li> <li>- Dialogue with SCU</li> <li>- Obtain approval from SCU</li> </ul>	<p>April 2012</p> <p><del>December</del> 2012</p>	<p>VP for education</p> <p>VP for education</p>	<p>Member of education council</p> <p>Member of education council</p>	<p>SCU</p>
<b>3. Striving for the ideal university model</b>					
(1)	<ul style="list-style-type: none"> <li>➤ Increasing the student enrollment</li> <li>- Gain government scholarships</li> <li>- Gain private scholarships</li> </ul>	<p>Entire project period</p> <p>Entire project period</p>	<p>VP for education</p> <p>VP for education</p>	<p>Member of education council</p> <p>Member of education council</p>	<p>MoHE</p> <p>Industry</p>
(2)	<ul style="list-style-type: none"> <li>➤ Enhancing the financial transparency</li> <li>- Hire accountants</li> <li>- Follow Budget Proposal (2012/2013)</li> <li>- Abide by the Egyptian and International standard</li> </ul>	<p>July</p> <p>July</p> <p>May 2012</p> <p>June 2012</p> <p>August 2012</p>	<p>VP for support services</p> <p>VP for support services</p> <p>VP for support services</p>	<p>HR Director</p> <p>Financial Manager</p> <p>Financial Manager/Accountants</p>	<p>EDF, MoHE</p> <p>EDF, MoHE</p> <p>—</p>
(3)	<ul style="list-style-type: none"> <li>➤ Pursuing academic excellence of E-JUST</li> <li>- Prepare a road-map until 2018</li> </ul>	<p>June 2012</p>	<p>President</p>	<p>VP for education/research/ support services</p>	<p>—</p>
<b>4. Others</b>					
(1)	Complete the purchase of land for the Photovoltec project	April 2012	President	VP for support services, Advisor to the President	MoHE

*後藤 光*

Mr. Ko GOTO  
Leader, Mid-term Review Team, JICA

*[Signature]*  
Prof. Ahmed Bahaa Eldine Khairy  
President, E-JUST

調査項目		結果
大項目	小項目	
上位目標「E-JUST がエジプトや中東・アフリカ諸国の経済・社会発展をリードする非常に優秀な人材を持続的に輩出するようになる」は達成されると見込めるか	①設立後 10 年以内に世界大学ランキングで 500 位以内にランクされる。	<ul style="list-style-type: none"> <li>• E-JUST はまだ世界大学ランキングで 500 位以内にランクされていない。現時点でこの目標が達成できるか判断するのは困難である。</li> <li>• E-JUST は 2010 年に 3 の学科で合計 26 名学生がいるという小さなスタートを切ったが、現在は修士博士合わせて 84 名の学生がいる(留学生はいない)。</li> <li>• 一方、研究面では着実に成果を上げており、2012 年 2 月末までに 77 の論文がジャーナルに掲載されている。</li> <li>• 日本側関係者から次のような意見が出された。 世界大学ランキングについては、アレキサンドリア大学が突然 147 位になった (Times Higher Education World university ranking 2010-11)のを除けば、130 年の歴史をもつカイロ大学をはじめエジプトでは達成されたことのないチャレンジングな目標である。</li> <li>• エジプト側関係者から次の意見が出された。 上位目標は、今のところ、ドリーム、希望といったところである。現在のところはエジプト内での確立が精いっぱいである。しかしエジプト内ではすでに学長の選出方法について E-JUST のモデルを真似ることが始まっている。 この長期目標を達成するためには、いくつかの構造的な課題を解決する必要がある。優秀な学生を集めるための構造、リサーチと教育のバランスを取るための構造、日本人や在外エジプト人の教授たちに魅力を感じさせて集まる構造などである。</li> </ul>
	②E-JUST 卒業生の卒業 1 年後の就職率が 90%以上を維持する。	<ul style="list-style-type: none"> <li>• 現在まだ卒業生を輩出していない。</li> <li>• 第 1 バッチでは修士課程 15 名、博士課程 9 名が入学しており、2012 年 2 月に修士修了生 11 名が輩出されたが、全員 E-JUST の博士課程に進学予定。</li> <li>• E-JUST の学生のうち高等教育省の奨学金を給付されている学生は E-JUST 卒業は国立大学にもどり、そこで就業することが義務付けられている。したがって、プライベート奨学金で供与されている学生の卒業後の就職率や就職状況を観察することが需要である。</li> </ul>
プロジェクト目標「E-JUST の基本理念を実践することにより、世界の科学技術系大学のなかでトップレベルになるための基盤が確立する」は達成されると見込めるか	①工学分野における国際会議での発表数と国際ジャーナルでの掲載数がエジプト国内大学の中で 5 位 以内になる。	<ul style="list-style-type: none"> <li>• カイロ大学、アインシャム大学、アレキサンドリア大学、カイロアメリカン大学などのエジプトの他のトップレベルの大学に比べ、現在 E-JUST の教員数は極端に少ない。その中で、1 教員あたりの工学分野における国際会議での発表数と国際ジャーナルでの掲載数をみると、E-JUST は非常に多い。ウェブサイト公開されているデータに基づいて計算すると、その数は E-JUST では 2.9 になるが、他のほとんどの大学は 1 以下である。</li> <li>• 日本側関係者から次のような意見が出された 修士でも国際会議あるいは国際ジャーナルでの掲載を条件とするなど、リサーチの面ではトップレベルになる基盤は整いつつあると思う。</li> </ul>

調査項目		結果																																								
大項目	小項目																																									
	②E-JUST が国家教育の質保証・認定機関 (NAQAAE) により認証される。	<ul style="list-style-type: none"> <li>E-JUST は NAQAAE から認証を受けていない。しかしながら、最近以下のような品質に関する諸活動を始めた。</li> <li>2011 年 12 月に Quality Assurance Center の長が採用された。ただし、まだ常任ではなく、またそのほかに職員もいない。</li> <li>Quality Assurance Center 長は 2011 年 12 月から内部の品質確保システムの確立に向けて週に 1 度、教職員を対象に「Quality Assurance Awareness」という講義を始めた。この講義は 14 回に分けて実施される予定である。(Appendix 1 参照)</li> <li>そのほかの E-JUST の品質に関する活動の詳細を Appendix 2 に示す。</li> </ul>																																								
成果 1 の「E-JUST 教員の研究能力が国際水準まで向上する」の達成度	1-1. 各プログラムにおいて本邦大学と毎年 1 件以上の共同研究が行われる。	<ul style="list-style-type: none"> <li>2012 年 2 月末までで、12 件の共同研究が実施されている。取得したファンドは 1,930 万 EGP である。</li> </ul>																																								
	1-2. 各プログラムにおいて、年間 2~3 件以上の研究論文が国際学会に報告または国際ジャーナルに掲載される。	<ul style="list-style-type: none"> <li>2012 年 3 月時点で、ジャーナルへの掲載は 77 件、会議での発表は 118 件である。</li> <li>2011 年 12 月時点で、学類別の会議での発表数とジャーナルへの掲載受諾された論文数は下記のとおりである。</li> </ul> <table border="1" data-bbox="766 667 1883 900"> <thead> <tr> <th rowspan="2">年 \ 学類</th> <th colspan="2">ECCE</th> <th colspan="2">IDE</th> <th colspan="2">EEE</th> </tr> <tr> <th>会議</th> <th>ジャーナル</th> <th>会議</th> <th>ジャーナル</th> <th>会議</th> <th>ジャーナル</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>15</td> <td>6</td> <td>2</td> <td>2</td> <td>8</td> <td>6</td> </tr> <tr> <td>2011</td> <td>39</td> <td>4</td> <td>18</td> <td>7</td> <td>4</td> <td>12</td> </tr> <tr> <td>2012</td> <td>6</td> <td>15</td> <td>0</td> <td>6</td> <td>0</td> <td>7</td> </tr> <tr> <td>合計</td> <td>60</td> <td>25</td> <td>20</td> <td>15</td> <td>12</td> <td>25</td> </tr> </tbody> </table>	年 \ 学類	ECCE		IDE		EEE		会議	ジャーナル	会議	ジャーナル	会議	ジャーナル	2010	15	6	2	2	8	6	2011	39	4	18	7	4	12	2012	6	15	0	6	0	7	合計	60	25	20	15	12
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成果 2 の「E-JUST 学生の実践的・創造的な研究能力が研究中心教育により涵養される」の達成度	2-1. 研究中心教育の導入計画が策定され、E-JUST 経営層により承認される。	<ul style="list-style-type: none"> <li>研究中心教育の導入計画という表題の 1 つとまとめた計画書はされていないが、Engineering Postgraduate Programs, Academic Staff By-Laws, E-JUST のホームページなどを統合すると、研究中心教育の導入計画が策定されたことになり、これらは E-JUST 経営層により承認されている。</li> <li>日本側関係者から次のような意見が出された。 研究中心教育になっているか否かは、学類や専攻によって差がある。必ずしもすべての学類・専攻で研究中心の日本型となっていると言い切れない。</li> <li>エジプト側関係者から次の意見が出された。 E-JUST 全体に研究中心教育がいきわたるまでには、まだしばらく時間がかかるであろう。</li> </ul>																																								
	2-2. 研究中心教育が円滑に実施可能な組織体制とカリ	<ul style="list-style-type: none"> <li>研究中心教育が円滑に実施可能な組織体制とカリキュラムが形成されつつある。</li> </ul>																																								



調査項目		結果
大項目	小項目	
	キュラムが形成される。	<ul style="list-style-type: none"> <li>学長の下に4名の副学長(Vice Presidents)のポストがある。それら4名の副学長の担当は1) 教育、2) 研究、3) 国際、4) 総務である。</li> <li>教育担当副学長の下に3つの学類がありそれぞれに1名ずつの学類長(Dean)がアサインされる。それら3つの学類は ECCE、IDE、EEE である。</li> <li>3つの学類の中に7つの学科(Program)があり各学科に1名の学科長がアサインされる。7つの学科は ECE、CSE、MRE、IEM、MSE、ERE、CPE である。</li> <li>教育担当の副学長と研究担当の副学長は2011年6月に任命された。</li> <li>Engineering Postgraduate Programs に各学科のフレームワーク、講義リスト、取得する単位数、学位授与の条件などを明記してある。</li> <li>各学科で年間に実施される講義一覧を Appendix 8 に示す。</li> <li>E-JUST は研究中心教育が円滑に実施可能なカリキュラムとするため、プロジェクト型やセミナー型のコースを増やしつつある。</li> </ul>
	2-3. すべての大学院生が各研究室の活動に参加し、研究活動に基づき学位論文を執筆する。	<ul style="list-style-type: none"> <li>第1期生の15名の修士学生はすべて研究室の研究活動に参加しており、そのうち11名は論文を会議またはジャーナルに投稿し、受諾された(Appendix 3)。第1期生の博士課程の学生並びに第2期生は学位論文などを草稿中である。</li> <li>Appendix 9 に研究室の名前とそこに所属する教員、学生の数を示す。</li> <li>現在2つの寮を改修して教室、研究室としているが、教員と学生と一緒に研究、学習をする形にした。これで「すべての大学院生が各研究室の活動に参加」できるようになっている。</li> <li>日本側関係者から次のような意見が出された。 これまでは結果的に、学生が少なくほぼマンツーマンで対応できてきたので、研究中心の教育に進んできた。今後もこれが維持できるように、教員と学生の比を適切なものに抑えていくのが肝要である。</li> </ul>
	2-4. 雇用者(産業界、研究機関、大学)の80%が、E-JUST 卒業生は概してより実践的で高い研究能力を有すると評価する。	<ul style="list-style-type: none"> <li>前述のとおり、現在まだ卒業生を輩出しておらず、現時点でこの指標が達成できるか予測することは困難である。</li> <li>日本側関係者から次のような意見が出された。 学術論文数や国際会議での発表数は多く、また多くの教授が研究委託費などを獲得しているので、それなりに評価はされていると思う。</li> </ul>
成果3の「研究活動を支援する有能な技術職員が確保され、機能する」の達成度	3-1. 選考基準を満たす技術職員が必要数雇用される。	<ul style="list-style-type: none"> <li>技術部に所属する技術職員は全く不十分である。ごく最近までその数は0であった。日本人長期専門家のカウンターパートである技術部 Co-director が2011年12月にアサインされたが、1月末から2月にかけて研修(Capacity Development of Co-Director of the Technology Management Department)のため日本に派遣された。</li> <li>現在8名の技術職員が勤務しているが、全員各学科に所属し、技術部で勤務していない。技術職員のための組織の骨格と採用については1年前の University Council で承認されているが、政府予算の制限から十分な人材が採用されていない。</li> </ul>

調査項目		結果
大項目	小項目	
	3-2. 全技術職員の研究支援方法・機材の維持管理方法に係る習熟度が十分に向上する。	<ul style="list-style-type: none"> <li>• 前述のように技術職員のための組織はまだ明確でなく、数の上でも不足し、また訓練も十分なされていない。</li> <li>• 組織構造や訓練方法に関する検討が最近はじめられた。</li> <li>• かなりの量の機材が今年度JICAによって調達され、その中には技術部によって管理されるものもある。</li> <li>• 最近調達した機材に関するメーカー訓練が最近始まった。</li> </ul>
成果4の「E-JUSTと在エジプトの産業界の連携が推進される」の達成度	4-1. 産学連携支援担当部署が組織され、十分な数の教員・専門職・事務職が配置される。	<ul style="list-style-type: none"> <li>• E-JUSTと在エジプトの産業界の連携を推進するための組織は作られていないが、いくつかの進展がみられる。</li> <li>• リエゾンオフィスの設立が現在検討されている。</li> <li>• 産学連携の輪を広げるためにE-JUSTの教職員が使うことを念頭においたガイドブックやFAQが開発された。</li> <li>• ファルコ社の会長であるHassan Abbas Helmy氏が、BOTにおけるエジプトの産業界の代表となることが2012年3月承認された。</li> </ul>
	4-2. 技術シーズに係るデータベースが整備され、半年ごとにE-JUSTのWebサイトに更新される。	<ul style="list-style-type: none"> <li>• 現在、技術シーズに係るデータベースは構築されていない。</li> </ul>
	4-3. アレキサンドリア地域の主要企業の50%以上が自社の関係する分野のE-JUSTの研究領域を知っている。	<ul style="list-style-type: none"> <li>• この指標に関する調査は実施されていない。</li> <li>• 2009年の夏、E-JUSTはアレキサンドリアとニュー・ボルグ・エル・アラブ市の企業に対して大きな広報イベントを行い、その時ファルコ社が2名分のPhDむけ奨学金の供与を決めた。そのイベントの後は個別企業訪問を行っている。</li> <li>• ユニテル社の会長であり、ニュー・ボルグ・エル・アラブ市の理事会の元メンバーである、Waseef氏がAdviser to the President, International and External RelationsとUniversity Councilのメンバーに就任している。</li> <li>• E-JUSTはIBM、三菱商事、ファルコグループ、アマゾン、グーグルなどの企業から研究資金を取得している。</li> <li>• エジプト側関係者から次の意見が出された。 E-JUSTはトップの成績をあげている産業界をターゲットにして、訪問しプレゼンをしたいと思っているが、その際、日本の教員も同行することが大切だと思っている。日本が関与しているという事実は、企業の関心を引く。</li> </ul>
	4-4. 各プログラムでセメスターごとに最低1回は企業講師による講義が行われる。	<ul style="list-style-type: none"> <li>• 計画はあるが、まだ実施されていない。</li> </ul>
	4-5. 各学部もしくは大学院で毎年最低1回は企業向け訓練コースが実施される。	<ul style="list-style-type: none"> <li>• 計画はあるが、まだ実施されていない。</li> <li>• エジプト側関係者から次の意見が出された。 現在大学の設立・確立の段階であり、学内の教育研究プログラムの改善に集中すべきで、産業界と連携強化はその後とすべきであろう。</li> </ul>

調査項目		結果
大項目	小項目	
	4-6. プログラムごとに在エジプト企業(国内・外資)との共同研究もしくは委託研究が毎年最低1件実施される。	<ul style="list-style-type: none"> <li>2012年2月までに、IBM、三菱商事、東北大学、ファルコグループ、アマゾン、グーグル、カタール国立研究基金など24の産業界やその他の組織から研究資金を得ている。</li> <li>2011年11月にSix of October Cityで行われたE-JUSTは「Regional Conference for Technological Cooperation between Industry and Academic Institution」のスポンサーとなった。</li> <li>日本側関係者から次のような意見が出された。 周りの工場などとの共同研究が始まっているのを見ると、一緒に就いたかなと思われる。教員の副業を禁止した規則が、産学連携の推進に追い風になる可能性がある。</li> </ul>
成果5の「学長を中心とする経営層及び事務局の大学運営能力が向上する」の達成度	5-1. 中期計画に記載された目標の75%以上が外部評価者により「ほぼ達成」と評価される。	<ul style="list-style-type: none"> <li>まだ承認された中期計画は存在しない。第4回BOTにおいて、中期計画が議論される予定であったが、時間の制限で次回回しとなった。</li> <li>第5回のBOTでは暫定戦略計画並びに2012/2013予算計画と2013-2015の予算見込みが提案され議論された。</li> <li>エジプト側関係者から次の意見が出された。 新キャンパスの設置が中期計画の中心だと思う。これは政権の問題に絡み、現在の状況を考えるとそれなりの時間がかかる問題であると思う。</li> <li>日本側関係者から次のような意見が出された。 現在大学の設立と運用の双方が同時並行的に行われており、それが作業を複雑にしている。</li> </ul>
	5-2. E-JUSTがNAQAAEにより正式に認定される。	<ul style="list-style-type: none"> <li>プロジェクト目標の指標(2)と同じ</li> </ul>
	5-3. 教員と生徒の75%以上が経営層と事務局による大学運営に満足する。	<ul style="list-style-type: none"> <li>教員と生徒によるが経営層と事務局による大学運営に関する評価は実施されていない。</li> <li>学生会(Students Association)の代表が大学の会合(University Council, Research Council, Education Councilなど)に参加して、意見を述べる仕組みができてはいるが、まだ多くのことが始まったばかりであり、必ずしもすべてで実施されていない。</li> <li>エジプト側関係者から次の意見が出された。 2012年2月現在、63名の学生に対して、59名程度(庭師や用務員などを除くと40名)の職員がおり、外部からは多すぎるという批判もあるが、質も量も足りないのが現実である。</li> </ul>
成果6の「E-JUSTの組織・研究・教育について、世界に向けて活発に情報発信される」	6-1. E-JUST主催で国際シンポジウム・国際会議等が毎年1回は開催される。	<ul style="list-style-type: none"> <li>下に示すように、2011年にはE-JUSTは3つの国際シンポジウムや会議を開催し、2012年も少なくとも3つの国際シンポジウムや会議を開催する予定である。</li> </ul> <p>【2011】</p> <ul style="list-style-type: none"> <li>「Arab Forum for Industrial Applications of Nanotechnology: Promising Investment opportunities for Industrial Applications of Nanotechnology」, 2011年12月、カイロ、エジプト</li> <li>「Regional Industrial Pollution and CO2 Emission Abatement Project for Arab Countries (RIPECAP) Capacity Building</li> </ul>

調査項目		結果											
大項目	小項目												
		<p>Workshop and Training of Trainers Seminars (Modules 5 and 6)], 2011年9月、アレキサンドリア、エジプト          なお、このシンポジウムにおいて、アレキサンドリア市長の Prof. Osama El-Fouly がワークショップのオープニングスピーチを行った。</p> <ul style="list-style-type: none"> <li>「Summer Research School on Dynamic Compilation jointly with Institut National de Recherche en Informatique et Automatique (INRIA)」レネ、フランス、2011夏。</li> </ul> <p>【2012】</p> <ul style="list-style-type: none"> <li>「The 2012 Japan-Egypt Conference on Electrical and Computer Engineering」、2012年3月、アレキサンドリア、エジプト</li> <li>「The First International Conference on Innovative Engineering Conference」、2012年12月、アレキサンドリア、エジプト</li> <li>「Regional Industrial Pollution and CO2 Emission Abatement Project for Arab Countries (RIPECAP)」、RIPECAPは組織であり、通年の活動になる。</li> </ul>											
	6-2. 中東・アフリカ諸国の最低5カ国において、E-JUSTの広報キャンペーン・留学勧奨ツアーが行われる。	<ul style="list-style-type: none"> <li>2008年に中東諸国に向けてPRキャンペーンツアーが行われた。しかしながら、留学生勧奨ツアーは行われていない。</li> <li>エジプト側関係者から次の意見が出された。              現在大学の設立と運用の双方が同時並行的に行われており、海外からの学生を勧奨する活動する余裕はない。</li> </ul>											
	6-3. 海外の大学・研究機関との学術研究交流協定が最低5件締結される。	<ul style="list-style-type: none"> <li>海外の大学や研究機関と27の覚書(MOU)が締結された。              MOUの一覧を Appendix 10 示す。</li> <li>エジプト側関係者から次の意見が出された。              E-JUST はまだ設立から間もないが、日本も含め、海外の組織からたくさんの研究委託費を獲得し、MOU を結んでいる。この傾向を維持していくつもりである。</li> </ul>											
投入の実績 投入は計画どおりに行われたか	<日本側> a. 長期専門家派遣	<ul style="list-style-type: none"> <li>これまで合計9名の長期専門家が派遣されており、2012年2月現在、7名が従事している。</li> <li> <ul style="list-style-type: none"> <li>チーフ・アドバイザー</li> <li>電気・電子情報学類(ECCE)長アドバイザー</li> <li>エネルギー・環境工学学類(EEE)長アドバイザー</li> <li>技術部長アドバイザー</li> <li>総括調整員</li> <li>調整員/教育政策</li> <li>調整員/遠隔教育</li> </ul> </li> </ul>											
	b. 短期専門家派遣	<ul style="list-style-type: none"> <li>2012年2月までに、以下の数の短期専門家が派遣された。</li> </ul> <table border="1"> <thead> <tr> <th>短期専門家の種類</th> <th>2008</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>JICA-大学間の業務委託契約に基づく教員派遣</td> <td>0</td> <td>28</td> <td>41</td> <td>38</td> <td>107</td> </tr> </tbody> </table>	短期専門家の種類	2008	2009	2010	2011	Total	JICA-大学間の業務委託契約に基づく教員派遣	0	28	41	38
短期専門家の種類	2008	2009	2010	2011	Total								
JICA-大学間の業務委託契約に基づく教員派遣	0	28	41	38	107								

調査項目		結果					
大項目	小項目						
		短期専門家	11	24	8	7	50
		ミッションメンバー	22	16	12	27	77
	c. 研修員受け入れ	<ul style="list-style-type: none"> <li>これまで8名が短期本邦研修として日本を訪問した。Appendix 5 参照。</li> </ul>					
	d. 機材供与	<ul style="list-style-type: none"> <li>総額 10.4 億円相当の機材が JICA から E-JUST へ供与されることになっているが、その大部分が 2012 年 3 月末までに納入される予定である。</li> <li>Appendix 6、7 に詳細を示す。</li> </ul>					
	e. 共同研究費	<ul style="list-style-type: none"> <li>科学技術振興機構(JST)の資金による東北大学との共同研究を実施する機会が E-JUST に与えられた。</li> </ul>					
	<エジプト側> a. C/P の配置	<ul style="list-style-type: none"> <li>2012 年 2 月現在、学長以下、28 名の常勤教員、40 名の職員(庭師、門番などの職員は除く)が E-JUST に勤務している。Appendix 11、15 参照</li> </ul>					
	b. キャンパス・施設の建設	<ul style="list-style-type: none"> <li>施設、付属するインフラも含め、新キャンパスの建設はまだ着手されていない。現在恒久キャンパスの建設に向けて、設計業務の契約締結の過程にある。</li> <li>現在、CSAT の一部と、14 棟ある寄宿舎の一部を暫定的なキャンパスとして使用している。</li> </ul>					
	c. プロジェクト事務局関連経費	<ul style="list-style-type: none"> <li>寄宿舎の 1 棟が JICA プロジェクト事務局用に提供されており、エジプト側から什器並びに光熱費などがエジプト側から支払われている。</li> </ul>					
	d. 資機材の運営・維持管理	<ul style="list-style-type: none"> <li>機材・機器の設置スペースが限られている。すべての機材を設置するためにさらに別の建物の改築改装をする必要がある。運用保守費は予算上配算されているが、まだ執行されていない。</li> </ul>					

調査項目		結果
大項目	小項目	
外部条件(1) PDMに 明記されている条件	日本—エジプト政府が E-JUST 新設の方針を継続 する。(成果から目標)	<ul style="list-style-type: none"> <li>日本—エジプト政府が E-JUST 新設の方針を継続していると認められる。しかしながらエジプトの政治状況からエジプト政府が重要な意思決定並びに執行をすることが困難になっている。</li> <li>E-JUST がエジプト政府に待ち望んでいる 2 つの大きな意思決定事項は、新キャンパスの建設と特別法(Special Law)の成立である。</li> <li>この状況を理解しつつ、日本政府はプロジェクトの実施に必要な支援を続けている。</li> <li>E-JUST 新設については、これまで以下のような経緯をたどってきた。 <ul style="list-style-type: none"> <li>➢ 2008 年 10 月 9 日 R/D の署名</li> <li>➢ 2009 年 3 月 26 日の日—エ両国間の協定締結</li> <li>➢ 2009 年 5 月 30 日の大統領決定(No. 149, 2009 年)</li> <li>➢ 2011 年 2 月 13 日並びに同年 3 月 30 日における Constitutional Declaration の発効</li> <li>➢ 2011 年 5 月 9 日 Decree of President of the Supreme Council of the Armed Forces No. 87 of 2011</li> </ul> </li> <li>2012 年 1 月 31 日カイロにて、ハイリー学長らが MOHE 並びに MOPIC の両大臣と面談。両大臣ともに E-JUST は戦略的に大切に、プライオリティの高いプロジェクトである。政府の形態が変わっても、問題なく政府としてコミットしていくと声明された。</li> </ul>
	研修を受けた E-JUST 職員 が継続就労する。(活動から 成果)	<ul style="list-style-type: none"> <li>研修を受けた E-JUST 職員は基本的に継続就労している。</li> <li>現在非常勤の 6 名を除くと 28 名の常勤教員がいる。2012 年 1 月時点で、2 名の教員(教授 1 と助教授 1)が離職したが、そのほかはみな継続就労している。(Appendix 11 参照)</li> <li>職員については 2012 年 1 月時点で庭師や用務員などを合せて 59 名の事務職員がいる。そのうち初期に雇用した 20 数名については、離職率は低いが、その後雇用した職員は離職率が高くなっている。(Appendix 15 参照)</li> <li>事務職員の採用は中間管理層を中心に遅れている。</li> </ul>
	MuCSAT の組織・施設・機 材・人員が E-JUST と密接な 連携関係を保つ。 (前提条件)	<ul style="list-style-type: none"> <li>2009 年 3 月に締結された二国間協定に、CSAT が暫定的に場所を提供するという条文がある。</li> <li>革命後 MuCSAT は CSAT と名称を変更した。以来、CSAT と E-JUST 間の関係は不安定なものとなった。その理由の 1 つは、以前は E-JUST を所管する MOHE と CSAT を所管する MOSR を同じ大臣が見ていたが、現在では別々の大臣が任命されているためである。またもう 1 つの理由として CSAT の長(director)のポストがしばらくの間空席であったことがあげられる。しかしながら最近 E-JUST と CSAT 間の MOU の更新のための交渉が再開した。</li> <li>現在 CSAT から学長室並びにラボスペース(MS用)を借り受けているが、E-JUST はさらに 900 m<sup>2</sup>のラボスペースの貸与を要求している。また、これとは別に CSAT の敷地内に 1,500 m<sup>2</sup>のプレハブの建屋を建設する計画も検討している。</li> <li>この不便な状況は MOU の更新並びに、新キャンパスの建設が完成するまで続くことになる。</li> </ul>

調査項目		結果
大項目	小項目	
第1ステージの達成状況	プロジェクト目標「E-JUSTにおいて、2009年9月から修士・博士課程第1期生を受け入れる条件(基本計画・組織・教育内容・人員・施設・機材)が整う」は達成されたか達成状況	<ul style="list-style-type: none"> <li>2010年2月に修士課程15名・博士課程9名を第1期生として受け入れることができ、修士・博士課程第1期生を受け入れる条件(基本計画・組織・教育内容・人員・施設・機材)が整ったと判断できる。</li> <li>E-JUSTのコンセプト、独自性、ビジョンと教職員数並びに学生数に関する長期計画は第2回理事会において承認された。</li> <li>大学院コースの教育内容が明示され、それらは2009年7月29日SCUによって承認された。カリキュラム、コース概要、学位取得条件、入学試験などについてはEngineering Postgraduate Programsに明記されている。</li> <li>日本側関係者から次のような意見が出された。 第1ステージについては開始したのは3専攻であるが、その当時の人材、機材で第1期生を受け入れる条件は満たされ、ミニマムながら目標は達せられたと判断される。</li> </ul>
大学のマネジメント体制	大学のマネジメント体制全体	<ul style="list-style-type: none"> <li>大学のマネジメント体制は徐々に整いつつある。</li> <li>第2回理事会において学長の下に4名の副学長(Vice Presidents)のポストを置くことが承認された。それら4名の副学長の担当は1)教育、2)研究、3)国際、4)総務である。</li> <li>第3回理事会において初代学長が正式に承認された。4名の副学長については6カ月後に開催される理事会までに候補者を絞り、承認される予定であったが、第4回理事会において、3名の副学長(研究、Education、総務)が選出され、承認された。</li> <li>2012年2月現在、2名の副学長ポスト(国際と総務)が空席のままである。さらに教育担当の副学長が病気療養のため長期休職となったため、副学長代行がアサインされている。</li> <li>総務については、担当副学長ポストが空席であるのみでなく、2012年1月現在、5名だけの管理職(部長1名、課長4名)がアサインされている。これは2011年9月までに7名の部長、9名の課長を含め50名の職員を採用する計画と比べると、人材不足は明らかである。</li> <li>大学のマネジメント体制について複数の日本側関係者から次のような意見が出された。 <ul style="list-style-type: none"> <li>➢ 報道相の仕組みがうまくいっていない</li> <li>➢ 言っていることと現実の不整合が多い</li> <li>➢ 情報共有、情報伝達が働いていない</li> <li>➢ 会議の準備、進行が良くない</li> <li>➢ 楽観的である</li> <li>➢ 説明に一貫性がない(時間的な一貫性の欠如、人によって説明が異なるなど)</li> </ul> </li> </ul>
	E-JUSTのBOT(理事会)	<p>【組織】</p> <ul style="list-style-type: none"> <li>理事会は大学の最高意思決定の場に位置づけられている。</li> <li>理事会の役割などは第2回理事会で承認されたBOT By-Lawsに規定されている。それによると理事会はBy-Lawsも含め、大学に関する重要事項を承認、推薦することになっている。</li> <li>現在 Prof. Dr. Yousry Elgama が議長を、JICAの小寺理事が副議長を務めている。</li> <li>BOT By-Lawsによれば、理事会の事務局長は理事会メンバーの中から選出されることになっている。現在は高等教育省の代表がそ</li> </ul>

調査項目		結果
大項目	小項目	
		<p>の職に選ばれており、実質的な事務局は Dr. Eltawil と小澤リーダーが務めている。</p> <ul style="list-style-type: none"> <li>第 5 回理事会で Support Service 担当の副学長が職務上の (Ex Officio) 事務局長となることが承認された。</li> </ul> <p>【開催計画と実績】          理事会は年 2 回開催の計画、これまで計画どおり実施されている。          第 1 回:2010 年 2 月 11 日          第 2 回:2010 年 6 月 2 日          第 3 回:2010 年 12 月 2 日          第 4 回:2011 年 6 月 11 日          第 5 回:2012 年 3 月 3 日</p> <p>【手続】</p> <ul style="list-style-type: none"> <li>理事会で審議すべき項目は多く、すべてが時間内に終わらないこともある。</li> <li>理事会資料は事務局側で十分前もって準備されるべきであるが、日本側に依存されることが多く、会合の直前に完成される場合も多い。</li> </ul>
	E-JUST の University Council	<p>【組織】</p> <ul style="list-style-type: none"> <li>University Council は戦略的な課題の議論、並びに RC や EC などの各 Council で議論された内容を最終的に承認する場として位置付けられている。</li> <li>学長が議長を務め、副学長、学類長、学科長、JICA 専門家のうちチーフアドバイザー並びに学類長アドバイザーがメンバーとなっている。</li> </ul> <p>【開催計画と実績】</p> <ul style="list-style-type: none"> <li>2011 年に University Council は月 2 回開催することが決められ、それ以降はほぼ計画どおり開催されている。</li> <li>第 1 回会合が 2009 年 12 月に開催され、2012 年 2 月末までに 41 回開催された。</li> <li>議事録が毎回作成されている。</li> </ul>
	E-JUST の Educational Council	<p>【組織】</p> <ul style="list-style-type: none"> <li>The Education Council は教育に関する諸課題を検討、解決するために設置された。</li> <li>教育担当副学長が議長を務め、EEE 学類長アドバイザーがメンバーとなっている。</li> </ul> <p>【開催計画と実績】</p> <ul style="list-style-type: none"> <li>月 2 回開催される計画であったが、実質的には平均で月 1 回程度開催されてきた。</li> <li>第 1 回会合が 2009 年 12 月に開催され、2012 年 2 月末までに 21 回開催された。</li> <li>議事録が毎回作成されている。</li> </ul>



調査項目		結果
大項目	小項目	
		<ul style="list-style-type: none"> <li>● 日本側関係者から次のような意見が出された。 会合は事前通知なしに開催され、少数の出席者だけで開催されることも多い。議題の優先順位も不明確で、結論も曖昧なままで終わることも多い。多くの場合、報告なのか、決定事項なのかははっきりしない。</li> </ul>
	E-JUST の Research Council	<p>【組織】</p> <ul style="list-style-type: none"> <li>● Research Council は研究に関する諸課題を検討、解決するために設置された。</li> <li>● 研究担当副学長が議長を務め、ECCE 学類長アドバイザーがメンバーとなっている。</li> </ul> <p>【開催計画と実績】</p> <ul style="list-style-type: none"> <li>● 隔週ごとに開催される計画で、ほぼ計画どおり開催されている。</li> <li>● 第 1 回会合が 2011 年 6 月に開催され、2012 年 2 月末までに 15 回開催された。</li> <li>● 議事録が毎回作成されている。</li> <li>● これまで、例えば研究費を獲得するためのガイドライン、企業との連携の指針などが作成されてきた。これらの成果は副学長レポートして公開されており、これまでに 13 号発行されている。</li> </ul>
	学長や副学長、部長などの権限	<p>【組織】</p> <ul style="list-style-type: none"> <li>● 教育分野では学長の下に 4 名の副学長、教育担当副学長の下に、3 名の学群長、その下に 7 名の学科長がいる組織となっている。</li> </ul> <p>【計画と実績】</p> <ul style="list-style-type: none"> <li>● 1 つの学科長のポストが空席のまま、IEM と MSE では准教授が学科長代行を務めているが、学科長は各学科における研究教育活動の中で果たす役割は大きい。</li> <li>● E-JUST と JSUC 間の緊密なコミュニケーションは研究教育活動の効率化、好業績化に対して大きな貢献をする。</li> </ul>
	学内の意思決定方法	<ul style="list-style-type: none"> <li>● 研究並びに教育の面では、学内の意思決定プロセスは良好に機能している。</li> <li>● 総務関係では意思決定プロセスは不明確で、多くの案件が学長まで上げられている。これは上級ポストの多くが空席になっているからである。</li> <li>● Administrative Staff By-Laws によって Human Resources Committee の活動が定義されているが、ほとんど機能していない。</li> </ul> <ul style="list-style-type: none"> <li>● 日本側関係者から次のような意見が出された。 一般に定められた順序や手続きをとらず、なんでも上にあげる雰囲気がある。</li> </ul>
	学内の情報共有方法	<ul style="list-style-type: none"> <li>● University Council をはじめとする council が学内の情報共有方法であり、共有の場となっている。</li> <li>● E-JUST にイントラネットはなく、書面による周知や council への参加が、主な情報共有の手段となっている。</li> </ul> <ul style="list-style-type: none"> <li>● エジプト側関係者から次のような意見が出された。 情報共有を促進するためにイントラネットは必要であるが、予算の関係上実現できていない。</li> <li>● 日本側関係者から次のような意見が出された。 council で共有されたはずの情報が、会議に参加していなかった人にうまく伝達されていないことや、決められたとおりに実行されないことがままある。</li> </ul>

調査項目		結果
大項目	小項目	
	教員採用	<p>【採用プロセス】</p> <ul style="list-style-type: none"> <li>採用手順をはじめ、教員の責務、労働条件、給与などが Academic Staff By-Laws に明記されている。</li> <li>教員ポストは公開されており、E-JUST のホームページに掲載される。</li> <li>JSUC のメンバーも選抜プロセスに参加している。</li> <li>E-JUST は他の国立大学に比べると、破格の教員給与水準を提供している。</li> </ul> <p>【計画】</p> <ul style="list-style-type: none"> <li>定常状態に達した時点で E-JUST は 181 名の教員(教授 47 名、助教授 (associate professors) 48 名、助手 (assistant professors) 86 名) とする計画があるが、第四回理事会では未審議のままとなった。</li> <li>日本側関係者から次のような意見が出された。 E-JUST は他の国立大学に比べると、破格の教員給与水準(他のおよそ 2、3 倍)を提供しているが、その半面副業などを禁止している。この条件は有能で副業でたくさん稼げる人にとっては魅力的ではない可能性がある。</li> </ul>
	職員採用	<p>【採用プロセス】</p> <ul style="list-style-type: none"> <li>まず、職員募集が E-JUST のホームページ並びに新聞に掲載される。</li> <li>次に応募者は書類選考され、英語の試験を受ける。そのあと面接があり、上級幹部によって最終判断がなされる。</li> <li>採用手順をはじめ、職員の責務、労働条件、給与などが Administrative Staff By-Laws に明記されている。</li> </ul> <p>【計画】</p> <ul style="list-style-type: none"> <li>定常状態に達した時点での教員数計画はない。</li> </ul>
	学生採用	<p>【採用プロセス】</p> <ul style="list-style-type: none"> <li>学生課の 2 名の職員が採用手続きにかかわっている。</li> <li>学生採用手順並びに基準は Engineering Postgraduate Programs に明記されている。</li> <li>第四期生の場合では、合計で 510 名の応募があり、第 1 回スクリーニングで 169 名に絞られた。そのうち 110 名が面接を受け、33 名が合格した。2012 年 1 月現在 22 名の学生が在学している。(詳細並びに他の期の状況については appendix 14 参照)</li> </ul> <p>【学生数】</p> <ul style="list-style-type: none"> <li>半年ごとに新規の学生が入学することになっており、第 1 期生が 2010 年 2 月入学して以来、最近では第 5 回生が 2012 年 2 月に入学している。</li> <li>2012 年 3 月現在、全部で 84 名の学生が在学している。各期の学生数は第 1 期から第 5 期までそれぞれ 24 名、13 名、4 名、22 名 21 名である。(Appendix 19 参照)</li> </ul> <p>【途中退学】</p> <ul style="list-style-type: none"> <li>これまでに合計 30 名の学生が途中退学している。その内訳は学問的な理由が 11 名、事務的な理由が 7 名、個人的な理由が 6 名、その他が 6 名となっている。(詳細 Appendix 13 参照)</li> </ul>

調査項目		結果
大項目	小項目	
		<p>【学生数が少ない理由】</p> <ul style="list-style-type: none"> <li>● 本課題は第3回幹事会合で議論されその原因を継続して検討することになった。</li> <li>● その会合で可能性のある原因としては次のことがあげられた。 <ul style="list-style-type: none"> <li>➢ 高等教育省の奨学金の数が、年間で最大50であり、少ない。</li> <li>➢ 何人かの奨学金希望者は現在働いている大学からE-JUSTへの修学の許可がもらえない。</li> <li>➢ 現在の奨学金が全就学期間支給されるか否かが明確でない。</li> <li>➢ プライベート奨学金の数が少ない(現在7名のみ)。</li> <li>➢ TOEFLの得点が500点以上であることという入学条件が厳しい。</li> <li>➢ 授業料が高くて入学希望者が増えない。現在奨学生以外の学生はいない。</li> </ul> </li> </ul>
	経理	<p>【プロセス】</p> <ul style="list-style-type: none"> <li>● 経理部の2名が経理事務にかかわっている。</li> <li>● 経理に関する手順並びに基準はFinancial By-Lawsに明記されている。</li> <li>● 調達に関する手順並びに基準はService and Purchasing Financial By-Lawsに明記されている。</li> <li>● しかしながら、特別法が成立していないためE-JUSTはGovernmental Accounting Law 127 (Year 1981) や Purchasing Law 89 (Year 1998)などの既存の国立大学のために制定されている経理や調達に関する手順並びに基準に従わなければならない。</li> </ul> <p>● エジプト側関係者から次のような意見が出された。  予算の執行率が非常に低いのは次のような理由による。</p> <ul style="list-style-type: none"> <li>➢ 総務担当の副学長と中間管理者の採用の遅れ</li> <li>➢ EDF 予算の支払いの遅れ</li> </ul>
	財務計画	<p>【Egyptian Fiscal Year】</p> <ul style="list-style-type: none"> <li>● 総務部門の10名が財務に携わっている。</li> <li>● エジプトの予算年度は7月1日から翌年の6月30日までである。</li> <li>● E-JUSTは3月末までにエジプト政府に対して予算案を提出しなければならない。また予算案は政府へ提出する前に、理事会で承認を受けなければならない。</li> </ul> <p>【財源】</p> <ul style="list-style-type: none"> <li>● E-JUSTは現在下記の4つの財源をもっている。 <ul style="list-style-type: none"> <li>➢ EDF (政府からの補助金)</li> <li>➢ 高等教育省の奨学生の授業料</li> <li>➢ プライベート奨学生の授業料</li> <li>➢ 研究奨学金</li> </ul> </li> </ul>

調査項目		結果																										
大項目	小項目																											
		<p>【2012/13 予算案】</p> <p>収支勘定 (百万 EGP)</p> <table border="0"> <tr> <td>収入</td> <td>21.9</td> </tr> <tr> <td>EDF</td> <td>9.2</td> </tr> <tr> <td>授業料</td> <td>10.1</td> </tr> <tr> <td>その他</td> <td>1.7</td> </tr> <tr> <td>支出</td> <td>21.9</td> </tr> <tr> <td>教務費</td> <td>13.0</td> </tr> <tr> <td>職員給与</td> <td>4.1</td> </tr> <tr> <td>車両</td> <td>1.6</td> </tr> <tr> <td>その他</td> <td>3.2</td> </tr> </table> <p>資本勘定(百万 EGP)</p> <table border="0"> <tr> <td>合計</td> <td>285.7</td> </tr> <tr> <td>キャンパス</td> <td>240.5</td> </tr> <tr> <td>家屋</td> <td>43.0</td> </tr> <tr> <td>その他</td> <td>2.7</td> </tr> </table> <p>(参照 Appendix 18)</p> <p>※ 事前調査時の計画では、収入のうち 25%は授業料、20%は研究奨学金、5%は寄付金、10%は奨学金、2%サービス対価、38-40%はファンドとなっていた。</p>	収入	21.9	EDF	9.2	授業料	10.1	その他	1.7	支出	21.9	教務費	13.0	職員給与	4.1	車両	1.6	その他	3.2	合計	285.7	キャンパス	240.5	家屋	43.0	その他	2.7
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家屋	43.0																											
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	新キャンパスの建設	<ul style="list-style-type: none"> <li>• 新キャンパスの建設はかなり遅れている。その主な理由は首相の承認が得られないからである。</li> <li>• 当初計画では 2008 年基本概念設計、2010 年着工、2012 年竣工の予定であった。</li> <li>• 2009 年 12 月にキャンパス設計コンペが実施され、磯崎新アソシエイツが一番札を落札した。</li> <li>• 第 4 回理事会では、次のような計画が示されたがその計画からも遅れている。1) 2011 年 6 月契約、2) 2011 年 8 月作業開始、3) 2014 年竣工。</li> <li>• 第 5 回理事会では、楽観的、現実的、悲観的の 3 つのシナリオが示されたそれによると、楽観的シナリオでは 2014 年半ばに利用可能、現実的シナリオでは 2015 年半ばに利用可能、悲観的シナリオでは 2016 年半ばに利用可能となっている。</li> </ul>																										
	Common Understanding	<ul style="list-style-type: none"> <li>• Common Understanding (CU) はエジプト—日本間で重要な課題について合意文書を作成する必要が認められたので、作成されることになった。(Appendix 16 参照)</li> <li>• 2009 年夏に第 1 版が完成し、2012 年 1 月版が最新である。</li> <li>• 合意内容が CU として取りまとめられ、基本的に実行されることになる。</li> <li>• E-JUST は CU に記された合意事項を内部の合意事項同様に扱う義務がある。</li> </ul>																										

調査項目		結果
大項目	小項目	
	技術部門	<ul style="list-style-type: none"> <li>● 技術部は日本式工学教育をまねて導入しようとしている。</li> <li>● 技術部は以下の3つの主要ミッションを持っている。 <ul style="list-style-type: none"> <li>➤ 共通機器の管理</li> <li>➤ 研究支援</li> <li>➤ 実験教育</li> </ul> </li> <li>● これまでの技術部門の主な活動実績は、調達機器の仕様書制定、調達機器の設置場所確保、同設置支援などである。</li> <li>● 現在専属スタッフ4名をリクルート中であるが、予算上の制約でストップしている。</li> <li>● 現在現在専攻ごとに機材が管理されているが、技術部による共通機材の管理体制も整備していく必要がある。</li> <li>● 技術部は安全管理も実施しており、ラボで実験を行う人全員に対して、安全に対する認識を高めることに貢献している。</li> </ul>
	プロジェクト事務局や JICA の支援体制	<ul style="list-style-type: none"> <li>● 《エジプト側からみた事務局やJICAの支援体制》</li> <li>➤ プロジェクト事務局の支援は素晴らしく、大変感謝している。事務局の人たちはプロジェクトに対してコミットしており、自分たちのプロジェクトであるという熱意に燃えている。</li> <li>➤ JICAによる機材支援も大満足である。当初は予算の制約などにより、調達が難しいと伝えられていた機材も導入され、期待以上のものとなった。</li> <li>➤ 教職員双方にとって、もっと日本での研修機会がもたらされたならば、大変うれしい。</li> </ul>
	日本の大学の支援体制	<ul style="list-style-type: none"> <li>● 日本の大学の支援グループ(JSUC)は日本の12のトップ大学から成り立っている。</li> <li>● 下の括弧の中に示す4大学はE-JUSTの7つの学科(プログラム)に対して学問的な支援並びにアドバイスすることとなっている。 <ul style="list-style-type: none"> <li>ECCE 学類</li> <li>➤ ECE 学科(九州大学)</li> <li>➤ CSE 学科(早稲田大学)</li> <li>IDE 学類</li> <li>➤ MRE 学科(早稲田大学)</li> <li>➤ IEM 学科(東京工業大学)</li> <li>➤ MSE 学科(京都大学)</li> <li>EEE 学類</li> <li>➤ ERE 学科(東京工業大学)</li> <li>➤ CPE 学科(京都大学)</li> </ul> </li> <li>● そのほか立命館大学が大学経営改善に関してE-JUSTを支援している。</li> <li>● これらの五大学は戦略ワーキンググループのメンバーとなり、E-JUSTのUniversity Councilと定期的に遠隔会議を行っている。</li> <li>● 《エジプト側からみた日本の大学の支援体制》</li> <li>➤ 日本の大学からナレッジやノウハウを移転してもらっていることはE-JUSTのユニークさである。</li> <li>➤ 長期専門家にはすべて、素晴らしい活躍をしてもらっている。</li> <li>➤ 1セメスター単位で滞在してもらっている短期専門家には、すでに研究指導、研究協力のある程度は実施してもらっているが、できればもっと研究指導、研究協力に係ってもらえればありがたい。</li> </ul>

調査項目		結果
大項目	小項目	
		<p>&gt; 1週間程度で訪問する短期専門家は、経験豊かな方が多く素晴らしいが、もう少し長く滞在(例えば2週間程度)してもらい、もう少し深く教育活動に携わってもらえるとありがたい。</p> <p>&gt; ほとんどのエジプト人教員にとって、日本型という概念は全く新しいものなので、理解し実感するのに時間がかかる。そのため彼ら(特に日本に留学した経験のない人)にもっと長く日本で研修が受けられるようにしてもらおうとありがたい。</p> <p>《日本側からみた大学の支援体制》</p> <ul style="list-style-type: none"> <li>• 支援12大学のうち、学科支援をしている4大学と阪大と立命館大は積極的に支援を行っているが、他の大学はあまり関与していない。</li> <li>• 専攻支援(教育、研究支援)は、専攻ごとあるいは支援大学ごとにかかなりの差がみられる。非常に協力的な専攻・大学もあるが、消極的な大学もある。</li> <li>• 大学の人选が必ずしも適切でないのではないかという意見は複数聞かれた。</li> <li>• そもそも日本の大学にとってE-JUSTを支援することによってもたらされるメリットが何であるのか明確でないという要素もある。</li> <li>• 日本側(専門家、支援大学)が必ずしも一枚岩でなく、日本側のゆれが実施過程で混乱を生じる、あるいは効果発現に影響を与えるようなことがある、という意見が複数出された。</li> </ul>
その他のプロジェクトの実施過程で生じている問題や効果発現に影響を与えた要因		<ul style="list-style-type: none"> <li>• エジプト側も日本側も関係者が多く、いろいろな意見を調整統合するのに時間がかかる。</li> <li>• E-JUST 内部の課題と外部の課題に峻別し、誰がどのように対処するかを明確にする必要がある。</li> </ul>

調査項目		結果
評価5項目	評価基準	
妥当性		
概要		<ul style="list-style-type: none"> <li>プロジェクトの妥当性は高いと言える。</li> <li>プロジェクトはエジプト政府並びに高等教育省の政策や計画に合致し、また日本政府や JICA のエジプトに対する援助方針や計画とも合致する。</li> </ul>
1 政策などとの整合性	(1) プロジェクトの目標はエジプト政府の各種の開発計画や高等教育省の政策目標・計画と合致しているか	<ul style="list-style-type: none"> <li>プロジェクトの目標は革命後のエジプト政府の各種の開発計画や高等教育省の政策目標・計画とも合致している。</li> </ul>
	(2) 国家トップレベルでのコミットメントの度合いは大きい	<ul style="list-style-type: none"> <li>計画・国際協力省ならびに高等教育省の両大臣ともに「E-JUST は戦略的に大切で、プライオリティの高いプロジェクトである。政府の形態が変わっても、問題なく政府としてコミットしていく」と言明されたことはエジプト-日本間の相互信頼と協力が継続される証である。</li> </ul>
2 エジプト社会のニーズとの合致	プロジェクトは「頭脳流出」を「頭脳獲得」への構造転換をめざせるか	<ul style="list-style-type: none"> <li>E-JUST は 2010 年に小さく一步を踏み出し、その後実用的な工学教育や研究を行うトップレベルの機関として、「頭脳流出」を「頭脳獲得」への構造転換をめざして、確実に歩を進めている。</li> </ul>
3 プロジェクトで取られている手段や手法の適切性	プロジェクトで取られている手段や手法は適切か	<ul style="list-style-type: none"> <li>少数精鋭の学生に対して品質の高い教育を提供するためには、種々の制約のもとに既存の大学を変革させていくよりも、新たな大学を設立したことは適切な判断だと思われる。古くから制約に束縛されず、E-JUST は新たな教育・研究の場を作り出すことができる。</li> </ul>
4 日本の援助政策との合致	プロジェクトは日本の援助政策と合致するか	<ul style="list-style-type: none"> <li>プロジェクトは日本政府のエジプトに対する ODA の方針と合致する。</li> <li>また JICA のエジプトに対する援助方針とも合致する。「アラブの春」に関して、JICA は以下の項目に重要性を置いている。 <ol style="list-style-type: none"> <li>1) 公正なガバナンスと管理</li> <li>2) 雇用の創出に結び付く投資並びに産業育成</li> <li>3) 産業界の人材育成</li> </ol> </li> <li>このうち本プロジェクトは 3 番の支援項目に該当する。</li> </ul>

調査項目		結果
評価5項目	評価基準	
5 日本技術の優位性	日本の工学系高等教育の優位性はあるか	<ul style="list-style-type: none"> <li>日本の工学系高等教育は、研究室を中心とする講座制や研究プロジェクトをベースとした教育方法などによる「研究中心教育」を行い、高い研究能力・応用力・チームワークをもつ人材育成を達成してきた。このような日本の工学系高等教育の優位性はエジプトの教育界に理解され、根付くものと期待される。</li> </ul>
有効性		
概要		<ul style="list-style-type: none"> <li>プロジェクト内での有効性は高いが、プロジェクトがコントロールすることができない要因に有効性を低くしている点が存在する。そのため全体としての有効性は中程度と言える。</li> </ul>
1 プロジェクト目標の達成度	現在のアウトプットの産出状況から、プロジェクト目標は達成される見込みがあるか	<ul style="list-style-type: none"> <li>E-JUST は研究論文や会議での発表などの形で学術成果を出しており、教員1人当たりの論文数について、このペースを守っていけば、エジプト内のトップ5にランキングされるであろう。</li> <li>NAQAEE の認証はまだ取得していない。この認証のための要求条件のうち、満たすことのできない主要な条件は、物理的な大学キャンパスが存在に係ることであるが、そのほかにもある。技術職員の採用やその訓練、経営や事務処理システムについての改善、産業界とのより強度な連携などである。</li> </ul>
2 2つのステージに分けた効果	プロジェクトを2つのステージに分けたことはプロジェクト目標の達成に大きく貢献しているか	<ul style="list-style-type: none"> <li>ステージ1の目標は達成され、プロジェクトを2つのステージに分けたことはエジプト、日本双方の関係者がプロジェクト目標を明確にするために効果があったと判断される。</li> <li>ステージ1の目標が達成されたのは、ステージ1の予定期間を半年過ぎてからであったが、双方の関係者は不十分な状況でステージ2に入るよりも良かったと考えている。</li> </ul>
3 本邦の工学系大学コンソーシアムの連携・支援体制	本邦の工学系大学コンソーシアムの連携・支援体制は有効に機能しているか	<ul style="list-style-type: none"> <li>本邦の工学系大学コンソーシアムの連携・支援体制はE-JUSTをユニークで優れた大学にするのに有効に機能している。</li> <li>メンバー大学の連携・支援の足並みは必ずしもそろっていないが、それが各学科に異なる特徴をもたらしているともいえる。</li> </ul>
4 有効性に影響を与えるその他の要因	プロジェクト目標達成を阻害・貢献する要因は何か	<ul style="list-style-type: none"> <li>現時点で、プロジェクト目標達成を阻害する2つの要因が発現している。</li> <li>1つは新キャンパスの建設の遅れであり、もう1つはE-JUSTの法的立場を明確にする特別法が成立していないことである。</li> </ul>
効率性		



調査項目		結果
評価5項目	評価基準	
概要		<ul style="list-style-type: none"> <li>プロジェクト内の効率性は高いが、プロジェクトがコントロールすることができない未達成要因が存在するため、全体の効率性は中程度と言える。日本からの投入は適切にタイムリーにもたらされているが、エジプトからの投入とコミットメントについては、キャンパスの建設や政府予算の制限から適切な職員が雇用されていないなどの外部要因に起因する理由から、すべてが計画どおりとは言えない。</li> </ul>
1 活動を通じた成果の達成度	プロジェクトの終了時まで、すべての成果が達成される見込みか	<ul style="list-style-type: none"> <li>研究に係る成果は着実に上がっている。(成果1並びに2参照)</li> <li>しかしながら、経営に係る成果については改善の余地が大きい。(成果3、4並びに5参照)</li> <li>その原因は、教員は十分にいるが、経営層、事務職員、技術職員が不足しているためである。さらに Support Services 担当副学長ポストがほぼ常に空席になっている。</li> </ul>
2 既存の研究機関の活用	CSAT の人的資源、施設・機材、他大学・研究所・産業界との人的・組織的ネットワーク、研究資金等は十分活用されているか	<ul style="list-style-type: none"> <li>物理的な制約はあるものの、CSAT は E-JUST に対して協力的である。</li> </ul>
3 既存人材の活用	E-JUST の教員については、日本や欧米の大学で博士号を習得した人材を多く雇用しているか	<ul style="list-style-type: none"> <li>28名いる教員のうち、9名は日本で博士号を取得しており、18名は欧米で、エジプトで博士号を修得したのは1名だけである。(Appendix 17参照)</li> </ul>
4 産業界との連携	共同・委託研究、奨学金、冠講座、社員研修等の提供などの E-JUST と産業界との連携はみられるか	<ul style="list-style-type: none"> <li>産業界あるいはその他の機関から24の研究費を受け取り、7名分のプライベート奨学金を取得している。</li> <li>冠講座の開設や企業の社員研修等はまだ実施されていない。</li> </ul>
インパクト		
概要		<ul style="list-style-type: none"> <li>現在プロジェクトのインパクトは限られているものの、数年あるいは数十年後には多くの効果がもたらされると期待できる。</li> <li>実際、いくつかのインパクトが発現している。例えば、エジプトのいくつかの大学は学生数を絞って、実践的で品質の高い工学教育や研究を開始すべきか検討を開始している。また学長の選出の公明正大な手続きも遍く適用されるグッドプラクティスと</li> </ul>

調査項目		結果
評価5項目	評価基準	
		考えられている。
1 上位目標の達成見込み	上位目標は達成される見込みか	<ul style="list-style-type: none"> <li>現状では上位目標が達成されるか予断が許されない。</li> <li>新キャンパスの建設、特別法の成立、NAQAAE の認証の取得など、上位目標が達成されるためになすべき前提条件がたくさんある。</li> </ul>
2 高等教育セクターの改革	E-JUST は、高い教育と研究の質を達成するための画期的・実験的な大学として、同国の工学系高等教育の改革に大きなインパクトを与え得るか	<ul style="list-style-type: none"> <li>E-JUST がエジプトの工学系高等教育の改革に大きなインパクトを与え得るか判断するのは困難であるが、いくつかの萌芽は見られる。</li> <li>大学発足からまだ日が浅いにも係らず、2011年12月時点で、会議での発表が92件あり、ジャーナルへの掲載受諾された論文数は65件となっている。これはインパクトを与える始まりと考えられる。</li> </ul>
3 社会・経済への貢献	E-JUST は「頭脳流出」に歯止めをかける、質の高い研究能力を通じて社会問題（例：環境問題）への解決方法を開発するなどによる社会的な貢献が期待できるか	<ul style="list-style-type: none"> <li>E-JUST は「頭脳流出」に歯止めをかけ学問的な成果を上げることによって社会に貢献する可能性がある。</li> <li>これが達成できるかは研究の質に大きくよる。そのためには、しっかりしたマネジメントによる統率、確固たる法的位置づけと、新キャンパスが非常に重要である。</li> </ul>
4 中東及びアフリカへの貢献	様々な活動（学生の受け入れ、大学との学術交流・共同研究の推進、E-JUST 卒業生の就職と活躍、企業のエジプトへの進出（海外直接投資）など）を通じて中東及びアフリカ地域の発展に寄与するか	<ul style="list-style-type: none"> <li>E-JUST はまだ設立段階であり、中東及びアフリカ地域の発展に寄与できる段階ではない。</li> <li>教育研究活動もまだ緒に就いたばかりであり、E-JUST はまだ中東及びアフリカ地域からの留学生を受け入れる段階ではない。</li> </ul>
持続性		
概要		<ul style="list-style-type: none"> <li>プロジェクト内の持続性は高いが、プロジェクト外の要因による持続性は、現時点で懸念を生じさせる部分がある。そのため全体の持続性は中程度と判断される。</li> <li>E-JUST の重要性は国家レベルの開発政策並びに計画によって担保されている。学術の面では持続性は確保されつつあるが、組織面並びに財務面での持続性はいまだ課題が多い。さらに E-JUST の法的位置づけが法律によって確立されていないことも、今後の課題である。</li> </ul>

調査項目		結果
評価 5 項目	評価基準	
1 政策面	エジプト政府の「教育・科学研究の発展」を重要な政策課題とすることは、今後も継続する見込みか	<ul style="list-style-type: none"> <li>エジプト政府は「教育・科学研究の発展」はエジプトの経済発展の礎となると固く信じており、将来にわたって、これが継続されない様子は見られない。</li> </ul>
2 組織面	E-JUST は確固たる教育研究機関として今後も継続する見込みか	<ul style="list-style-type: none"> <li>E-JUST の組織としての基盤はまだ脆弱である。組織構造と経営システムが明確にモデル化され、運用されるようにならなければいけない。人材不足の部局は新たな人材を採用し、空白になっているポストを埋めていかなければいけない。</li> <li>教員の離職率は低い、職員の離職率は相対的に高い。</li> <li>理事会は E-JUST の進むべき道を示す最高決定機関として機能している。</li> </ul>
3 財務面	E-JUST は教育並びに研究活動のための予算を継続的に確保できそうか	<ul style="list-style-type: none"> <li>E-JUST は現在下記の 4 つの財源をもっている。 <ul style="list-style-type: none"> <li>➤ EDF (政府からの補助金)</li> <li>➤ 高等教育省の奨学生の授業料</li> <li>➤ プライベート奨学生の授業料</li> <li>➤ 研究奨学金</li> </ul> </li> <li>E-JUST の持つ国家的な需要な事業としての性格上、それらの中で特に EDF が重要である。政府から予算獲得を容易にし、確実にするために、E-JUST に係る特別法を速やかに成立させる必要がある。</li> </ul>
4 学術面	E-JUST は研究面で優秀な成績を出し続けることができるか	<ul style="list-style-type: none"> <li>研究活動を行う基礎は固まりつつある。</li> <li>キャンパス建設が一流の教員・学生や魅力的な教育・研究環境を整備・維持するための最低限の必要条件である。</li> <li>JICA の支援が終了した後も国内支援大学と Win-Win の関係が構築されるような仕組みが今後必要である。</li> <li>E-JUST の強み、ユニーク性、魅力などは歴史的あるいはグローバルな観点から評価されるべきである。</li> </ul>

**PROJECT DESIGN MATRIX (2nd Stage) Draft of the revised version**

Project Title: Project for Establishment of E-JUST

Period of 2nd Stage : February , 2010 - October 12, 2013 Period of the Project : October 13, 2008 - October 12, 2013

Target : Academic staff and Administrative staff of E-JUST

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>&lt;Overall Goal&gt; E-JUST becomes to sustainably produce highly qualified human resources who can lead the socio-economic development of Egypt, Arab countries and Africa.</p>	<p>1. E-JUST is ranked within the top 500 in a world university ranking within 10 years. 2. Employment rate of E-JUST alumni after 1 year of their graduation maintains over 90%.</p>	<p>1. world university rankings 2. employment record of E-JUST alumni</p>	
<p>&lt;Project Purpose&gt; Foundation to become a world class leading university is established by steadily practicing the basic concept of E-JUST.</p>	<p>1. The number of research papers accepted in accredited international journals/per academic staff ranks within top 5 among Egyptian universities 2. E-JUST maintains "Common Understanding" document as an official agreement between Egypt and Japan side</p>	<p>1. Statistics of MOHE/MOSR 2. Minutes of University Council</p>	<p>Egyptian and Japanese government continue to commit themselves to establish E-JUST.</p>
<p>&lt;Output&gt; 1. Research capacity of E-JUST's academic staff is strengthened to reach the international level.  2. Capacity of E-JUST's students to conduct practical and creative research is cultivated and enhanced by conducting ORT (on the research training/education).  3. Capable technical staff, who support research activities,</p>	<p>1-1 At least 1 joint researches is conducted at each program with Japanese universities (with possible participation of universities and industries in Egypt) every year 1-2 At least 1 research paper is accepted in an international journal per each program every year 1-3 At least 1-2 presentations are made at international conferences per each program every year 1-4 At least 1-2 research funds are granted per each program every year  2-1 All graduate students are involved in activities of each laboratory/research projects and write their thesis based on laboratory work. 2-2 80% of Employers (industries, industries and universities) evaluate that E-JUST graduates generally possesses practical and higher ability of conducting research.  3-1 Sufficient number of technical staff, who fulfills the</p>	<p>1-1 No. of joint research 1-2 No. of papers presented at int'l conferences and papers published in int'l journals 1-3 No of patents registered 1-4 No. of granted research funds  2-1 List of students assignment to laboratories, Research topics of Lab and thesis topics of students, interviews to academic staff and students 2-2 Questionnaire and interview to employers of E-JUST graduates  3-1 List of technical staff &amp; CVs</p>	<p>Trained E-JUST staff will remain working for E-JUST.  The Egyptian government ensures legal status of E-JUST.</p>

<p>are recruited and play the expected function</p> <p>4. Collaboration between E-JUST and industries in Egypt and Japan is enhanced.</p> <p>5. Capacity of the senior management and the administrative staff of E-JUST to successfully manage the university are enhanced.</p> <p>6. Active Information dissemination of E-JUST (organization, research and education) to Egypt and to all over the world is undertaken.</p>	<p>selection criteria, is employed.</p> <p>3-2 Proficiency of all technical staff on research support and equipment operation and maintenance techniques is sufficiently improved</p> <p>3-3 Technology Management Department coordinates planning, procurement, installation and maintenance of equipment</p> <p>4-1 University-Industry linkage Task Team is organized and staffed with proper number of academic staff as well as professional, administrative and liaison staff.</p> <p>4-2 More than 50% of major companies around Alexandria area know the research areas of E-JUST which relates with their sector.</p> <p>4-3 At least 1 joint/contract research per program per year is conducted with industries (domestic/ foreign) in Egypt.</p> <p>5-1 E-JUST fulfills positions of senior managements and the administrative staffs</p> <p>5-2 Recruitment and training plan of human resources is prepared.</p> <p>5-3 E-JUST prepares a financial statement based on both Egyptian and international regulations.</p> <p>5-4 Long term financial strategy is prepared.</p> <p>5-5 More than 75% of the academic staff and students are satisfied with performance of university management and administration.</p> <p>6-1 E-JUST hosts at least one International symposium, conference ,etc. each year.</p> <p>6-2 At least 5 Memorandum of Understanding (MOU) on academic and research cooperation are signed with foreign universities and research institutions.</p> <p>6-3 E-JUST shares with JSUC the minutes of University Council ,etc.</p>	<p>3-2 Training result, interview with senior management &amp; Jpn professors</p> <p>3-3 Equipment inventory and maintenance log</p> <p>4-1 Organizational Chart, List of Staff and its CVs</p> <p>4-2 Questionnaire &amp; interview</p> <p>4-3 No. of joint/contract researches</p> <p>5-1 Organization statistics</p> <p>5-2 Human Resource Recruitment and development plan</p> <p>5-3 Financial statement and long term strategy</p> <p>5-4 Questionnaire &amp; Interviews to academic staff &amp; students</p> <p>6-1 No. of Int'l Symposium etc.</p> <p>6-2 No. of publicity &amp; student recruit tours</p> <p>6-3 No. of MOUs</p> <p>6-4 No. of shared Minutes of UC</p>	
<p>&lt;Activities&gt;</p> <p>1-1 To master appropriate methods to select research topics, manage researches, and operate &amp; maintain research equipment</p> <p>1-2 To conduct joint researches with Japanese universities, and universities and industries in Egypt</p>	<p>&lt;Input&gt;</p> <p>(1) Japanese Side</p> <p>1. Long Term Experts (Chief Advisor/Advisor to President, Project Advisor, Specialists in 3 fields, Project Coordinator)</p> <p>2. Short Term Experts</p>	<p>&lt;Pre-condition&gt;</p> <p>Organization, facilities, equipment</p>	

<p>1-3 To obtain Ph. D degree in Japan and to participate in short term training in Japan</p> <p>2-1 To customize and optimize Japanese style ORT to suit Egypt</p> <p>2-2 To formulate appropriate academic staff organization and curriculum in order to conduct ORT</p> <p>2-3 To conduct education program with ORT</p> <p>3-1 To formulate a selection criteria and employ competent technical staff</p> <p>3-2 To conduct training for technical staff on research support method and equipment O&amp;M techniques</p> <p>4-1 To design and establish a division specialized in university-industry collaboration (inc. acquisition &amp; maintenance of IPR) and to train its professional staff</p> <p>4-2 To conduct surveys to grasp demands of industries for human resources in science and technology field and R&amp;D by industries in Egypt</p> <p>4-3 To set up endowed courses which reflect needs of industries, and to receive lecturers from industries in Egypt and Japan</p> <p>4-4 To facilitate joint researches and contract researches with/from industries in Egypt</p> <p>4-5 To facilitate implementation of training courses (degree &amp; non-degree short courses) for company employees in Egypt</p> <p>4-6 To make suggestions to relevant government organizations to formulate a support mechanism for E-JUST in establishing effective linkage with industry</p> <p>5-1 To conduct observation to Japanese universities which promote progressive university management, and have dialogue with its senior management</p> <p>5-2 To conduct skill up training for administrative staff of E-JUST</p> <p>6-1 To actively organize international symposium and seminars on various topics of science and technology</p> <p>6-2 To promote result of E-JUST activities (research result, new style education system)</p> <p>6-3 To facilitate networking with world leading universities and research institutions in science and technology</p>	<p>3. Short Term Training Courses in Japan</p> <p>4. Provision of Equipment: Supplementary to GA Project</p> <p>5. Joint Research Expenses</p> <p>6. Others</p> <p>(2) Egyptian Side</p> <p>1. Assignment of Counterpart personnel (inc. CSAT research staff)</p> <p>2. Construction of campus, facilities and ancillary infrastructure works (electricity, water, roads, etc.)</p> <p>3. Activity costs of the Project Office (fixtures, stationeries, utilities)</p> <p>4. Operation and maintenance cost of facilities and equipment</p> <p>5. Others</p>	<p>and staff of CSAT remains closely affiliated with E-JUST</p>
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## プロジェクト・デザイン・マトリクス (第二ステージ)改定案

プロジェクト名: エジプト日本科学技術大学 (E-JUST) 設立プロジェクト

第二ステージ期間: 2010年2月 - 2013年10月12日 プロジェクト期間: 2008年10月13日 - October 12, 2013年10月12日

ターゲットグループ: E-JUSTの教職員

プロジェクトの要約	指標	入手手段	外部条件
<b>上位目標</b> E-JUST がエジプトや中東・アフリカ諸国の経済・社会発展をリードする非常に優秀な人材を持続的に輩出するようになる。	1. 10年以内に世界大学ランキングで500位以内にランクされる。 2. E-JUST 卒業生の卒業1年後の就職率が90%以上を持続する。	1. 世界大学ランキング 2. E-JUST 卒業生の就職記録	
<b>プロジェクト目標</b> E-JUST の基本理念を実践することにより、世界の科学技術系大学のなかでトップレベルの大学になるための基盤が確立する。	1. 工学分野における国際会議での発表数と国際ジャーナルでの掲載数が増え、エジプト国内大学の中で5位以内になる。 2. E-JUST が"Common Understanding"をエジプト日本間の公式な合意文書として維持する。	1. 高等教育省・科学研究省の統計 2. University Council の議事録	日エ政府がE-JUST新設の方針を継続する。
<b>成果</b> 1. E-JUST 教員の研究能力が国際水準まで向上する。  2. E-JUST 学生の実践的・創造的な研究能力が日本型の研究中心教育により涵養される。  3. 研究活動を支援する有能な技術職員が確保され、機能す	1-1 各プログラムにおいて本邦大学(在エの大学・企業の参加も含む)と毎年1件以上の共同研究が行われる。 1-2 各プログラムにおいて、年間1件以上の研究論文が国際ジャーナルに掲載される。 1-3 各プログラムにおいて、年間1、2件以上の研究論文が国際学会で発表される。 1-4 各プログラムにおいて、年間1、2件以上の研究奨学金が授与される。  2-1 全ての大学院生が各研究室の活動に参加し、学位論文を研究活動に基づき執筆する。 2-2 雇用者(産業界、研究機関、大学)の80%がE-JUST 卒業生は概して、より実践的で高い研究能力を有すると評価する。  3-1 選考基準を満たす技術職員が必要数雇用される。	1-1 共同研究数 1-2 国際学会等での発表数と国際ジャーナル等での掲載数 1-3 登録された特許数 1-4 研究奨学金の数  2-1 学生の研究室配属リスト、研究室の研究テーマリストと学生の論文タイトルリスト 2-2 E-JUST 卒業生の雇用主への質問票とインタビュー  3-1 技術職員リストと履歴書	1. 研修を受けたE-JUST職員が継続就労する。 2. エジプト政府がE-JUSTの法的位置づけを確立する



<p>る。</p> <p>4.E-JUST と在エジプトの産業界の連携が推進される。</p> <p>5. E-JUST 学長を中心とする経営層及び事務局の大学運営能力が向上する。</p> <p>6. E-JUST の組織・研究・教育について世界に向けて活発な情報発信がなされる。</p>	<p>3-2 全技術職員の研究支援方法・機材の維持管理方法にかかる習熟度が十分に向上する。</p> <p>3-3 技術部が機器の計画、調達、設置、保守を調整する。</p> <p>4-1 産学連携支援タスクチームが組織され、十分な数の教員・専門職・事務職が配置される。</p> <p>4-2 アレキサンドリア地域の主要企業の 50%以上が自社の関係する分野の E-JUST の研究領域を知っている。</p> <p>4-3 プログラム毎に在エジプト企業（国内・外資）との共同/委託研究が毎年最低 1 件実施される。</p> <p>5-1 経営層及び事務局職員が雇用される。</p> <p>5-2 人材の採用と訓練計画が準備される。</p> <p>5-3 国内ルールと国際ルールに基づく財務諸表を作成する。</p> <p>5-4 長期財務計画を作成する。</p> <p>5-5 教員と生徒の 75%以上が経営層と事務局による大学運営に満足する。</p> <p>6-1 E-JUST 主催で国際シンポジウム・国際会議等が毎年一回は開催される。</p> <p>6-2 海外の大学・研究機関との学術研究交流協定が最低 5 件締結される。</p> <p>6-3 University Council 等の議事録が E-JUST と JSUC の間で共有される</p>	<p>3-2 研修結果、上級管理者と日本人教授にインタビュー</p> <p>3-3 機器一覧表と管理ログ</p> <p>4-1 組織図、人員リスト、CV</p> <p>4-2 質問票、インタビュー</p> <p>4-3 共同/委託研究数</p> <p>5-1 組織の記録</p> <p>5-2 人材の採用と訓練計画</p> <p>5-3 財務諸表と長期財務計画</p> <p>5-4 教員・学生への質問票・インタビュー</p> <p>6-1 国際シンポジウム等の数</p> <p>6-2 広報・留学勸奨ツアーの回数</p> <p>6-3 学術交流協定数</p> <p>6-4 共有された議事録の数</p>	
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活動	投入	前提条件
<p>1-1 適切な研究課題設定や研究推進方法、研究機材使用法の習得</p> <p>1-2 本邦大学（在エジプトの大学・企業を含む）との共同研究の実施</p> <p>1-3 本邦での博士号取得と短期研修の実施</p> <p>2-1 日本型の研究中心教育のエジプトにおける最適化</p> <p>2-2 研究中心教育を実施するための適正な教員組織の整備とカリキュラムの構築</p> <p>2-3 研究中心の教育プログラムの実施</p> <p>3-1 技術職員の人選基準の策定と有能な人材の雇用</p> <p>3-2 技術職員を対象とした研究支援方法・機材の運用・維持管理方法に係る研修の実施</p> <p>4-1 産学連携支援担当部署（知的所有権の取得・管理を含む）の制度設計・設置と専門職員の研修</p> <p>4-2 在エジプト企業の科学技術分野での人材育成、研究開発等に係るニーズ調査</p> <p>4-3 在エジプト企業のニーズを反映した冠講座設置と企業講師受入の推進</p> <p>4-4 在エジプト企業との共同研究・委託研究（調査含む）の推進</p> <p>4-5 在エジプト企業の社員研修（学位取得、短期研修）の推進</p> <p>4-6 エジプト政府による E-JUST の産学連携の支援体制に対する提言</p> <p>5-1 E-JUST 経営層と先進的な大学経営を実践している国内支援大学の視察と同経営層との対話</p> <p>5-2 E-JUST 大学事務局職員のスキルアップ研修</p> <p>6-1 科学技術諸分野に係る国際セミナー・シンポジウムの積極的開催</p> <p>6-2 E-JUST の活動成果（研究成果、新たな教育スタイル等）の広報</p> <p>6-3 科学技術分野における世界的な大学・研究機関等とのネットワーク形成</p>	<p>(1) Japanese Side 日本側</p> <ol style="list-style-type: none"> <li>1. 長期専門家：6 人/年 （学長アドバイザー（短期シャトル型派遣？）、工学教育協力、3 分野専門家、</li> <li>2. 短期専門家：30 人/2 週間/年 （4 人/プログラム/年×7 プログラム+事務局 1 人）</li> <li>3. 国別研修：10 人/3 週間/年 （各プログラム教員×7 プログラム+経営層 2 名+事務局 1 人）</li> <li>4. 機材供与：研究機材 5000 万円プロジェクト車両 300 万円</li> <li>5. 共同研究費 2800 万円/年（100 万円/ラボ×4 ラボ/プログラム×7 プログラム）</li> <li>6. その他活動経費</li> </ol> <p>(2) Egyptian Side エジプト側</p> <ol style="list-style-type: none"> <li>1. C/P の配置（CSAT 研究員含む）</li> <li>2. E-JUST キャンパス・施設の建設</li> <li>3. プロジェクト事務局関連経費（執務室、公共料金、等）</li> <li>4. 資機材の運用・維持管理費</li> <li>5. その他活動経費</li> </ol>	<p>前提条件</p> <p>CSAT の組織・施設・機材・人員が E-JUST と密接な連携関係を保つ。</p>

4 . By-Laws

4 – 1 Board of Trustees By-Laws



EGYPT-JAPAN UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(E-JUST)

**BOARD OF TRUSTEES**

**BY-LAWS**

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Approved by The Second Board of Trustees Meeting on June 2<sup>nd</sup> , 2010

NEW BORG EL-ARAB

ALEXANDRIA, EGYPT

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# BOARD OF TRUSTEES

## BY-LAWS

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### INTRODUCTION

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#### By-laws of the Board of Trustees of E-JUST

1. The Government of Egypt will appoint the *initial* founding Board of Trustees' members from the Egyptian side. The Minister of Higher Education (MOHE) of Egypt shall submit his recommendations to the cabinet of ministers for final approval.
2. For the initial board, The Japanese members will be appointed by Japan and the recommended names should be transmitted to the Egyptian Ministry of Higher Education.
3. It is understood that this initial Board will be responsible for endorsing the issues of the University of E-JUST and its By-laws as outlined in the scope of duties of the Board.
4. The total number of members is chosen initially to be 15 in order to facilitate the coordination of all members' timetables.

#### ARTICLE 1: POWERS OF THE BOARD OF TRUSTEES

- 1.1 The Board of Trustees has all the powers necessary or convenient to perform its duties and achieve the objects and purposes of the University, including, without limiting the generality of the foregoing power:
  - (a) to appoint and remove the President of the University,
  - (b) to approve the recommendations of the President for the appointment of the Provost and Vice-Presidents, and
  - (c) to approve By-laws, rules and regulations in respect of all such matters as may seem necessary or advisable for the management, conduct and control of the University .

#### ARTICLE 2: BOARD OF TRUSTEES DUTIES

- 2.1 Subject to the Charter of the University, the Board of Trustees shall have supreme control over the University, including every college, school, and academic department, division and center thereof, and any other entity that is part of E-JUST. There will be full coordination between the Board activities and those of E-JUST Foundation.

2.2 The duties of the Board of Trustees shall include:

- Stating, amending, and revising the University mission, vision and objectives,
- Approving of strategic plans and goals,
- Approving academic policies,
- Conferring academic degrees,
- Approving and monitoring general policy,
- Monitoring operational management,
- Approving University operating manual and any changes therein,
- Adopting an annual plan of financial operation for the entire University, Upon recommendation of the University Council,
- Reviewing and approving of evaluation and accountability results,
- Approving the University annual budget and the final account,
- Approving opening new Faculties, Departments, Centers, academic degrees, and study programs,
- Planning accreditation and quality assurance,
- Appointing the President of the University, and,
- Assisting and providing leadership in raising funds for the University.

2.3 The Board of Trustees reserves to itself some corporate powers not delegated to officers or subordinate bodies within the University pursuant to the By-laws or other action of the Board, or those incidental powers reasonably necessary to the implementation of the powers so delegated.

### **ARTICLE 3: MEMBERSHIP OF THE BOARD OF TRUSTEES**

3.1 Membership of the Board is composed of between 15 to 25 members.

3.2 The number of members is always an odd number.

3.3 The **initial** Board is composed of 15 members only;

- Seven trustees members from Japan, of which three are *ex officio* members from Japan.
- Eight trustees members from Egypt, of which three are *ex officio* members from Egypt representing Ministry of Higher Education(MOHE), Ministry of Foreign Affairs(MOFA) and Ministry of International Cooperation(MOIC).
- The President of the University shall be an *ex officio* member of the Board and shall have no voting power and shall respect the independence of the board.

3.4 Subsequently to the initial Board of Trustees, if the Board wishes to increase the number of trustees up to the maximum of 25 members, then the additional members are appointed such that the balance between both Egyptian and Japanese sides is preserved.

3.5 The actual number of members in subsequent Boards is determined by the standing Board.

3.6 Members are elected by the Board except the Six *ex-officio* members, who are appointed

by their respective Governments.

- 3.7 The minimum age for a trustee is twenty-one years, and the age limitation is seventy-eight years.
- 3.8 Board of Trustees members, apart from the president of the university, are not allowed to be employed or hold any positions in E-JUST.
- 3.9 A trustee can be removed from office, for adequate cause shown, at any regular or special Board meeting, by a vote of two-thirds of the entire Board.

#### **ARTICLE 4: TERMS**

- 4.1 The term of each Board is 3 years.
- 4.2 The regular term of all Board trustees shall commence on first of July except for the first Board, which will serve until first of July then a term of 3 years. Such trustees shall hold office until the expiration of the term for which each is appointed or elected. The terms of *ex officio* trustees shall commence upon their qualification for office.
- 4.3 Non *ex officio* trustees shall be divided into three approximately equal groups. Each year one of the groups shall go out of office and successors shall be elected. Only members of the first Board of Trustees will remain for a complete term of 3 years and then be divided randomly into three groups and the ordinary renewable process will take place.

#### **ARTICLE 5: VACANCIES**

- 5.1 A vacancy in the membership of the Board caused by resignation, age limitation, death, or otherwise than by expiration of term may be filled for the balance of the unexpired term, in the same manner as a vacancy caused by normal expiration of term.

#### **ARTICLE 6: HOLDOVER**

- 6.1 Each trustee shall hold office until the expiration of the term for which the individual is elected or appointed, unless the incumbent's term of office is terminated at an earlier date by operation of these By-laws or by action of the Board of Trustees or by resignation.

#### **ARTICLE 7: QUORUM**

- 7.1 For the transaction of all businesses of the Board of Trustees, more than half of the number of the Board of Trustees members shall constitute a quorum.

7.2 A majority vote consists of the vote of a quorum except if otherwise stated in this document.

## **ARTICLE 8: MEETINGS**

- 8.1 There shall be at least two regular meetings of the Board of Trustees each year, to be held at times and places which shall be fixed by the Board. The Secretary of the Board shall give written notice of the time and place of regular meetings to each member of the Board at least sixty days in advance of the date fixed.
- 8.2 Special meetings of the Board may be called by the Chairperson of the Board of Trustees, or if requested by the President of E-JUST, or by the University Council, or if requested by more than fifty percent of the Trustees.
- 8.3 In the case of a special meeting, notice of the time, place and purpose of the meeting shall be given by the Secretary to each member of the Board, by written notice mailed not later than one month prior to the day fixed for such meeting.
- 8.4 Except as otherwise provided by law or these By-laws, the vote of a majority of the trustees present at the time of the vote, if a quorum is present at such time, shall be the act of the Board. All votes are by secret ballot where the identity of a voter is not revealed.
- 8.5 Board meetings may be held by means of video or telephone conference or similar communications equipment which allows all members participating in the meeting to hear each other at the same time. Participation by such means shall constitute presence in person at a meeting.
- 8.6 Trustees not able to attend a meeting can delegate another trustee to vote on their behalf, by granting the trustee a duly signed letter of delegation. The letter of delegation/proxy is submitted to the Secretary of the Board before the meeting.
- 8.7 Any trustee can carry up to two such letters of delegation/proxies by other trustees for a particular meeting.
- 8.8 The Chairperson of the Board of Trustees does not have any special voting privileges and his/her vote counts as one vote, except in case of a tie vote, the chairperson makes the decision.
- 8.9 No other persons are allowed to attend Board of Trustees meetings except by invitation from either the Board of Trustees Chairperson or by the board Vice Chairperson.
- 8.10 Trustees members are not allowed to delegate others to attend Board of Trustees meetings except as specified in article 8.9 or vote on their behalf except as specific in article 8.6.

## **ARTICLE 9: AD-HOC COMMITTEES**

- 9.1 The Board may form permanent or special-purpose committees from among its members and others to study the subjects presented to the Board and provide recommendations.
- 9.2 No committee shall undertake any executive actions on behalf of the Board of Trustees.
- 9.3 All committees' recommendations are submitted to the Board of Trustees for approval and



endorsement

- 9.4 The Chairperson of the Board and the President of the University shall be *ex officio* members of all standing committees except that the President shall not be a member of any Audit Committee and the President Selection Committee.

#### **ARTICLE 10: NOMINATION AND ELECTION OF TRUSTEES BY THE BOARD**

- 10.1 There should be at least one nomination for each vacancy to be filled. Any individual trustee may nominate one candidate for each vacancy. All nominations must be filed with the Office of the Secretary of the Board of Trustees in writing not less than thirty days before the meeting at which the election is to be held.
- 10.2 Written notice of such proposed election, together with the names of all nominees, shall be sent to all trustees at least twenty days before such meeting.
- 10.3 Election of trustees by the standing Board shall be by secret ballot containing the names of all persons nominated, duly had by the Secretary of the Board.
- 10.4 The concurring vote of a majority of the entire Board shall be necessary to elect a trustee. Up to three rounds of votes shall be held.

#### **ARTICLE 11: OFFICERS OF THE BOARD OF TRUSTEES**

- 11.1 Chairperson: There shall be a Chairperson of the Board of Trustees, whom the Board shall elect by secret ballot from its membership for a term of three years or for the remainder of the individual's term as trustee, whichever is shorter.
- No trustee shall be elected to this post who shall have attained the age of seventy five years, and the term of a Chairperson attaining the age of seventy eight years shall cease with the close of the fiscal year in which that age is attained.
- The Chairperson shall exercise the usual functions of a presiding officer.
- 11.2 Vice Chairpersons: There may be one or more Vice Chairpersons of the Board elected by ballot by the Board from its membership. A Vice Chairperson shall be nominated by the Board and shall be elected for a term of one year unless another term is designated at the time of election. A Vice Chairperson shall perform such duties as the Board may prescribe from time to time, and shall be subject to the same age limitations as the Chairperson.
- 11.3 Secretary of the Board of Trustees: The Secretary for the Board shall be elected from among the trustees for a term of one year, renewable for similar periods. His/her task performs as the By-laws. The Secretary shall keep a record of the proceedings of the Board and shall send a copy thereof to each member of the Board.

## **ARTICLE 12: COUNCIL OF PATRONS OF E-JUST**

- 12.1 The Council of Patrons of E-JUST is intended to facilitate and encourage funding activities as well as interaction with society,
- 12.2 Membership of this council is by appointment by the Board of Trustees and is composed of prominent individuals of international stature who are able to contribute to the sustainability of E-JUST.
- 12.3 The council is composed of between 50 and 200 members, some of which are *ex-officio*, and meets once a year by invitation from the Board of Trustees.
- 12.4 The Council of Patrons is headed by the President of the University.

*It is noteworthy to emphasize that this council does not have any claims of ownership of assets or any executive or management duties and rights.*

## **ARTICLE 13: AMENDMENT OF THESE BY-LAWS**

- 13.1 These By-laws may be amended at any meeting of the Board of Trustees, but only by the concurrent vote of two-thirds of the entire Board of Trustees.
- 13.2 The members of the Board shall have been notified at least thirty days in advance of the meeting as to the substance of amendments to be presented.



5<sup>th</sup> BOT – Doc 3



EGYPT-JAPAN UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(E-JUST)

**Proposed Modification to BoT Bylaws  
Regarding the “BoT Secretary”**

Submitted for Approval by Fourth Board of Trustees Meeting

March 3<sup>rd</sup> , 2012

NEW BORG EL-ARAB  
ALEXANDRIA, EGYPT

Borg El Arab 9 September 2011

**Recommendation for a Proposal for Amendment of Board of Trustees by-laws**

**Re: Position of the Secretary of the Board.**

In view of the experience gathered after almost 2 years of practical implementation of BOT governance, it is observed that the executive and administrative burden of carrying out the daily and routine tasks of the BOT need to be reconsidered.

The Proposal submitted herewith is to appoint the E-JUST Vice President of Support Functions as the Ex Officio Secretary of the BOT.

This will have the following advantages:

- 1- It will free any BOT members from any burden of executive action.
- 2- It will make all physical and human resources of E-JUST available to the BOT.
- 3- It will strengthen the administrative links between the Board and the University and improve accountability.
- 4- It will eliminate any financial burdens from the BOT.

The following amendment to the by-laws of the Board of Trustees are suggested for article 11.3

Article 11.3 of BOT By-laws:

11.3 Secretary of the Board of Trustees: The Secretary for the Board shall be elected from among the trustees for a term of 1 year, renewable for similar periods. His/her task performs as the By-laws. The Secretary shall keep a record of the proceedings of the Board and shall send a copy thereof to each member of the BOT.

Proposed Amendment Replace article 11.3 with:

*11.3 Secretary of the Board of Trustees: The Vice President for Support Services of E-JUST shall be the ex officio Secretary of the Board. The Secretary shall keep a record of the proceedings of the Board and shall send a copy thereof to each*

*member of the Board. The Secretary shall, under the general direction of the President, perform such other duties as the Board may assign from time to time. The secretary has no voting power in the Board of trustees.*

As per Article 13, amendments of these bylaws require approval by two thirds of the BOT members and a thirty day notice.

The process could be carried out by mail ballot initiated by the Bot Chairman.

Amir Wassef,  
E-JUST  
Advisor to the President,  
International and External Relations



# Egypt – Japan University of Science and Technology

## ENGINEERING POSTGRADUATE PROGRAMS

M.Sc. & Ph.D. DEGREES  
BYLAWS, CURRICULUM AND  
COURSES OUTLINES

E-JUST Executive Committee  
29/7/2009



تأسست بالقرار الجمهورى رقم 149 الصادر فى 30 مايو 2009

EGYPT- JAPAN UNIVERSITY  
OF  
SCIENCE AND TECHNOLOGY  
E-JUST

ENGINEERING POSTGRADUATE  
PROGRAMS

M.Sc. & Ph.D. Degrees

BYLAWS, CURRICULUM AND COURSES  
OUTLINES

July, 2009

NEW BORG EL-ARAB  
ALEXANDRIA, EGYPT

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# EGYPT-JAPAN UNIVERSITY OF SCIENCE AND TECHNOLOGY E-JUST

## ARTICLE-1

### **E-JUST VISION:**

**“EJUST enjoys a status of national and International recognition as**

- a first class international academic institution known worldwide for the high standards of its educational system, the high standard of its graduates and for the achievements of its research centers;
- a world class Center of Excellence for higher education and research with regional and global reach;
- one of the top international universities within 10 years; and
- a success story and a living proof of Egyptian–Japanese cooperation that promotes human development in the region and the world.”

## ARTICLE-2

### **E-JUST MISSION:**

- To become a role model for postgraduate education and research institutions in Egypt by fostering the Japanese educational standards, policies, and systems. In this regard, E-JUST will foster links of collaboration between Egyptian and Japanese academic institutions.
- To direct efforts for making academic degrees awarded to E-JUST graduates enjoy a status of international recognition and accreditation by Japanese, local and international accrediting bodies.
- To contribute to the enhancement/improvement of human resources in the region by providing superior education, and to offer pragmatic and

innovative solutions to address human needs through outstanding products and services.

- To promote and support the establishment of strong business, technical and commercial ties between Japanese industries and organizations, and their counterparts in countries and regions which are served by E-JUST.

### **ARTICLE-3**

#### **E-JUST OBJECTIVES:**

- To implement state of the art educational systems based on Japanese academic concepts founded on project-based and problem based learning.
- To introduce modern and advanced interdisciplinary academic programs.
- To establish Centers of Excellence for basic and applied research related to community, industry and the environment.
- To promote multidisciplinary team work skills.
- To build partnerships with key Japanese academic and research institutions as well as industrial companies for conducting applied research, exposing the students and faculty to real life research activities, and getting acquainted with the Japanese systems know how and technology.
- To build strong interaction mechanisms with the local and regional industries.

# GRADUATE SCHOOLS OF ENGINEERING

## ARTICLE-4

### GRADUATE SCHOOLS

The university in its first phase is constituted of three graduate schools, which include seven departments of multidisciplinary Engineering specializations, namely:

1. Graduate School of Electronics , Communications and Computer Engineering:
  - a. Department of Electronics and Communications Engineering
  - b. Department of Computer Science and Engineering
2. Graduate School of Innovative Design Engineering:
  - a. Department of Mechatronics and Robotics Engineering.
  - b. Department of Industrial Engineering and Management Systems.
  - c. Department of Materials Science and Engineering
3. Graduate School of Energy ,Environmental and Process Engineering:
  - a. Department of Energy Resources and Environmental Engineering
  - b. Department of Chemicals and Petrochemicals Engineering

## ARTICLE-5

### DEGREES AWARDED

The university, upon the request of the respective graduate school council, awards the following degrees:

- Master of Science (M. Sc) degree in one of the following specializations:
  1. Electronics and Communications Engineering
  2. Computer Science and Engineering

3. Mechatronics and Robotics Engineering
  4. Industrial Engineering and Management Systems
  5. Materials Science and Engineering
  6. Energy Resources and Environmental Engineering
  7. Chemicals and Petrochemicals Engineering
- Doctor of Philosophy (Ph. D) degree in one of the following specializations:
    1. Electronics and Communications Engineering
    2. Computer Science and Engineering
    3. Mechatronics and Robotics Engineering
    4. Industrial Engineering and Management Systems
    5. Materials Science and Engineering
    6. Energy Resources and Environmental Engineering
    7. Chemicals and Petrochemicals Engineering

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**ARTICLE 6**

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**ACADEMIC SEMESTERS AND REGISTRATION**

1. The academic year is divided into three semesters:
  - The Fall semester starts at the beginning of the fourth week of September and continues for 15 weeks
  - The Spring semester starts at the beginning of the third week of February and continues for 15 weeks
  - The Summer semester, which is a condensed semester, starts at the beginning of the first week of July and continues for 6 weeks
2. The registration for any degree should take place during the two weeks preceding each semester, after satisfying all registration requirements and the payment of tuition fees approved by the university.

## ARTICLE -7

### GENERAL ADMISSION REQUIREMENTS

1. To register for an M. Sc. degree, the student must possess a Bachelor degree in Engineering, in a specialization related to one of those cited in Article -5, from an Egyptian university or any other academic institution (in Egypt or abroad) recognized by the Supreme Council of Universities (SCU) in Egypt.
2. To register for a Ph. D. degree, the student must possess an M. Sc. degree in Engineering, in a specialization related to one of those cited in Article -5, from an Egyptian university or any other academic institution (in Egypt or abroad) recognized by the Supreme Council of Universities (SCU) in Egypt
3. The student should complete and submit to the registration office, all required documents approved by the respective graduate school council.
4. The student should satisfy all other requirements approved by the respective graduate school council such as passing successfully entrance examinations and interviews
5. The student should be fully unoccupied for his study in the university.

## ARTICLE -8

### TUITION FEES

1. The university council determines the tuition fees annually
2. The student pays the tuition fees at the beginning of the Fall and Spring semesters
3. The registration of a student in a semester is terminated if he/she does not pay the tuition fees during 3 weeks from the beginning of that semester
4. The student enrolled in a program and intended to withdraw from the program, cannot regain the tuition fees that he has paid

## **ARTICLE -9**

### **ACADEMIC ADVISOR**

The related department council assigns an academic advisor of the rank of professor or associate professor, for each graduate student. The academic advisor will be responsible for:

- Advising the student during his /her course work
- Helping the student to choose the elective courses relevant to the field he/she wishes to study.
- Recommending to the related department council (for its approval) any additional undergraduate courses that, in the opinion of the academic advisor, the student has to take.

## **ARTICLE -10**

### **STUDY SYSTEM**

The study in the graduate programs is in credit hours. The regulations and requirements are indicated in Articles -11 through -15

## **ARTICLE -11**

### **GRADUATE COURSES**

1. A credit hour of any course is equivalent to contact hours of 50 minutes weekly throughout a full semester (15 weeks)
2. The student can register, in the Fall or Spring semester, in courses of up to 12 credit hours, and no less than 3 credit hours.
3. The student can register, in the Summer semester, in courses of up to 3 credit hours.
4. All graduate courses are taught in 15 weeks in the Fall and Spring semesters.
5. Courses of special nature can be condensed and taught in 6 weeks in the Summer semester (7.5 hours lectures per week)
6. The graduate courses are divided into:



- Courses of 500- level for master of science ( M.Sc.) Students
  - Courses of 600-level for doctor of philosophy (Ph.D.) students
  - Courses of 700 - level, having project or research nature, for M. Sc. and Ph. D. students
  - Courses of 800-Level for M.Sc. Thesis and Ph.D. Thesis.
7. The M. Sc. Student, with the aid of his academic advisor, is allowed to select 600-level courses of up to 6 credit hours, provided their prerequisites are satisfied.
  8. The Ph. D. Student, with the aid of his academic advisor, is allowed to select 500-level courses of up to 6 credit hours, provided he/she has not studied these courses and benefited of their credit hours in his M. Sc. Degree.

#### **ARTICLE -12**

#### **COURSE ADD / DROP / WITHDRAW**

1. The student can add and / or drop courses during the first two weeks of a semester
2. The student is allowed to withdraw from a course during the first eight weeks of a full semester and during the first three weeks of the Summers semester

#### **ARTICLE -13**

#### **COURSE ATTENDANCE**

The student is required to attend at least 75% of the lectures and other course activities. A student is deprived from attending the final examination of any course that he/she has not fulfilled the attendance requirements.

## ARTICLE -14

### COURSE CODES

The graduate courses are coded according to the following scheme:

PPP	L	N	N
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**PPP**: Postgraduate program code

**L** : Course level ( M.Sc. : 5 , Ph.D. : 6 , Project / seminar :7)

**NN** : Sequence of course among its specialized group

Programs	Code
Electronics and Communications Engineering	ECE
Computer Science and Engineering	CSE
Mechatronics and Robotic Engineering	MTR
Industrial Engineering and Management Systems	IEM
Materials Science and Engineering	MSE
Energy Resources and Environmental Engineering	EEE
Chemicals and Petrochemicals Engineering	CPE

## ARTICLE -15

### GRADING SYSTEM

1. The Grade Point Average (GPA) and the corresponding grade for each course taken by the student are calculated according to the following table:

Grade	GPA	Literal Grade	Percentage
A+	4.00	Excellent	≥ 95%
A	3.70		≥ 90% -less than 95%
B+	3.30	Very good	≥ 85%-less than 90%
B	3.00		≥ 80%-less than 85%
C+	2.50	Good	≥ 75%-less than 80%
C	2.00		≥ 70%-less than 75%
D+	1.70	Pass	≥ 65%-less than 70%
D	1.00		≥ 60%-less than 65%
F	0.00	Fail	Less than 60%
I	–	Incomplete	–
W	–	Withdrew	–
FX	–	Fail-Absent	–
AU	–	Audit	–

- The total grade points of a course is calculated as its GPA multiplied by the number of credit hours of that course
- The Cumulative Grade Point Average (CGPA) is calculated according to the following formula:

$$\text{CGPA} = \frac{\text{Sum of total grade points of all courses attempted}}{\text{total credit hours attempted}}$$

- The student is not allowed to withdraw from a course after the eighth week in a full semester and after the third week of the Summer semester. Also, the student is not allowed to attend the final

examination in any course if his/her absence record exceeds 25% in that course. In such cases, a "FX" will be assigned to the course in the student transcript and it will not be accounted in calculating the CGPA.

5. The student will receive a grade "I" (Incomplete), if he/she cannot complete the entire course requirements for conditions beyond her/his control. The student must have completed at least 70% of these requirements. In this case, the course instructor has to sign a designated form and handle it to the respective graduate school council. The student should be evaluated before the end of the tenth week of the next academic semester and his/her grade will be modified from "I" to the new grade, in such a case, the maximum grade allowed is "B". During this period, if the student is not able to complete the course requirements, an "FX" grade will be assigned to the course in the student transcript and it will not be accounted in calculating the CGPA.
6. The student is allowed to re-register in the failed courses or any other passed courses to improve his/her CGPA for one time only.

## **ARTICLE -16**

### **COURSE EVALUATION**

Each course is evaluated according to the following guidelines:

1. 50% of the total marks of the course is assigned to the final written examination
2. 20% of the total marks of the course is assigned to a mid-term written examination
3. 30% of the total marks of the course is assigned to other activities such as assignments, projects, presentations, etc.
4. The written examinations of the 700-level courses, can be replaced with a final oral examination.

# MASTER OF SCIENCE DEGREE REGULATIONS

## ARTICLE -17

### ADMISSION REQUIREMENTS

Students are accepted for registration in the M.Sc. programs according to the following rules:

1. The student should have a very good academic record in the related undergraduate program's major and hold a Bachelor degree with a GPA of at least 3 (Grade B), or a Bachelor degree with a GPA of 2.5 or higher with at least one year experience in the relevant field recognized and approved by the University Council.
2. The student with a Bachelor degree in a different specialization may be admitted for registration in a specific graduate program. In this case, that student will be required to take a number of undergraduate courses as determined by the respective graduate school council. The student should pass successfully these courses before registering in the program.
3. Students from countries in which the official language is not English are required to submit official evidence of English language proficiency or to pass an English language test approved by E-JUST. The standardized test that a student may take is the international Test of English as a Foreign Language (TOEFL). A valid (maximum two years before the first registration) TOEFL score of 550 or higher is required.
4. The student should pass successfully the interviews, oral and written examinations required for admission to the program.
5. The student is required to pay the predetermined tuition fees approved by the university council or he/she should be supported by a scholarship or a grant.

## ARTICLE -18

### STUDY LENGTH

The student can complete the Master program study and obtain the degree in a period of at least two academic years and of no more than four academic years.

## ARTICLE -19

### DEGREE REQUIREMENTS

1. To obtain a Master degree, the student is required to complete a total of 36 credit hours including 18 credit hours for the course work and 18 credit hours for the thesis.
2. A minimum GPA of 2.0 in each course and a minimum CGPA of 2.5 in all the course work, are required.
3. Publishing at least one original paper in a specialized international Journal, or in a well recognized international conference, is a prerequisite condition before defending the thesis.

## ARTICLE -20

### COURSE TRANSFER

The respective graduate school council can allow the student to transfer 6 credit hours (or as approved by the university council), if he/she passed those courses with, at least, grade "B" during his/her study in an equivalent non-terminating program in another faculty or University. The transferred courses must be equivalent to similar courses in the master program of the related department. In this case, the courses will not be included in calculating the CGPA for the student and will just be pointed to in the student transcript as transferred courses and will be accounted for the credit hour requirements.

## ARTICLE -21

### ADVISORY COMMITTEE

1. After fulfilling all the course work requirements mentioned in Article -19, the student can register in the thesis work after the assignment of an

- advisory committee approved by the respective graduate school council
2. The academic advisor requests the related department council to replace the academic advisor with an advisory committee, in which he/she will be a member
  3. The advisory committee consists of at least two faculty members, one of whom must be of the rank of professor. The role of the committee is to approve the research topic and plan, and provide guidance to the student throughout his research work
  4. If the student needs to do research in an academic institution or organization other than E-JUST, the respective graduate school council may include a specialist from that institution or organization in the advisory committee
  5. Upon a request from the senior supervisor and a recommendation from the related department council, the respective graduate school council may amend the advisory committee by addition or removal or both.
  6. At the end of every academic year, the senior supervisor submits to the related department council a report on the advancement of student's research work. The senior supervisor can recommend either the continuation of the student's enrollment or its termination.

## **ARTICLE -22**

### **THESIS EXAMINATION COMMITTEE**

1. After finishing the research work and writing the thesis, and before appointing the thesis examination committee, the student should present the results of the research before the advisory committee.
2. Presenting at least one paper in a specialized international conference, or preparing a paper for publication in a specialized journal, is a prerequisite condition before defending the thesis.
3. Upon the request of the senior supervisor and a recommendation from the related department council, the respective graduate school council appoints a committee to judge and publicly discuss the thesis. The

committee consists of no more than two supervisors, one of whom is the senior supervisor, both accounting for a single vote, and at least two external members chosen amongst university professors, ex-university professors or persons of the same scientific level. The thesis examination committee is headed by the senior member of the committee.

4. When the thesis is approved from the thesis examination committee, the student is considered to have fulfilled all the requirements for the master degree. The thesis evaluation is not included in calculating the final CGPA for the student. Only its passing will be pointed to in the final certificate.
5. After holding the thesis judgment and fulfilling all the Master degree requirements, the respective graduate school council recommends granting the M. Sc. degree in Engineering in the field of specialization in which the student is registered.

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#### **ARTICLE -23**

### **ENROLMENT TERMINATION AND RE-REGISTRATION**

The student's enrolment is terminated when:

1. The student requests to withdraw from the program.
2. The student exceeds the number of fail times (twice) in a course or more or he/she shows an inability to fulfill the conditions stated in the Article -19.
3. The student interrupts her/his studies or show lack of seriousness in the research, based on a report from the senior supervisor
4. The student exceeds the four academic years legal period for registration. However, the respective graduate school council, upon a request from the senior supervisor and a recommendation from the related department council, may allow an extension for one academic year.
5. The student does not settle her/his tuition fees according to the university rules.



6. The student, whose registration is terminated in any Master program, cannot re-register in the same program or in any other program before one academic year from the date of registration termination. The student, upon an approval of the respective graduate school council can transfer 6 credit hours at most from courses passed in the previous registration.

# DOCTOR OF PHILOSOPHY DEGREE REGULATIONS

## ARTICLE -24

### ADMISSION REQUIREMENTS

Students are accepted for registration in the Ph. D. programs according to the following rules:

1. The student should have a very good academic record in both the undergraduate and Master programs; holds a bachelor's degree and an M.Sc. degree (thesis-based), with a GPA of 3 or higher, in a related field of study.
2. Students from countries in which the official language is not English are required to submit official evidence of English language proficiency or to pass an English language test approved by E-JUST. The standardized test that a student may take is the international Test of English as a Foreign Language (TOEFL). A valid (maximum two years before the first registration) TOEFL score of 550 or higher is required.
3. The student should pass successfully the interviews, oral and written examinations required to be admitted to the program.
4. The student is required to pay the predetermined tuition fees approved by the university council or he/she should be supported by a scholarship or a grant.

## ARTICLE -25

### STUDY LENGTH

The student can complete the Ph. D. program study and obtain the degree in a period of at least three academic years and of no more than five academic years.

## **ARTICLE -26**

### **DEGREE REQUIREMENTS**

1. To obtain a Ph. D. degree, the student is required to complete a total of 48 credit hours including 18 credit hours for the course work and 30 credit hours for the thesis.
2. A minimum GPA of 2.0 in each course and a minimum CGPA of 2.5 in all the course work, are required.
3. The student, before registering for the thesis work, should write an acceptable "Thesis Protocol" and pass successfully a qualifying examination
4. Publishing at least two original papers in specialized international Journals, or in well recognized international conferences, is a prerequisite condition before defending the thesis.

## **ARTICLE -27**

### **COURSE TRANSFER**

The respective graduate school council can allow the student to transfer 6 credit hours (or as approved by the university council), if he/she passed those courses with, at least, grade "B" during his/her study in an equivalent non-terminating program in another faculty or University. The transferred courses must be equivalent to similar courses in the Ph.D. program of the related department. In this case, the courses will not be included in calculating the CGPA for the student and will just be pointed to in the student transcript as transferred courses and will be accounted for the credit hour requirements

## **ARTICLE -28**

### **ADVISORY COMMITTEE**

1. After fulfilling all the course work requirements mentioned in Article -26, the student can register in the thesis work after the assignment of an advisory committee approved by the respective graduate school council

2. The academic advisor requests the related department council to replace the academic advisor with an advisory committee, in which he/she will be a member
3. The advisory committee consists of at least two faculty members, one of whom must be of the rank of professor. The role of the committee is to approve the research topic and plan, and provide guidance to the student throughout his research work
4. If the student needs to do research in an academic institution or organization other than E-JUST, the respective graduate school council may include a specialist from that institution or organization in the advisory committee
5. Upon a request from the senior supervisor and a recommendation from the related department council, the respective graduate school council may amend the advisory committee by addition or removal or both.
6. Upon the proposal of the senior supervisor, the respective graduate school council specifies the general field of research for the student
7. At the end of every academic year, the senior supervisor submits to the related department council a report on the advancement of student's research work. The senior supervisor can recommend either the continuation of the student's enrollment or its termination.

## **ARTICLE -29**

### **QUALIFYING EXAMINATION**

1. Before registering for the thesis work, the student should pass successfully a qualifying examination and prepare an acceptable "Thesis Protocol". Upon the request of the senior supervisor and a recommendation from the related department council, the respective graduate school council assigns a qualifying examination committee for the student, consisting of five professors or associate professors; one of them is the senior supervisor. The task of this committee is to prepare and specify the date of the written and oral qualifying examinations for the student.

2. If the student fails in the qualifying examination and/or in preparing an acceptable "thesis protocol", he/she can repeat it just for one more time in a later date specified by the qualifying examination committee.

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**ARTICLE -30**

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**THESIS EXAMINATION COMMITTEE**

1. After at least two academic years from the completion of the course requirements and writing the thesis, the senior supervisor submits the following documents to the related department council for subsequent submission to the respective graduate school council:
  - A report of suitability of the thesis for defense displaying its academic and research level and the new scientific contributions presented in the thesis.
  - A request for the appointment of the thesis examination committee.
2. Before appointing the thesis examination committee, the student must publish at least two original papers, from the research work presented in his/her thesis, in specialized international Journals or well recognized international conferences.
3. Upon the request of the senior supervisor and a recommendation from the related department council, the respective graduate school council appoints a committee to judge and publicly discuss the thesis. The committee consists of no more than two supervisors, one of whom is the senior supervisor, both accounting for a single vote, and at least two external members chosen amongst university professors, ex-university professors or persons of the same scientific level. The thesis examination committee is headed by the senior member of the committee.
4. After the appointment of the thesis examination committee, the student has to prepare a seminar before the advisory committee to present the research results and to prepare for the final examination before the thesis examination committee.

5. If the individual reports from the thesis examination committee members are positive in favor of the thesis, the following actions are taken:
  - The graduate school council sets a date for public discussion and defense of the thesis based on the request of the senior supervisor.
  - The thesis defense is carried out in the set date with the presence of all the members of thesis examination committee. If two members from the advisory committee are nominated in the thesis examination committee, the thesis defense can be held with the presence of only one of them.
6. After holding the discussion, the thesis examination committee presents a collective report on the discussion. It may recommend that the thesis be returned to the student to complete whatever deficiency it considers. A period of no more than one academic year can be granted to the student to finish what she/he was asked to do. At the end of that period, the committee re-discusses the thesis. The thesis evaluation is not included in calculating the final CGPA for the student. Only its passing will be pointed to in the final certificate.
7. The respective graduate school council recommends granting the Ph.D. degree in the field of specialization to the student, based on the recommendations and in the light of the individual and collective reports of the thesis examination committee.

#### **ARTICLE -31**

### **ENROLMENT TERMINATION AND RE-REGISTRATION**

The respective graduate school council terminates a student's enrollment for a Ph.D. degree in the following cases:

1. The student requests the termination of his/her registration.
2. The student exceeds the number of fail times (twice) in a course or more or he/she shows an inability to fulfill the conditions stated in the Article -26.

3. The student fails twice in the qualifying examination or in preparing a thesis protocol.
4. The student interrupts her/his studies or shows a lack of seriousness in the research, based on a report from the senior supervisor.
5. The student exceeds the five academic years legal period for registration. However, the respective graduate school council, upon a request from the senior supervisor and a recommendation from the related department council, may allow an extension for one academic year.
6. The student does not settle her/his tuition fees according to the university rules.
7. The student, whose registration is terminated in any Ph.D. program, cannot re-register in the same program or in any other program before one academic year from the date of registration termination. The student, upon an approval of the respective graduate school council can transfer 6 credit hours at most from courses passed in the previous registration.

# 1-ELECTRONICS AND COMMUNICATIONS ENGINEERING PROGRAM

## ARTICLE- 32

### INTRODUCTION

The Electronics and Communications Engineering graduate program is aimed to provide advanced analytical as well as technological knowledge in various fields of Electronics and Communications systems. This is to provide awareness of research in engineering sciences, and to encourage the development of inventiveness while searching for engineering solutions to technical problems. The program includes a number of core as well as elective courses, which permit the students to specialize in a particular area. The integrated skills of Electronics and Communications engineers are becoming increasingly valuable to the industry, especially in areas of: Electronic Design Automation (EDA) Tools Development, VLSI Design, Radio Frequency (RF) Integrated Circuit Design, Wired and Wireless Communication Systems and Networks, Signal Processing, and Microwave Wave Engineering.

## ARTICLE- 33

### MISSION

1. To provide a high- quality, effective and efficient research environment.
2. To prepare future researchers able to perform multiple tasks efficiently.
3. To prepare qualified researchers capable to apply the state-of-the-art techniques in Electronics and Communications engineering to improve product quality and system performance.
4. To prepare qualified researchers capable to lead research teams in RD&I industrial sectors.
5. To give an equal opportunity for students from all countries to enroll postgraduate programs.



## ARTICLE- 34

### OBJECTIVES

1. Provide the graduate students with profound knowledge of a specialization area in Electronics and Communications Engineering, and familiarity with allied areas.
2. Provide the graduate students with competence in performing independent research, in communicating effectively, and in learning independently.
3. Sets an example for advanced research at E-JUST, in Egypt, and in the region.
4. Advance the state-of-the-art in the specialized fields of Electronics and Communications Engineering.
5. Enhance the relationship between university and industry by finding solutions to engineering problems through profound researches.

## ARTICLE- 35

### M.Sc. PROGRAM COURSES:

M.Sc. students must complete a total of at least 36 credit hours, within the following guidelines:

- Course-work of 18 credit hours, including core courses of 9 credit hours, elective courses of 6 credit hours and a Project-Based Learning course of 3 credit hours.
- Thesis-work of 18 credit hours.

#### **Core Courses:**

The 9-credit core courses are listed below. Each course weights three credit hours.

ECE 501 Advanced Analog Integrated Circuits

ECE 502 Advanced Digital and Data Communications

ECE 503 Advanced Digital Signal Processing

***Elective courses:***

The elective courses are divided into two major areas: Electronics and Communications. Each course weights three credit hours. Students select the 6-credit elective courses from the sets of Electronics and/or Communications elective courses.

**Electronics Elective Courses:**

ECE 504 Advanced Digital Integrated Circuits

ECE 505 Computer-Aided Verification of Electronic Circuits and Systems

ECE 506 Analyses and Design of VLSI Mixed-Signal Integrated Circuits

ECE 507 Advanced IC Processing and Layout

ECE 508 Advanced Solid State Devices

**Communications Elective Courses:**

ECE 509 Advanced Communication Systems

ECE 510 Information Theory

ECE 511 Error Control Coding

ECE 512 Digital Image Processing

ECE 514 Microwave Engineering

MTH 501 Advanced Mathematics and Statistics I

**Project-Based Learning Courses:**

Students select one of the following 3-credit Project-Based Learning courses:

ECE 701 Project-Based Learning in Electronics

ECE 703 Project-Based Learning in Communications

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**ARTICLE- 36**

**Ph.D. PROGRAM COURSES:**

Ph.D. students must complete a total of at least 48 credit hours, within the following guidelines:

- Course-work of 18 credit hours, including courses of 9 credit hours and a seminar of 3 credit hours in a Major area (Electronics / Communications), and courses of 6 credit hours in a Minor area (Communications / Electronics).
- Thesis-work of 30 credit hours.

**Electronics Courses:**

ECE 601 Advanced Integrated Circuits for Communications

ECE 602 Quantum and Optical Electronics

ECE 603 Radio Frequency Integrated Circuits Design

ECE 604 Nanoscale Fabrication

ECE 605 Nanoelectronic Devices and Circuits

MTR 603 Microfabrication of Microelectromechanical Systems / Microsystems

MTH 601 Advanced Mathematics and Statistics II

**Communications Courses:**

ECE 606 Mobile Communications

ECE 607 High Speed Communications Networks

ECE 608 VLSI for Communications and Signal Processing

ECE 609 Neural and Nonlinear Information Processing

ECE 610 Advanced Antenna Design

ECE 611 Wireless Sensor Networks

ECE 612 Numerical Electromagnetics

**Seminars:**

Students select one of the following 3-credit seminars:

ECE 702 Seminars on Advanced Topics in Electronics

ECE 704 Seminars on Advanced Topics in Communications

## **2-COMPUTER SCIENCE AND ENGINEERING PROGRAM**

### **ARTICLE-37**

#### **INTRODUCTION**

The Computer Science and Engineering graduate program is aimed to provide advanced software as well as hardware knowledge in various fields of Computer Science and Systems. It also provides awareness of research in those fields, and encourages the development of inventiveness while searching for engineering solutions to technical problems. The program includes a number of core as well as elective courses, which permit the students to specialize in a particular area. The integrated skills of Computer System and Software System engineers are becoming increasingly valuable to the Information Industry, especially in areas of: Computer System Design, Embedded System Design, Computer Networks, Distributed Systems, Software Systems, etc.

### **ARTICLE- 38**

#### **MISSION**

1. To provide a high- quality, effective and efficient research environment.
2. To prepare future researchers able to perform multiple tasks efficiently.
3. To prepare qualified researchers capable to apply the state-of-the-art techniques in Computer Science and Computer Engineering to improve product quality and system performance.
4. To prepare qualified researchers capable to lead research teams in RD&I industrial sectors.
5. To give an equal opportunity for students from all countries to enroll postgraduate programs.

## ARTICLE-39

### OBJECTIVES

1. To provide the graduate students with profound knowledge of a specialization area in Computer Science and Computer Engineering, and familiarity with allied areas
2. To provide the graduate students with competence in performing independent research, in communicating effectively, and in learning independently
3. To advance the state of research at E-JUST, in Egypt, and in the region
4. To advance the state-of-the-art in the specialized fields of Computer Science and Computer Engineering
5. To enhance the relationship between university and industry by finding solutions to engineering problems through profound researches

## ARTICLE- 40

### M.SC. PROGRAM COURSES:

M.Sc. students must complete a total of at least 36 credit hours, within the following guidelines:

- Course-work of 18 credit hours, including core courses of 9 credit hours, elective courses of 6 credit hours and a Project-Based Learning course of 3 credit hours.
- Thesis-work of 18 credit hours.

#### Core Courses:

The 9-credit core courses are listed below. Each course weights three credit hours.

CSE 501 Advanced Computer Architectures

CSE 502 Design and Implementation of Programming Languages

CSE 503 Parallel Computing

### **Elective Courses:**

The elective courses are divided into two major areas: Computer Systems and Software Systems. Students select the 6-credit elective courses from the sets of Computer Hardware and/or Software Systems elective courses.

#### **Computer Systems Elective Courses:**

CSE 504 Digital Systems Design and Testing

CSE 505 Advanced Embedded System Design

CSE 506 VLSI Design: System Approach

#### **Software Systems Elective Courses:**

CSE 507 Combinatorial Algorithms and Data Structures

CSE 508 Computer-Aided Geometric Design and Modeling

CSE 509 Compiler Optimization and Code Generation

CSE 510 Large Scale Database Design and Implementation

CSE 511 Distributed Systems

MTH 501 Advanced Mathematics and Statistics I

#### **Project-Based Learning Courses:**

Students select one of the following 3-credit Project-Based Learning courses:

CSE 701 Project-Based Learning in Computer Systems

CSE 703 Project-Based Learning in Software Systems

### **ARTICLE-41**

#### **Ph.D. PROGRAM COURSES:**

Ph.D. students must complete a total of at least 48 credit hours, within the following guidelines:

- Course-work of 18 credit hours, including courses of 9 credit hours and a seminar of 3 credit hours in a Major area (Computer Systems / Software Systems), and courses of 6 credit hours in a Minor area (Software Systems / Computer Systems).
- Thesis-work of 30 credit hours.

**Computer Systems Courses**

CSE 601 Parallel Processors

CSE 602 High-Speed Signal and Image Processing with VLSI

MTR 601 Advanced Robotics

**Software Systems Courses**

Each course in the following list weights 3 credit hours:

CSE 603 Computer Vision

CSE 604 Advanced Information Networks

CSE 605 Securities in Computer Systems

CSE 606 Cryptography

CSE 607 Artificial Intelligence Approach to Natural Language Processing

CSE 608 Queuing Theory

MTH 601 Advanced Mathematics and Statistics II

**Seminars:**

Students select one of the following 3-credit seminars:

CSE 702 Seminars on Advanced Topics in Computer systems

CSE 704 Seminars on Advanced Topics in Software Systems

## **3-MECHATRONICS AND ROBOTICS ENGINEERING PROGRAM**

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### **ARTICLE-42**

#### **INTRODUCTION**

The Mechatronics and robotics engineering graduate program is aimed to provide advanced analytical as well as technological knowledge in Mechatronics and Robotics. It also provides awareness of research in those fields, and encourages the development of inventiveness while searching for engineering solutions to technical problems. The synergistic integration of precision machinery, electronics and information technology to design innovative components and systems to create more functional and smart products are needed to deal with the highly integrated engineering systems. The research priorities of the program are the area of bio-mechatronics, bio-robotics, micro-robots, surgery robots, virtual reality surgical simulators design and development, autonomous vehicles, smart sensors, tactile sensors and Micro-Electro Mechanical Systems (MEMS) for industrial and bio-medical applications. The graduate program is implemented through packages of advanced courses in mechatronics and robotics and advanced research thesis.

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### **ARTICLE-43**

#### **MISSION:**

1. To provide a high- quality, effective and efficient research environment.
2. To prepare future engineers who are able to perform multiple tasks efficiently.
3. To prepare creative engineers who can design and manufacture, intelligent components/machines in the professional fields of industry and medical equipment.
4. To prepare qualified postgraduates who can apply latest manufacturing techniques to improve products quality and enhance the system performance.



5. To prepare postgraduates of Master and Doctorate Programs to be able to lead a research team in R&D and innovative industrial centers using latest technology to create new high quality products.
6. To give an equal opportunity for students from all countries to enroll postgraduate programs.

#### **ARTICLE-44**

#### **OBJECTIVES:**

1. To develop and enhance interdisciplinary skills and integrated team work to develop sound creative and incorporated solutions to existing problems and future applications.
2. To create proactively creative systems to improve competitiveness by application of advanced mechatronics postgraduate education to MEMS, Robotics and Bio-engineering.
3. Establish long lasting and effective co-operation with other national and international research institutes, universities and industry.
4. To take a proactive role in addressing and providing solutions for current and potential future needs of regional and international industries.

#### **ARTICLE-45**

#### **M.Sc. PROGRAM COURSES:**

M.Sc. students must complete a total of at least 36 credit hours, within the following guidelines:

- 18 credit hours of course work, including 9-credit hours as core courses, 6-credit hours as elective courses and a 3-credit hours Project-Based Learning course.
- 18 credit hours research leading to a master thesis.

M.Sc. students have to pass successfully six courses with three credit hours each (three core courses , two elective courses and one Project-Based Learning course).

**Core courses:**

MTR 501- Advanced Mechatronics Systems Design

MTR 502- Advanced Control Systems

MTR 503- Robots Dynamics and Control

**Elective Courses:**

The student has to select two courses from the following group or from any other graduate program, according to the recommendations of the principal supervisor.

MTR 504- Design of Micro- Electromechanical Systems/ Microsystems

MTR 505-Smart Materials, Smart sensors and Actuators

MTR 506- Advanced Servo control Systems

ECE 513- Sensors and DSP Systems Design

CSE 512- Neural Networks and Fuzzy Systems

MTH 501 Advanced Mathematics and Statistics I

**Project-Based Learning Courses:**

Master of Science students have to participate in a team work project which is based on self learning. Students have to present innovative concepts and competitive solutions. The total credit hours of the course are three.

MTR 701- Project Based Learning in Mechatronics

**ARTICLE-46**

**Ph.D. PROGRAM COURSES:**

Ph.D. students must complete a total of at least 48 credit hours, within the following guidelines:

- 18 credit hours of course work, including 9-credit hours as core courses , 6-credit hours as elective courses and 3- credit hours as research seminar course work.
- 30 credit hours research leading to a doctorate dissertation.

Students have to attend successfully six courses with three credit hours each (three core courses , two elective courses and a seminar).

**Core courses:**

MTR 601- Advanced Robotics

MTR 602- Intelligent Control Systems

MTR 603- Microfabrication of Microelectromechanical Systems /Microsystems

**Elective Courses:**

Students have to select two courses from the following group or from any other graduate program, according to the recommendations of the principal supervisor.

MTR 604- Smart Sensors Systems Design

MTR 605- Advanced Bio-Mechatronics Systems

CSE 603- Computer Vision

MTH 601 Advanced Mathematics and Statistics II

**Seminars:**

Ph.D. students have to participate in one seminar activities which are based on self learning and presentations of new advanced topics in her/his discipline. Students can select one seminar according to the recommendation of the academic supervisor. The total credit hours of the seminar are three.

MTR 702 – Research Seminar on Advanced Topics in Micro-Robotics

MTR 703 – Research Seminar on Bio-Mechatronics

MTR 704 – Research Seminar on Micro-Electromechanical Systems

MTR 705 – Research Seminar on Intelligent Control Systems

# 4-INDUSTRIAL ENGINEERING AND MANAGEMENT SYSTEMS PROGRAM

## ARTICLE-47

### INTRODUCTION

The Industrial Engineering and Management Systems graduate program is assigned to provide advanced analytical as well as technological knowledge in various fields of Industrial Engineering and Management Systems. This is to provide awareness of research in engineering sciences, and to encourage the development of inventiveness while searching for engineering solutions to technical problems. The program includes a number of elective courses, which permit the students to specialize in a particular area. The integrated skills of Industrial engineers are becoming increasingly valuable to the employer, especially in areas of: Operations Research, Production and Operations Planning, Plant Design, Manufacturing Systems, Ergonomics and Occupational Biomechanics, Quality Control and TQM, Reliability, System Modeling and Simulation, Project Planning and Management, Classical and Heuristic Optimization, Supply Chain Strategies and Logistics, Productivity Enhancement Methods.

## ARTICLE-48

### MISSION

1. To provide a high- quality, effective and efficient research environment.
2. To prepare high caliber Industrial Engineering researchers and scientists who possess the knowledge and vision to develop and create effective solutions.
3. To graduate talented Industrial Engineering (IE) scientists who can deal efficiently and utilize creatively the IE concepts, methodologies, and tools to develop practical applicable solutions.
4. To prepare postgraduate students to be qualified and competent enough to lead research and development teams in industrial centers using state-of-the-art methodologies, techniques, and developing tools

to create new management and IE systems. They should be capable to manage large scale industrial projects.

5. To give an equal opportunity for students from all countries to enroll in postgraduate programs.

#### ARTICLE-49

### OBJECTIVES

1. To develop and enhance interdisciplinary skills and integrated team work to develop sound creative and incorporated solutions to existing problems.
2. To create proactively creative systems to improve competitiveness, focusing on international business integration and global development and improving the competitive advantage.
3. To establish long lasting and effective co-operation with other national and international research institutes, universities and industry.

#### ARTICLE-50

### M.Sc. PROGRAM COURSES:

M.Sc. students must complete a total of at least 36 credit hours, within the following guidelines:

- 18 credit hours of course work, including 12-credit hours core courses, 3-credit hours elective course and 3-credit hours Project-Based Learning course.
- 18 credit hours research leading to a master thesis.

M.Sc. students have to pass successfully six courses with three credit hours each (four core courses, one elective courses and one Project-Based Learning course).

#### Core courses:

IEM 501- Advanced Production and Operations Planning

IEM 502- Operations Research

IEM 503- Plant Design and Materials Handling

IEM 504- Supply Chain Strategies and Logistics

**Elective Courses:**

Students have to select one course from the following group.

IEM 505- System Modeling and Simulation

IEM 506- Human Factors Engineering

IEM 507- Management Systems

IEM 508- Strategic Planning and Management

MTH 501 Advanced Mathematics and Statistics I

**Project-Based Learning Courses:**

Master of Science students have to participate in a team work project which is based on self learning; Students have to present innovative concepts and competitive solutions. The total credits of the course are three.

IEM 701- Project Based Learning in Operations Research Methods and Applications

**ARTICLE-51**

**Ph.D. PROGRAM COURSES:**

Ph.D. students must complete a total of at least 48 credit hours, within the following guidelines:

- 18 credit hours of course work, including 12-credit hours core courses 3-credit hours elective course and 3-credit hours seminar.
- 30 credit hours research leading to a doctorate dissertation.

Students have to attend successfully six courses with three credits each (four core courses , one elective course and a seminar).

**Core courses:**

IEM 601- Project Planning and Management

IEM 602- Modern Management Systems.

IEM 603- Modern Trends in Total Quality Management.

IEM 604- Reliability.

**Elective Courses:**

The student has to select one course from the following group.

IEM 605- Stochastic Processes and Markov Chains

IEM 606- Design for Manufacturing, Assembly, and Reliability.

IEM 607- Ergonomics and Occupational Biomechanics.

IEM 608- Econometrics

MTH 601 Advanced Mathematics and Statistics II

**Seminars:**

Ph.D. students have to participate in one seminar activities which are based on self learning and presentations of new advanced topics in her/his discipline. Students can select two seminars according to the recommendation of the academic supervisor. The total credits of the seminar are three.

IEM 702 – Seminar on Strategic Planning and management

IEM 703 – Seminar on Non-Linear optimization

IEM 704 – Seminar on International Business

# 5-MATERIALS SCIENCE AND ENGINEERING PROGRAM

## ARTICLE-52

### INTRODUCTION

Material comprehension is of major importance to the technology development in all issues of engineering. The internal structure of the different materials should be explained so that students can have clear understanding of both of micro and macro characterization and usage of all different types of materials.

## ARTICLE-53

### MISSION:

The main mission of the program is to be part of achieving the national goals and policies and to provide efficient and effective post graduate studies, research and consultancies in the new emerging fields of science and technology.

## ARTICLE-54

### OBJECTIVES:

1. Strengthen human resource development and enhancing their capacities
2. Provide continuing education and lifelong learning opportunities
3. Develop new courses with up-to-date syllabus
4. Develop elaborate indicators to measure performance of teaching, research, consultations and continued education offered, for enhancing their quality.

## ARTICLE-55

### M.Sc. PROGRAM COURSES:

M.Sc. students must complete a total of at least 36 credit hours, within the following guidelines:



- 18 credit hours of course work, including 12-credit hours core courses, 3-credit hours elective course and 3-credit hours Project-Based Learning course.
- 18 credit hours research leading to a master thesis.

Students have to pass successfully six courses with three credits each (four core courses , one elective course and a Project-Based learning course).

#### **Core courses**

MSE 501- Chemical Change and Materials Properties

MSE 502- Crystallography and Diffraction

MSE 503- Defects and Microscopic Studies

MSE 504- Electronic structure; phase equilibrium; phase transformations

#### **Elective courses**

Students have to select one course from the following list:

MSE 505- Photophysics and Photochemistry with Dynamics and Relaxation of Materials

MSE 506- Polymers Engineering

MSE 507- Refractory Materials

MTH 501 Advanced Mathematics and Statistics I

#### **Project-Based Learning Courses:**

Master of Science students have to participate in a team work project which is based on self learning, Students have to present innovative concepts and competitive solutions. The total credits of the course are three.

MSE 701- Project Based Learning in Smart Materials.

### **ARTICLE-56**

#### **Ph.D. PROGRAM COURSES:**

Ph.D. students must complete a total of at least 48 credit hours, within the following guidelines:

- 18 credit hours of course work, including 12-credit hours core courses 3-credit hours elective course and 3-credit hours seminar.
- 30 credit hours research leading to a doctorate dissertation.

Students have to attend successfully six courses with three credits each (four core courses, one elective course and a seminar).

### **Core courses**

MSE 601- Surface science and corrosion.

MSE 602- Building materials and ceramics.

MSE 603- Solid-state and thin-film reaction kinetics.

MSE 604- Semiconductor technology.

### **Elective courses**

Students have to select one course from the following group or from any other graduate program, according to the recommendations of the principal supervisor.

MSE 605- Composite materials and fiber science.

MSE 606- Nanomaterials and Technology

MTH 601 Advanced Mathematics and Statistics II

### **Seminars:**

Ph.D. students have to participate in one seminar activities which are based on self learning and presentations of new advanced topics in her/his discipline. The total credits of the seminar are three.

MSE 702- Seminar on Materials Science and Technology

# 6-ENERGY RESOURCES AND ENVIRONMENTAL ENGINEERING PROGRAM

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## ARTICLE- 57

### INTRODUCTION

Depletion of traditional fuel and the exponential increase of energy use make energy resources a very important issue for all nations in the world. In addition, the increasing knowledge of the effects of combustion in global warming and the harmful effect to mankind had increased the awareness on the importance of Environmental Engineering. Sustainable Energy and Environmental issues are the greatest threat to our planet this century. In addition, a complete understanding of global energy resources and the interactions between the human activities in the energy field and the environment had become crucial. Tools for addressing such situations include but is not limited to Energy Management, Industrial Ecology, Sustainable Energy Resources which are becoming important subjects for graduate courses that was not considered in the past. It is believed that the M.Sc. and Ph.D. programs in E-JUST will contribute to the understanding of such subjects.

## ARTICLE-58

### MISSION

To provide outstanding research facilities capable of contributing in the increasing worldwide challenge in energy resources and environmental issues. Graduates should be able to interact with the community towards a better environmental conditions and with the new sources of energy . Graduates should be able to recommend and deal with best available technology worldwide which will define the ever increasing standards in pollution control and energy efficiency. And finally to achieve the national goals and policies

## ARTICLE-59

### OBJECTIVES

1. To prepare graduates for teamwork research programs in different parts of the world.
2. To prepare creative engineers to design, manage and operate energy generating equipment and energy systems with environmental background.
3. To prepare qualified students who can apply latest technology to improve life quality by considering and addressing environmental issues in energy sources and production.
4. To give an equal opportunity for students from all countries to enroll postgraduate programs.
5. To establish cooperation channels between E- JUST and industry.
6. To establish co-operation with different universities and research centers.

## ARTICLE-60

### M.SC. PROGRAM COURSES:

M.Sc. students must complete a total of at least 36 credit hours, within the following guidelines:

- 18 credit hours of course work, including 9-credit core courses, 6-credit elective courses and a 3-credit Project-Based Learning course.
- 18 credit hours research leading to a master thesis.

Students have to pass successfully six courses with three credits each (four core courses, one elective course and Project-Based Learning course ).

### **Core courses**

ERE 501- Statistical Methods for Data Analysis and Uncertainty Modeling.

ERR 502- Sustainable Power Generation (SPG)

ERE 503- Atmospheric chemistry

ERE 504- Solar Energy

### **Elective courses**

**Students have to select one course from the following group.**

ERE 505- Fuels and Processes:

ERE 506- Industrial Ecology

ERE 507- Transport Phenomena

ERE 508- Introduction to Computational Fluid Dynamics

ERE 509- Advanced Course on Water Resources and Environment

ERE 510 Thermal Hydraulics in Power Technology

ERE 511 Electrochemical Energy Conversion and Storage

MTH 501 Advanced Mathematics and Statistics I

### **Project-Based Learning Courses:**

Master of Science students have to participate in a team work project which is based on self learning, Students have to present innovative concepts and competitive solutions. The total credits of the course are three.

ERE 701- Project Based Learning On Energy Systems.

## PH.D. PROGRAM COURSES:

Ph.D. students must complete a total of at least 48 credit hours, within the following guidelines:

- 18 credit hours of course work, including 9-credit courses and 3-credit seminars in a Major area, and 6-credit courses in a Minor area.
- 30 credit hours research leading to a doctorate dissertation.

Students have to pass successfully six courses with three credits each (four core courses , one elective course and a seminar ).

### Core courses

ERE 601- Turbulence

ERE 602- Advanced Computational Fluid Dynamics

ERE 603- Environmental Systems and Processes

ERE 604- Sustainable Energy Utilization (SEU)

### Elective courses

**Students have to select one course from the following group.**

ERE605- Turbomachinery

ERE 606- Energy Management:

ERE 607- Alternative Energy Systems

ERE 608- Transportation Systems Analysis: Dynamics, Demand and Economics

MTH 601 Advanced Mathematics and Statistics II

### Professional Practice Seminar

Students are obliged to take one seminar course in energy resources and environment topics. The seminar is activated by industry speakers, field trips, team projects. Teams prepare and present written and oral reports to seminar and clients. Topics are continuously modified by current and related criteria. The total credits of the seminar are three.

ERE 702- Seminar on Energy and Environmental Engineering

# 7-CHEMICAL AND PETROCHEMICALS ENGINEERING PROGRAM

## ARTICLE-62

### INTRODUCTION

This graduate study program is intended to prepare the student to carry out basic and applied scientific research in the fields relevant to chemical and petrochemical industries, in order to develop new products and/or improve the properties of existing products. Also the student should be able to understand, realize and apply the basic principles of clean and green technology in the design and running the different industrial units for producing different chemical and petrochemical goods.

## ARTICLE-63

### MISSION

To give the student a good idea about the different aspects of the studied courses in the graduate program. The student should be able to apply the scientific bases he acquired from these courses in the different fields of chemical and petrochemical industries. Moreover the student should be able to conduct scientific research in the relevant fields of these industries to develop new products and improve the properties the existing products. Also the student should be able to follow green technology principles in the different aspects of chemical and petrochemical industries.

## ARTICLE-64

### OBJECTIVES

1. To prepare graduates for teamwork research programs in different parts of the world.
2. To prepare creative engineers to design, manage and operate equipment related to chemical and petrochemical engineering applications and systems.

3. To prepare qualified students who can apply latest technology to improve life quality by considering and addressing environmental issues.
4. To give an equal opportunity for students from all countries to enroll postgraduate programs.
5. To establish cooperation channels between E- JUST and industry.
6. To establish co-operation with different universities and research centers.

#### **ARTICLE-65**

#### **M.Sc. PROGRAM COURSES:**

M.Sc. students must complete a total of at least 36 credit hours, within the following guidelines:

- 18 credit hours of course work, including 9-credit core courses, 6-credit elective courses and a 3-credit Project-Based Learning course.
- 18 credit hours research leading to a master thesis.

Students have to pass successfully six courses with three credits each (three core courses, two elective courses and a Project-Based Learning course ).

#### **Core courses**

CPC 501 Transport Phenomena I

CPC 502 Transport Phenomena II

CPC 503 Modeling and Simulation of Chemical and Petrochemical Processes

#### **Elective courses**

Students have to select two courses from the following list:

CPC 504 Advanced Electrochemistry

CPC 505 Advanced Separation Technologies

CPC 506 Advanced Process Control

CPC 507 Nanotechnology in Chemical and Petrochemical Industries

MTH 501 Advanced Mathematics and Statistics I



### **Project-Based Learning Courses:**

Master of Science students have to participate in a team work project which is based on self learning, Students have to present innovative concepts and competitive solutions. The total credits of the course are three.

CPC 701- Project Based Learning On Chemical and Petrochemicals Engineering.

## **ARTICLE-66**

### **Ph.D. PROGRAM COURSES:**

Ph.D. students must complete a total of at least 48 credit hours, within the following guidelines:

- 18 credit hours of course work, including 12-credit hours core courses and 3-credit hours elective course and 3- credit hours seminar.
- 30 credit hours research leading to a doctorate dissertation.

Students have to pass successfully six courses with three credit hours each (four core courses , one elective course and a seminar ).

#### **Core courses**

CPC 601 Advanced Chemical Reactions and Reactor Design

CPC 602 Advanced Polymerization Engineering

CPC 603 Process Optimization

CPC 604 Catalysis Engineering and Design

#### **Elective courses**

Students have to select one course from the following list:

CPC 605 Particle Science and Handling Engineering

CPC 606 Biochemical Engineering

CPC 607 Pollution control in Chemical and Petrochemical Industries

CPC 608 Micro Chemistry and Micro -chemical Engineering

MTH 601 Advanced Mathematics and Statistics II

### Seminars

Ph.D. students have to participate in one seminar activities which are based on self learning and presentations of new advanced topics in her/his discipline. The total credit hors of the seminar are three.

CPC 702- Seminar in Chemical and Petrochemical Engineering

# COURSES OUTLINES

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## ARTICLE-67

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Advanced new courses and courses contents/outlines must be checked regularly and can be modified or updated in order to match progresses in sciences and engineering technologies. These enhancements shall be done upon the request of the graduate school council and approval by the university council without the need to any higher administrative decree and are not considered as a change in the applied bylaws.

### 1- ELECTRONICS AND COMMUNICATIONS ENGINEERING

**ECE 501 - Advanced Analog Integrated Circuits:** Analysis and optimized design of monolithic operational amplifiers and wide-band amplifiers; methods of achieving wide-band amplification, gain-bandwidth considerations; analysis of noise in integrated circuits and low noise design. Precision passive elements, analog switches, amplifiers and comparators, voltage reference in NMOS and CMOS circuits, Serial, successive-approximation, and parallel analog-to-digital converters. Switched-capacitor and CCD filters. Applications to codecs, modems. Use of SPICE and other computer aids.

**ECE 502 - Advanced Digital and Data Communications:** Fundamentals of wireless communications. Modeling of the wireless multipath fading channel and its basic physical parameters. Coherent and noncoherent reception. Diversity techniques over time, frequency, and space. Spread spectrum communication. Multiple access and interference management in wireless networks. Frequency re-use, sectorization. Multiple access techniques: TDMA, CDMA, OFDM. Capacity of wireless channels. Opportunistic communication. Multiple antenna systems: spatial multiplexing, space-time codes. Examples from existing wireless standards.

**ECE 503 - Advanced Digital Signal Processing:** Advanced techniques in signal processing. Stochastic signal processing, parametric statistical signal models, and adaptive filtering. Application to spectral estimation, speech and

audio coding, adaptive equalization, noise cancellation, echo cancellation, and linear prediction.

**ECE 504 - Advanced Digital Integrated Circuits:** Analysis and design of MOS and bipolar large-scale integrated circuits at the circuit level. Fabrication processes, device characteristics, parasitic effects static and dynamic digital circuits for logic and memory functions. Calculation of speed and power consumption from layout and fabrication parameters. ROM, RAM, EEPROM circuit design. Use of SPICE and other computer aids.

**ECE 505 - Computer-Aided Verification of Electronic Circuits and Systems:** Techniques for the verification of correct behavior of complex electronic circuits and systems including algorithms and systems for the detailed simulation of integrated circuits at the transistor level in the time and frequency domain, discrete-event logic simulation, cycle-based logic simulation, RTL and behavioral simulation, equivalence checking, timing analysis, and power estimation.

**ECE 506 - Analysis and Design of VLSI Mixed-Signal Integrated Circuits:** Architectural and circuit level design and analysis of integrated analog-to-digital and digital-to-analog interfaces in CMOS and BiCMOS VLSI technology. Analog-digital converters, digital-analog converters, sample/hold amplifiers, continuous and switched-capacitor filters. RF integrated electronics including synthesizers, LNA's, and baseband processing. Low power mixed signal design. Data communications functions including clock recovery. CAD tools for analog design including simulation and synthesis.

**ECE 507 - Advanced IC Processing and Layout:** The key processes for the fabrication of integrated circuits. Optical, X-ray, and e-beam lithography, ion implantation, oxidation and diffusion. Thin film deposition. Wet and dry etching and ion milling. Effect of phase and defect equilibrium on process control.

**ECE 508 - Advanced Solid State Devices:** Physical principles and operational characteristics of semiconductor devices. Emphasis is on MOS field-effect transistors and their behaviors dictated by present and probable future technologies. Metal-oxide-semiconductor systems, short-channel and high field effects, device modeling, and impact on analog, digital circuits.

**ECE 509 - Advanced Communication Systems:** Information theory and coding. Error control coding: CRCs, trellis codes, convolution codes and Viterbi decoding. Quantization and digitization of speech: PCM, ADPCM, DM, LPC and VSELP algorithms. Carrier recovery and synchronization. Multiplexers: TDM and FDM hierarchies. Echo cancelers, equalizers and scrambler/unscramblers. Spread spectrum communication systems. Mobile communications: digital cellular communication systems and PCS. Encryption techniques. Introduction to computer communication networks.

**ECE 510 - Information Theory:** An introduction to information theory methods used in the analysis and design of communication systems. Typical topics include: entropy, relative entropy and mutual information; the asymptotic equipartition property; entropy rates of stochastic process; data compression; Kolmogorov complexity; channel capacity; differential entropy; the Gaussian channel; maximum entropy and mutual information; rate distortion theory; network information theory; algebraic codes.

**ECE 511 - Error Control Coding:** Basics of error control coding for reliable digital transmission and storage. Reed Muller codes, cyclic codes, Reed Solomon codes, convolution codes, concatenated codes, turbo codes, and low density parity check codes.

**ECE 512 - Digital Image Processing:** 2-D sequences and systems, separable systems, reconstruction from projections and partial Fourier information, Z- transform, different equations, recursive computability, 2D DFT and FFT, 2D FIR filter design; human eye, perception, psychophysical vision properties, photometry and colorimetry, optics and image systems; image enhancement, image restoration, geometrical image modification, morphological image processing, halftoning, edge detection, image compression: scalar quantization, lossless coding, huffman coding, arithmetic coding dictionary techniques, waveform and transform coding DCT, KLT, Hadamard, multiresolution coding pyramid, subband coding, Fractal coding, vector quantization, motion estimation and compensation, standards: JPEG, MPEG, H.xxx, pre- and post-processing, scalable image and video coding, image and video communication over noisy channels.

**ECE 513 - Sensors and DSP Systems Design:** A study of theory and practice in the design and implementation of DSP algorithms on programmable processors, multiprocessors, and ASICs. Specification, evaluation, and implementation based environments of real-time DSP software applications on embedded DSP.

**ECE 514 - Microwave Engineering:** Fundamentals of modern microwave engineering with emphasis on microwave network analysis and circuit design. Review of Microwave transmission lines, including waveguide, coax, microstrip, and stripline. Microwave circuit theory, including S-parameters, ABCD matrices, equivalent circuits, and signal flow graphs. Analysis and design of passive microwave circuits and components including matching networks, microwave resonators, power dividers, directional couplers, filters, and ferrite components. Noise and noise effects in microwave systems. Analysis and design of active microwave circuits, including detectors, mixers, PIN diode switches, transistor amplifiers, and oscillators.

**MTH 501 - Advanced Mathematics and Statistics I:** Selected topics in mathematics and statistics and/or probability theory as per the requirements of the academic advisor and recommendation of the supervisors.

**ECE 601 - Advanced Integrated Circuits for Communications (Pre: ECE 501):** Analysis, evaluation and design of present-day integrated circuits for communications application, particularly those for which nonlinear response must be included. MOS, bipolar and BICMOS circuits, audio and video power amplifiers, optimum performance of near-sinusoidal oscillators and frequency-translation circuits. Phase-locked loop ICs, analog multipliers and voltage-controlled oscillators; advanced components for telecommunication circuits. Use of new CAD tools and systems.

**ECE 602 - Quantum and Optical Electronics:** Interaction of radiation with atomic and semiconductor systems, density matrix treatment, semi classical laser theory (Lamb's), laser resonators, specific laser systems, laser dynamics, Q-switching and mode-locking, noise in lasers and optical amplifiers. Nonlinear optics, phase-conjugation, electro-optics, acousto-optics and magneto-optics, coherent optics, stimulated Raman and Brillouin scattering.

**ECE 603 - Radio Frequency Integrated Circuits Design (Pre: ECE 501):**

Techniques of analog circuit technology in the high-frequency regime above 1 GHz. Transmission lines and distributed circuit elements; S-parameter design of high-frequency active circuits; computer-aided analysis and design. Emphasis on design of planar high-frequency integrated circuits employing CMOS and SiGe technology. Circuit building blocks for broadband wired and wireless communication will be emphasized including voltage-controlled oscillators, low-noise amplifiers, and power amplifiers.

**ECE 604 - Nanoscale Fabrication (Pre: ECE 507):**

Various top-down and bottom-up approaches to synthesizing and processing nanostructured materials. The topics include fundamentals of self assembly, nano-imprint lithography, electron beam lithography, nanowire and nanotube synthesis, quantum dot synthesis (strain patterned and colloidal), postsynthesis modification (oxidation, doping, diffusion, surface interactions, and etching techniques). In addition, techniques to bridging length scales such as heterogeneous integration will be discussed. Electronic, optical, thermal, mechanical, and chemical properties brought forth by the very small sizes.

**ECE 605 - Nanoelectronic Devices and Circuits (Pre: ECE 508):**

This course will cover the limits of silicon electronics integration and how the nanoworld provides alternative approaches to devices and circuits. Quantization of electron motion in nanoscale devices will be introduced and examined. Solutions of Schrodinger equations for different devices will be discussed in detail. The operation principles and concepts of nanoelectronics devices, spintronics, bioelectronics, and self-assembled-nanostructures will be examined.

**ECE 606 - Mobile Communications (Pre: ECE 509):**

Introduction to cellular mobile systems, frequency reuse, mobile radio environment – Signal propagation in Urban and suburban environment, models for path loss, Rayleigh fading and lognormal shadowing- Co-channel interference reduction - Mobile communication protocols – Messaging and capacity Spread-spectrum and CDMA – Paging.

**ECE 607 - High Speed Communications Networks:**

Descriptions, models, and approaches to the design and management of networks. Optical

transmission and switching technologies are described and analyzed using deterministic, stochastic, and simulation models. FDDI, DQDB, SMDS, Frame Relay, ATM, networks, and SONET. Applications demanding high-speed communication.

**ECE 608 - VLSI for Communications and Signal Processing (Pre: ECE 503):** This course introduces concepts in the design and implementation of digital signal processing systems using integrated circuits. The main emphasis is on the architectural exploration, design and optimization of signal processing systems for communications. Algorithm, architecture, and circuit design techniques will be introduced that enable joint optimization across the algorithmic, architectural and circuit domains. A key component of the course will be a project in which students investigate problems in the design and implementation of low-power and high performance communication systems.

**ECE 609 - Neural and Nonlinear Information Processing:** Principles of massively parallel real-time computation, optimization, and information processing via nonlinear dynamics and analog VLSI neural networks, applications selected from image processing, pattern recognition, feature extraction, motion detection, data compression, secure communication, bionic eye, auto waves, and Turing patterns.

**ECE 610 - Advanced Antenna Design:** This course provides the students with an understanding of advanced antenna structures and presents an overview of analytical and numerical methods used to analyze and design these antenna structures. This course includes broadband antennas, frequency independent antennas, aperture antennas, horn antennas, microstrip antennas, and reflector antennas. Students will work on a research paper on a selected antenna design topic.

**ECE 611 - Wireless Sensor Networks:** This course covers all aspects of sensor networking, from design through performance issues to application requirements. The course starts with the design issues and challenges that are associated with implementations of sensor network applications. This includes dealing with mobility, disconnections, and awareness of battery power consumption. The course then provides a detailed treatment of proactive, reactive, and hybrid routing protocols, in addition to the various



clustering approaches. Next, it covers the IEEE 802.11 Wireless LAN and Bluetooth standards and discusses their characteristics and operations. The course also discusses research topics that involve collaboration among mobile devices, service discovery, and data caching.

**ECE 612 - Numerical Electromagnetics:** Principles and applications of numerical techniques for solving practical electromagnetics problems. Time domain solutions of Maxwell's equations. Finite difference time domain (FDTD) methods. Numerical stability, dispersion, and dissipation. Absorbing boundary conditions. Perfectly matched layer methods. Explicit and implicit methods. FDTD modeling of propagation and scattering in dispersive and anisotropic media. Near-to-far-zone transformations. Computational problems require programming and use of MATLAB and other tools.

**MTH 601 - Advanced Mathematics and Statistics II:** Selected topics in mathematics and statistics and/or probability theory as per the requirements of the academic advisor and recommendation of the supervisors.

**ECE 701 - Project-Based Learning in Electronics:** Students participate in Project-Based Learning activities in new advanced topics in Electronics, suggested by one or more faculty staff members.

**ECE 702 - Seminars on Advanced Topics in Electronics:** Students participate in seminar activities, which are based on self-learning and presentations of new advanced topics in Electronics.

**ECE 703 - Project-Based Learning in Communications:** Students participate in Project-Based Learning activities in new advanced topics in Communications, suggested by one or more faculty staff members.

**ECE 704 - Seminars on Advanced Topics in Communications:** Students participate in seminar activities, which are based on self-learning and presentations of new advanced topics in Communications.

ECE 801 – M.Sc. Thesis

ECE 802 – Ph.D. Thesis

## **2- COMPUTER SCIENCES AND ENGINEERING**

**CSE 501 - Advanced Computer Architecture:** Survey of contemporary computer organizations covering: early systems, CPU design, instruction sets, control, processors, busses, ALU, memory, I/O interfaces, connection networks, virtual memory, pipelined computers, multiprocessors, and case studies. Term paper or project is required.

**CSE 502 - Design and Implementation of Programming Languages:** Selected topics from: analysis, comparison, and design of programming languages, formal description of syntax and semantics, advanced programming techniques, structured programming, debugging, verification of programs and compilers, and proofs of correctness. Compiler construction. Lexical analysis, syntax analysis. Semantic analysis code generation and optimization. Storage management. Run-time organization.

**CSE 503 - Parallel Computing:** Models for parallel programming. Fundamental algorithms for linear algebra, sorting, FFT, etc. Survey of parallel machines and machine structures. Existing parallel programming languages, vectorizing compilers, environments, libraries and toolboxes. Data partitioning techniques. Techniques for synchronization and load balancing. Detailed study and algorithm/program development of medium sized applications.

**CSE 504 - Digital Systems Design and Testing:** A course on digital systems testing and testable design; test economics, fault modeling, logic and fault simulation, testability measures, test generation for combinational and sequential circuits, memory test, delay test, scan design, built-in self test, and boundary scan.

**CSE 505 - Advanced Embedded System Design:** Principles of embedded system design. Focus on design methodologies and foundations. Platform-based design and communication-based design and their relationship with design time, re-use, and performance. Models of computation and their use in design capture, manipulation, verification, and synthesis. Mapping into architecture and system platforms. Performance estimation. Scheduling and real-time requirements. Synchronous languages and time-triggered protocols

to simplify the design process. Simulation techniques for highly programmable platforms. Synthesis and successive refinement: meta-model of computation. Use of design tools and analysis of their capabilities and limitations: Ptolemy, POLIS, Metropolis, VCC, Co-ware.

**CSE 506 - VLSI Design: System Approach:** Unified top-down and bottom-up design of integrated circuits and systems concentrating on architectural and topological issues. VLSI architectures, systolic arrays, self-timed systems. Trends in VLSI development. Physical limits. Tradeoffs in custom-design, standard cells, gate arrays. VLSI design tools.

**CSE 507 - Combinatorial Algorithms and Data Structures:** Design and analysis of efficient algorithms for combinatorial problems. Network flow theory, matching theory, matroid theory; augmenting-path algorithms; branch-and-bound algorithms; data structure techniques for efficient implementation of combinatorial algorithms; analysis of data structures; applications of data structure techniques to sorting, searching, and geometric problems.

**CSE 508 - Computer-Aided Geometric Design and Modeling:** Mathematical techniques for curve and surface representation, including: Hermite interpolation, interpolatory splines, tensioned splines, Bezier curves and surfaces, B-splines, Beta-splines, Coons patches, tensor product forms, as well as subdivision end/bounding conditions, and computational considerations.

**CSE 509 - Compiler Optimization and Code Generation:** Table-driven and retargetable code generators. Register management. Flow analysis and global optimization methods. Code optimization for advanced languages and architectures. Local code improvement. Optimization by program transformation. Selected additional topics. A term paper or project is required.

**CSE 510 - Large Scale Database Design and Implementation:** Implementation of database systems on modern hardware systems. Considerations concerning operating system design, including buffering, page size, prefetching, etc. Query processing algorithms, design of crash recovery and concurrency control systems. Implementation of distributed databases and data base machines.

**CSE 511 - Distributed Systems:** An exploration of protocols and methods for allocating to more than one processor various parts of the work associated with a single task. Emphasis is on environments such as array processing, parallel processing and multiprocessor systems, and communication among cooperating processes. Issues discussed include reliability, security, and protection, as well as how these issues affect the development of programs and systems.

**CSE 512 - Neural Networks and Fuzzy Systems:** Introduction to NN, artificial and human neurons, an engineering approach ( a simple network layers, perceptrons, the learning process, transfer functions, teaching process, back propagation algorithm for training, recurrent networks, associative memory, applications to speech, vision and control problems. Classical sets and fuzzy sets, classical relations and fuzzy relations, membership functions, fuzzy-to-crisp conversions, fuzzy arithmetic, Numbers, Vectors, and the extension principle, classical logic and fuzzy logic, Fuzzy rule-based systems, Fuzzy decision making, Fuzzy classification, Fuzzy pattern recognition, Fuzzy control systems.

**CSE 601 - Parallel Processors:** In-depth study of the design, engineering, and evaluation of modern parallel computers. Fundamental design: naming, synchronization, latency, and bandwidth. Architectural evolution and technological driving forces. Parallel programming models, communication primitives, programming and compilation techniques, multiprogramming workloads and methodology for quantitative evaluation. Latency avoidance through replication in small-scale and large-scale shared memory designs; cache-coherency, protocols, directories, and memory consistency models. Message passing: protocols, storage management, and deadlock. Efficient network interface, protection, events, active messages, and coprocessors in large-scale designs. Latency tolerance through prefetching, multithreading, dynamic instruction scheduling, and software techniques. Network design: topology, packaging, k-ary n-cubes, performance under contention. Synchronization: global operations, mutual exclusion, and events. Alternative architectures: dataflow, SIMD, systolic arrays.

**CSE 602 - High-Speed Signal and Image Processing with VLSI (Pre: CSE 506):** The design of ASCA Application Specific Computer Architectures) for signal and image processing; topics include an overview of VLSI architectural design principles, signal and image processing algorithms, mapping algorithms onto array structures, parallel architectures and implementation and systolic design for neural network processing.

**CSE 603 - Computer Vision:** Paradigms for computational vision. Relation to human visual perception. Mathematical techniques for representing and reasoning, with curves, surfaces and volumes. Illumination and reflectance models. Color perception. Image segmentation and aggregation. Methods for bottom-up three dimensional shape recovery: Line drawing analysis, stereo, shading, motion, texture. Use of object models for prediction and recognition.

**CSE 604 - Advanced Information Networks:** Advanced network architectures including integrated digital networks and Integrated Services Digital Networks (ISDN); narrowband and broadband ISDN. Architectural design based on topological considerations, bandwidth assignment and connection management for services, flow control and routing designs. Satellite communications, multimedia services and communication techniques, ATM, SONET and SDH.

**CSE 605 - Security in Computer Systems:** Survey of modern topics in computer security, including protection, access control, distributed access security, firewalls, secure coding practices, safe languages, mobile code, and case studies from real-world systems. May also cover cryptographic protocols, privacy and anonymity, and/or other topics as time permits.

**CSE 606 - Cryptography:** Survey of modern topics on theory, foundations, and applications of modern cryptography. One-way functions; pseudo randomness; encryption; authentication; public-key cryptosystems; notions of security. May also cover zero-knowledge proofs, multi-party cryptographic protocols, practical applications, and/or other topics, as time permits.

**CSE 607 - Artificial Intelligence Approach to Natural Language Processing:** Representation of conceptual structures, language analysis and production, models of inference and memory, high-level text structures, question answering and conversation, machine translation.

**CSE 608 - Queuing Theory:** A course that covers Poisson counting and renewal processes; Markov chains and decision theory, branching processes, birth death processes, and semi-Markov processes; simple Markovian queues, networks of queues, general single and multiple-server queues, bounds and approximations.

**CSE 701 - Project-Based Learning in Computer Systems:** Students participate in Project-Based Learning activities in new advanced topics in Computer Systems, suggested by one or more faculty staff members.

**CSE 702 - Seminars on Advanced Topics in Computer systems:** Students participate in seminar activities, which are based on self-learning and presentations of new advanced topics in Computer systems.

**CSE 703 - Project-Based Learning in Software Systems:** Students participate in Project-Based Learning activities in new advanced topics in Software Systems, suggested by one or more faculty staff members.

**CSE 704 - Seminars on Advanced Topics in Software Systems:** Students participate in seminar activities, which are based on self-learning and presentations of new advanced topics in Software Systems.

CSE 801 – M.Sc. Thesis

CSE 802 – Ph.D. Thesis

### 3- MECHATRONICS AND ROBOTICS ENGINEERING

**MTR 501 - Advanced Mechatronics Systems Design:** Introduction to Mechatronics Design: Mechatronics Design philosophy - Mechatronics Design Versus Traditional Design - Concurrent Design philosophy. Modeling and simulation of Mechatronics Systems: Modeling Approaches of Mechatronics Systems - Simulation Software of Mechatronics Systems (Dynast, 20Sim, Mat lab, automation studio...). Introduction to Intelligent systems in Mechatronics: Intelligent Controllers - Intelligent Sensors - Intelligent Actuators. control and its role in Mechatronics. The case studies will be presented and students will be asked to design and build a Mechatronics product applying simulation software packages( 20Sim, MATLAB- SIMULINK,BATHFP, DYMOLA, DYNAST).

**MTR 502 - Advanced Control Systems:** States space modeling, Controllability and observability , State feedback and observer output feedback , Robustness and performance tradeoff (Loop shaping design) , Linear Quadratic Regulator (LQR), Trajectory tracking control , Internal model control (IMC) and repetitive control , Introduction to Lyapunov stability theory , Sliding mode control , Parameter estimation - introduction to system identification , Lyapunov based adaptive control.

**MTR 503 - Robots Dynamics and Control:** Basics of robotics, Analysis and design of robotic systems including arms and vehicles, Kinematics, Inverse Kinematics and Dynamics of robots (stationery and mobile robots), Algorithms for describing, planning and commanding, robotic control systems, Position, speed and force control of robot Grippers, Examples on various practical applications of robots.

**MTR 504 - Design of Micro- Electromechanical Systems/ Microsystems:** Relationship between mask shape and processed MEMS shape, design and fabrication iterations to refine a preliminary mask-layout. Automated tools to reduce the number of iterations that are necessary for experienced designers, and allow designers who are not specialists in the art of MEMS fabrication to develop reasonably sophisticated designs with a small number of iterations.

Advanced software CAD tools such as Conventor and Soft-MEMS will be applied.

**MTR 505 - Smart Materials, Smart sensors and Actuators:** Classification of smart materials: electrostrictive, piezoelectric ceramics, shape memory alloys, magnetostrictive materials, and electrorheological fluids. Characteristics of smart sensors and actuators. The applied driving forces: electrical, thermal, and magnetic fields – Working principles of the different smart materials. Manufacturing processes specially adapted to each Materials. Comparison between the different smart materials in terms of forces, strain, bandwidth. Advantages and drawbacks of each technology.

**MTR 506 - Advanced Servo Control Systems: Prerequisite:** (*Pre: MTR 502*) Electric Servosystems, PWM, Dynamic modeling, Transient Response, Frequency Response, Design of Servosystems , Closed loop response of servosystems, stability of position servos, improving system response by applying state variable feedback policy, Computer aided design of servosystems applying software packages (MATLAB- SIMULINK ,BATHFP, DYMOLA).

**MTR 601 - Advanced Robotics:** Introduction, spatial descriptions and transformations forward and inverse kinematics, mechanics of robot motion, static force and compliance, robot dynamics redundancy, trajectory planning, robot control, robot sensing. Sensing systems for grippers including tactile and force sensing. Environmental perception applying sensors and computer vision.

**MTR 602 - Intelligent Control Systems:** Variable structure control systems and sliding modes, multidimensional sliding modes, Neural- Fuzzy control systems, PID + Fuzzy control, Genetic control, application on nonlinear systems motion control.

**MTR 603 - Microfabrication of Microelectromechanical Systems/  
Microsystems:** (Prerequisite: MTR 504)

This course will explore the world of microelectromechanical devices and systems (MEMS). This requires an awareness of design, fabrication, and materials issues involved in MEMS. We will go over this through a combination of lectures, case studies, and individual homework assignments.



The course will cover fabrication technologies, material properties, structural mechanics, basic sensing and actuation principles, packaging, and MEMS markets and applications. The course will emphasize the fabrication and materials of MEMS.

**MTR 604 - Smart Sensors Systems Design:** The Smart Sensors Systems Design course describes modern developments and design trends in the field of smart sensors systems. The course covers the following main topics: Smart and Quasi-Digital Sensors State-of-the-Art, Data Acquisition Methods for Sensor Systems, Classical Frequency-to-Digital Conversion Methods, Advanced and Self-Adapted Conversion Methods, Digital Sensors and Program-Oriented Conversion Methods, Smart Sensor Systems, Virtual Instruments, Sensor Buses, Protocols and Networks, Sensor Interface Chips and Frequency-to-Digital Conversion Integrated Circuits, Digital Sensors and Smart Sensors System Design, Smart Transducer Interface IEEE 1451 Standard and Frequency Output Sensors, Direct Sensor-to-Microcontroller Interface.

**MTR 605 - Advanced Bio-Mechatronics Systems:** Bio-mechatronics is a contraction of biomechanics and Mechatronics. In this course the function and coordination of the human motion apparatus is the central focus, and the design of assistive devices for the support of the function of the motion apparatus.

**MTR 702 - Research Seminar on Mechatronics:** Selected topics/problems in Mechatronics and robotics are assigned and or selected by researchers to study, analyze and simulate, to improve graduate skills in creating new components and solving related engineering problems.

**MTR 703 - Research Seminar on Advanced Topics in Micro-Robotics:** Students will study in depth Micro robots focusing on medical/surgery applications. Each student will explore a topic in depth, and also carry out a small-scale research project, such as a software simulation or a mathematical model.

**MTR 704 - Research Seminar on Bio-Mechatronics:** (*Prerequisite MTR 605*) Students will study in depth Micro- Mechatronics systems focusing on new products innovation. Each student will explore a topic in depth, and also

carry out a small-scale research project, such as a software simulation or a mathematical model.

**MTR 705 - Research Seminar on Advanced on Micro-Electromechanical Systems:** *(Prerequisite MTR 603)* Students shall study and analyze in depth new published papers in MEMS such as micro Motors , micro coolers, micro valves.

**MTR 706 - Research Seminar on Intelligent Control Systems:**  
*(Prerequisite MTR 602)* Students shall study and analyze advanced control algorithm such as Genetic, Neuro-Fuzzy and adaptive PID controllers with applications to Mechatronics Systems.

**MTR 801 – M.Sc. Thesis**

**MTR 802 – Ph.D. Thesis**

#### **4- INDUSTRIAL ENGINEERING AND MANAGEMENT SYSTEMS**

**IEM 501- Advanced Production and Operations Planning:** Demand forecasting models - Aggregate production planning - work force and inventory levels - Job -shop scheduling and machine loading - Flow line balancing - Just in time production – Selection of : facilities and equipment - design - and layout of equipment for operation of industrial and service facilities –Supply Chain – Logistics - MRB – ERB- Inventory management - personnel scheduling – Maintenance Planning and Management – Flexible Manufacturing .

**IEM 502- Operations Research:** Integer programming . - non linear programming - unconstrained optimization - constrained optimization - quadratic programming geometric programming - dynamic programming - network flow problems - Theory and application of finite and infinite stage sequential decision processes - including Markovian decision processes - Computational methods and reduction of dimensionality.

**IEM 503- Plant Design And Materials Handling:** Comprehensive design of production systems and industrial enterprises - Development of integrated analysis of overall manufacturing systems - process and product design analysis - Synthesis and design of materials flow and the work place - Plant layout and sequencing analysis of production and machines - Location and design of facilities - Techniques, analysis and design of system to move unit and bulk materials. Facilities planning and industrial plant design - materials handling physical plant elements - Systematic plant layout - Computerized facilities allocation - Concepts and methodologies for the analysis and design of Materials handling systems - Automated Materials handling systems – Robotics.

**IEM 504- Supply Chain Strategies and Logistics:** Vendor and supplier selection - Multimodal transportation systems - Vehicle routing and dispatching models - Warehouse and distribution center location problem - Inventory models - Geographic Information Systems - Spatial Decision Support Systems - Optimization software packages (Solver, Lindo) - The Internet and e-commerce - Electronic data interchange EDI - Global supply chains - Case studies

**IEM 505- System Modeling and Simulation:** Basic simulation modeling - Modeling Queuing systems - Modeling complex systems - Simulation computer packages - Process analysis and data collection - Selecting input distribution - Building the simulation model - Random numbers and random variates - Output analysis - comparing alternative systems - variance reduction techniques - experimental design of simulation experiments - Statistical analysis computer packages - Project .

**IEM 506- Human Factors Engineering:** Performance measurements – work and time study –Ergonomics - Man as a physical system - Working condition - Man as a behavioral system - Methods engineering and work - place design –design for use - The development of labor standards - Generation - utilization and implementation of ideas - Project study - Design evaluation value analysis - reliability analysis - ergonomic analysis - useful life analysis.

**IEM 507- Management Systems:** Organization structures and theory - Systems - models and decision making approaches - Analysis of environmental conditions for management - System analysis and design for improving productivity and effectiveness – Strategic management – Knowledge management – Modern trends in management systems

**IEM 508- Strategic Planning and Management:** Historical development of strategic management -The strategy hierarchy: Corporate strategy - Business strategy - Functional strategies - dynamic strategy - Strategic management process - Successful organizational performance: vision- mission- objectives – strategies – implementation – evaluation - Situation analysis – Strategic management in e-business - Growth and portfolio theory - The marketing revolution - The Japanese challenge - Gaining competitive advantage - Strategic change - Information and technology driven strategy - The psychology of strategic management - Reasons why strategic plans fail - Limitations of strategic management -Smart Corporate Leader - Smart Business Architect - Sustainable Growth Strategies - Balanced Approach to Business Systems - Competitive Strategies - Sustainable Competitive Advantage.

**IEM 601- Project Planning and Management:** Deterministic activity networks - CPM method - Probabilistic activity networks; structures -

terminology - PERT model - Models of time -cost trade offs: linear - concave discontinuous and cost duration function - Computer systems and programs applied - Resource consideration in project planning networks - Heuristic approaches in resource allocation – Time-cost trade-off - Analytical models for resource allocation – project cost control- Project quality control – project risk management.

**IEM 602- Modern Management Systems:** Operations Strategy - Capacity Planning - Material Management: Inventory and Lot Sizing and – Management Information Systems MIS – Information Systems and data management - Data mining - Management and decision support systems - Material Requirement Planning MRP1, MRP2 and Enterprise Resource planning ERP - Just in Time JIT - Managerial decision models - Traditional and modern quality management - Total Quality Management TQM concepts and programs - Quality management in services - Decision analysis - Simulation - Artificial Intelligence - Research in business - Scientific thinking - The research process - e-business decision support - Business plans

**IEM 603- Modern Trends in Total Quality Management:** Concept and principle of TQM - Quality management standards - Traditional, process, and system approaches to quality management systems - Standard, nonstandard, and tailored approaches for implementation of TQM.- Quality assurance concept, principle and standards for quality assurance- Role of information systems in quality control activities - Quality improvement concept, principle, and approaches - Organizational subsystem for quality improvement - Supply chain - Project approach and problem solving – Benchmarking - Quality function deployment - Quality costing - Quality improvement implementation process.

**IEM 604- Reliability:** definitions - Interpretation of reliability - Reliability confidence limits - applications - Failure types and analysis - Reliability - Block failure diagram - modes - Reliability testing - Reliability parameters - System reliability - Reliability optimization - Maintenance types and objectives - Maintenance effectiveness -Concept of reliability - Reliability factors, types, systems, and effectiveness - Types of failure - Measures of reliability - Redundant systems - Reliability testing.

**IEM 605- Stochastic Processes and Markov Chains:** Probability theory – Discrete random variables and distributions - Poisson Process – Continuous random variables and distributions - Renewal process –Markov's chain (MC) – Transition matrix – Chapman-Kolmogorov Equations - Absorbing MC – Ergodic MC - Fundamentals of limit theory for regular chain – Mean first passage time – MC applications and cases – Continuous time MC – Queuing models - Brownian motion and other Markov's processes

**IEM 606- Design for Manufacturing, Assembly, and Reliability:** Generation - utilization and implementation of ideas - Project study - patent search - ecological analysis - resource analysis and legal analysis - Design evaluation value analysis - reliability analysis - ergonomic analysis - useful life analysis - and maintenance analysis - Quality verification.

**IEM 607- Ergonomics and Occupational Biomechanics :** Study of the relationship between man and his environment - working Anatomical - sociological and physiological factors underlining the design Techniques of a specific environment - work optimization in perception - reaction - energy expenditure and bodily action - Advanced study on work center design for improving human work - Industrial codes and legislation - Safety.

**IEM 608- Econometrics:** Basic ideas and approaches of Econometrics – Probability theory - Mathematical modeling in Economy – Deterministic models - Stochastic models – Types of data – Sources of data – Data gathering - Statistical inference – Hypothesis testing – Model formation – Diagnostic testing – Specifications testing – Prediction - Forecasting – Time series econometrics - Experiments – natural experiments – Econometric identification – Case studies and applications.

**IEM 701 – Project Based Learning in Operations Research Methods and Applications**

**IEM 702 – Seminar on Strategic Planning and management**

**IEM 703- Seminar on Non-Linear optimization**

**IEM 704- Seminar on International Business**

**IEM 801 – M.Sc. Thesis**

**IEM 802 – Ph.D. Thesis**

## **5- MATERIALS SCIENCES AND ENGINEERING**

**MSE 501- Chemical Change and Materials Properties:** This is an introductory module designed to bring students from different background to a common understanding of materials science, its terminology and concepts. In addition, this course takes students through different topics which will be discussed through the master core courses and shows them how it is related and derived from the basic science and engineering concepts they have encountered in their first degree. The course includes chemical, physical, mechanical, electrical and magnetic properties of materials.

**MSE 502- Crystallography and Diffraction:** The aim of this course is to study the relation between crystalline materials and their modern applications. Moreover, knowledge of crystallography opens the door to a better and clearer understanding of so many other topics in physics and chemistry, earth, materials and textile science, and microscopy. The subject of diffraction flows naturally from that of crystallography because by its means are the structures of materials revealed. Hence, in discussing diffraction, the common aspects of the phenomena with respect to light, X-rays and electrons will be emphasized.

**MSE 503- Defects and Microscopic Studies:** The goal of this course is to provide the students with the differences between perfect and imperfect solids and the different types of imperfections such as point, line and surface defects in crystalline solids. The basic concepts of microscopic characterization using Scanning Electron Microscope (SEM), Transmission Electron Microscope (TEM), Atomic Force Microscopy (AFM) and Scanning Tunneling Microscope (STM) will be given. This course will provide an understanding and mathematical description of microscopic defects in crystalline solids. Certain concepts for understanding the behavior of engineering materials by emphasizing important relationships between the internal structure and properties will be carried out.

**MSE 504- Phase Equilibrium and Transformation:** The aim of this course is to present a general view on the phase transformation and the growth theory

of metals and alloys. The applications of this theory in the field of steel and its alloys and effect of heat treatment on the properties will be applied.

**MSE 505- Photophysics and Photochemistry with Dynamics and Relaxation of Materials:** The goal of this course is to understand the concepts of photo physics and photochemistry and their applications and the interaction between the electromagnetic waves and materials. The course will deal with the mechanical and electrical relaxation phenomenon in materials .

**MSE 506- Polymers Engineering:** The aim of this course is to present polymer processing techniques, plastic technology, design considerations and commercial considerations. In addition, the processing of polymer blend and composite will be introduced

**MSE 507- Refractory Materials:** This course aims at conveying the theoretical structure of raw refractories into final products through both heat and chemical treatments. It describes the application procedure of a raw material into final refractory products.

**MSE 601- Surface science and corrosion:** The objectives of this course are present fundamentals of corrosion, forms and mechanisms of corrosion, identification and analysis of corrosion problems, and methods for corrosion control.

**MSE 602- Building materials and ceramics:** The objective of this course is to teach types of building materials, ceramic composite, chemical composition of cement and additives. In addition the physical and mechanical properties of building materials and creep will be given.

**MSE 603- Solid-state and thin-film reaction kinetics:** The objectives of this course is introduce thin film deposition technology, thickness measurement and analytical techniques, nucleation and kinetic growth and structure of thin films.

**MSE 604- Semiconductor technology:** The aims of this course are to introduce the different techniques used to fabricate semiconductor materials and devices. The student will be familiar with different characterization techniques used for semiconductor materials and devices.



**MSE 605- Composite materials and fiber science:** The goal of this course is to present fiber, textile, and composite materials. The reinforcement of polymeric materials with different types of fiber fabrication techniques will be given.

**MSE 606- Nanomaterials and technology:** The aim of this course is to depict applications of nanotechnology, novel physics and chemistry associated with the nanoscale, manufacturing techniques, characterization and nanoscale probes.

**MSE 701- Project Based Learning in Smart Materials**

**MSE 702- Seminar on Materials Science and Technology**

**MSE 801 – M.Sc. Thesis**

**MSE 802 – Ph.D. Thesis**

## 6- ENERGY RESOURCES AND ENVIRONMENTAL ENGINEERING

### **ERE 501- Statistical Methods for Data Analysis and Uncertainty**

**Modeling:** Probability and statistics with emphasis on data analysis and uncertainty modeling for engineering and environmental systems. Descriptive statistics, graphical representation of data, linear regression, correlation, discrete and continuous probability distributions, conditional probability, estimation, statistical inference, hypothesis testing, sampling design, load factors, extreme events, reliability analysis. Forecasting , Stochastic models for energy resources, environmental parameters and chemical engineering.

### **ERE 502- Sustainable Power Generation (SPG):**

Different types of power plants are presented in detail. The SPG present heat and power technologies, as well as typical applications in industry and heat generation. Plant components including gas turbines, steam turbines and condensers are treated in detail. Measurement techniques used in thermal systems are analyzed. In addition wind energy and biomass are studied. Turbine aerodynamics, and operational issues. Biomass advanced thermal conversion methods (such as gasification) is included. Also, hydrogen is considered as a future energy carrier that could help to reduce greenhouse gas emissions when produced from renewable energies.

**ERE503-Atmospheric Chemistry:** Measures of atmospheric composition, Atmospheric pressure, Simple models, Atmospheric transport, Geochemical cycles, Chemical forcing of climate, Stratospheric chemistry, Tropospheric chemistry, Ozone pollution, Acid rain, Aerosols, photophysics with dynamics and relaxation of molecules.

**ERE 504- Solar Energy :** The course include passive solar heating in buildings as well as designing PV and hybrid systems. In essence understanding the energy use and thermal energy balance of different types of buildings and the potential for energy savings. Other topics are passive solar techniques for both heating and cooling and the roll of building design and orientation, day-lighting, natural ventilation, and the integration of active

elements for both thermal and photovoltaic applications. Combined heat and power generation from the sun is also studied, including different types of systems and general design concepts, and economic analysis of the systems.

**ERE 505- Fuels and Processes:** Sources, Extraction, separation and treatment. Transportation of petroleum, Natural Gas pipelines and underground storage. Basic principles of liquefaction, Liquefaction of Natural gas LNG.

**ERE 506- Industrial Ecology:** Sustainable combination of environment, economy and technology. Analysis of material and energy flow in industrial systems to enhance eco-efficiency and sustainability. Methods: life cycle assessment, quantifies energy, waste, emissions (greenhouse gases) for materials production, manufacturing, product use, recovery. Life cycle design integrate environmental, performance, economic, and regulatory objectives.

**ERE 507- Transport Phenomena:** Introduction to transport phenomena, Molecular transport mechanisms, heat transfer, mass transfer, momentum transfer. The general property balance; the three dimensional balance equations. Molecular transport and the general property balance. Transport with a net convective flux. Unsteady state transport. Boundary layer theory.

**ERE 508- Introduction to Computational Fluid Dynamics:** Classification of partial differential equations - Emphasis on finite-volume and finite-difference techniques for numerical solution of elliptic, parabolic and hyperbolic partial differential equations - Stability analysis - Applications to heat transfer, and internal and external flow problems.

**ERE 509- Advanced Course on Water Resources and Environment:** This course aims at providing advanced methodologies for the management and planning of water resources and environment. In particular, computer simulation technology and advanced monitoring technology are introduced in detail. Advanced theories and contemporary issues in society are also discussed-Advanced Hydrological Modeling and Observation-Climate Change and Water Cycle- Water Resources Assessment-Remote-sensing for Water Resources Management and Irrigation-Agricultural Crop Modeling and Irrigation Planning.

**ERE 510 - Thermal Hydraulics in Power Technology** : Emphasis on thermo-fluid dynamic phenomena and analysis methods for conventional and nuclear power stations. Kinematics and dynamics of two-phase flows. Steam separation. Boiling, instabilities, and critical conditions. Single-channel transient analysis. Loop analysis including single and two-phase natural circulation. Sub-channel analysis.

**ERE 511 - Electrochemical Energy Conversion and Storage:**

Fundamental concepts, tools, and applications in electrochemical science and engineering. Introduces thermodynamics, kinetics and transport of electrochemical reactions. Describes how materials structure and properties affect electrochemical behavior of particular applications, for instance in lithium rechargeable batteries, electrochemical capacitors, fuel cells, photo electrochemical cells, and electrolytic cells. Discusses state-of-the-art electrochemical energy technologies for portable electronic devices, hybrid and plug-in vehicles, electrical vehicles. Theoretical and experimental exploration of electrochemical measurement techniques in cell testing, and in bulk and interfacial transport measurements (electronic and ionic resistivity and charge transfer cross the electrode-electrolyte interface).

**ERE 601- Turbulence:** Introduction to the topic of turbulence with special emphasis on physical processes; characterization of fundamental turbulent flows such as shear layers, wakes, jets, plumes, and thermals; effect of stratification on turbulence; forcing and control of turbulence by acceleration and pulsation. Turbulence Models. Integral Methods of analysis (Rayleigh method- Buckingham method). Transport in ducts, heat and mass transfer in duct flow. Transport past immersed bodies. Analysis of submerged turbulent buoyant jets; scaling relations; consideration of ambient effects including density stratification, ambient currents; numerical models for buoyant jet mixing; hydraulics of two-layer stratified flow and control on mixing processes.

**ERE 602 - Advanced Computational Fluid Dynamics:** Introduction to the methods and analysis techniques used in computational solutions of fluid mechanics and heat transfer problems. Model problems are used to study the interaction of physical processes and numerical techniques. Contemporary

methods for boundary layers, incompressible viscous flows, and inviscid compressible flows are studied. Finite differences and finite volume techniques are emphasized. Grid generation techniques are discussed.

**ERE 603 - Environmental Systems and Processes:** An introduction to the analysis, characterization, and modeling of environmental processes; physical, chemical, discussion of economic and legislative constraints and requirements. Concepts of environmental systems and principles of related transport and transformation phenomena and processes; development of fundamental models for expression of relevant process dynamics; system and process scaling factors and methods; extension of process models to ideal and non-ideal natural and engineered homogeneous environmental systems.

**ERE 604- Sustainable Energy Utilization (SEU):** Different refrigeration processes, refrigeration machinery and plant design are considered. New refrigerants, as well as advanced refrigeration processes are discussed. Optimizing insulation thickness and different mechanical components are analyzed. Design and optimization of heat pump plants with safety standards, are considered in detail. Mobile refrigeration and air conditioning systems, Absorption processes, low-temperature processes, and air separation processes are covered. In addition topics related to ventilation and heating are studied, in particular how they affect thermal comfort and air quality indoors, and how this, in turn, reflects on energy management in the built environment. Gaseous and particulate indoor air pollutants are discussed with regard to acceptable concentrations, health effects and existing regulations/standards.

**ERE 605- Turbomachinery:** The course aims at giving an overview of dedicated aspects in thermal turbomachinery. It will focus on applications in the energy sector (steam and gas turbines for power generation). Starting from simple 1d analysis of turbomachine components the view is extended to 2D and 3D aspects. Dedicated aspects such as gas turbine cooling technology, mechanical integrity, materials and system behavior are elucidated and brought into context.

**ERE 606- Energy Management:** Energy auditing procedures, Kyoto Protocol, Cost of unit energy. Analysis of energy use and use of cost and consumption indices. Various issues such as system analysis, technical energy systems, business strategies, economics and emerging technologies. Monitoring and targeting techniques. The use of combined heat and Power. Methods of energy conservation in Industry, power stations, refineries and public buildings.

**ERE 607- Alternative Energy Systems:** Energy demand forecasting, Depletion of traditional fuel, Review of renewable technologies. Solar Energy: Characteristics of solar radiation, Wind Power: Actuator disc theory, effect of wake rotation, blade element theory. Rotor types, vertical and horizontal machines. Power and drag coefficients. Rated power and load factor. OTEC: Ocean temperature difference, The open or Claude cycle, Modifications of the open OTEC cycle. Recent OTEC development. Wave Power: Wave structure and characteristics, Maximum energy recovered from waves, wave distribution, wave power devices and characteristics. Geothermal Energy: Types, operational and environmental problems. Vapor dominated and liquid dominated systems. Hybrid systems.

**ERE 608- Transportation Systems Analysis:** Introduces transportation systems analysis, stressing demand and economic aspects. Covers the key principles governing transportation planning, investment, operations and maintenance. Introduces the microeconomic concepts central to transportation systems. Topics covered include economic theories of the firm, the consumer and the market, demand models, discrete choice analysis, cost models and production functions, and pricing theory. Application to transportation systems include congestion pricing, technological change, resource allocation, market structure and regulation, and project evaluation; covering passenger and freight, aviation and intelligent transportation systems.

**ERE 701- Project Based Learning On Energy Systems :**

Topics of seminar are listed but are not limited to:

- Development on environment- friendly heat pump system

- High temperature heat storage mechanism
- Fuel cells
- Global Climate Change
- Fission reactor technology
- Fusion Power
- Individual and Community Energy Use
- Energy Futures and the Global Environment
- Clean Development Mechanism – a tool for reducing CO<sub>2</sub> emissions
- Replacements for oil as energy carrier.
- Strategies for promoting the use of renewable energy – industrialized Versus developing countries.
- Kyoto protocol – present status and possible future scenarios

### **ERE 702- Professional Practice Seminar**

Topics of seminar are listed but are not limited to:

#### ***Innovative Design in Industrial Pollution Prevention***

Selected students work in small groups to address the prevention of industrial pollution through improved process design. Directed by faculty and engineers from host company.

#### ***Industrial Pollution Prevention***

Principles and practical aspects of industrial waste minimization. Regulatory environment, waste minimization strategies, economic analysis, process safety, case study: analysis of alternative waste minimization/management technologies.

#### ***Design of Air Pollution Control Systems***

Design and evaluation of systems used to control emission of gaseous and particle air pollutants. Comprehensive design of specific devices and systems.

#### ***Air Quality Dispersion Modeling***

Diffusion in atmosphere; application of atmospheric dispersion models and evaluation of meteorological and air quality data.

#### ***Sampling of Air Pollutants***

Standard sampling methods for particulate and gaseous air pollutant emissions from industrial processes; ambient air monitoring instrumentation/techniques.

### ***Industrial Safety***

Accident causation, losses, and investigative techniques. Role of human, task/machine, and environment in accident prevention. Safety standards, codes, and laws. Product liability, design, evaluation, and management of safety organizations and programs. Hazard recognition, analysis, control and risk assessment, systems safety and related techniques.

### ***Science and Policy of Natural Hazards***

This course examines the science of natural catastrophes such as earthquakes and floods and explores the relationships between the science of and policy toward such hazards. Presents the causes and effects of these phenomena, discusses their predictability, and examines how this knowledge influences policy making. The course includes intensive practice in the writing and presentation of scientific research and summaries for policy makers.

### ***Case Studies in Environmental Sustainability***

Case studies focusing on utilization of the principles of industrial ecology and environmental sustainability in professional practice.

**ERE 801 – M.Sc. Thesis**

**ERE 802 – Ph.D. Thesis**



## 7- CHEMICALS AND PETROCHEMICALS ENGINEERING

**CPC 501 - Transport Phenomena I :** Review of Momentum Transfer, Macroscopic balance (Bernoulli Equation), Momentum Transport with two independent variables , Non-Newtonian flow, Viscosity and Elasticity, Linear viscoelasticity, Large deformation.

**CPC 502 - Transport Phenomena II:** Multicomponent diffusion, Stephan-Maxwell equation, Extension to Multicomponent distillation and adsorption, Interphase Transport in Multi-component system, Interphase Energy Transport, Solidification (Diffusion and Cooling) Mullins-Sekka stability.

**CPC 503 - Modeling and Simulation of Chemical and Petrochemical Processes:** The first part of this course will include revision and completion of the math required in the following topics: numerical methods, linear and nonlinear system analysis, finite element analysis, chaos, Markov chain, Monte Carlo with the use of the a selected software (Matlab, simulink, Berkeley Madonna, Comsol...)The second part will include the Modelling fundamentals in chemical and petrochemicals engineering and formulation of dynamic model with examples in the equations of state, steady and unsteady mass, energy and momentum balances, chemical kinetics, multistage modelling. Project: The student(s) to select a chemical process, and present a model that simulate the process with the aid of a computer software with a certain level of complexity that is chosen by the instructor.

**CPC 504 - Advanced Electrochemistry:** Revision on the principles of electrochemistry and application of electrochemical equilibria, kinetics, and transport processes. Technical electrolysis; organic and inorganic synthesis. Electrochemical energy conversion. Application of electrochemistry in corrosion protection in chemical and petrochemical plants.

**CPC 505 - Advanced Separation Technologies:** Separation processes used for the preparation of raw materials for processing, purification of products and protection of the environment.

The course includes examples of the different technologies used in industries as well as the new technologies that are appearing in industries, e.g. Adsorption, Chromatography, Ion exchange, Multicomponent distillation systems, Micro-filtration, Ultra-filtration, membrane separations, Gas separations, oil/water separations, nanoparticle separations

**CPC 506 - Advanced Process Control :** Interaction analysis: Process identifications, Relative Gain Array (RGA), Dynamic RGA, Internal Model Control, Multi-loop control, Multi-variable control, Plant wide control, Model Predictive Control, Project: Modeling and simulation of a multivariable chemical process, Design a multivariable control/multi-loop control by Simulink, Applications of SCADA systems to petrochemical processes.

**CPC 507 - Nanotechnology in Chemical and Petrochemical Industries:** Preparation of Nanomaterials, Characteristics of Nanomaterials, General Applications of nano-science and nano-technology in chemical and petrochemicals industries(Application in oil and gas refining, nano-membranes, nano-separators, nano-adsorbent, corrosion inhibitors, nano-additives for clean fuel, nano-materials from petrochemicals).

### **CPC 601 - Advanced Chemical Reactions and Reactor Design**

Review of the fundamental concepts in chemical reaction engineering. experimental and theoretical aspects of chemical reaction kinetics, including transition-state theories, molecular beam scattering, classical techniques, quantum and statistical mechanical estimation of rate constants, pressure-dependence and chemical activation, modeling complex reacting mixtures, and uncertainty/sensitivity analyses. Transport processes in heterogeneous catalysis. Fixed bed catalytic reactor design, Fluidized bed reactors, Multiphase reactors. Multiple reactors. Axial and radial dispersion/temperature variations in tubular reactors.

**CPC 602 - Advanced Polymerization Engineering:** Polymerization Reaction Engineering : Mechanisms and Kinetics of Polymerization, Rheology and Polymeric Systems , Unit Operations in Polymer Industries, Polymer formulations and additives: Polymer Assemblies, Polymer Auxiliaries, Processing Engineering, Speciality and Engineering Polymers, Biopolymers,

**CPC 603 - Process Optimization:** Basic concepts of optimization, Unconstrained multivariable optimization (Grid search, Simplex method, Steepest descent search, Conjugate gradient method, Newton's method), Lagrange's method of undetermined multipliers , Application of unconstrained multivariable optimization (Optimal design of unit operation, etc.), Linear programming and applications (Production planning problem), Nonlinear programming (Successive linear programming, Excel solver), Mixed integer programming and application (B&B method, Scheduling problem), Heuristic search methods (Simulated Annealing, Tabu search, Genetic algorithm).

**CPC 604 - Catalysis Engineering and Design:** Catalytic processes in industry, Chemical kinetics of catalyzed reactions., Catalytic reactor design, Catalyst Engineering and Synthesis of catalyst.

**CPC 605 - Particle Science and Handling Engineering:** Characterization of particle (average size, distribution), Measurement of fine particle distribution (micro/nano), Modeling of particle movement (DEM equation), Particle simulation :Project of particle simulation , Agglomeration, dispersion, coalescence, coagulation, Unit operation handling particle, Filtering, drying, crashing, cyclone , Extension to Nano-particle technology,

**CPC 606 - Biochemical Engineering:** Enzyme catalysis, Microbial growth, Bioreactor design and analysis, Transport processes, aeration and agitation., Product recovery, Microbial interaction, With example in Applied & Industrial Microbiology, Fermentation Technology, Enzymology, Biocatalysis and Pollution Control.

**CPC 607 - Pollution control in Chemical and Petrochemical Industries:** Introduction to the Petrochemical Industry, processes and waste streams, management philosophy, Air Pollution, Water Pollution, wastewater characteristics, treatment methods, process modification, conservation and treatment, case histories, Solid Wastes Management, types of solid wastes, disposal techniques, Disposal of Hazardous Wastes, Energy Consideration in Pollution Control.

**CPC 608 - Micro-chemistry and Micro-chemical Engineering**

Feature of miniaturization, Mass and heat transfer in micro channels, Micro mixer and effect of mixing on selectivity, Micro heat exchanger and effect of temperature control on selectivity, Micro reactor and effect of residence time on selectivity, Design and operation of micro chemical plant, Reaction systems suitable for micro chemical plant .

**CPC 701 - Project Based Learning On Chemical and Petrochemicals Engineering**

**CPC 702 Seminar in Chemical and Petrochemical Engineering**

**CPC 801 – M.Sc. Thesis**

**CPC 802 – Ph.D. Thesis**

**4<sup>th</sup> BOT Doc-10d**



**EGYPT-JAPAN UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(E-JUST)**

**FINANCIAL BY-LAWS**

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Submitted to the Fourth Board of Trustees Meeting

June, 11, 2011

NEW BORG EL-ARAB  
ALEXANDRIA, EGYPT

# **Egypt-Japan University of Science and Technology Financial By-Laws**

Issued in accordance with article (4) of the Bilateral Agreement between Egypt and Japan of 2009 regarding the establishment and organization of the Egypt-Japan University of Science and Technology

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## **SECTION ONE**

### **Definitions**

#### Article (1)

These Bylaws will be called [Financial By-Laws of Egypt-Japan University of Science and Technology], and will be enforced by the date of its endorsement by the Board of Trustees.

#### Article (2)

In these by-laws, the following terms will have the meanings set against them unless the context indicates otherwise:

The University: Egypt-Japan University of Science and Technology

Board of Trustees: University Board of Trustees

The President: President of the University

The Council: University Council

Vice-President: Vice-President for Support Services

Dean: Dean of College, or any other Dean

Director of Unit: Director of any Department or center at the University

The Director: Director of Finance Department at the University

Financial Employee: Accountant, Cashier, Auditor, (Assistant Account) at the University or any other employee at the Finance Department who is entrusted to receive, keep, and pay from the Finance Department's funds and keep or use any accounting records

## **SECTION TWO**

### **Budget and Final Accounts**

#### Article (3)

The University will have an independent budget to be issued after it is approved by the Board of Trustees. The budget shall comprise estimated expenditures and revenues expected to be collected during the fiscal year which starts on the 1st of July and ends on the 31st of June of the following year.

In cases when the budget is issued late (i.e. after the beginning of the new fiscal year), work will continue based on last year's estimated costs and revenues till the new budget is issued. In this case, expenditures and revenues of that

period will be added to the new budget's calculations after it has been issued. Expenses for each month may not exceed the proportion of one twelfth of the new budget.

#### Article (4)

The estimations of the University's annual budget revenues include:

1. Students Tuition and Fees.
2. Contributions from the Education Development Fund.
3. Donations, subsidies, and endowments from sources approved by the Board.
4. Contributions from the Governments of Egypt and Japan.
5. Accepted payments from agencies and institutions and foreign agencies.
6. Revenues from services for advisory and operational and training provided by the University.
7. Revenues from Studies and Research contracted with various local and foreign bodies.
8. Return on the University's funds.
9. Revenue from the sale of obsolete / or not needed assets.
10. Any other financial resources received by the University and approved by the Board of Trustees.

#### Article (5)

The University's draft annual budget is prepared in light of the annual requirements estimated by the different colleges, centers and departments in the administration as per the plans and programs approved by the Board of Trustees.

#### Article (6)

The President, upon a proposal from the Vice-President of Support Services, issues the instructions that he deems appropriate for determining the procedures for the preparation of the annual budget, its appendices, date of submission and other relevant data. Afterwards, the budget is prepared in accordance with the budget preparation manual .

#### Article (7)

The President presents the draft budget to the Board of Trustees for approval.

#### Article (8)

Additional provisions may be allotted as an appendix to the budget, in the cases that the Board of Trustees finds necessary, on condition that the same procedures used in the preparation of the annual budget of the University and

its organization be followed, except the articles related to the dates of its submission.

#### Article (9)

Expenditures in the budget are approved according to chapters, and will be distributed according to the items of each chapter as follows:

##### **Chapter One: Salaries, wages and supplementary benefits**

It includes all amounts appropriated for the University faculty and staff members of salaries, wages and cash and in-kind benefits.

##### **Chapter Two: Operative expenses**

It represents all the expenses needed by the University for its Regular Activities within one fiscal year:

- Expenses of principle and survey studies, feasibility studies and research.
- The expenses of educational and research, advisory and executive activities.
- Expenses of seminars and workshops and conferences.
- Amounts paid to consultants and experts.
- Other administrative expenses like stationery, fuel and oil, printing..etc.
- Other expenses that the nature of the University requires to be implemented.

##### **Chapter Three: Capital expenses**

These express any of the University's assets that are possessed to be used for a long-term longer than two fiscal periods.

#### Article (10)

Transfer of expenditures from one chapter to another except by a recommendation from the Vice-President and an approval from the President, but transfer of expenditures from one item to another within the same chapter may be done by a decision of the Vice-President of Support Services.

#### Article (11)

Payments and obligations related to development projects are made within the limits of the provisions allotted partially or completely to them in the budget, additional expenditures, estimated or requested, for any projects that have been contracted may be paid from the budgets of the coming years within the limits estimated or requested funds defined, subject to the approval of the Board of Trustees.

#### Article (12)

It is not allowed to increase the number of jobs after the approval of the budget and during the fiscal year, except as temporary Jobs. In case of increasing the

number of jobs, the budget will be modified provided that such modification does not lead to an increase in its total estimates, except with the approval of the Board of Trustees and in accordance with the procedures approved by the Budget.

### **SECTION THREE**

#### **Duties and responsibilities**

##### Article (13)

The President is responsible for the University funds and the person authorized to issue payment orders in accordance with its budget after it is approved by the Board of Trustees. The President may delegate in writing any of his authorities stipulated in these by-laws to the Vice-President and he retains the right to cancel this authorization.

##### Article (14)

a. The Finance Department of the University is the responsible party for all the University's financial affairs, according to the University's Decree, bylaws, instructions and the decisions issued therewith.

b. The Director of the Finance Department in the University is responsible to the Vice-President for the University's bank accounts, its financial transactions, and records, for protecting the funds of the University and ensuring the application of the articles of these by-laws.

c. All Financial employees in the University are responsible to the Director of the Finance Department for the financial responsibilities they carry, for organizing entries and accounts and bookkeeping according to the articles of this by-laws and instructions issued therewith.

d. Each financial employee in the University is personally responsible for any financial loss accrues to the University as a result of his/her negligence or mistake, and the University will regain this loss from him/her in the way that it sees fit.

### **SECTION FOUR**

#### **Expenditure Procedures**

##### Article (15)

Expenditures are disbursed from amounts allotted in the budget, according to orders for payment issued by the Vice-President of Support Services.

##### Article (16)

The Vice-President of Support Services issues special instructions regarding payments and inspection of transactions, the way to determine its type, the presentation of the supporting payment documents.



Article (17)

Payment will be done as per the financial vouchers after they have been examined and approved by the signature of the Vice-President.

Article (18)

Actual payment of University expenditures may be made in cash, checks or transfer orders as per instructions issued by the Vice-President of Support Services.

Article (19)

It is not allowed to commit any amount for recurrent expenditures or for payment, except in the limits specified in the budget.

Article (20)

- a. The President appoints the persons who are authorized to sign checks, money transfers, and other banking transactions of the University. He also specifies their authorities.
- b. Payment from the bank account shall be made according to designated bonds signed first by the Vice-President or whoever he authorizes, and second by the Financial Director.

Article (21)

External purchases, including subscription in journals and periodicals, are paid through letters of credit or bank remittances. Payments may be done in one payment or in several payments on account, or in advances provided that guarantees are obtained to ensure that the purchases are delivered in time and within the required specifications.

Article (22)

- a. The President, or the Vice-President, may approve the payment or settlement of certain amounts when payments or expenditure could not be supported by documents or receipts for any reason, provided that such amounts will not exceed 1000 L.E for each payment. The person who makes such a disbursement must present a written statement with his signature showing the amount of expenditure and that it was spent in the interest of the University or in activities related to it, on condition that it is approved by the Vice-President.
- b. The Vice-President may approve the payment of amounts against substitute documents for lost originals for amounts of maximum of L.E. 3000 during each fiscal year provided that reasons for such loss are verified and

ensuring no previous payment was made and that the beneficiary undertakes not to make any claims regarding these amounts in future.

## **SECTION FIVE Revenues Procedures**

### **Article (23)**

a. The Director of Finance Department will prepare forms of major and minor receipt vouchers, and financial notes.

b. Collection of University's funds will be done through official vouchers a copy of which will, be given to the payer. All collected funds shall be entered in the relevant Chapter and Account in the general budget of the current fiscal year.

The Vice-President will issue instructions on how to collect, register, save, and deposit these funds, in addition to the procedures to be followed in case of the loss of any financial document.

### **Article (24)**

Unlawfully Funds coming into the University accounts may be refunded to payer(s) within the limits permitted by the bylaws and regulations, after the President's approval upon a recommendation from the Vice-President:

## **SECTION SIX Non-Budgetary Accounts**

### **First: Advances**

#### **Article (25)**

1) Continuous advance: it is the advance of petty expenses of little and urgent amounts. These are determined every year by the President after issuing the budget.

2) Temporary advance: it is the advance that is disbursed for one time and for a specific event. It must be settled upon the end of such event.

The President and the Vice-President may approve the payment of advances in the following cases:

a. Travel and residence advance for University employees dispatched on official missions or entrusted to do scientific research. Advances may be also given for scientific missions, training courses, travel tickets, or any other expenses as per the by-laws, instructions, and decisions enforced in the University.

b. Advances on salary of employees appointed for the first time, provided that the advance shall not exceed half month salary and that it shall be

- paid back from the payee's salary starting by the next month following the month in which the advance is issued.
- c. Subscriptions in journals and periodicals, purchasing books and teaching aids, and other technical devices abroad provided that these are paid back according to the regulations of the University.
  - d. Purchasing some documents of financial value such as fuel coupons, postage stamps, etc.
  - e. Paying continuous advances to Colleges, Deanships, Centers, and Administrative Units to be spent on official cause like purchases, services, or petty expenses.
  - f. It is also allowed to pay a Research Advance for any of the researchers entitled to receive subsidy in their research as per the by-laws and instruction enforced in the University. These advances shall be paid back according to the regulations of the University.
  - g. It is allowed to pay an advance for approved tenders. This will be against unconditional bank guarantee of the advance amount submitted by the contractor who also submits his approval of confiscating the guarantee without any notice in the event of breaching his commitments.

#### Article (26)

Without prejudice to the provisions of Article (25) of these by-laws, the following rules shall be observed:

- a. Advances shall be settled at the end of the purpose for which they are paid within two months in the maximum, or at the end of the fiscal year during which the advance is paid, which comes first.
- b. The Vice-President shall issue a decision on regulating the procedures and conditions of paying advances in cases mentioned in the previous Article of these bylaws and how to settle them.
- c. The employee to whom the advance was paid shall be responsible for its value and present documents proving that the advance was spent for the specified purposes.

### **Second: Securities**

#### Article (27)

Amounts which were not received by their owners, and the amounts submitted by others to the University as part of their payables will be kept in the Securities accounts. These amounts will be recovered when the reasons of their seizure are not valid any more.

#### Article (28)

Securities are paid back upon a request from beneficiaries signed by the

Competent Unit to indicate that works for which these securities were paid are completed. These securities shall also be signed to indicate that they were paid back.

**Article (29)**

In case Security depositor does not complete all the works for which securities were deposited, or part of them or in case the depositor is indebted to the University with amounts he ignores, the securities, or part of them will be settled to the Revenues Account or other pertaining accounts.

**Article (30)**

Securities are not claimed within five years of the date of deposit will be considered as Revenues to the University Account.

**SECTION SEVEN  
Accounting System**

**First: Records**

**Article (31)**

University accounting transactions will be registered according to the Double Entry System and the international Accountancy Principles of the University.

**Article (32)**

The Finance Department will keep all records necessary for recording the financial actions through documents and papers in order to state the University's financial status AND to ensure the Proper implementation of the accounting system in the University and the flow of financial and monetary works. This shall be done by instructions issued by the Vice-President.

**Second: Vouchers**

**Article (33)**

Payment Vouchers, Receipt Vouchers, and Journal Vouchers are the basis of entry for any accountancy action. Vouchers will have serial numbers and will be issued in one original and many copies according to the usage requirements.

**Article (34)**

- a. Payment vouchers, and receipt and issue vouchers shall be prepared,

- b. Supervised, and approved by competent officers in the University, each in his specialization. They should be accompanied by all original documents that testify their authenticity and the legitimacy of the financial and accountancy actions included in these documents. Substitute copies for lost documents will not be accepted unless approved by the Vice-President after investigating the reasons for the loss and defining whose responsibility it. It should be made sure also that payment is not done before, and the beneficiary shall undertake not to claim these amounts in future.
- c. Payment voucher is issued in the name of the beneficiary or his legal Representative as per a letter of attorney.
- d. The authorized person or whomever he may authorize issues expenditures payment vouchers. Receipt vouchers, issue vouchers and security payment vouchers are issued by the Director of Finance Department.
- e. When amounts are to be paid in cash, it should be observed that this is done on basis of net due amount, which is the gross amount less all amounts that should be deducted, whether these amounts are in the form of amounts due to the University.
- f. Checkbooks are obtained by a letter from the Vice-President and the bank at which the University funds are deposited, in addition to the signatures of delegated for signing.

### **Third: Keeping Records**

#### **Article (35)**

All financial records, forms, and documents will be kept with the competent financial employees who will be responsible for receiving them as a trust and will be responsible for keeping it and the secrecy of its contents.

#### **Article (36)**

When the employee in charge leaves his job or moves to another job, or stops working for any reason, he has to deliver all financial records, forms, and documents in his custody to another employee by a receipt book/record signed by both parties and approved by the Director of Finance Department and the Vice-President.

#### **Article (37)**

Financial records, forms, and documents used in the University will be kept in record for not less than ten years after they are no more used. After that, these records, forms, and documents may be destroyed or wasted according to instructions issued by the President upon recommendation from the

Vice-President. The President may also approve delivering these records, form, and documents to the competent official authorities to document them.

Article (38)

A copy of the financial records, forms, and documents are kept outside the financial department in accordance with instructions issued by the Vice-President.

## **SECTION EIGHT**

### **Internal Auditing and Reports**

Article (39)

All University financial actions will be subject to internal auditing. This control will have the following duties:

- a. Controlling the movement of University assets in banks and other financial institutions on a continuous basis.
- b. Controlling the movement of University assets in the stores and taking care of inventory in them.
- c. Auditing payment vouchers before payment is done and entry vouchers before issuing them, as well as in issue vouchers before issue is done.
- d. Signing on all financial obligations in order to secure Funds in the budget.
- e. Verifying that the figures in the final accounts are correct before presenting them to the competent authorities.
- f. Ensuring the availability of the allotted amount in the budget and that it is not exceeded.

Article (40)

The President will present the Annual Financial Report and the Final Account to the Board of Trustees within two months after the end of the fiscal year for approval and endorsement.

Article (41)

The Board of Trustees, upon recommendation from the President appoints External Auditors every year to audit the University Accounts, issue the Financial Statements and approve the final accounting statements which are prepared by the University administration.

Article (42)

The Financial Department provides the Vice-President with a monthly report of the financial status of the University regarding revenues, expenditures, and cash flow, in order to be submitted to the President.

Article (43)

The University Administration shall obtain insurance policies covering financial employees. The President shall determine on the insurance value upon proposal from the Vice-President.

Article (44)

The Director of Finance Department will be provided with a copy of every contract or agreement that imposes any financial obligations or commitments on the University to be observed in the implementation of the contract or agreement.

Article (45)

In case of embezzlement or deficit in University's funds, or any forgery in records or entries, the financial employee responsible for these funds, records, and entries must inform the Director of Finance Department who will inform the Vice-President, who will inform the President to take proper actions.

Article (46)

The provisions of these by-laws shall be enforced at the date of their issuance and any text or decision that is contradictory to it shall be revoked.

4<sup>th</sup> BOT Doc-10e



EGYPT-JAPAN UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(E-JUST)

**SERVICES AND PURCHASING  
BY-LAWS**

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Submitted to the Fourth Board of Trustees Meeting as Version 4.0

June 11<sup>th</sup> , 2011

NEW BORG EL-ARAB  
ALEXANDRIA, EGYPT



# **Egypt-Japan University of Science and Technology Services and Purchasing By-Laws**

Issued in accordance with article (4) of the Bilateral Agreement between Egypt and Japan of 2009 regarding the establishment and organization of the Egypt-Japan University of Science and Technology (E-JUST); The Bilateral Agreement is ratified by the Presidential Decree Number 149, on May 30, 2009.

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**SECTION ONE**  
**Contracts concluded at the expense of University**

Article (1)

The provisions of this chapter apply to the University contracts relating purchasing and services in all their types

Article (2)

The contractor, with respect to the contracts that are governed by these by-laws, shall be selected by one of the following methods:

- Public Tender (The default method)
- Limited Tender
- Negotiation
- Direct Purchase Order
- Competition

Article (3)

The Vice President for Support services has the authority to allow initiation of the process for service and purchases, and approve the results of the process, to the maximum of (L.E100.000) one hundred thousand Egyptian pounds. The initiation of any service or purchase process that exceeds this limit, and approval of its results, shall be authorized by the University President.

Article (4)

1. The University President shall appoint the members of the Services and Purchasing Committee on an annual basis. The Committee shall include:

The Vice President for Support Services	Chairman
Director of Purchasing Department	Member
Director of Finance	Member
Director of Physical Plant	Member
Director of the Legal Affairs Department	Member

2. The Purchasing Department and the Finance Department shall always be represented in the processing of all tenders.

3. Employees representing services, purchasing, and technical specialist may be added to the above committee, upon the recommendation of the Vice President of Support Services.

4. The Committee shall convene upon an invitation from its chairman whenever needed. Any meeting shall be considered legal if attended by its chairman or his designee, and fifty percent of its members, provided that the technical, legal and financial members are present. Resolutions of the Committee shall be reached unanimously or by a majority of votes of members attending the

meeting. In the case of equal votes, the side supported by the Chairman of the meeting shall prevail.

5. The Committee's terms of reference are as follows:

- a. Opening the tender envelopes at set dates.
- b. Making a list of all tenders and related quotations to facilitate the choice of the best tender.
- c. Looking into the disputes resulting from executing the contracts.

Article (5)

The Purchasing Department shall be responsible for taking necessary procedures to conclude services contracts in accordance with the general provisions and within the limits specified in the by-laws. Permission to purchase items may not be given if sufficient funds are not available in the budget or if the project is not included in the budget, or if its overall cost is not mentioned particularly with regard to works and maintenance contracts.

Article (6)

A contractor who enters into contracts with the University must meet the following criteria:

- Must be registered at an Egyptian chamber of commerce or industry and is licensed by a governmental authority and has a valid taxation file;
- Must not be an employee of the University or a member of the Tenders or Negotiations Committees or has, either directly or indirectly, any connection with contracting with the University.
- Must not be previously banned from dealing with the University
- Must fulfill the financial, technical and professional requirements provided by the university.

Article (7)

In the application of the provisions of Article (6), a contractor shall be exempted from the condition provided in Items (1), in case of foreign contracts, or purchase by correspondence, or when the contractor is selected by Direct Purchase Order in an amount that does not exceed (L.E 10.000) ten thousand Egyptian pounds

Article (8)

- a. The Purchasing Department shall maintain a registry of the suppliers and contractors who submit registration applications with the University, and who fulfill the required conditions. Announcement for registration in the registry shall be made annually by means of public advertisement, and must be made for every group of goods and major and secondary items respectively.

- b. The registry must include all necessary data about the suppliers or contractors, particularly the basis on which they will be selected. The employee in charge of the registry must review those registered in the registry on a regular basis for the purpose of evaluating their dealings with the University.

#### Article (9)

The supplier or contractor in tenders or negotiations must attach or present the following data:

- a. Name, address, P.O. Box number, telephone numbers, Fax number and E-mail address.
- b. Name(s) of person(s) authorized for contracting and their formal signatures.
- c. Names of entities they represent as an agent.
- d. The legal form, commercial register's number, and branch if available, the taxation file number and registration at a local chamber of commerce and industry.
- e. Previous experiences record, and the volume and types of works completed.
- f. Types of goods dealt with, or the contracts and works performed.
- g. Name(s) of the bank(s) they deal with.
- h. The capital of the supplier or contractor and its latest financial statements approved by a certified external auditor.
- i. A list of names of the representatives of supplier or contractor.
- j. Any other additional information required by the University.

### **Limited Tender**

#### Article (10)

A limited tender is the tender for which some contractors and suppliers are invited for their particular competency or specialization. The rules and procedures applicable to the Public tender shall apply to the limited tender except for the public advertisement.

The limited tender contracting request shall be approved by the Vice President for Support Services when participation is limited to some suppliers, contractors, consultants and experts inside or outside Egypt who meet certain technical and financial criteria.

#### Article (11)

Invitation will be sent to the suppliers and contractors who are approved to deal with and listed the register of suppliers and contractors. However, it is allowed for those who are not registered in the registry to participate in the tender

provided that they are registered in a chamber of commerce and industry in the country and listed in the commercial registry.

#### Article (12)

Every supplier and contractor, who is invited to participate in a limited tender and does not respond to the invitation for three consecutive times, shall be banned from dealing with University for one calendar year.

#### Article (13)

Limited Tender documents must be prepared by the Purchasing Department , subject to the following regulations:

- a. The Purchasing Department shall, in coordination with the concerned departments in the University, prepare in detail the complete technical specifications of the items required for supply or the services to be carried out or implemented,
- b. The University may, for some aspects of the contract, require the bidders participating in the bid, to submit brochures, catalogs, illustrations, and/or samples of the materials to be purchased.

#### Article (14)

- a. Selection criteria for tender offers shall be based on the lowest price for the same quality required in conditions and specifications booklet.
- b. The Purchasing Committee may, upon official recommendation of the Technical Committee, accept a higher price offer provided that its decision is justified and approved by the Vice President for Support Services.

#### Article (15)

In case members of the concerned Technical Committee have not reached an agreement on comparing the offers that meet the predetermined conditions and specifications, this shall be documented in the registry and the decision shall be made by the votes of the majority. In the case of equal votes, the side supported by the Chairman prevails.

### **Public Tenders**

#### Article (16)

- a. Public tenders are applicable for purchases or contracts exceeding L.E. 100,000 (one hundred thousand) pounds and are advertised in mass media to invite all eligible suppliers to bid for the tender.  
This procedure requires tender documents to be prepared, advertised, received, and evaluated by the user department in conjunction with the Purchasing Department and a recommendation prepared for approval by

the Board or, if the Board cannot meet, the Executive Committee of the Board.

The tender document could be supplied to bidder a fee or free of charge depending on the decision of the Purchasing Department

The results will be forwarded to the Director of Administration prior to the issuance of a purchase order. A bid bond amounting to 2% of the bid value must be included with the Technical envelope.

This bid bond is in the form of an unconditional bank letter of guarantee valid for 3 months, a banker's check or Cash.

The bid bond is returned to the bidders without interest as soon as a purchase decision is made in favor of one of the bidders.

- b. The Bids shall be submitted in two closed envelopes; one for the technical offer and the other for the financial offer. The technical envelope must include detailed input to meet the level of service or product specifications for the project according to the requirements specified in the tender documents. Only the financial envelopes of technically accepted bids shall be opened. The Executive Regulations of this Law shall stipulate the rules and procedures related to the submission of bids, opening of envelopes, and documents and data that must be included in each envelope.
- c. Bids that are non-compliant with the conditions and specifications set out in the tender documents or submit after the closing date set forth in the general terms, shall be disqualified. Technical bidders with qualified bids shall be invited to attend the session for the opening of the financial envelopes. The most economically advantageous bid amongst the technically accepted bids shall be awarded the project; after working out the comparative balance for the financial and technical elements of the bid set out in the tender documents. The Executive Regulations of this Law shall provide the rules for the evaluation of the bids in relation to both technical and financial aspects.
- d. Negotiations with the successful bidder may take place with regard to some clarifications and details pertaining to the technical and financial terms. These negotiations shall not impact any contractual conditions stipulated in the invitation to bid as non-negotiable conditions, or conditions in respect of which there were no reservations raised by the bidder in its submitted bid. No amendments will take place to the technical and financial terms resulting in the reduction of terms included in the bid and based upon which the bid has been evaluated.

The winning bidder is awarded a purchase order and a Contract and should submit a final letter of guarantee equivalent to 10% of the contract value within 30 days from the issuance of the Purchase order and/or contract.

The Purchasing Department shall follow up with the contractor on all implementation procedures of the contract up to completion.

- e. Other conditions of general nature stipulated elsewhere in this document apply to public tenders.

## **Negotiation**

### Article (17)

Negotiation is an exceptional method for selecting the contracting party to be considered in limited cases within these by-laws. Procedures for tender shall apply to negotiation in all matters not provided for in these by-laws.

### Article (18)

Purchasing by means of negotiation shall be made within the financial jurisdictions listed in the Article (3) of the Purchasing Committee, in accordance with the regulations and limitations set in these by-laws.

### Article (19)

Purchasing of items or execution of services or works by means of negotiation is limited to the following cases:

- a. Urgent items and work contracts that cannot wait for tender procedures to be completed, or for which value does not justify the costs of conducting a tender.
- b. Items and work contracts for which tender process was initiated but no bids were submitted by suppliers or contractors, or when submitted bids were unacceptable, or when only a single bid is offered, given that the Service and Services and Purchasing Department proves that there was no justification to have another tender.
- c. Negotiation may be conducted among more than one supplier who submitted bids in the tenders that included equal prices or conditions or higher prices and there was no need to re-submit them in another tender again.
- d. Items that are subject to monopoly or which are available only at a certain exclusive dealer or agent.
- e. Items which are hard to define in accurate specifications.
- f. The technical works required for completion by technicians or certain professionals.
- g. Supply of items or completion of works or maintenance works or provision of service in place of a supplier or a contractor due to his negligence; delay in implementation or upon the termination of the contract.
- h. If the aim is to conduct research or experiments that requires a certain method of implementation different from the tender method.

### Article (20)

The Purchasing Committee shall obtain bids from a number of suppliers or contactors, and shall submit the negotiation bids during the period specified in the request, signed and stamped by the applicant and accompanied by all required documents.

#### Article (21)

1. The Purchasing Committee shall convene on the date set for it. After opening the bidding documents, the Committee shall examine all documents attached with each offer and check for the bidders who meet the requirements, and eliminate those who do not meet the requirements. Furthermore, the committee will read out the name of each applicant and the value of each submitted bid.
2. In administering the negotiation procedures, the Committee shall observe paragraphs (d, e, f, and g) of Article (20) of these by-laws, and identify the applicant with the best price and quality as a result of negotiation with applicants.
3. The Committee shall submit its recommendations to the concerned department for approval of the result of the negotiation as per standard procedures in these by-laws.

#### Article (22)

- a. Articles (10-16) concerning the rules of the limited tender shall apply to the negotiation in so far as they are compatible with the nature of negotiation and its provisions as provided for in these by-laws.
- b. Procedures for contracting in general tenders shall apply in contracting by negotiation if the value of a contract is more than fifty thousand Egyptian pounds. But if the value is less than that, or if delivery of items or completion of works will be made during a period no later than ten days, a written statement by the contractor undertaking to implement the subject matter of the negotiation in a time not beyond that period shall suffice. The contractor shall be exempted from payment of the insurance if the items to be purchased are available in his possession or in his store or if it was possible to inspect them and make final delivery immediately after concluding the agreement.

### **Direct Purchase Order**

#### Article (23)

Direct order Purchase is made by means of issuing a purchase order to the supplier who is dealing with the required materials, in accordance with the following procedures:

- a. Items and services governed by compulsory prices or international stock markets or specific tariffs.



- b. Items, jobs, and services which are produced or supplied or conducted only by one party which makes it difficult to conduct a tender or a negotiation to take place.
- c. Items, works, and services that are urgently needed, providing that direct purchasing of such items, works, and services shall be limited to the least quantity needed for operational requirements at the University until procedures of selecting a contractor by other methods are fulfilled.
- d. Items, services or works which are offered to the University by a governmental units or public corporation in which the government has ownership interest of at least (51%), by virtue of a contract signed by the University with these parties directly.
- e. Items, works or services of any type and which total value does not exceed ten thousand Egyptian pounds.
- f. Services and works that require highly specialized competencies and qualifications pursuant to a general invitation that contains statement on the conditions of such qualifications and competencies, addressed to the competent authorities, where selection is made by a technical committee formed by the University President upon recommendation of Vice President for Support Services.
- g. Books, periodicals, literature, tapes, manuscripts, and scientific slides necessary for laboratories.
- h. Hotel reservations/ accommodations, Social events and invitations, purchasing of spare parts, and car rental, travel fares and sundry expenses.

#### Article (24)

A contractor shall be selected for direct purchase order by any of the following means:

- a. Through the Purchasing Committee, whose recommendations will be approved by the authorities prescribed in Article (3) of these by-laws?
- b. Through a representative directly appointed by the Director of Purchasing Department for purchasing, who shall submit a receipt of the value of purchases, in the cases in which the value of the materials, or works or services does not exceed two thousand Egyptian pounds or if items have fixed prices.

### **Competition**

#### Article (25)

Competition is a special method under which a contractor is selected to prepare studies, designs or technical drawings for a certain project, as provided for in the relevant provisions.

#### Article (26)

- a. The competition shall be conducted on the basis of a previously made program that defines in detail the goals, specifications and scope of the project, as well as the awards and prizes that will be granted for successful contestants and the compensations that may be given to unsuccessful contestants, and the future of the ownership of the successful and unsuccessful reports, studies, designs, and drawings.
- b. Professionals will be invited to participate in the competition in the same manner in which bidders are invited for a public tender or limited tender, provided they are highly-skilled and have specialized world-class experiences in preparing reports, drawings, designs and plans required for the project.
- c. Applications for participation in the competition as well as the attached reports, drawings, designs, and plans shall be submitted for consideration by the jury committee which will be composed as per Article (4) of these bylaws, and which will examine and decide upon the successful application, subject to the approval of the concerned department. The committee may, for those matters, call upon the participants and discuss with them their designs, drawings, and plans, and it may also make whatever modifications it may deem appropriate.
- d. The jury committee shall document its procedures in a report stating each and every presentation submitted and identifying the basis which the committee used in the selection of the successful presentation, and the notes or the reservations it may deem necessary.
- e. The Committee is entitled to decide on the non-eligibility of any of the participants in the competition for the prizes or the award or the compensations wholly or partly, if the Committee considers these reports, plans, designs and drawings do not comply with the conditions of the competition or if they are below the required technical standard.
- f. The same procedures for contracting with a successful applicant in a general tender shall apply to a successful contestant in a competition.

### **General Provisions Procedures for the Implementation of a Contract**

#### Article (27)

The term for the implementation of the contract will start following the day of signature of the contract or the date of handing the location to the contractor as the case may be, unless otherwise provided in the contract.

If the contractor or his representative did not appear to hand over the contract in the specified date, this shall be recorded in a report and he shall be duly sending a copy thereof. The date of receiving the notification shall be the approved date for the implementation of the contract.

#### Article (28)

- a. In case of the bankruptcy or insolvency of the contractor, the University is entitled to rescind the contract, confiscate the final insurance and implement the contract at the expense of the original contractor while reserving its right for compensation.
- b. In case the contractor commits fraud, swindling or pays or receives bribe, the University is entitled to rescind the contract, confiscate the final insurance and implement the contract at the expense of the contractor while reserving its right for compensation.
- c. In case of the death of the contractor, the University is entitled to rescind the contract, return the insurance to the heirs, or retain the contract and allow the heirs to continue implementation thereof.

#### Article (29)

- a. The University is entitled to modify the quantities of any items or services specified in the contract either by increase or decrease in the same contracted categories of prices, without obtaining further authorization, within the limit of (20%) of the value of the contract.
- b. In exceptional cases, it is allowed to exceed the limit specified in Item (a) provided that provision is made in the budget that permits so, and subject to the approval of the contractor for not increasing the prices specified in the contract, if these prices are still appropriate and do not exceed the market prices. Furthermore, the modification mentioned in the above Item may include additional items, or services, or works or maintenance provisions not specified in the contract, but relevant to its implementation, upon which consultation with the original contractor may be made directly.
- c. Calculating the limit mentioned above in Item (a) of this Article shall be made on the basis of the increase processes separated from the decrease processes whether each of these two types of processes occurred within a short period of time.
- d. All modification processes shall be presented to the Purchasing Committee in order to take the necessary decision in that regard subject to the approval of the authority which approved the original tender. A contract supplement shall be prepared and signed by the two contracting parties.

#### Article (30)

- a. The contractor shall implement the contract in accordance with the terms and conditions specified therein; otherwise the contractor shall be subject to the penalties set forth in the contract and these by-laws.
- b. If the contractor submits documentary evidence that the delay in the implementation of the contract was due to force majeure or by cause from

the management within fifteen days of the occurrence date of the force majeure or the cause, this matter shall be brought to the attention of the Purchasing Committee for consideration. However, this period may be waived if the Committee deems it valid and its decisions shall be approved by the Vice President for Support Services.

- c. The Contractor may not reassign the contract without the written consent of the University. In case the Contractor reassigns the contract, he shall be jointly responsible with the assignee for the implementation of the contract.

#### Article (31)

The Contract may include provisions that allow payment of amounts in advance within the limits and conditions governed by the contract (not more than 50% of the amount of the contract). Payment must be made in return of a bank guarantee letter in the same value and currency.

#### Article (32)

In case of delay in the implementation of the contract caused by the contractor during the stated period, the contractor shall be subject to provisions of Article (34) of these by-laws.

#### Article (33)

Without prejudice to the special regulations set forth in these by-laws, the University Vice President for Support Services shall be responsible for forming the necessary committees and regulating their procedures in order to ensure the results of the implementation of the University contracts, if receiving is a requirement for the implementation of the contract.

### **Special Procedures for the Implementation of the Supply Contracts**

#### Article (34)

In case of supplier's delay in delivery of the required quantities or parts thereof in the time specified in the contract – including rejected materials or materials which have not been supplied – the University is entitled to take the following actions:

- a. Allow the supplier extra time for delivery if it deems this will best serve the interest of the University, provided that its prior consent is obtained. The extra time must not exceed fifteen days as approved by the Purchasing Committee subject to the approval of the University Vice President for Support Services.  
In case of supplier's delay in the delivery of all or some of the required materials, a fine of (1%) shall be imposed on the supplier for the materials delayed for the first week or part of it. Afterwards, the fine will

be raised to (2%) for every week or part thereof to a maximum of (10%) of the value of the items or materials which the supplier failed to deliver after the expiration of the allowed extra period of time.

- b. Purchase from other supplier the items or materials which the contracted supplier failed to deliver and charge back the differences in the price increase and administrative expenses at (10%) of the value of the purchased materials to his account. The foregoing does not preclude the University from imposing delay charges pursuant to paragraph (a) of this Article.
- c. Terminate the contract, confiscate the final insurance, and claim the required compensation. The foregoing does not preclude the University from imposing delay charges pursuant to paragraph (a) of this Article.

#### Article (35)

Upon delivery of the items on the specified time, they shall be temporarily received at the site designated by the University and in accordance with the terms of the contract. A temporary delivery receipt signed by the Storekeeper (if delivery is done at the warehouse) or by his/her designee, will be issued, if the delivery is made at the work location, to be approved by the responsible person of the receiving party, until the inspection and final acceptance of the items are made.

#### Article (36)

Upon temporary receiving of the items, the employee must ensure that the items belong to the University, that they match the contents specified in the supply contract and the same approved samples or (catalogues), and that they match the supplier's bill in terms of count or weight or size, or delivery authorization, accompanied with a stipulation that this delivery is only temporary and the items are under inspection and testing until all inspection and delivery procedures are finally completed.

#### Article (37)

A committee or more for inspection and receiving shall be established within seven days from the delivery date pursuant to a decision of the University President upon recommendation of the Vice President. The Finance Department as well as the Warehousing Department shall be represented in these committees in addition to the Services and Purchasing Department , if the nature of the items requires so and if their values are in excess of (L.E.50000) fifty thousand Egyptian pounds.

#### Article (38)

1. The Inspection and Receiving Committee shall convene within a maximum of seven days from the date of temporary receiving of the items or from the date of completion of inspection after being notified by the Services and Purchasing

Department with the date of delivery of the items. The Director of the Services and Purchasing Department must inform the suppliers of the date of the committee meeting so as to attend it or send their representatives if the nature of items requires so. This Committee shall be charged with the following:

- a. Inspection and receiving of delivered items in accordance with the conditions and specifications specified in the contracts and relevant documents and in the light of the approved samples and catalogues. The Committee shall be responsible for its decisions once it signed the inspection and receiving report.
  - b. Seeking the assistance of any technical party to ensure that delivered items are consistent with the terms and condition of the contract. The report of the technical party or Procurement department shall, as the case may be, be considered part of the receiving documents.
  - c. Inspection of the items delivered from abroad during the period specified in the insurance contract and in the presence of a representative of the insurance company. Items should also be checked against the commercial invoice after ensuring the safety of the seals, brands, and boxes in which items are stored. The Committee must record any increase, shortage, damage, breakage or any violation of the specifications, in order to establish accountability of the insurance company or the supplier, as the case may be, in accordance with the agreed terms and conditions.
  - d. Removal of rejected items so as to return them back to the supplier on his own account as per general provisions of the guarantee.
  - e. e. Preparing a report on inspection and receiving including particularly all procedures taken and the results of checking and inspection of the items. The Committee's decision for whole or partly acceptance or rejection must be justified, provided that the report is signed by the Committee Chairman and members. Reports shall be sent to the Purchasing Department after approval.
2. Upon receiving items from outside the country prior to receiving of the commercial voucher, and the Inspection and Receiving Committee deemed it necessary to receive these items for justified reasons, all receiving procedures stipulated in these by-laws shall be taken, and the supplier will be required to send the commercial voucher immediately. However, the initial voucher may be approved as a document until the commercial voucher is presented. If any discrepancy exists between the items and the initial voucher, final delivery shall be postponed until the final commercial voucher is received.

#### Article (39)

The receiving report shall be submitted to the Purchasing Committee to decide upon it, in the following cases:

- a. If disagreement in that regard occurs among the committee members and the technical member or members (provided that each party prepares a report clarifying its point of view).
- b. If disagreement occurs between the supplier and the inspection and receiving committee.
- c. If the Committee accepted some replacement items that have specifications corresponding to a great extent to the specifications and conditions set out in the contract and attached documents, and decided they meet the requirements, and their acceptance does not cause any harm to the interests of the University, provided they are accepted, in this case, either in the same price or less, at the discretion of the Purchasing Committee.

#### Article (40)

The storekeeper shall maintain the rejected items separately until they are delivered to the supplier. Furthermore, the Purchasing Department shall notify the supplier of the reasons for rejection by registered mail, return receipt requested or any other means with proof of notification, in order to withdraw these items and supply replacements thereof during the period specified in the notification. In case the supplier fails or delays receiving the rejected items on the specified date, storage weekly charges of (1%) shall be imposed on the supplier from the value of rejected items up to the maximum of (10%) of that value, effective from the date of the period specified by the Purchasing Department, up to a maximum of four weeks. Upon the expiration of that period, the University shall be entitled to sell the items in an auction and reimburse all expenses and fines provided that any extra amounts (if any) shall be returned to the supplier.

#### Article (41)

The University shall not be held responsible for any damage or impairment that might occur to the rejected items until the day they are withdrawn by the supplier or being handled by the Department.

In case the supplier requests for a technical re-analysis or testing of the rejected items for failing to meet the standard specifications in the country for the approved sample or both together- and the University approved so – the expenses of the second analysis and testing shall be at the expense of the supplier unless the result was in his favor.

#### Article (42)

The technical Unit which is in charge of the technical analysis or testing of the items must clarify in the analysis or test reports the results of its work compared to what is provided in the conditions and specifications on which the contract was based. Acceptance or rejection of the items will be based on the test results.

## **SECTION TWO**

### **Revenue -Generating Contracts**

#### **Article (43)**

These contracts include those resulting in revenues from the sale of University items or returned materials, or the rental or items being determined for sale or rental by any of the following methods:

- Auctions
- Direct Agreement
- Negotiation

#### **Article (44)**

Direct agreement is adopted in the following cases:

- a. If the sale will be made to one of the governmental units or public sector corporations.
- b. If the value of sales in each time does not exceed five thousand Egyptian pounds.
- c. Rental may be conducted no matter the value of rental by direct agreement through a special committee set up for that purpose by decision of the University president (members of the committee should hold positions that are consistent with the importance and the value of the items and materials to be rented) including the procedures that should be followed by the committee.

In all cases the University president shall decide upon the sale or rental and approval of the results.

Sale and rental by the direct agreement shall be made through the abovementioned committee in paragraph (b). The committee is entitled to obtain written offers from the parties willing to purchase or rent.

#### **Article (45)**

Negotiation is used in the following two cases (specified in detail in Article (47) :

- a. In case the auction failed.
- b. If the value of sales does not exceed (L.E 100.000) one hundred thousand Egyptian pounds. Procedures set forth in Article (48) shall apply in the implementation of this method.

#### **Article (46)**

The following rules shall apply to items offered for sale by negotiation:

- a. The University Purchasing Department shall determine the estimated values of the materials or items offered for sale. The Department must



- take into account the cost value, market prices and the use period (and consumables that have been provided), and must observe strict confidence with regard to the price or the estimated basic rental value.
- b. The University Purchasing Department shall inform other governmental units of the items the University wish to sell, and attach a list of the items including their details in terms of type, quantity, number, and any other particular information or necessary clarifications. The Department should request from these governmental units to express intent to purchase within a specified period.
  - c. In case no other governmental unit expressed interest in utilizing the materials or items offered for sale(whether in writing or not responding during the specified period), the Service and Services and Purchasing Department shall request quotations from other departments wishing to purchase, either by a public invitation during the period specified for that purpose or by direct contact with these department, if deemed necessary, at the discretion of the Director of the Department upon a justified request and the approval of the Vice President for Support Services.
  - d. The Purchasing Department shall examine the submitted quotations and choose the best price depending on the estimated value of the items and materials that are to be offered for sale, and shall prepare a report containing all procedures taken by it especially the quotations and the prices and its decision in that regard. The report shall be approved by the University president and shall be considered the basis on which the contract which will be concluded with the purchaser.

## **Auction**

### **Article (47)**

Sale by auction is conducted when the estimated value of the items or materials exceeds (L.E 50000) fifty thousand Egyptian pounds, or when the Committee deems it necessary to use this method irrespective of the value of the materials, provided the auction is conducted in accordance with the following:

#### **1. Auction by sealed envelopes:**

The best quotation which includes the highest price or best price/ benefits factor is selected by the Auctions Committee which will be set up by a decision from the University President upon are commendation of the Assistant to the Vice President for Support Services. If this method failed, sale will be implemented through:

#### **2. Public auction:**

Which is conducted under the supervision of the above mentioned committee, in a public session in the presence of all parties wishing to participate and who

fulfill the requirements for participation in the auction, and where the committee will set an initial price to start the auction process.

#### Article (48)

The following rules and procedures shall apply upon conducting an auction:

- a. The Purchasing Department shall determine the estimated value for the items that are to be offered for sale as well as the insurance value that must be paid upon participating in the auction before it is conducted provided this value is approved by the Assistant to the Vice President for Support Services.
- b. The announcement of the auction shall be made as per standard procedures for tenders, and in all cases, the auction shall be cancelled if the University did not receive a price, at least, equivalent to the estimated value of the materials or above.
- c. In case of canceling or conducting the auction for one time, the negotiation method shall be adopted.

#### Article (49)

The sold items shall be delivered to the party who was awarded the auction after paying its value. If the purchaser does not pay the price within a month from the award date and without acceptable reason, the University is entitled to confiscate the final insurance paid by the purchaser and resell the items. In case of payment, the purchaser must withdraw all purchased items from the University warehouse within one month from the date of the award date. In case the delay extends beyond the above mentioned period, the purchaser shall be charged the storage and maintenance fees or any other expenses or charges in the percentage of (1%) daily from the price of the items awarded to him, up to a maximum of (10%) of the value of these items, which he must pay in cash before handing the items to him.

#### Article (50)

The procedures for selling of items and materials pertaining to the University provided for in the above articles shall apply to rental of spaces offered by the University for such a matter, provided that prior to the auction which will be held for rental, the Auction Committee must determine a minimum limit for the rental of such spaces.

### **Initial Insurance or Bid bond**

#### Article (51)

The bid must be accompanied by an initial insurance or bid bond within the percentage of 5% of the bid value, provided that the insurance is defined in a lump-sum amount with regard to tenders for which financial value cannot be determined. Any bid which is not accompanied with such insurance shall be

rejected. The initial insurance shall be in the form of a letter of guarantee issued by one of the banks operating in the country or by certified checks or paid in Cash and must be valid for a period beginning from the date of submitting the bid and extends to at least sixty days beyond the end of the duration of validity of the bid. If the University extends the length of validity for the extra period in accordance with provisions of the previous paragraph, the bidder must, after due notification, extend the duration of the letter of the guarantee for as long as the extra period, otherwise, the University will confiscate the initial insurance.

#### Article (52)

The initial insurance shall be reimbursed to bidders whose bids have been rejected without the bidders having to request so once the validity of the bid has expired or prior to that, if the initial insurance has been secured from the bidder whose bid has been accepted.

#### Article (53)

If one of the participants in the tender decided to withdraw his bid before the specified deadline for opening the envelopes – which must be done by a letter submitted to the Chairman of the committee- the initial insurance submitted by him will be confiscated to the benefit of the University, and it shall be considered as part of its revenues without the need to issue a warning or take any legal action.

### **Final Insurance**

#### Article (54)

- a. The final insurance shall be determined in the amount of (10%) of the bid value, without calculating the interests of this insurance and it shall take the same form of the initial insurance.
- b. The final insurance shall be determined by a lump-sum amount for contracts for which financial counterpart cannot be determined.
- c. The winning bidder needs not submit a final insurance if the supply duration, as specified in the contract, does not exceed ten days from the date of its signature, provided that the validity period of the initial insurance is extended in order to ensure coverage of the implementation of the contract if its duration was not sufficient.
- d. The final insurance may be gradually reduced according to the percentage of the contract implementation provided it is not less than the required guarantee for the value of implementing the remaining part, the subject matter of the contract, with respect to the supply contracts which are continued or implemented upon request or to services contracts expect for those pertaining to consultations.

- e. The validity period of the guarantee letters submitted as final insurances will be extended to (90) days after the expiration of the term of the contract in respect of supply and services contracts, and after the final delivery in respect of works contracts and provision of engineering services. The Committee may extend that period as the case requires.

#### Article (55)

If the successful party failed to pay the final insurance within fifteen days of his notification with the acceptance of his bid, the University may confiscate the initial insurance and implement the subject matter of the tender wholly or partly at his expense without taking any legal action and without prejudice to its right to claim any other compensations and deduct them from his entitlements held by any other party or claim them by law.

The University may also remove his name from the suppliers and contractors register for a period as determined by the University's legal department upon recommendation of the Purchasing Committee.

#### Article (56)

a- Without prejudice to the provisions of Article (51) of these by-laws, the final insurance shall be fully retained by the University until the implementation of the contract or the final delivery of materials or works in respect of supply and works contracts, after fulfilling all conditions and requirements, at which time it shall be reimbursed or part of it for the party concerned, and the contractor or his creditors may not seize the insurance amount prior to that.

b- Upon completion of the project and initial handover, the contractor is required to submit an unconditional performance bond valued at 10% of the contract value with a validity period of 1 year or the duration of the warrantee period whichever is longer.

c- If within the warrantee period the contractor is informed of a malfunction or failure of the supplied items and is requested to undertake corrective measures related to these failures, the supplier should respond with corrective measures within a period of fifteen days from the date of the claim. If the supplier fails to respond to the complete satisfaction of the University then the University can at its discretion perform the corrective action necessary utilizing funds from the performance bond with any other supplier or provider without any objections from the contractor.

#### Article (57)

If the value of insurance decreases as a result of any deduction of any amounts thereof, or works and supplies and services increase more than what is specified in the contract, the contractor must complete the final insurance to the determined amount within fifteen days of the claim date. If the contractor delays completion of the insurance amount, the University shall be entitled to deduct the required amount from his entitlements under this contract or any other

contract in its possession, without prejudice to the provisions of Article (51) of these by-laws.

### **SECTION THREE Final Provisions**

#### **Article (58)**

The University president shall, upon submission of the Vice President, issues the decisions and necessary regulations for the implementation of the provisions of these by-laws.

#### **Article (59)**

In the event a disagreement or dispute shall arise between the two parties, and if said disagreement or dispute cannot be settled amicably, the matter will be referred to arbitration through a panel of three arbitrators. Each party will select one arbitrator, and the two arbitrators will select the third arbitrator. The arbitration decision shall be binding upon both parties. The applicable law shall be the laws of Egypt, and the language of arbitration shall be Arabic for local or Arab suppliers and English for foreign suppliers. The place of arbitration is the Cairo Center for International Arbitration.

#### **Article (60)**

These by-laws shall be effective as of the date of issue.

#### **Article (61)**

Any financial-related matters not covered by these by laws should be presented to the Board to decide upon and then included as a rule to be followed by the university.

4<sup>th</sup> BOT Doc 10b



**EGYPT-JAPAN UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(E-IUST)**

## **ACADEMIC STAFF BY-LAWS**

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Submitted to the Fourth Board of Trustees Meeting as Version 5.0

June 11<sup>th</sup>, 2011

NEW BORG EL-ARAB  
ALEXANDRIA, EGYPT

## 1. Preparation team

- Prof. Ahmed Khairy, President of EJUST
- Prof. Ahmed Abo Ismail, Acting Provost
- Prof. Samir Helal, Advisor to minister of higher education
- Mr. Ayman El Fouly, legal advisor to E-JUST president.

## 2. Editor

Dr. Amr Eltawil, Acting Chairperson of IEsM program, E-JUST

## 3. Clarification between General parts from Egyptian regulation & university rule and Special parts for E-JUST

- Egyptian regulations (Higher Education Act No 49/1972, and Labor Act No ?/19??): Articles 3, 7, 8, 9, 15, 19, 22, 37
- EJUST special: Article 1, 2, 4, 6, 10, 11, 12, 14, 16, 17, 18, 19, 20, 21, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54
- JSUC related: 4, 37, 39

## 4. Main points of changes and modifications

- The bylaws have been developed according to consultation process to each of the following
- Act 49 of Egyptian governmental universities.
- The bylaws of the American University in Cairo (AUC).
- The regional prominent universities bylaws, especially, Kuwait, KAUST, and Sharjah universities.
- Extra advisory statements and modifications by each of the following experts:
  - Prof Samir Helal, advisor to minister of higher education
  - Prof Galal Abdelhamid, advisor to minister of higher education
  - Prof Ismail Gomaa, former dean of faculty of commerce, Alexandria university
  - Prof Osama Elfoly., former dean, faculty of law, Alexandria University.

## Forward

Egypt-Japan University of Science and Technology Academic Staff Bylaws  
Issued in accordance with article (4) of the Bilateral Agreement between Egypt and Japan of 2009 regarding the establishment and organization of the Egypt-Japan University of Science and Technology (E-JUST); The Bilateral Agreement is ratified by the Presidential Decree Number 149, on May 30, 2009, and in accordance with the decision by the chief of the Armed Forces Supreme Council number 87 for the year 2011.

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## SECTION ONE Definitions

### Article (1)

These by-laws will be called (Egypt-Japan University of Science and Technology Academic Faculty By-laws) and come into force from the date of approval hereof by the Board of Trustees.

### Article (2)

The following terms will have the meanings set against them, unless the context indicates otherwise:

<b>The University:</b>	Egypt-Japan University of Science and Technology, E-JUST,
<b>The Board of Trustees:</b>	E-JUST Board of Trustees (BoT),
<b>The President:</b>	President of the University
<b>Provost:</b>	Vice President of Academic Affairs and Education.
<b>Academic Faculty Member:</b>	Male/Female Teaching and Research Faculty Staff.



### **Article (3)**

The academic Faculty members at the University are:

- a. Professors
- b. Associate professors
- c. Assistant professors

## **SECTION TWO Appointment and Personal Contracts**

### **Article (4)**

To be appointed as a Faculty member at the University with the rank of Assistant Professor or higher, a person, in addition to the other conditions and qualifications provided for in these by-laws, must satisfy the qualifications according to the Rules and Regulations of the Scientific Committees emanating from the Supreme Council of Universities, Egypt and that applicable in Japanese Supporting Universities Consortium (JSUC).

## **SECTION THREE Teaching Load and Qualifications**

### **Article (5)**

- a. The teaching load of the Faculty member will be nine (9) teaching hours a week in addition to research projects and M.Sc. and Ph.D. supervision. The Head of the Department may, however, direct a Faculty member to teach extra hours if that is deemed necessary.
- b. The teaching load of a Faculty member holding the position of Vice-President or Dean or any similar position will be reduced to three (3) teaching hours in addition to research projects and M.Sc. and Ph.D. supervision. None of them shall be paid for any extra teaching hour he might teach. The President may allow for any exception whenever necessary.
- c. The teaching load of a Faculty member who occupies the position of Vice-Dean, Head of a Department or any similar position shall be reduced to six (6) teaching hours in addition to research projects and M.Sc. and Ph.D. supervision. None of them shall be paid for any extra teaching hour he might teach. The President may allow for any exception whenever necessary.
- d. A Faculty member may be, by a decision of the President, assigned on a full-time or part-time basis, tasks other than teaching that may serve the objects of the University.
- e. The President may reduce the teaching load of a Faculty member by an appropriate number of teaching hours to enable him/her to conduct research in a topic that has been approved. Full costing of the release time shall normally be covered by external research grants.

#### **Article (6)**

To hold a position of full professor, a person must:

- a. Have enough academic and professional experience since obtaining his/her Ph.D. In special circumstances, upon recommendation from the education council, the university council may grant a Professorship.
- b. Have occupied the rank of associate professor, or have held a similar position, for a number of years corresponding to that is applicable by the Supreme University Council, in a recognized university or establishment inside or outside the country.
- c. Have conducted and published at the rank of associate Professor, or in the similar position, creative and original research in his field of specialization in refereed journals.

#### **Article (7)**

To hold a position of an associate professor, a person must:

- a. Have enough academic and professional experience since obtaining his/her Ph.D. In special circumstances, upon recommendation from the education council, the university council may grant an Associate Professorship.
- b. Have normally conducted original research and carried out creative work in his field of specialization.
- c. Have carried out educational and research activities of high quality that qualify him to occupy the rank of associate professor after obtaining his Ph.D.

#### **Article (8)**

For a person to hold a position of an assistant professor, he/she must hold a Ph.D. from a recognized university and must be qualified to teach and conduct research at the university level.

#### **Article (9)**

Professors from outside academia may be hired if the candidate meets the following conditions:

- a. He/she must have normally spent at least fifteen years after obtaining his/her Ph.D. degree or an equivalent qualification.
- b. He/she must have normally conducted original and creative research of high quality in his/her field of specialization.
- c. He/she must normally demonstrate the competence and meet the conditions required for teaching and conducting research at the University in accordance with the rules, regulations and procedures set thereby.

### **Article (10)**

Subject to the provisions of article (8) hereinabove, associate professors from outside the University may be hired if the candidate meets the following conditions:

- a. He must have normally spent at least eight years since he has obtained his Ph.D. degree or an equivalent qualification.
- b. He must have normally conducted and published original research in referred specialized journals after he has obtained his Ph. D. degree or equivalent qualification.
- c. He must have normally carried out excellent academic activities in his field of specialization.
- d. He must normally demonstrate the competence and meet the conditions required for teaching at the University in accordance with the rules, regulations and procedures set thereby.

## **SECTION FOUR**

### **Faculty Selection and Contract Renewal Committee**

#### **Article (11)**

- a. At the beginning of each academic year, an ad-hoc search committee shall be formed and headed by the President or the Provost or whoever the President delegates. This committee shall consist of at least three Faculty members normally at the rank of full professor. The committee shall follow up the implementation of plans approved by the BoT to cover the University Faculties need and renew their contracts.
- b. Schools and Centers will provide the committee with their Faculties need for each academic year and the different specializations and academic ranks needed within a period of no more than one month from the commencement of the academic year. The Schools must also specify any special conditions that have to be met by candidates.
- c. Vacancies for academic Faculty member will be advertised as needed to be determined by the committee which shall oversee the design of the advertisement and its duration as well as methods and places of advertising. Job vacancies may, in special cases, be advertised more than twice a year.
- d. The Central Committee for Faculty Selection and Contract Renewal shall prepare a work guide booklet to help standardizing its rules of function, timelines and its ways of sustaining the highest standards of quality, ethics and procedures.

#### **Article (12)**

- a. A Job application for Faculties positions advertised by the University must be submitted to the University, along with academic qualifications, experience certificates, publications, etc. within the time limits set in the advertisement.
- b. Applications will be referred to deanships concerned so they can be studied and opinion can be given in regard therewith in accordance with selection criteria and preference set by a decision issued by the Committee.

- c. The Central Committee for Faculty Selection and Contract Renewal shall review the nominations received from Schools Councils in light of set criteria and take necessary decisions.
- d. The Committee shall send its recommendations for hiring the candidates to the President who shall take the necessary actions for Approval.

### **Article (13)**

As an exception to the provisions of Articles (11) and Article (12) hereinabove, a Faculty member may be hired by a decision from the President in the following cases:

- a. If the candidate is nominated for an academic administrative position.
- b. If the applicant has a rare specialization and enjoys a distinguished academic status that cannot be available through advertising.

## **SECTION FIVE Academic Faculty Duties**

### **Article (14)**

A Faculty member's duties will include the following:

- a. Teaching and conducting examinations.
- b. Conducting original and innovative research.
- c. Providing consultative works.
- d. Supervision of dissertations, student research and student academic, cultural and social activities.
- e. Academic advising.
- f. Participation in University councils and committees and in councils and committees which the University approves or participates in.
- g. Devoting himself to his academic duties at the University and maintaining the levels appropriate to the University position and reputation in the fields of research, teaching, guidance and administration.
- h. Performance of any tasks requested by the President or Dean of his School so long that such tasks are not incompatible with the nature of his work.
- i. Serving the local community and fulfilling its needs in accordance with certain criteria set by the University.

### **Article (15)**

Weekly work hours for the Faculty member will be a minimum of (40) forty hours to be distributed as follows:

- a. Teaching
- b. Academic research
- c. Academic advising
- d. Student appointments
- e. Participation in councils and committees
- f. Supervision of dissertations and students research projects
- g. Serving the University and the local community

#### **Article (16)**

In a period of no less than four months before the end of each contract year, the Faculty member will submit to the Chairperson of his/her department an annual report detailing his academic activities in the areas of teaching, supervision, academic research and non-academic activities in the field of community service, committee membership, etc. The chairperson will then submit his appraisal report to the School Dean in accordance with Articles (25, 26, 27, and 28) of these By-laws.

#### **Article (17)**

- a. A Faculty member may do work, such as general lectures, consultations and technical services outside the University with the approval of the President, upon the recommendation of his Dean.
- b. A Faculty member may not teach outside the University for remuneration or for free.

### **SECTION SIX Holidays, Delegation and Secondment**

#### **Article (18)**

- a. The Faculty member at the University is entitled to have an annual holiday of 30 days if aged less than 50 years and 45 days if aged 50 years plus, to be distributed between the semesters in accordance with instructions issued by the President. In all cases, the holiday shall be annual and may not be cumulative over the years.
- b. The President will have the right to instruct a Faculty member to work during the holiday in return for a remuneration to be determined by the Human Resources Department.
- c. The President or whoever he delegates may, after seeking the Dean's opinion, grant a Faculty member 20 days leave to perform Pilgrimage to Mekka or to Jerusalem. The Faculty member shall be entitled to such a holiday only after working for three years in the University and once during his employment with the University.
- d. Faculty members are entitled to sick-leaves in accordance with the following:
  - d.1. A paid short sick-leave of not more than seven days in accordance with a medical report approved by the University Clinic.
  - d.2. Long sick-leave: a Faculty member is entitled to a fully paid sick-leave of no more than two months. If this Faculty member is unable to resume his duties after the two months, the President or whoever he delegates may extend the leave for two more half-paid months in accordance with a report from the specialized medical body. The President or whoever he delegates may extend the leave for the same Faculty member for two more months with just a quarter of his monthly salary in accordance with a report from the same medical body. In case the medical

committee decides that the Faculty member may not recover from his illness after the third leave, terminating his contract shall be considered.

- e. A Faculty member is entitled to an emergency leave as follows:
  - e.1. A Faculty member is entitled to an emergency leave for not more than seven days; whether separate or two days in a succession at a time during an academic year. In such a case, the Faculty member has to submit a written report to his Dean explaining the reason for his absence. This report has to be approved by the concerned Dean and Vice Dean. Otherwise, the leave shall be unpaid.
  - e.2. The Human Resources Department shall follow up on the matter in order to take the necessary actions in this regard.

#### **Article (19)**

- a. The President, upon the recommendation from the School Council and the Department concerned, may grant an associate professor or a professor belonging to E-JUST and not in leave from another university a sabbatical leave inside or outside the country for one whole year or two separate semesters for each six years he spends in the employment of the University. The Faculty member should submit upon his return a report about his research activities during the sabbatical year to the Dean.
- b. Conditions and controls for the sabbatical leave will be determined by a decision of the President.

#### **Article (20)**

The President may, in special cases, grant a Faculty member an unpaid emergency leave for a period of no more than one semester upon the recommendation of the Departmental Council and the School Council.

#### **Article (21)**

A female Faculty member is entitled to a fully paid maternity leave for a period of three months for three times during her work with the university.

#### **Article (22)**

A female Faculty member whose husband passes away is entitled to a fully paid leave of three days as of the date of death. A Faculty member whose wife or next of kin passes away is entitled to a fully paid three days leave.

#### **Article (23)**

- a. A Faculty member may be sent on academic or official mission inside or outside the country in accordance with instructions from the President.
- b. A Faculty member may be delegated to perform other administrative tasks or may be seconded to a governmental or international organization in accordance with instructions from the President.

**SECTION SEVEN**  
**Secondment and Personal Contracts**

**Article (24)**

Faculty members may be hired by either secondment or personal contracts in accordance to the following conditions and provisions:

- a. A candidate shall be hired according to the academic rank approved by the University and of which he was informed in writing when he was nominated.
- b. Salaries of Faculty members shall be determined according to the scale of salaries, increments and remunerations. A separate salary table is showing the basic salary and allowances for University Management and all academic ranks. The Faculty member is entitled to his annual increment at the end of his first year at the University, subject to satisfactory performance. Normally previous years of experience shall be counted for salary purposes as of the date of obtaining the academic rank according to which he/she was hired by the University. If the work experience was not in teaching, normally half of the number of years shall be counted unless there is a clear research achievement during these years of work.

**Article (25)**

- a. The contract with a Faculty member will be for one year renewable. During the first three months of the first year of appointment, the appointee will be on probation, and the University may terminate the contract prior to the end of the probation period without giving any reasons.
- b. The Faculty member shall be evaluated before the end of the first year of his contract in accordance with article (16). The Faculty member shall be informed of the University decision three months prior to the end of the contract term. The decision shall be either no renewal of contract or renewal.

**Article (26)**

Faculty members on secondment for a specified period of time of up to six months from their home Universities can be contracted as short term visiting faculty.

**Article (27)**

Till the status of Tenure-Tracks are developed in E-JUST, the Faculty member holding the rank of assistant professor or higher shall be evaluated in the first month of the third year at the level of the Department, School and the Central Committee for the Selection of Faculty Members at the University for his overall performance at the University in teaching, academic research, and university and community service. The Faculty member shall be informed of the University decision six months prior to the end of the contract term. The decision shall be either no renewal of contract or renewal for four years.

**Article (28)**

The Faculty member who is on a four-year contract shall be evaluated in the first month of the fourth year at the level of the department, School and the Central Committee for

the Selection of Faculty Members at the University. If he receives positive evaluation, he will be granted a rolling contract for four years. If the evaluation is negative, the Faculty member shall continue his contract for the remaining period. Any Faculty member with a rolling contract shall be annually evaluated, and if the evaluation is positive, the contract shall be rolling for four years. However, if the evaluation is negative for two successive years, the Faculty member shall continue his contract for the remaining period.

#### **Article (29)**

1. A contract may be terminated by a decision of the President in the following cases:
  - a. If the resignation of the Faculty member is accepted. For a resignation to be accepted, it has to be submitted six months prior to the end of the contract. If the Faculty member insists on terminating his contract without observing this condition, he shall forfeit his end-of-service gratuity and travel expenses, if any, for himself and his family.
  - b. Cancellation of position or for public interest: In such a case, the Faculty member shall be given compensation equal to the total of his salary for six months, or his salary for the remaining period, whichever is shorter.
  - c. Permanent disability to perform work.
  - d. Disciplinary termination of contract.
  - e. If the Faculty member is convicted for an immoral crime or breach of trust.
2. The contract of a Faculty member terminates in the following cases:
  - a. Reaching the age of sixty for assistant professors by a decision of the President.
  - b. Reaching the age of sixty five for associate professors by a decision of the President.
  - c. Reaching the age of seventy two for Professors by a decision of the President.
3. When considering the renewal of the contract of an assistant or associate professor, in accordance with article 24-b the number of years he spent in each academic rank at E-JUST without being promoted to the upper rank shall be considered as follows:
  - a. The contract of an assistant professor who has been holding this academic rank for six years since he obtained this rank at any university without getting promoted to the rank of an associate professor may not be renewed.
  - b. The contract of an associate professor who has been holding this academic rank for six years since he obtained this rank at any university without getting promoted to the rank of full professor may not be renewed.

#### **Article (30)**

The University will grant non-Egyptian Faculty member who is hired on secondment or by means of a personal contract, his wife/husband and two dependents under the age of 21 years return economy plane tickets to his work place or country, as the case may be, once in every two academic years. He will be entitled for reimbursement if he/she wishes to travel on his own. This right, however, will be forfeited if the Faculty member leaves the employment of the University without giving the University a six months notice prior to the end of his contract or if his contract is terminated by a disciplinary decision.



#### **Article (31)**

If both the non-Egyptian husband and the wife are in the employment of the University:

- a. Accommodation is assigned to one of them. (Egyptians from out of Alex may be granted up to three month accommodation till settlement )
- b. Tickets or reimbursement therefore, as the case may be, will be given according to the rules in Article (30).

#### **Article (32)**

The Non-Egyptian Faculty member shall be paid a cash allowance of up to (US\$4000) four thousand American dollars at the beginning of employment and the same amount at the end of employment for shipping his belongings against official receipts. The Faculty member shall be denied this right if he/she ceases working for the University without the university's approval, or if his/her contract is terminated due to a disciplinary decision.

#### **Article (33)**

The dependent members of the family of the Faculty member, who is hired on secondment or by means of a personal contract, will be offered, in case of his demise, the following:

- a. The total of one month's salary for the month in which the death occurs.
- b. The total of the next three months' salary.
- c. End of service gratuity.
- d. For non-Egyptians, the preparation of the deceased, transporting his body to his country and the expenses of the return of his family and its belongings will be borne by the University.

#### **Article (34)**

If one of the dependents of a non-Egyptian Faculty member passes away while his contract is still valid, the University shall bear the costs of preparing and transporting the body to the country of origin in addition to the costs of a return ticket for one person from his family.

#### **Article (35)**

The Faculty member is entitled to an annual gratuity that is equal to one month full-salary for each full academic year. The annual gratuity is payable at the end of each year of service or by the end of his/her contract with University.

### **SECTION EIGHT Promotion**

#### **Article (36)**

Promotion shall generally be in accordance with the rules and regulations issued by the university sustaining the highest standards of promotion by Egyptian Supreme Council of Universities, Egypt and those applicable in Japanese Consortium Universities.

Promotion criteria at E-JUST include evaluating the overall performance of Faculty members in the following three areas:

1. Cutting-edge research: sixty points (50%)
2. Teaching and academic advising: thirty points (35%)
3. University and community services: ten points (15%)

## **SECTION NINE Medical Insurance**

### **Article (37)**

Faculty members and their families shall be covered by medical insurance in accordance with regulations issued by the University Medical Committee, chaired by The Vice-President for Support Services.

## **SECTION TEN Disciplinary Measures**

### **Article (38)**

Each Faculty member shall perform all his/her academic duties assigned to him/her, to abide by all laws, regulations, and decisions in force at the University, to uphold, in his/her relations with his/her colleagues and students and the community inside and outside the University, the system of University values and code of ethics that are common and prevail in both Egyptian and Japanese societies, and to refrain from any activity that can harm the University's reputation or that of its employees and consequently fall under the disciplinary measures specified hereinafter.

### **Article (39)**

- a. The President shall appoint on his own initiative and that of the Dean a Faculty member to interrogate the Faculty member accused of certain offenses.
- b. The Faculty member doing the interrogation shall be of a rank at least equivalent to that of the member to be interrogated. The results of the interrogation shall be submitted in a detailed report containing a definite recommendation to the Provost, who may then pursue any action that he might think appropriate: stop any further proceedings; issue a letter of reprimand to the accused; or sending the case, together with the interrogator's findings and recommendations to the Disciplinary Council. All transactions in this regard shall be kept strictly confidential and be carried out in accordance with proper legal procedures.

### **Article (40)**

- a. The President may suspend the Faculty member being investigated from carrying on with his/her duties as a precautionary measure for a maximum of three months if he believes that it is in the interest of the investigation to do so. The

period of suspension may not be extended except by a decision by the Disciplinary Council.

- b. Unless the Disciplinary Council provides otherwise, suspension from duty entails suspension of salaries as of the date on which the decision to suspend is taken.
- c. If the case under investigation is not referred to the Disciplinary Council within a month after the decision to suspend has been issued, the suspension shall be revoked, after which the Disciplinary Council's decision on the matter shall be enforced.

#### **Article (41)**

The President or someone authorized by him shall send the Faculty member under investigation a detailed report regarding the charges against him/her, together with a copy of the interrogator's findings via registered mail at least fifteen days before the disciplinary session is to be held.

#### **Article (42)**

The Faculty member whose case has been referred to the Disciplinary Council shall have the right to be informed of the findings, and to ask a lawyer or another Faculty member to defend him/her in front of the Disciplinary Council.

#### **Article (43)**

The President shall set up Disciplinary Council for Faculty members as follows:

- a. The Provost (chair). The President may appoint someone else in place of the Vice-President if the latter is absent or if there is a legal or other compelling reason why he should not occupy this position.
- b. The Dean of the School to which the Faculty member under investigation belongs.
- c. A Faculty member chosen by the President. This Faculty member appointed to interrogate the accused in accordance with Article (41) above may not serve as a member of the Disciplinary Council.

#### **Article (44)**

The disciplinary measures that can be taken against a Faculty member are:

- a. Warning.
- b. Reprimand.
- c. Reprimand with a one-year suspension of annual increment, or reprimand with one-year suspension of promotion to a higher rank
- d. Reprimand with partial or total suspension of payment of salary for a period not exceeding six months
- e. Termination of contract, but with full rights to salaries and indemnities
- f. Termination of contract with partial; or total withholding of salaries and indemnities.

#### **Article (45)**

Disciplinary actions cited in Article (45) above are issued in the following manner:

- a. The Head of a Department may issue the penalty of a warning but the Faculty member may appeal to the Dean within seven days from being notified of the penalty.
- b. The Dean may issue the two penalties mentioned in (a) and (b) of article (44) and the Faculty member against whom these penalties were issued may appeal to the President within seven days of being notified. The Dean may form a committee to investigate the violations attributed to the Faculty member before issuing such penalties.
- c. The President may impose the penalties in sub-seating: (a), (b), (c) and (d) of article (44).
- d. The disciplinary Council may issue any penalty mentioned in article (44) above.

#### **Article (46)**

Decisions by the Disciplinary Council shall be final, and yet complaints against them may be directed to the President within two weeks of notification. The President's decision on the matter shall be final and not subject to appeal elsewhere.

#### **Article (47)**

The case under investigation shall not be rendered void if the Faculty member being investigated submits his/her resignation.

#### **Article (48)**

The disciplinary measures taken against a Faculty member have no bearing on any criminal or civil proceedings connected with the same event that led to them.

### **SECTION ELEVEN**

#### **Visiting Lecturers and visiting professors**

#### **Article (49)**

- a. When the need arises, the President may decide to invite visiting professors from among the scholars, thinkers, or experts, or from among current or former Faculty members at Japanese or other international universities to teach courses offered by the University on a temporary basis, to deliver public lectures, or participate in symposia or debates in accordance with procedures and criteria issued by the President. The decision to invite someone shall include the duration of the visit, the reason for it, and the remuneration due to the visitor in accordance with University by-laws.
- b. If need arises, the President may hire visiting professors for one semester or for a whole year and their salaries and compensations shall be determined according to criteria set by the President in accordance with the University by-laws.
- c. All visiting professors appointments should be within the approved Faculty compliment in each department.

**Article (50)**

The President shall issue all decisions needed for the implementation of these bylaws.

**Article (51)**

The President, the Vice-president, the Deans, Departments Chairpersons, Faculty members, shall be responsible for putting these provisions into effect.

**Article (52)**

These by-laws shall come into effect as of the date of issuance, and they render any text or decision contravening their provisions null and void.

**SECTION TWELVE  
Bonuses and incentives to Faculty**

**Article (53)**

The President of the University upon the proposal of the Provost may grant incentives and additional gratuities as incentives to ensure that the goals of University in quality performance and excellence are satisfied

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تأسست بالقرار الجمهورى رقم 149 لسنة 2009

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ذات شراكة يابانية

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## EGYPT-JAPAN UNIVERSITY OF SCIENCE AND TECHNOLOGY (E-JUST)

### **ADMINISTRATIVE STAFF BY-LAWS**

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Submitted to the Fourth Board of Trustees Meeting

June, 11, 2011

NEW BORG EL-ARAB  
ALEXANDRIA, EGYPT

# Egypt-Japan University of Science and Technology Administrative Staff By-Laws

Issued in accordance with article (4) of the Bilateral Agreement between Egypt and Japan of 2009 regarding the establishment and organization of the Egypt-Japan University of Science and Technology (E-JUST); The Bilateral Agreement is ratified by the Presidential Decree Number 149, on May 30, 2009.

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## **SECTION ONE**

### **Definitions**

#### Article (1)

The provisions of these by-laws will be enforced with regard to Administrative staff in Egypt-Japan University of Science and Technology

#### Article (2)

In these by-laws, the following terms will have the meanings set for them unless the context indicates otherwise:

The University:	Egypt-Japan University of Science and Technology, (E-JUST)
The President:	The President of Egypt-Japan University of Science and Technology
The Board:	The Board of Trustees of E-JUST
The Council:	The University Council
Vice-President:	Vice-President for Support Services
Dean:	Dean of College or Dean of the unit or activity defined in the context
The Department:	Human Resources Department
The Committee:	Human Resources Committee
Administrative Staff:	All non-academic Staff

#### Article (3)

Upon the President's recommendation, the Board of the University will, upon the University President's recommendation, approves the organizational structure and schedule of positions for every Unit inside the University. This will include a description of every job/position along with its duties, rights, and provisions that must be met by the holder of the position, along with the classification and grade of the position as per the table of salaries and allowances attached with these by-laws.

#### Article (4)

The University annual budget will specify the number of positions with details of the grade/rank for each position, its financial compensations such as salaries, increments, and allowances.



## **SECTION TWO**

### **Human Resources Committee**

#### Article (5)

Upon recommendation of the Vice president, the Committee will be formed by a decision of the University President as follows:

- The Vice –president (chairperson)
- Director of Human Resources Department (member and secretary of the committee).
- Director of Finance Department (member).
- Legal advisor for the President or the Director of Legal affairs (member).
- Three persons whom the Committee deems fit (members).

#### Article (6)

The Committee shall be concerned with the following:

- Suggesting terms and conditions required for vacant posts at the University, along with defining qualifications and experiences for each post according to the organization chart and job descriptions.
- Suggesting a system for calculating experience for Administrative staff and securing the right recruitment procedures.
- Suggesting control and follow-up systems to ensure good performance in the University administrative body.
- Securing the real requirements of all University Units of technical and human resources.
- Conducting employment interviews for all University vacant positions
- Studying complaints submitted by the University personnel and providing appropriate recommendations .
- Revising the organizational structures of the units when required.
- Studying and revising the budget of the jobs in the University.
- Revising job descriptions in the units of the University.
- Reviewing the evaluations of the staff members.
- Any other Responsibilities referred to it by the president or the Vice president.

#### Article (7)

The Committee will convene at least once per month, upon an invitation from its chairman. The meeting will be considered legal by the attendance of the absolute majority of members. All decisions are taken by absolute majority of the attending members. In case of tie vote the committee chairman will have a casting vote. The Committee's decisions, however, are not considered valid and in force unless approved by the President.

Article (8)

The Committee may invite any person it deems necessary to attend the meeting. This person, however, will not be entitled to vote.

Article (9)

The Committee's deliberations are secret. A copy of the minutes of the meetings shall not be disclosed without an approval from the President or the Vice President.

Article (10)

The Committee will submit an annual report to the President on its achievements.

**SECTION THREE**

**Appointments**

Article (11)

Through its Human Resources Department, the University will attract and appoint administrative qualified persons. The University will follow, the latest professional and technical ways in selecting, appointing, and providing job descriptions in order to ensure having the optimum qualified cadres in its Units, to help achieve the University's goals.

Article (12)

The types of positions along with the job description approved by the concerned authorities as per the table of salaries and allowances attached with these by-laws.

Article (13)

Appointments of Administrative staff in the University will be according to the following job categories:

- Appointments in positions of Top Management shall be via selections from the President.
- Appointments in other positions shall be via approval from the Vice president based on the recommendation of the Committee. The vice president shall monthly report the recruitment process to the President.

**Appointment Provisions**

Article (14)

For appointments in one of the University positions mentioned in Article (13), the appointee should meet the following provisions:

- Should have the qualifications and experiences required for the position.

- Should have a good reputation and conduct.
- Should successfully pass all tests and interviews pertinent to the position.
- Should not have been convicted with a criminal penalty or restricting penalty in a disgracing or honesty crime, unless he/she has been pardoned by the competent authorities or has been rehabilitated as per the law.
- Should not have been dismissed of his/her job by a final disciplinary decision, unless this has been done at least two years ago.
- Should pass the medical exam carried out by concerned authorities.
- Should have a good recommendation from his/her previous employer.
- Preferable to bear the Egyptian or Japanese Nationality.

#### Article (15)

Appointment or reappointment in positions mentioned in Article (13) will be according to the following rules:

- In case some positions require tests, appointments will be according to the test results. In case some appointees get equal test results, other qualifications such as experience will be taken into consideration.
- When necessity exists, appointments may be done from candidates' lists in the latest tests, provided that tests should have been done in the last six months as a maximum.
- The employee will be employed according to the position's grade. Its salary will be determined according to his/her qualifications and experiences.
- An ex-employee may be re-hired in his/her previous position or in a position equal in grade and salary. If the ex-employee has got a higher qualification or has gained appropriate experience, he/she might be reappointed in higher grade. This is provided, however, that leaving should not be for more than five years, and should not have occurred by compulsion according to disciplinary decision.
- Observing Article (13), Administrative staff may be appointed by temporary contracts and for limited time not more than six month, upon recommendation of the Committee and the an approval from the President or the Vice President.
- Recruitment in the university jobs should be based on contracting that ends by the end of its duration.

Contracts are as follows:

At the beginning of the enrollment, the employee shall be given a contract for a period of one year within which the first six months will be probationary period. The contract will be renewed after the end of the first year for two other years without a probation period.

At the beginning of the fourth year the employee may be given an open contract under the condition that he/she should get not less than 60% in his/her appraisal for the last two years.

The contract will be issued from 3 copies, one of which shall be given to the employee.

#### Article (16)

If an employee does not report to his/her work within (15) fifteen days after receiving the notification of the date of his appointment, he will lose his right to the appointment.

#### Article (17)

A first-time employee will be under six-month probation period since the date of his commencement of work.

During the probation period, an employee's services may be terminated by a decision from the appointment-related authorities if the employee is proved to be unfit for the position. Otherwise, the employee is considered instated in his/her position and the probation period will be included in his/her service period.

The Human Resources Department will address all concerned departments, about the employee's instatement or dismissal one month prior to the end of the probation period.

### **Qualifications Required For Appointment**

#### Article (18)

An employee should have appropriate qualifications and experience for each job and according to its job descriptions in order to be appointed at Egypt-Japan University of Science and Technology.

### **Positions Announcement**

#### Article (19)

Vacant posts are filled by announcements made in the University website, local newspapers, as well as abroad newspapers, if necessary.

Announcements for positions shall be done via the Vice President's approval.

All announcements should be done inside the university and outside respectively.

A University employee may apply for the announced positions if he/she meets the requirements. This is subject to the approval of director of the concerned Department, each in his/her authority provided that this is done after one year on the employee's appointment in recent position. Occupation of the new position is considered a reappointment. Still, the employee will retain his/her previous years of

service, along with his/her status being settled in accordance with the new position, and will be entitled to regular raises as per the provisions of these by-laws.

### **Official Holidays**

#### **Article (21)**

Staff are entitled to paid vacations on holidays and official occasions.

### **Overtime**

#### **Article (22)**

If circumstances indicate that an employee should work more than regular working times, this extra time will be regarded as overtime. There should be objective reasons for the overtime work, with the approval of the concerned authorities. In this case, the overtime charges will be calculated as:

- 125% of the total regular salary equivalent to the period of overtime after working hours.
- 150% of the total regular salary equivalent to the period of overtime for weekends.
- 200% of the total regular salary equivalent for the period of overtime for official vacations.

### **Regular Vacations**

#### **Article (23)**

Staff are entitled to regular annual vacations as follows:

- Seven days Casual Vacation during each year in accordance to the procedures approved by the concerned authorities.
- 15 days for first year given after six months of appointment.
- Annual vacations are calculated as from the 1st of January of every year next to the year of appointment. Here, a vacation should be calculated covering the period between the date of the employee's commencement of work after appointment and that of the beginning of the next year.
- 21 days starting from the next year.
- 30 days for staff who worked for more than 10 years at least 3 years of them in the University.
- 45 days for staff aged over 50 years .

#### **Article (24)**

The employee gets his/her vacation approved after submitting a written request, to be approved by the concerned authorities.

#### Article (25)

The employee is entitled to have his/her vacation at due time, and is allowed to postpone the annual vacation partially or totally to the next year in the event that the job necessitates that the employee stays at work to fulfill duties assigned to him/her by their superior upon a decision from the President. However, accumulated vacation days may not exceed the days due for three years.

#### Article (26)

Without prejudice to any of the disciplinary rules and provisions, the employee who does not report to his/her work immediately after the end of the vacation will have his/her salary suspended starting from the first day after the end of the vacation. The employee should be considered absent and subject to regulations of absence from work.

#### Article (27)

In case the employee stops working more than 10 consecutive or 20 separate days per each year, he/ she shall be deemed to have resigned. Human Resources Department shall take the procedures of terminating their services, after being warned by a registered mail on his/her given address to the university right after 5 consecutive days or more than 10 separate days.

#### **Sick Leave**

#### Article (28)

For every 3 years administrative staffs are entitled to sick leave given upon recommendation from the medical committee/authority as follows:

Three months for full salary.

Six months for a salary equivalent to 50% from his/her full salary, and 75% from the full salary for staff over 50 years.

The employee is allowed to extend the leave for another three months without pay if the medical committee/authority indicates that there is a possibility that the employee will recover.

The concerned authority can extend the period to another unpaid six months if the employee needs long medical treatment according to the medical committee/authority's advice. The employee must request the sick leave within 24 hours from absence unless he/she could not inform for compelling reasons.

#### Article (29)

The employee is not allowed to work with or without pay during his leave prescribed in the preceding articles, if it was proved that he worked in another institution during

which, the university should deprive him/her of pay leave or restore back the already paid salary.

#### Article (30)

The competent authority may allow the employee enrolled to universities or institutions of higher education to have a special unpaid vacation for actual exams days.

#### Article (31)

The employee will be given a special vacation with full salary and excluded from his/her vacations in the following cases:

The employee will be given a Pilgrimage (Hajj) vacation for one time during his/her work with the University. The vacation will not be more than 20 days; the member shall be entitled to such a holiday only after working for three years in University and once during his employment with the University.

Female staffs are given Maternity vacation with full salary for 3 months after giving birth to the child for three times during her work with the university.

The employee mixed with a patient infected with contagious disease and the medical committee/authority decides to stop him from practicing his job for the specified period.

### **First: Assignment**

#### Article (32)

By a decision from the Committee and upon recommendation from the Director of the Department, the employee may be assigned other job duties of a position (within the same department) whose employee is on vacation. This is provided that the duties are of the same employee's grade or just the higher grade. In this case the employee will not receive more compensation for the assignment period.

### **Second: Delegation**

#### Article (33)

By a decision from the Committee and upon recommendation from the Director of the Department in case some Administrative staff is absent, or a position is vacant, the employee may be delegated to do other job duties provided that the duties are of the same employee's grade or in one grade higher than the employee's.

Delegation may be done at the same time with the employee doing his/her original jobs. The employee shall not be delegated to more than one body at the same time, and delegation period shall not be more than one year and may be extended for

another year. This is done by a decision from the president or whom he may deputize.

### **Transfer**

#### **Article (34)**

The employee may be transferred from one Unit to another by a decision from the Committee after consulting with the competent Director of Department.

The Director of Department may transfer the employee from one position to another equal position inside the Committee. This transfer, however, shall not result in missing his chance of promotion.

### **Internal Dispatch**

#### **Article (35)**

Administrative staff may be dispatched by a decision from the President; upon recommendation from the Human Resources Committee the employee shall be granted the following:

- Appropriate accommodation
- Daily travel allowance.
- Transport allowance.

### **External Dispatch**

#### **Article (36)**

Administrative staff subject to the provisions of these by-laws is classified into the following categories:

- First Category: President / Vice-Presidents
- Second Category: Directors and Managers of Departments
- Third Category: Other Administrative staff

For the first category dispatch is done by a decision from the President, for other categories dispatch is done by a decision from the Vice-President.

#### **Article (37)**

The dispatch decision should include details on the nature of the mission, names of people to whom mission is assigned, number of delegation, destination, and required period to complete the mission.

#### **Article (38)**

The University shall cover the expenses of the dispatched Administrative staff of different categories as follows:

The President and Vice-Presidents; Business Class or equivalent in other means of transportation.



All other staff; Economy Class or equivalent in other means of transportation.

#### Article (39)

An employee dispatched in a mission abroad will be entitled to daily travel allowance as shown in attached list of travel compensation per countries, This allowance will be calculated for every day or part of day the dispatched employee spends abroad to do his/her mission. This travel allowance includes all expenses of personal and movement expenses.

#### Article (40)

In case the hosting party is offering full entertainment and housing, the dispatched employee will be entitled to 40% of the travel allowances for the days he/she spends in mission. In case the host is offering partial entertainment and housing, the dispatched employee will be entitled to 60 % of the travel allowances for the days he/she spends in the mission.

#### Article (41)

The travel allowance indicated in Article (42) will be increased by 25 % for the head of delegation dispatched to represent the University in a conference, symposium, or meeting held by any of the international organizations or bodies.

#### Article (42)

Subject to the President's approval, the university may cover the expenses of the delegations and dispatched Administrative staff. Those expenses are necessary for the completion of the mission (other than personal expenses)

### **Dispatch in Training Courses**

#### Article (43)

Administrative staffs are dispatched in training courses for the purpose of following up the latest developments and improving their skills and capabilities. In this case the employee will be given, in addition to his/her monthly salary the employee will receive the daily travel allowance, and in addition to the following:

- Training fees, if any.
- Two-way air tickets from the employee's place of work at University to the hosting country.
- Expenses of emergency medical treatment during dispatch period, to be paid according to original receipts if not covered by Medical Insurance.

## **Salaries**

### **Article (44)**

The University shall set a schedule of salaries (attached) showing the categories of positions and the salaries defined for them. This will include studying the grades of each category and the minimum and maximum of salaries and allowances.

The categories of salaries and allowances may be modified by a decision of the Board of Trustees at upon the recommendation of the University President. President may also grant special bonuses depending on work requirements and in accordance with regulations adopted by the Board of Trustees.

### **Article (45)**

The employee will be rewarded end services allowance, a month's salary for each completed year of service based on the latest salary of the employee before leaving the university. The employee will not be given end of service remunerations if terminated for reasons attributed to the violation of rules

## **Raises and Allowances**

### **Article (46)**

The President of the University based on the recommendation of the Vice -President is entitled to approve granting incentives and additional rewards to ensure the achievement of the objectives of the University on the basis of appropriate rates of performance so that they are four months a year. The President is authorized to grant bonuses to Administrative staff that provides excellent services or suggestions that help to improve methods of work, performance, efficiency or the provision of expenditure.

### **Article (47)**

The employee who is reported to have Excellent Performance may be given additional, incentive raise/bonus within the category of his/her regular raise and grade.

### **Article (48)**

Some Administrative staff with specialized qualifications may be granted an allowance called (Rareness Allowance) equal to 30 % of the basic salary. This is done by a decision from the president, upon recommendation from the Director of competent Department and the Committee as well.

## **Medical Care and Insurance**

### **Article (49)**

The University shall provide suitable medical care to university Administrative staff, provided that the employee bears the cost of the insurance which will be deducted from his salary on a monthly basis.

## **SECTION FIVE Appraisal Reports**

### **Article (50)**

Appraisal Reports on all staff will be submitted for various decisions concerning continuity of employment. Those reports are called appraisal reports. The reports will indicate the employee's competency in work, as well as his/her behavior as per the form approved by the University. The form should include all important performance parameters, and should be completed by the direct superior, and approved by the Vice President.

### **Article (51)**

In case the employee is dispatched in a mission or study vacation, the annual report is presented from the competent authority defined by the University. For Administrative staff seconded or delegated on full time basis and for a period more than six months, the report is presented by his/her supervisors in the job he/she is seconded or delegated to.

### **Article (52)**

- 1- Appraisal reports should be submitted for the first half of the year by the end of June and the second report by the end of December. Overall appraisal report of the employee for the year is based on the average of both reports.
- 2- The pay raise is only applicable after the elapse of at least one whole financial year ( 1st of July) from the date of employee joining the University.
- 3- Evaluation ratings are based on the following ranges and calculated according to the weighing factors between brackets of the appraisal raise percentage after the following financial year.
  - From 85% to 100% Excellent (x 1)
  - From 75% to 84% Very Good (x 0.75)
  - From 65% to 74% Good (x 0.6)
  - From 60% to 64% Satisfactory (x 0.3)
  - From 50% to 59% Unsatisfactory (x 0.0)
  - Below 49% weak

These factors multiply the appraisal raise percentage and are applied after the following financial year.

- 4- Reports are prepared by concerned directors in association with the Human Resources department. The final report will be submitted to the Committee for approval.
- 5- Utilization of the evaluation ratings should be decisive for renewal of contract (at least satisfactory) and confirmed renewal for Good evaluation rating if no other employment contradiction arises.
- 6- Complaining from the final appraisal report should be before the committee within two weeks from the date of receipt of notification. Complains shall be answered within three weeks from the date of submission. The report will not be considered final unless the date of complaint and its review is over.

#### Article (53)

The employee whose performance is reported "WEAK" in two consecutive periods will be referred to the Committee to decide on his/her status. The Committee may recommend one of the following options:

- First warning
- Second warning.
- Termination of service.

The Committee may also make any other recommendations it deems fit.

### **SECTION SIX Promotions**

#### Article (54)

The employee shall not be promoted unless he/she spends four years in his/her position. An exception may be made to this provision by a decision of the president and recommendation from the Committee.

#### Article (55)

Promotion is done to a vacant position of the same nature of the employee's.

#### Article (56)

The Human Resources Department will prepare a report to be submitted to the Vice-President every six months with the aim of including it within the budget. The report includes the following:

- Number of vacant grades to which promotions may be done.
- Administrative staff meeting promotion requirements by test, competency, or seniority.
- Promotion requests submitted by Directors of Departments.

#### Article (57)

Promotion decisions are taken by the competent authorities in the grade to which the employee is promoted. The promotion is considered effective at the date defined in the promotion decision. Here the promoted employee will be paid the minimum salary of the position he is promoted to or one of its raises.

#### Article (58)

In case there are multi nominees with equal competency, scientific degrees are taken into consideration. In case degrees are also equal, past performance appraisal reports, then seniority in the same grade is observed.

#### Article (59)

In case a position is vacant and there is no employee who is quite qualified to fill in this position, and there is a difficulty in finding someone from outside the university, the employee who fits most will be assigned to this position until the proper employee is appointed.

### **SECTION SEVEN**

#### **Duties**

#### Article (60)

The employee should carry out the duties assigned to him/her by himself in a precise, honest way and should dedicate the work times to do the duties of his/her job. Administrative staff should also observe the provisions of laws, by-laws, rules, and instructions of Directors. An employee may be assigned a job in times other than official working times if necessary within the framework of rules and by-laws effective in this respect.

#### Article (61)

It is prohibited that an employee commits any act that is inconsistent with the duties of his/her job, or against the code of ethics and morals. The following is particularly prohibited:

- To reveal any information or data he/she might know as part of his job.
- To have any personal mediate or through a third party interests in any business or contracts of the University.
- To carry out paid or free work for others during the official working times or other times without prior permission from the Chancellor.
- To buy or hire real estate or other assets from the University or use them in a field relevant to his/her job.
- To commit any acts against honor or respect due to the job.
- To ask for, or accept - for himself or others - any kind of gifts or advantages or promises in return of doing his/her duties.
- To keep the original of any of the official work papers and documents even if the papers are part of some job assigned to him/her.

## **SECTION EIGHT**

### **Investigation, Labiality, and Punishments**

#### Article (62)

Without prejudice to the civil criminal responsibility (when necessary), Administrative staff violating the duties stipulated in these by-laws, or breaking the rules while doing their duties, shall be punished according to the disciplinary measures.

#### Article (63)

Termination of service of Top Management shall Via a decision from the President, while termination of service of other staff shall be via a decision from the Vice President.

#### Article (64)

Competent authorities may suspend the employee from work, as a precautionary action, if the investigation welfare requires so. This suspension shall not be for more than three months, and this period shall only be extended by a decision from the competent authorities. Once the employee is suspended; half his/her salary will be deducted starting from the date of suspension. This matter shall be put before the Compete authorities immediately within one month of notifying the authorities of it; otherwise the employee will be paid full salary. In case the employee is found innocent, or is punished by a warning or notice, or the investigation is closed; the

deducted salary will be paid back. In case the employee is punished by a stronger penalty, here the punishing authority will decide on the deducted amount of the salary.

#### Article (65)

A staff member shall not be discharged unless he commits a serious error.

The following cases shall be considered as a serious error:

- 1- If the staff member's efficiency is established according to an appraisal report prepared by the concerned director of department and in association of the Human Resources Department then approved from the President.
- 2- If it is established that a staff member has committed an error resulting in serious damages to the University, providing the University shall notify the event to the competent authorities within twenty four hours from the time he/she learns of its occurrence.
- 3- If, despite warning the staff member in writing to observe the instructions necessary to be followed for the safety of the staff and the university, he/she repeats non observing them, providing they are issued in writing and put up in prominent place.
- 4- If the staff member absents himself/herself without legitimate more than twenty separate days during the same year , or more than ten consecutive days, providing a written warning to the staff member by registered letter with acknowledgement of receipt, ten days after his/her absence in the first case, and and five days after the absence in the second case, shall precede his discharge.
- 5- If it is established that the staff member has divulged the secrets of the University, leading to the occurrence of serious damages and harms to the University.
- 6- If during their working hours the staff member is found to be in a state of plain drunkenness, or affected by the intoxicating substance he used.
- 7- If it is established that the staff member has aggressed against any of his superior during or because of work.

#### Article (66)

If an employee is imprisoned in a verdict, he/she will be considered suspended from his/her work and will be deprived of his/her total salary as long as he/she is in custody. If the employee is/proved to be innocent, or has spent the time of his/her sentence, his/her situation is put before the Vice President for Support Services to decide what he deems fit about the employee's salary and disciplinary responsibility. If the employee is found not liable for what happened, he/she will be paid the amounts deducted from his/her salary.

#### Article (67)

Disciplinary Penalties imposed on Administrative staff vary according to grades, as follows:

First: Penalties on Administrative Staff in grades 8 and 9 are:

- Written Warning.
- Notice
- Expulsion from service, along with reserving the right of receiving salary or compensation, or deprivation of a maximum of quarter of any of
- Expulsion from service, along with reserving the right of receiving salary or compensation, or deprivation of a maximum of quarter of any of them.

Second: Penalties on Administrative Staff in grades 7 and down:

- Written warning.
- Notice.
- Deduction of salary with a maximum of two months per annum in a maximum of quarter the salary.
- Deprivation of the regular raise (annual raise).
- Half-salary suspension from work for a period not more than three months, or lowering salary within the grade's limits, or demotion, or both.
- Expulsion from service, along with reserving the right of receiving salary or compensation, or deprivation of a maximum of quarter of any of them.

#### Article (68)

Previous procedures shall be implemented by Human Resources Department according to the investigation committee's report.

#### Article (69)

The Administrative staff may complain to the President or Vice-President. Complaint should be submitted within ten days after the employee is notified in writing of the decision. If the employee does not submit a complaint within the set period, the decision will be considered final.



#### Article (70)

In case the employee is suspended from work, for investigation purposes or because of being under protective custody, or submitted to disciplinary investigation, he/she will retain his/her right to promotion if this promotion is due during the period of suspension or investigation. Here, if the employee is proved innocent or punished with a penalty not more than deducting five-day salary, promotion will be retrieved. But if the penalty is stronger, the employee will be deprived of the promotion for one year of the date of its due time.

#### Article (71)

The employee's resignation shall not be a reason for not proceeding in the procedures of disciplinary action. It is prohibited, however, to approve an employee's resignation when he/she is put before an investigation.

#### Article (72)

Disciplinary action or investigation shall not be valid after the passage of two years of violation commitment. The same applies to the cases of the demise of the employee or the passage of two years at the end of his/her services with the university.

#### Article (73)

In case an employee is being charged with a capital offense, or dishonesty or breach of trust crime, he/she shall not be promoted. Still, the employee will retain his/her right to promotion if the promotion is due during the time of trial. In case the employee is found not guilty, his/her promotion will be reactivated as of its due date.

#### Article (74)

Disciplinary actions imposed on Administrative staff will be cancelled by the passage of the following periods:

- Six months for cases of warning, blame, notice, and deduction of salary for no more than five days.
- One year for cases of deduction of salary for more than five days.
- Two years for cases of deprivation of regular raise.

The cancellation will be by a decision from the President if it is proved by reports that the employee's conduct and performance were satisfactory since the date of imposing the penalty. The cancellation of the penalty will revoke it, for the future considerations. In this case the employee will be entitled to all due rights and compensations, and the penalty documents will be removed from his/her folder.

#### Article (75)

The terms and periods mentioned above will be calculated starting from the date of the penalty decision. The Human Resources Department will take necessary actions for removing the penalties from the employee's folder, without having the employee asking for this removal.

### **SECTION NINE**

#### **End of Service**

#### Article (76)

The services of a University employee will be terminated for the following reasons:

- Reaching the age of retirement on pension, this is sixty two years.
- Proof of Health unfitness by a decision from the competent medical authority.
- Accepting resignation.
- Dropping or withdrawing Egypt Nationality, for Egyptian Nationals.
- Termination of service.
- Being convicted with imprisonment in Capital Offense or dishonesty or breach of trust crime.
- Expulsion from service by disciplinary action or judicial verdict.
- End of the employee's contract.

#### Article (77)

Upon recommendation from the Committee, employee's service may be extended after he/she has reached the age of retirement. This extension will be for one year at each time and for a maximum of five years, provided that the extension decision is issued prior to retirement.

#### Article (78)

The employee may tender his/her resignation from job. This resignation shall be in writing, and the employee shall be informed of the reply within 30 days of submitting the resignation, otherwise the resignation is considered accepted. The acceptance of a resignation may be postponed if the employee is put to investigation or suspended from work or punished by any other disciplinary actions. In case investigations prove the employee not guilty, or the employee is punished by a penalty not more than expulsion from work, here the resignation may be accepted and the employee is entitled to his/her salary until the date of notifying him/her of accepting the resignation or until the passage of the period after which the resignation is considered accepted.

#### Article (79)

By a decision from the Vice-President, the employee whose services are terminated for any of the reasons mentioned in these by-laws may be kept in his/her position for a period not more than three months in order to have him/her deliver what is his/her custody. In this case the employee will be given a lump sum bonus for the period he/she spends after the end of services. The bonus will be calculated based on the last total salary the employee had with the university before the end of his/her services.

Article (80)

The University shall inform the employee in writing of the end of his/her services and the reasons of it. This shall be done prior to the end of employee's services as per the nature of the contract, unless the contract is for a limited time or stipulates another specific period of notice.

Article (81)

The employee shall receive a "Clearance" form the Human Resources Department and fill it out. The employee shall not be given his/her remunerations and due payments until he/she fills out the clearance form.

Article (82)

When an employee's services with the University are ended, his/her salary shall not be paid anymore starting from the next day following the day of stopping work.

**End of Service Remunerations**

Article (83)

The University will pay end-of-service remunerations for staff that complete his term of contract in service that corresponds to one month salary per service year, except if conditions arise that violate this right.

Article (84)

For matters relating to the university staff and not mentioned in these by laws, the Case should be presented to the Board by the President for necessary action.

Article (85)

In case of dispute with regard to the rules and regulations in these by laws, the dispute should be presented to a three-person committee formed by the President and including the director of the HR department, the legal councilor of the university and chaired by the vice president. The claim should be filed within thirty days of written notice to the employee. If the committee does not reach an acceptable settlement for the dispute, parts should resort to the administrative judicial system of the country.

**4<sup>th</sup> BOT Doc- 10f**



**EGYPT-JAPAN UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(E-JUST)**

**STUDENTS' DISCIPLINE BY-LAWS  
(CODE OF STUDENT CONDUCT)**

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**Submitted to the Fourth Board of Trustees Meeting**

**June 11, 2011**

# **Egypt-Japan University of Science and Technology University Halls of Residence By-laws**

Issued in accordance with article (4) of the Bilateral Agreement between Egypt and Japan of 2009 regarding the establishment and organization of the Egypt-Japan University of Science and Technology

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## **SECTION ONE Terms Definition**

### **Article (1)**

#### **University:**

#### **University Premises**

For purposes of this Code, any buildings or grounds owned, leased, operated, controlled or supervised by E-JUST.

#### **Student**

A student is any person for whom E-JUST maintains educational records and who has not yet been awarded his or her degree from E-JUST.

#### **Faculty**

A faculty is any person who holds a current academic appointment within E-JUST.

#### **Administration or Staff**

An administrative staff members is any person who currently holds a non-faculty appointment within E-JUST.

#### **Member of E-JUST Community**

A member of E\_JUST community is any student, faculty, administration or staff member of E-JUST.

#### **E-JUST sponsored Activity**

E-JUST sponsored Activity is any academic, co-curricular, extra-curricular or other activity on or off campus, which is initiated, aided, authorized or supervised by E-JUST.

### **E-JUST Graduate Students Association (GSA)**

The E-JUST University Graduate Students' Association is the fully autonomous student body that represents full- and part-time graduate students registered at E-JUST. The GSA seeks to protect, stimulate and enrich the academic and social interests of its constituents. As the central communication body of graduate students, the Association is guided by the principle that all members are deserving of equitable treatment at all levels of academic and social life. The GSA's primary goal is to foster cooperation and communication among its members so as to fulfill the more specific objectives. One of the GSA's primary goals is to promote communication between graduate students and the University administration, as well as the various departments. By representing graduate students on university sub-committees, the GSA is able to ensure that the interests and collective voice of E-JUST graduate students are heard. In addition the GSA also represents the students' interests in the community, and to other off-campus organizations.

### **E-JUST Disciplinary Committee (EDC)**

E-JUST Disciplinary Committee (EDC) is a standing committee appointed by the Vice-President for Education and Academic Affairs that adjudicates and exercises oversight over all E-JUST - based disciplinary actions, including receiving complaints, initiating investigations, gathering evidence, holding hearings, and meting out appropriate punishments. The Disciplinary Committee shall be responsible for the adjudication and judgment of all cases (especially Class A and B violations, see article (5)).

### **Disciplinary Talk**

Disciplinary Talk is an informal, non - adversarial hearing usually conducted between the respondent and the Hearing Officer assigned by the Vice-President for Education and Academic Affairs.

### **Hearing Officer**

A hearing officer is a staff member who is capable of leading a Disciplinary Talk or to guide the process of EDC hearing.

### **Hearing Board**

Hearing board is composed of individuals (students, faculty, and staff) chosen and trained to attend and listen to the legal proceedings involved in resolving Class A and Class B student violations (see article (5) and to make a recommendation for punishment.

### **Appeals**

If it is determined that certain procedures were not followed, or new evidence has surfaced that might have affected the Disciplinary Committee's decision, a respondent may make an appeal to the Vice-President for Education and Academic Affairs for the case to be reviewed.

**Campus Advisor**

Any member of the E-JUST community who has been selected by a respondent or by a complainant to assist him or her in Hearings or Conferences conducted under this Code.

**Complainant**

Any member of the E-JUST community who has elected to serve as the complaining party in Hearings or Conferences conducted under this Code

**Respondent**

Any E-JUST student who has been accused of an act prohibited under this Code

**Victim**

Any member of the E-JUST community who alleges that she or he has suffered personal harm or injury as a result of an alleged violation(s) of this Code or of Egyptian civic law.

**Weapon**

Any object or substance designed or which may be utilized to inflict a wound, cause injury, or incapacitate. A harmless instrument designed to look like a firearm, explosive or weapon that is used by a person to cause reasonable apprehension of harm, or to assault another person, is expressly included within the meaning of weapon.

## **SECTION TWO**

### **Academic Integrity**

#### **The Ethics of Academic Integrity**

Academic integrity is absolutely critical to the successful fulfillment of E-JUST's Vision, Mission, and Values. Enhancing learning in the fields of science and technology is dependent on individuals working together in honesty, trust, fairness, respect and responsibility. Aspects of this ethical stance include:

#### **Article (2)**

##### **Personal Ethics**

Students are responsible for maintaining an academic environment in which they act honestly with peers, the faculty and staff at E-JUST so as to inspire relationships of trust, fairness, and respect. A student must not engage in any dishonest behavior or behavior that would produce deleterious consequences for others. Personal ethics are not culture bound but must aspire to the highest form of personal and academic conduct.

#### **Article (3)**

## **Social Responsibility**

The commitment to ethical conduct at E-JUST is not only an individual matter but a social contract between students and E-JUST students have an obligation to ensure that not only their behavior, but the behavior of all associated with E-JUST, is conducted in a principled and moral manner. This may mean speaking out against plagiarized papers or research, advising colleagues and instructors not to take advantage of E-JUST's resources for personal use, or conducting open forums in which any type of dishonest behavior is discussed and appropriate solutions reached.

### **Article (4)**

#### **Awareness**

Students are responsible for identifying areas that are not being properly monitored to ensure ethical behavior on behalf of students, faculty and staff and reporting these to the appropriate authorities. Students who do not confront wrongdoing within E-JUST tacitly condone behavior that could ultimately compromise their own positions and security.

## **SECTION THREE**

### **Violations**

#### **Article (5)**

Violations are categorized in three levels:

**5.1 High - Level or Separable Offenses (A):** These violations may result in: 1) permanent expulsion from E-JUST; 2) restitution of damages; 3) possible criminal or civil prosecution; and/or 4) suspension or dismissal for at least one academic year (after which a hearing will be held to determine if the student will be readmitted); 5) Revocation of awarded degrees. All faculty and staff are required to report all Class A and Class B violations to the Vice-President for Education and Academic.

**5.2 Mid - Level or Sanctionable Offenses (B):** These violations will result in: 1) suspension or dismissal from E-JUST for up to one year; 2) community service; and/or 3) restitution, if required. The student is not guaranteed readmission at the end of a suspension period, but is guaranteed a review of the case and a decision regarding eligibility for readmission. If more than one Class B offense has been committed, it will be deemed that a Class A violation has occurred. All faculty and staff are required to report all Class A and Class B violations to the Vice-President for Education and Academic Affairs.

**5.3 Low - Level Disciplinary Offenses (C):** These violations are normally addressed by faculty and/or a relevant department at E-JUST and will not be reported to the Vice-



President for Education and Academic Affairs. Penalties might include: 1) warnings (oral or written); 2) reprimands (in writing); 3) Dean's warning (in writing – only two are allowed during a student's academic career at E-JUST); 4) reduction of grade; 5) disenrollment from a class; 6) probation; 7) loss of academic scholarship; 8) prohibition from receiving any honorary awards; 9) prohibition from serving as an officer in any E-JUST organization; 10) removal from campus housing, and the like, depending on the seriousness of the offense. If more than one Class C offense has been committed, the case will be presented to the Vice-President for Education and Academic Affairs as a Class B offense.

## **Article (6)**

### **Types of Violations**

The violations of the Code are presented below in three categories: Academic Integrity, Health and Safety, and Sexual Misconduct.

Following each violation below, the letter (A), (B), or (C) indicates the class of violation.

#### **6.1 Academic Integrity Violations**

**Cheating (A):** While sitting for an examination, using unauthorized notes, aids, or information obtained from sources other than the instructor; knowingly providing or receiving information during examination, or the possessions and/or use of unauthorized materials during those examinations; trying to falsify any part of an examination that would represent learning by any other person than the examination taker. Cheating includes obtaining copies of examinations beforehand, trying to take someone else's examination or trying to have someone else taking one's own examination.

**Plagiarism (A):** Submitting a written document (homework, term paper, research findings, etc.) that in part or in whole is not one's own work, whether it be a quotation, an opinion, an idea obtained through conversation or reading, a fact, or research findings. All such materials must be given proper attribution through a citation specifying the source of the information.

**Fabrication (A):** Falsifying or inventing information, laboratory or other data, citations; presenting data gathered outside of acceptable professional guidelines; failing to provide an accurate account of how information, data or citations were gathered; altering documents affecting academic records; forging signatures or authorizing false information on an official academic document, grade, letter, form, ID card, or any other E-JUST document.

**Multiple Submissions (B):** Submitting substantially the same work to satisfy requirements for one course or academic requirement that has been submitted in satisfaction of requirements for another course or academic requirement.

**Obtaining Unfair Advantage (B):** Engaging in activities that unfairly place other students at a disadvantage, such as stealing, hiding, defacing or altering resource material; unauthorized collaboration on an academic or research assignment; obstructing or interfering with another student's academic work; offering bribery to staff or any university employee to effect a grade change, or gain unfair advantage over other students.

**Dishonesty (B):** Copying copyrighted materials for sale or purchase of such materials from others without receiving appropriate publisher's approval; unauthorized entry into, unauthorized use of, or issue of university property, including computers and data and voice communication networks; unlawfully copying of computer software; misrepresentation of personal circumstances to an instructor to gain personal advantage (e.g., requesting a makeup examination); taking credit for participating in a team research effort or an assignment when little or no contribution to the work has been made.

**Academic Disruption/Misconduct (C):** Disruption or improper interference with the teaching, learning, research, administrative, consultative, social or other activities of E-JUST; violation of course rules as contained in the course syllabus or other information provided to the student; violation of program regulations as established by departmental committees and made available to students; failure to observe punctuality in attending classes, workshops or other academic gatherings.

## 6.2 Health and Safety Related Violations

E-JUST will follow Egyptian law in identifying illegal behavior in many of the following categories.

**Endangering Self and Others (A):** Stalking, taking or threatening action that endangers the safety, physical or mental health, or life of any person, or creates a reasonable fear of such action, whether intentionally or as a result of recklessness or gross negligence/breaching campus safety or security; engaging in a pattern of unwanted conduct directed at another person that threatens or endangers the safety, physical or mental health, or life or property of that person, or creates a reasonable fear of such a threat or action; violence, disorderly discriminatory or threatening/offensive behavior during any E-JUST activity or on E-JUST premises; any physical or mental abuse occurring between spouses or unrelated individuals; engaging in physical aggression including, but not limited to, assault; engaging, or attempting to engage, in intimidation, coercion, extortion, blackmail, or bribery.

**Theft (A):** Stealing on campus or at a E-JUST - authorized event off campus, including unauthorized use of E-JUST equipment or services, or possession of stolen property.

**Dangerous Weapons or Materials/Drugs (A):** Intentionally producing, distributing, possessing, storing, or using on campus or at a E-JUST - authorized event off campus any kind of weapon, device, explosive, dangerous chemical, hazardous materials, or any other instrument designed to do bodily harm or to threaten bodily harm for any purpose other than research related activities; producing, distributing, possessing, storing, transferring, selling or attempting to sell, deliver, use or attempting to use, any illegal drugs, narcotic or hallucinogenic, on campus or at any E-JUST - authorized event off campus.

**Destruction of Property/Endangering Public Safety (B):** Engaging in vandalism, defacement (including urination or defecation in public areas), or other intentional damage (such as spray painting, chalking, or graffiti) to property on campus or at E-JUST - authorized events off campus; unjustified discharge, damaging, or tampering with any fire extinguisher, fire alarm, or other safety devices; taking, or attempting to take, action that damages or could damage private property, without the consent of the owner or person legally responsible; unauthorized entry, unapproved duplication of keys or use of such, or unauthorized use of campus facilities.

**False Reporting (B):** Intentionally initiating or causing to be initiated any false report, warning or threat of fire, explosion or other emergency.

**Smoking and Alcohol (B):** Producing or drinking alcoholic beverages is not permitted on campus. Smoking is not permitted in E-JUST buildings including private residences.

**Discrimination (B):** Discriminating on the basis of race, color, religion, or gender.

### 6.3 Sexual Misconduct

Sexual misconduct includes physical contact or other non - physical conduct of a sexual nature in the absence of clear, knowing and voluntary consent. Separable, Sanctionable, and Disciplinary violations include, but are not limited to the following;

**Rape (A)** –Any sexual penetration (anal, oral, or vaginal), however slight, with any body part or object, by any person upon any other person.

**Sexual Exploitation (A)** – Taking non - consensual, unjust or abusive sexual advantage of another, including prostituting another student, non - consensual video or audio taping of sexual activity , engaging in nonconsensual voyeurism, and knowingly transmitting or exposing a Sexually Transmitted Disease (STD) or Human Immunodeficiency Virus (HIV) to another person without the knowledge of that person.

**Sexual Contact (B)** – Any intentional sexual touching, with any body part or object, by any person upon any other person without consent.

**Sexual Harassment (B)** – Any behavior that fails to respect females or males that could be construed as being injurious to the well - being of the victim, either mentally, emotionally, or physically, in which any words, interactions, writings, or other behaviors are of a sexually offensive nature.

**Sexual Public Displays (B)** – Any indecent exposure of the private or intimate parts of the body, in a lewd manner, in public or in private premises, when the accused may be readily observed; any public displays of affection that might contravene Egyptian law.

**Sexually Offensive Materials (B)** – The possession, dissemination of materials of a pornographic or abusive nature that depict sexual poses or activities.

**Fraternization (C)** – Conducting inappropriate social relationships.

**Dress Code (C)** – E-JUST recognizes cultural diversity and respects the requirements needed for a productive learning environment. Students are expected to dress in a manner respectful of the local culture and traditions in Egypt. Inappropriate dress for both males and females is unacceptable.

## **SECTION FOUR**

### **Judicial Proceedings**

#### **Article (7)**

#### **Procedures for Adjudicating Student Code Violations**

In general, any action to be adjudicated begins with a complaint, followed by an investigation. If sufficient evidence is established to warrant a hearing, the Vice-President for Education and Academic Affairs either hold a Disciplinary Hearing or arrange for a Disciplinary Talk to be held. If the accused wish to appeal, he or she may appeal to the Vice-President for Education and Academic Affairs to have the case reviewed. The outcome of this appeal may result in higher, lower, identical, or no sanctions at all being imposed. The decision reached shall be final.

For each violation, depending on a determination of whether the violation falls under the Class A, B, or C violations, the following process (with adaptations relevant to the violation) will be required:

- 1) Complaint
- 2) Preliminary Review
- 3) Investigation
- 4) Disciplinary Hearing
- 5) Sanctions
- 6) Disciplinary Talk
- 7) Appeals
- 8) Enforcement of Sanctions

## **Article (8)**

### **Complaint**

Any person who is witness to or has experienced what they believe to be a possible Code violation should provide an authorized E-JUST official complaint with the information. Information about possible Code violations occurring in residence halls should be provided to the Residence Head. Information about possible non - residence hall or academic misconduct related Code violations should be provided to the designated person in the Office of the Vice-President for Education and Academic Affairs.

#### **Complaint Procedure:**

To file an official complaint against a member of the E-JUST community, the following procedures should be implemented:

- **Appropriate guidelines for students**

#### **Student-about-student complaint:**

Students who wish to lodge complaints about the behavior of fellow students should first bring their case to the attention of the Graduate Student Association (GSA) and fill a complaint form at the Office of GSA. A follow-up on the recommendations and decisions of the GSA is then made by the Student Affairs to ensure that an appropriate course of action has been taken. If the GSA cannot resolve the complaint, the complaint should be forwarded to the students Affairs to determine its class. If the violation was of class A or B, the complaint should be forwarded to the office of Vice-President for Education and Academic Affairs

#### **Student-about-faculty complaint**

If a student has a complaint about unfair or improper treatment in a course, he or she should first revert to the instructor or professor to discuss the issue and try to resolve it. If this attempt fails, the appropriate procedure is to raise the issue with the chair of the department. If the complaint is still not resolved, then the Dean of the school and, finally, the Vice-President for Education and Academic Affairs should be approached.

#### **Student-about-staff complaint**

In the case of a complaint against a staff member, students should first approach the department or office head in question to discuss their problem. If this attempt fails, students should revert to the human resources office to report the incident of concern and try to resolve the matter. If this attempt fails, students should revert to Vice-President of Support Services

- **Appropriate guidelines for faculty**

Faculty members have full authority to take appropriate action with students enrolled in their classes, regarding discipline, to ensure that classroom behavior is conducive to a learning environment and that students conform to the university's codes of conduct within the context of the class. The taken actions should not violate any of the E-JUST bylaws. Any student who deviates from proper classroom conduct will be penalized by the professor or instructor. If a faculty member does not feel that his or her disciplinary procedures are a sufficient response to the student's misconduct, then the problem should be raised for further investigation, and an official complaint against the student is filed.

- **Appropriate guidelines for staff**

Staff members who are treated in a manner that is unfitting to the principles and values of the E-JUST community are encouraged to file an official complaint against the student. An appropriate course of action will be taken to prevent the student from a repeated offense.

### **Article (9)**

**Preliminary Review:** The Vice-President for Education and Academic Affairs (or designee) will conduct a Preliminary Review of information and evidence that may result in a charge being brought against the student. The purpose of this Review shall be to determine if there is sufficient evidence to proceed with a Disciplinary Hearing. It shall be the responsibility of the Vice-President for Education and Academic Affairs (or designee) to advise the respondent that:

- He or she has the right to remain silent throughout any proceedings conducted under this Code and this silence will not be held against him or her; and
- Matters discussed during the Preliminary Review become part of the case record and may be presented during any Hearing or Disciplinary Talk. The Vice-President for Education and Academic Affairs, after conducting the Preliminary Review, shall make one of the following determinations:
  - a. Dismissal of the complaint;
  - b. A charge(s) against the student, which, in the Vice-President for Education and Academic Affairs' opinion does not merit separation or sanctions shall be referred to a Disciplinary Talk.
  - c. A charge(s) against the student, which in the Vice-President for Education and Academic Affairs' opinion, may involve either separable (class A) or sanctionable (class B) offenses shall be referred to a Disciplinary Hearing.

If a student who has been charged with a Class C violation acknowledges engaging in a violation, a Disciplinary Talk will not be necessary. Failure to contest the charge or failure to respond will in effect be the same as a positive acknowledgement. Disciplinary actions will be determined in accordance with the specific violation committed and any applicable penalties, restitution, or disciplinary action required shall be recommended by the Vice-President for Education and Academic Affairs to the E-JUST Disciplinary Committee, who, in turn will hand down a decision.

**The E-JUST Disciplinary Committee** : is composed of the

- 1) chairperson;
- 2) two faculty members;
- 3) Residence Head (if the violation occurred in E-JUST housing);
- 4) two students appointed by the Graduate Students Association; and
- 5) a representative from the Office of the Vice-President for Education and Academic Affairs .

While the disciplinary hearings will require only five (five) voting members, there will be more faculty and students solicited for membership to assure that disciplinary hearings will always take place in a timely manner.

### **Article (10)**

**Investigation:** If the Preliminary Review determines that a violation has occurred, the Vice-President for Education and Academic Affairs will inform the student, in writing, of the charges to be made. The Vice-President for Education and Academic Affairs will then order an in - depth investigation of the acts involved in the complaint to determine the extent to which Code or Egyptian law have been violated. This investigation will be conducted by campus law enforcement bodies, if necessary or other designated university personnel.

### **Article (11)**

**Disciplinary Hearing:** If the in - depth investigation determines that either Class A or Class B violations have been committed, the complainant and the respondent (and the victim, if different from the complainant) will be notified (within 21 days from the date of the notification) to attend a hearing set by the Vice-President for Education and Academic Affairs. The notice must contain: 1) the time and place of the hearing; 2) specification of the charges against the accused; and

At the hearing, all evidence discovered will be presented, and parties and all witnesses to the alleged violation will offer testimony and rebuttal to testimony as prescribed.

The E-JUST Disciplinary Committee, through the Chairperson, shall be allowed to call witnesses, to question the complainant, and to question any witnesses appearing at a hearing in an effort to determine the relevant facts about the complainant's charge(s) and the respondent's response. The E-JUST Disciplinary Committee, upon the completion of the hearing, shall retire to closed deliberations. The E-JUST Disciplinary Committee deliberations shall not be recorded or transcribed. Each respondent shall be regarded as

not responsible unless the E-JUST Disciplinary Committee determines the contrary based on the facts adduced at the hearing. The decision shall be by majority vote. Each Board member shall vote and may not abstain.

The decision reached by the E-JUST Disciplinary Committee shall be read by a member of the E-JUST Disciplinary Committee in a reconvened E-JUST hearing and a copy provided to the respondent either at the hearing or as soon thereafter as is practical. The victim, if any, and the complainant may be present during the reading of the E-JUST Disciplinary Committee decision; however, other witnesses will be excluded. The determination of the Committee with respect to each charge shall be supported by a brief written summary of the findings relied upon by the E-JUST Disciplinary Committee. The written summary will be placed in the case file and made available to the respondent. Any determination of responsibility will generally be immediately followed by a supplemental proceeding in which any party to the case may submit evidence or make statements concerning the appropriate sanction to be imposed. The E-JUST Disciplinary Committee shall then retire to closed deliberations to determine a recommended sanction. Recommendations shall be by majority vote and each board member shall vote and may not abstain. Once the recommendation has been made, it will be forward to the Vice-President for Education and Academic Affairs for final review and deliberation, taking into account all the facts of the case as well as all the recommendations made by the E-JUST Disciplinary Committee. The Vice-President for Education and Academic Affairs will make the final decision concerning sanctions against the accused. The accused will be called into the office of the Vice-President for Education and Academic Affairs and be apprised of any judgment made. The judgment of the Vice-President for Education and Academic Affairs will be final.

### **Article (12)**

**Sanctions:** Depending on the seriousness of the violation (whether Class A or Class B, or evidence of habitual behavior in Class C violations), the Vice-President for Education and Academic Affairs shall impose sanctions commensurate with the violation(s) that occurred. In determining the sanctions to be imposed, the E-JUST Disciplinary

Committee and the Vice-President for Education and Academic Affairs should take into account any mitigating circumstances and any aggravating factors including, but not limited to, any provocation by the subject of the conduct that constituted the violation, any past misconduct by the student, any failure of the student to comply fully with previous sanctions, the actual and potential harm caused by the violation, the degree of intent and motivation of the student in committing the violation, and the severity and pervasiveness of the conduct that constituted the violation.

### **Article (13)**

**Disciplinary Talk:** In violations that have been determined to fall within Class C, a Disciplinary Talk will be held to determine the specific penalty of such violations. A Disciplinary Talk is an informal, non - adversarial hearing usually conducted between the respondent and the Vice-President for Education and Academic Affairs.



Complainants would not be required to participate in the Disciplinary Talk, unless cross-examination was necessary to resolve any factual issues. Procedures for the conduct of Disciplinary Talk include the following:

- a. Written notice of charges at least five (5) working days prior to the scheduled Disciplinary Talk.
- b. Reasonable access to the case file prior to and during the Disciplinary Talk.
- c. An opportunity to respond to the evidence against him or her and to call appropriate witnesses on his or her behalf.

Class C violations will generally be handled in the following manner:

- **First Offense:** A verbal warning with a written record kept of the warning in the student's file and removed after six months if the violation is not committed again.
- **Second Offense:** A written warning with the rule reviewed and a statement signed by both the student and instructor stating that the rule is understood and will be followed.
- **Third Offense:** The student will decide whether he or she will sign an agreement to consistently adhere to the rules and procedures from that point forward. Should the student refuse to sign the agreement, a temporary restriction from attending class or lab until a disciplinary talk is held with the student, faculty member and laboratory engineer (if the offence has taken place in the laboratory) , the student will be referred to the Vice-President for Education and Academic Affairs for formal E-JUST disciplinary action. If the agreement is signed, and the student persists in committing the offense, the student will be referred to the Vice-President for Education and Academic Affairs for formal disciplinary action and/or expulsion.

#### **Article (14)**

**Appeals:** Should the student be found guilty of a disciplinary offense and wish to appeal a ruling of the E-JUST Disciplinary Committee or the Vice-President for Education and Academic Affairs, he or she may do so if any of the following has taken place:

- Procedural errors
- Misapplication or misinterpretation of the rule alleged to have been violated
- Discovery of substantial new facts that were unavailable at the time of the hearing
- Findings of facts not supported by a preponderance of evidence
- Disproportionate sanctions

The appeal must be submitted to the Vice-President for Education and Academic Affairs no more than ten (10) working days after the findings and sanctions have been announced. Failure to appeal within the allotted time will render the original decision of the E-JUST Disciplinary Committee final and conclusive.

Upon the receipt of the appeal, the Vice-President for Education and Academic Affairs shall notify the Appeals Committee and convene a review. The Appeals Committee shall be composed of:

- 1) one faculty member;
- 2) one administrative member (from the Office of the Vice-President for Education and Academic Affairs); and
- 3) three students appointed by Graduate Student Association GSA.

The Appeals Committee shall review the adjudication procedures and determine if any of the requirements for appeal have been satisfied. If the requirements have been met for an appeal as outlined in this document, the Appeals Committee will recommend to the E-JUST Disciplinary Committee that the case be reheard; if they have not, the appeal will be denied and appropriate sanctions applied, as prescribed in the initial determination of sanctions held by the E-JUST Disciplinary Committee. The Appeals Committee will generally be expected to submit its decision to the E-JUST Disciplinary Committee, the Vice-President for Education and Academic Affairs and mail/email notice of its decision to the respondent within fifteen (15) working days of the filing of the appeal by the respondent.

Within ten (10) working days of the decision of the Appeals Committee, the respondent may petition the President of E-JUST, in writing, to review the finding and/or sanction.

The decision to review or not to review shall be solely within the discretion of the President. The outcome of this appeal may result in higher, lower, identical, or no sanctions at all being imposed. The E-JUST Disciplinary Committee decision shall be final.

At the discretion of the Vice-President for Education and Academic Affairs, the imposition of sanctions will normally be deferred during any appellate proceedings and the status of a student shall not change until the avenues of appeal described have been exhausted, except that a hold may be put on a student's transcript and no degree will be awarded to the student pending completion of the appeals process. Once these avenues have been exhausted, or when a respondent elects to forego further appeal, it shall be the responsibility of the Vice-President for Education and Academic Affairs to oversee the implementation of the imposed sanction.

## **Article (15)**

### **Enforcement of Sanctions**

The Vice-President for Education and Academic Affairs is responsible for implementing and enforcing all resolutions reached by the E-JUST Disciplinary Committee.

### **Article (16)**

#### **Record - Keeping of All Judicial Proceedings and Disciplinary Talks**

The Vice-President for Education and Academic Affairs shall keep written transcripts of any judicial hearings or disciplinary talks. Written records of any case deliberations will also be kept by this office (in paper and/or on appropriate computer files), with paper or computer file copies placed in each student's permanent record file. These records will be made available in the investigation of any subsequent violations.

### **Article (17)**

#### **Transcript Notifications and Student's Record File**

A notification is put on the student's transcript if the student was expelled / dismissed from the university. Any level C offense will be removed from the student's record file after six months from applying the sanction. Any level B offense will be removed from the student's record file after one year from applying the sanction.

**5<sup>th</sup> BOT Doc-14**



**EGYPT-JAPAN UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(E-JUST)**

**UNIVERSITY HALLS OF RESIDENCE  
BY-LAWS**

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**Submitted to the Fifth Board of Trustees Meeting as Version 4.0**

**January 10<sup>th</sup>, 2012**

**NEW BORG EL-ARAB  
ALEXANDRIA, EGYPT**

# **Egypt-Japan University of Science and Technology**

## **University Halls of Residence By-laws**

Issued in accordance with article (4) of the Bilateral Agreement between Egypt and Japan of 2009 regarding the establishment and organization of the Egypt-Japan University of Science and Technology

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### **SECTION ONE**

#### **General Provisions**

#### **Article (1)**

The following terms and expressions shall have the meanings assigned to them unless the context otherwise requires:

**University:** Egypt-Japan University of Science and Technology.

**President:** The President of the University.

**Residence Head:** The Residence Head of male / female

**Accommodation:** The University Halls of Residence.

**Supervisor:** The Accommodation Supervisor (male / female as the case may be).

**Roommate:** Residence unit partner.

#### **Article (2)**

The University is committed to providing the suitable accommodation and other necessary services for students by creating a comfortable and safe environment that contributes to the success of University's educational advancement and the achievement of the following goals:

- Fostering the University core values amongst students.
- Encouraging students to invest their time and organize their cultural, social, athletic, and recreational activities that meet their preferences and develop their various extracurricular interests.
- Nurturing community spirit, promoting friendships, and developing a sense of community awareness, group spirit and team work amongst students.

#### **Article (3)**

These residential services will be offered against fees according to the financial regulations of the university.

#### **Article (4)**

The University accommodation is considered one of the University affiliated facilities. Its administration and management is subject to the University laws, regulations, these by-laws, and the internal regulations.

#### **Article (5)**

The Residence Head shall be responsible for overseeing administration and management of the University accommodation in accordance with University by-laws and regulations.

#### **Article (6)**

##### **Visitors:**

Residents are responsible for their guests' behavior in residence community. Those who use residence facilities must abide by all rules; otherwise they will be subject to appropriate disciplinary action.

##### **Requirements for a visit:**

Before having a visit, the student is required to submit the following information for the Supervisor:

- 1) Visitor Name.
- 2) National ID number/passport.
- 3) Nationality.
- 4) Host E-JUST ID number.
- 5) Host name
- 6) Host home address and home phone number.
- 7) Duration of visit (1-day, 2-days or 3-days).
- 8) Roommate approval (for single students).

The host student should contact the Supervisor before the visit; the visitor shall present a valid National ID/passport to the supervisor.

For unannounced visitor cases, the supervisor will contact the host to confirm the visit and the host's details. After confirmation, a visitor's slip will be issued and the visitor's proof of identity will be retained until departure when it shall be returned.

For a long-term visit (more than 3-days), the host should submit a written form to the Student Affairs asking for the approval after which the university will issue a visitor's ID card.

#### **Article (7)**

##### **Special Needs (Disability):**

Students who require assistance regarding their residence should declare their special needs to Student Affairs to enable the University to assess whether it can reasonably accommodate their requirements.

## **Article (8)**

### **Property Damage:**

- 50% of the repair costs will be charged if there is negligence of care for E-JUST property.
- 100% of repair cost will be charged in cases of willful damage, deliberate destruction, or unauthorized alterations of property.

## **Article (9)**

### **Maintenance:**

E-JUST provides the following residence repairs without charge:

Electrical; air conditioning; plumbing; structural; roofing; exterior painting; masonry; E-JUST-owned appliances.

## **Article (10)**

### **Unauthorized Residence Occupancy:**

Residence is for the exclusive use of assigned occupants. Students are not allowed to reassign, lease or rent quarters to others or to allow occupancy of unregistered people.

## **Article (11)**

### **Leaving Residence:**

Students who have graduated should vacate their assigned residence in a maximum of two weeks following their graduation. Students who have withdrawn or who have been dismissed should vacate their residence no later than the end of the month in which they have withdrawn or have been dismissed. Additional time may be granted with the approval of the Manager of Residential Services.

## **Article (12)**

### **Divorce/Permanent or Extended Family Departure/Death of Spouse:**

Students may retain a family residence unit for a maximum of 90 days following the spouse's departure date in the event of divorce, legal separation, permanent or extended family departure or death of a spouse. An additional period beyond the 90 days may be granted upon the recommendation of functional head and the approval of the Residence Head.

## **Article (13)**

### **Fire and Life Safety Inspections:**

E-JUST officials, through Student Affairs, may conduct inspections of student residence for reasons of fire and life safety. The intent of these inspections is to increase the level of safety and

safety awareness for all occupants of the residence halls. Inspections may include apartments as well as staff offices and common areas in apartment buildings. Inspections will be conducted with multiple staff members; staff will not enter an apartment alone. Fire and life safety will be the primary focus of the inspection. Issues of concern may include: electrical safety; and fire alarm equipment.

#### **Article (14)**

##### **Check-In Process:**

Incoming students should anticipate receiving check-in procedures within two weeks prior to their arrival to campus.

##### **Furniture and Appliances:**

E-JUST provides fully furnished apartments including basic appliances. The university will provide the student with a detailed list of the apartment contents during Check-In Process.

##### **Checkout Process:**

Students are expected to ensure that they complete all checkout processes upon vacating an apartment for any reason, including for reassignment, graduation, or withdrawal from the University. Checkout processes include inventory and condition of apartment; return of keys; and completion and submission of pertinent documents.

#### **Article (15)**

##### **Graduate Student Residence Assignments and Changes:**

Students are expected to reside in their assigned residence assignment; students may not change residence assignments without prior approval by Residence.

#### **Article (16)**

##### **Room Entry/Room Search:**

The university reserves the right to enter any room at any reasonable time in case of emergency (immediate risk to health, life and/or property. For example severe illness, fire or water leakage). The university reserves the right to enter at any time upon the request of a resident or with 24 hours prior notice for the purpose of inspection, maintenance, or repair.

#### **Article (17)**

##### **Pets on Campus:**

Pets are not allowed in University buildings, apartment buildings, any indoor community facility, and in playgrounds and designated parks.



**SECTION TWO**  
**Conditions for Admission to the University**  
**Accommodation**

**Article (18)**

In order for a student to be admitted to University accommodation, he/she must meet the following requirements:

- a) Must be a full-time registered student in one of the University schools or centers. Other categories of student may be allocated accommodation subject to the approval of the Residence Head.
- b) Must be of the good moral conduct and behavior.
- c) Must be free from infectious disease as evidenced by a medical report.
- d) His / her residence fees must be paid before the beginning of classes.
- e) Must sign a declaration that he / she will abide by University laws and regulations as well as the University Hall of Residence by-laws.
- f) Must submit a recent personal photo.

**Article (19)**

Students will be allocated rooms in the residential halls depending upon availability taking into account their preferences, whenever possible. However, a student may not relocate to another room unless prior written approval has been obtained from the Supervisor.

**SECTION THREE**  
**Student Rights and their Responsibilities**  
**in the University Accommodation**

**Article (20)**

**Student Rights and their Responsibilities in the Accommodation:**

1. Male and female residents are forbidden from visiting residents of the opposite sex within the living quarters; except in common areas.
2. Residents are prohibited from entering another resident's room during his/her absence.
3. Residents are responsible for locking their rooms in their absence. The university is not liable for losses of valuables whether the loss occurs by theft, fire, or otherwise. Do not bring valuables such as expensive jewelry, or large sums of money in the residence. Please remember that should you insist upon bringing such items, you will be doing so at your own risk. Protecting your personal belongings is your responsibility.

4. Students are expected to dress in a manner respectful of the local culture and traditions in Egypt. Inappropriate dress for both males and females is unacceptable. Dress code apply in ALL common areas.
5. Public display of affection, obscene language, excessive noise, and other disturbing behavior will not be tolerated. Repeated warnings for any of these behaviors may lead to dismissal after following the judicial proceedings according to the E-JUST Code of Student Conduct.
6. It is imperative that any resident planning an overnight stay outside the residence or traveling to notify the supervisor as a vital security precaution for EVERYONE.
7. E-JUST provides a cleaning service in order to maintain a clean, safe, hygienic, and attractive environment in the dorms. This practice is mandatory and free-of charge. Cleaning is done on a weekly basis according to proposed schedule by floor announced to residents. Students' presence is preferred, but if they are not in the apartment or do not respond, the Residence Supervisor will open the apartment and will supervise the cleaning work to ensure full security.  
Residents are responsible for cleaning their rooms. Residents who wish to have their rooms cleaned should request this service by signing in the Cleaners Log Book at the Residence Security Office. Cleaning requests will be handled on a "schedule-permitting" basis and should not be expected immediately.  
Students are recommended to clean and pick up after themselves in the kitchen on a daily basis. This includes washing dishes, pots, pans, and glassware they have used and putting away food.
8. Gambling and drug use are illegal by Egyptian law and university policies. Individuals may be subject to the intervention of civil authorities. Alcohol is prohibited both on campus and in the E-JUST residence.
9. Students must extend cooperation with the University Residence Security Personnel by presenting their IDs and Accommodation IDs upon request.
10. In the cases in which a student is charged with committing a disciplinary offense, the halls of residence Supervisor must provide a written statement of the incident, prepare a preliminary incident report, submit it to the Residence Head for initial investigation, and forward it to the Vice-President of Academic Affairs and Education within 24 hours from the incident as to take any action according to the Students' Discipline By-laws.

## **Article (21)**

### **Dismissal:**

The Disciplinary Committee may take disciplinary measures against any student living in or visiting university residence according to residence by-laws.. Residents who are dismissed for disciplinary reasons will forfeit their deposit and the remaining semester residence fee and may be subject to further university disciplinary action. In addition, violating the following rules causes immediate expulsion from the residence:

1. Behavior deemed disruptive to community living.
2. Behavior that are deemed to have broken the Egyptian law.
3. Male residents or guests are prohibited to be in the female section and vice versa.
4. No resident should attempt to break any separator doors/gates.
5. Acts of violence or aggression against others will not be tolerated and are grounds for immediate dismissal.

## **Article (22)**

### **Roommate Policy**

If you have certain preferences for your roommate choice, please mention them to the supervisor. However, if you face any problem with your roommate, you should contact the supervisor or residence head first and also send an e-mail to [students@ejust.edu.eg](mailto:students@ejust.edu.eg) to inform us about your case and for follow up. If the problem cannot be solved then we rematch the roommates according to room availability. This takes place after the first week of classes.

