



University Strategy for Ethics, Integrity, and Responsible Conduct

1. Vision and Strategic Objectives

- **Vision:** To cultivate a transparent, accountable, and values-driven organizational culture that serves as a global model for integrity, fairness, and institutional respect.
- **Strategic Objectives:**
 - **Holistic Integration:** Systematically embed ethical considerations into every policy, administrative decision, and campus operation.
 - **Culture of Accountability:** Proactively promote anti-corruption practices and individual accountability at all levels of the hierarchy.
 - **Inclusive Excellence:** Ensure institutional equity, inclusivity, and a profound respect for diversity across the campus community.
 - **Stakeholder Trust:** Strengthen the bond of trust with students, faculty, alumni, and international partners.

2. Governance and Leadership

- **Oversight:** Establish an **Ethics Committee** that maintains a direct reporting line to the university's top leadership to ensure independent oversight.
- **Compliance Leadership:** Appoint a dedicated **Ethics and Compliance Officer** to manage day-to-day implementation and cross-departmental coordination.
- **The "Tone at the Top":** Mandate that university leadership visibly models ethical behavior in all public and private institutional dealings.

3. Specialized Ethical Frameworks

While maintaining a standard **Code of Conduct** and **Conflict of Interest** policy, the university will develop specific guidelines for:



- **Academic and Research Integrity:** Specialized protocols for research ethics, including anti-plagiarism and responsible data management.
- **Responsible AI Governance:** Policies ensuring the ethical use of Artificial Intelligence in teaching, assessment, and administrative automation.
- **Sustainability and Social Responsibility:** Directly linking ethical conduct with the university's environmental goals and sustainable investment policies.

4. Reporting and Protection Mechanisms

- **Secure Channels:** Provide multiple confidential and secure reporting avenues, such as encrypted hotlines and dedicated portals.
- **Anonymity and Safety:** Guarantee options for anonymous reporting with a zero-tolerance policy for retaliation against whistleblowers.
- **Procedural Fairness:** Implement clear, time-bound investigation procedures to ensure all parties are treated with due process.

5. Training and Professional Development

- **Continuous Learning:** Implement mandatory annual ethics training for all staff, utilizing case studies and scenario-based learning to simulate real-world dilemmas.
- **Targeted Workshops:** Provide role-specific training for high-risk areas, such as procurement, admissions, and senior leadership.
- **Engagement Campaigns:** Host regular workshops and "Ethics Awareness" events to maintain an open dialogue on campus.

6. Monitoring, Evaluation, and KPIs

To ensure the strategy remains dynamic, the university will track the following **Key Performance Indicators (KPIs)**:

- **Training Saturation:** Percentage of total staff and faculty completing annual ethics certification.



- **Resolution Efficiency:** Average time taken to investigate and resolve ethical complaints.
- **Institutional Climate:** Results from annual staff and student surveys regarding the perception of the university's ethical culture.
- **Risk Mitigation:** Frequency and outcomes of periodic ethics audits and internal risk assessments.

7. Continuous Improvement

- **Benchmarking:** Annually review all policies against international standards, such as ISO 37001 (Anti-bribery management systems).
- **Feedback Integration:** Formally incorporate feedback from stakeholders and whistleblowing trends into the annual policy update cycle.

University President

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