



الأكاديمية العربية للعلوم والتكنولوجيا والنقل البحري

Arab Academy for Science, Technology & Maritime Transport

ACADEMY'S STRATEGIC PLAN



2026 - 2031

Academy's Strategic Plan

2026 – 2031

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President's Word

As we prepare to launch the AASTMT's Strategic Plan 2026-2031, one cannot help but reflect with pride upon what the Academy's family has achieved over the past few years, and the prestigious scientific and institutional status it has attained, which rightfully made the Academy a model for joint Arab action under the umbrella of the Arab League. The Academy embodies the aspirations of our Arab nation to build a future based on science, innovation, and entrepreneurship, led by young people capable of facing the challenges imposed by our contemporary world with science and knowledge.

Our world today is profoundly different from what it was five years ago. As we navigate the implementation of our 2021-2026 Strategic Plan, it has become evident that the only enduring constant in this world is perpetual change and accelerating transformations. Such transformation is driven by modern technologies in renewable and clean energy, the decarbonization of the maritime industry, the digital economy, the digitization of services and commerce, digital twins, the Fifth Industrial Revolution, biotechnology, precision medicine, and the use of smart robots in surgery. It is also driven by the proliferation and growth of artificial intelligence usage, which has truly become the common denominator across disciplines and the most influential force reshaping the world as we know it. Or it is driven by geopolitical shifts in our region and beyond, which pose challenges to our Arab nation that can only be met by a generation that comprehends these realities, but also possesses the tools to transform them.

Where many view this volatile world with apprehension, AASTMT adopts a distinct perspective. We do not fear the future; we seek to shape it and to seize the opportunities for growth, leadership, and the advancement of our societies that change inevitably brings.

In recent years, the Academy has unmistakably advanced steadily and visibly. It maintained its global prominence in the maritime field. It actively participated in shaping the future of the blue economy, setting the standards for Maritime Education & Training (MET) in the era of autonomous vessels, reaffirming its pioneering role as a distinguished Arab house of expertise. The Academy was further honored by the recent Arab Summit's adoption of its initiatives in the blue economy, as an integrated response to food and energy imperatives, as well as in the field of Artificial Intelligence, with due regard to its challenges and opportunities. It has also consolidated its role in the fields of transport and logistics through active participation in specialized technical committee meetings and through its steadfast commitment to strengthening Arab integration within this vital sector. The foresight of the Academy's vision was unequivocally affirmed when it established the College of Artificial Intelligence and the Arab Center for Artificial Intelligence, before the onset of the global revolution in that domain. The first cohort of graduates was ushered into an era of high AI penetration across education, research, industry, and service provision. This foresight was reaffirmed with the establishment of the new campus in New Alamein City, in realization of the vision of the Host State, and the investment in medical sector faculties, transforming the campus into the vibrant heart of the emerging city. Today, it encompasses an unprecedented medical complex built to the highest international standards, extending beyond the boundaries of the new city to serve the entire region and to save lives in a place where wars were claiming lives.



The Academy continues to respond proactively to the evolving needs of our era by launching new disciplines and faculties, most recently the Faculty of Arts and Design, offering unprecedented specializations closely aligned with practical and industrial application. It has further signed numerous agreements for dual degrees and secured international accreditations for its qualifications across a wide range of disciplines, a testament to the breadth of the Academy's academic offerings, its societal impact, and its capacity to enrich the Arab labor market across diverse fields.

Today, we launch a new strategy that defines the contours of the coming era as envisioned by AASTMT's family. It sets forth ambitions aligned with global transformations and reaffirms our commitment to world-class higher education, rigorous scientific research in future-oriented disciplines, and active participation in labor market development. This includes upskilling and reskilling, offering scientific and technical expertise for major development projects, deepening our regional and global leadership in maritime education and training, and implementing community development initiatives that shape and elevate the realities of Arab societies. All of this will be underpinned by advanced institutional systems capable of sustaining the continuous expansion of academic specializations, thereby driving progress and prosperity across our region.

While our vision reflects boundless ambition, clear goals, and a steadfast commitment to our mission and Arab identity, our strategic objectives identify specific areas for development. Many of these goals focus on the role of Artificial Intelligence in the coming phase, its profound impact on society, on teaching, learning, and assessment, and on the radical changes in the labor market that will redefine the skills and competencies required of graduates. While our aspirations are high and our pursuit of excellence is relentless, we remain committed to our values, which guide and correct our path whenever necessary. Alignment, sound Leadership, Excellence, Dignity, mutual Respect, Accountability, and Knowledge will continue to be the driving forces behind our realization of this vision and the attainment (AL-EDRAK) of our desired status. We stand firmly on our common grounds of enduring values and moral convictions; we are constantly inspired by our honorable tradition, and our gaze remains fixed on a promising future for the Arab nation.

To achieve our strategic goals, we must unite our efforts and share a deep belief in the power of science to transform societies and improve lives. Success will require the continuous dedication of the entire AASTMT family to realize the vision expressed in this strategy and achieve its ambitious goals. Just as we all contributed to the formulation of this plan, its fulfillment will depend on the determination, support, and constructive thought from every one of us. We are fully aware that meaningful change does not occur overnight. It is the result of steady, deliberate effort; of laying firm foundations and committing ourselves to disciplined, sustained work until the aspirations of this ambitious plan are translated into more tangible and lasting outcomes.

I pray to Almighty God to grant us success in this new chapter of the Academy's rich and honorable history.

Prof. Ismail Abdel Ghaffar Ismail Farag



President,

Arab Academy for Science, Technology and Maritime Transport

Vision, Mission, and Core Values



Vision

To become a world-class, future-ready university, transforming lives, advancing knowledge, and shaping sustainable societal impact. The Academy will progressively integrate Artificial Intelligence and other intelligent technologies across all its institutional domains, evolving toward an AI-native university and leveraging these capabilities responsibly to strengthen its core excellence.

Mission

To advance sustainable development and societal well-being across the Arab region and beyond by fostering innovation, excellence, and competitiveness in education, research, training & consultancy, maritime leadership, and community service. The Academy is to equip faculty, professionals, and students with future-ready skills grounded in ethics and responsible AI.

Core Values

In a time of rapid technological, economic, and societal change, institutions can easily be driven by trends rather than guided by purpose. At AASTMT, our values are our anchors. They ground our decisions and shape our culture. Values define *how* we pursue excellence in education, research, and service to society. They ensure that progress never comes at the expense of integrity, human dignity, or academic purpose. They are not abstract ideals but lived principles that form an integral part of our identity. Our strategies evolve, but our values remain:

Alignment: *We take pride in our strong sense of unity and shared purpose across the Academy, ensuring that our collective efforts are directed toward common strategic goals. We understand and embrace our vision and mission, which guide our actions at every level. Our dedication, commitment, and sense of belonging strengthen our cohesion, enabling us to lead and excel both regionally and internationally.*

Leadership: *We strive to model exemplary leadership as a defining characteristic at every organizational level. We are equally committed to cultivating leadership capabilities among our graduates, faculty, and staff through academic programs and training designed to develop their skills, mindset, and sense of responsibility.*

Excellence & Sustainability: *We believe that sustained excellence in education, research, development, and innovation is the foundation of our leadership among universities across the Arab world and beyond. We also affirm that true excellence extends beyond campus boundaries, reflected in our enduring commitment to social responsibility and meaningful engagement with the wider community.*

Dignity: *We are committed to upholding the highest ethical standards in all professional and administrative practices, both within the Academy and in our social engagements. Dignity is reflected in our pursuit of excellence across all areas of our work, guided by integrity, fairness, and respect for every individual.*

Respect: *We believe that mutual respect among all individuals and organizational units forms the foundation of our work at the Academy. It guides our interactions and enables collaboration and constructive relationships across the academy. We value diversity in people, perspectives, and ideas, considering it a fundamental ingredient of our strength.*

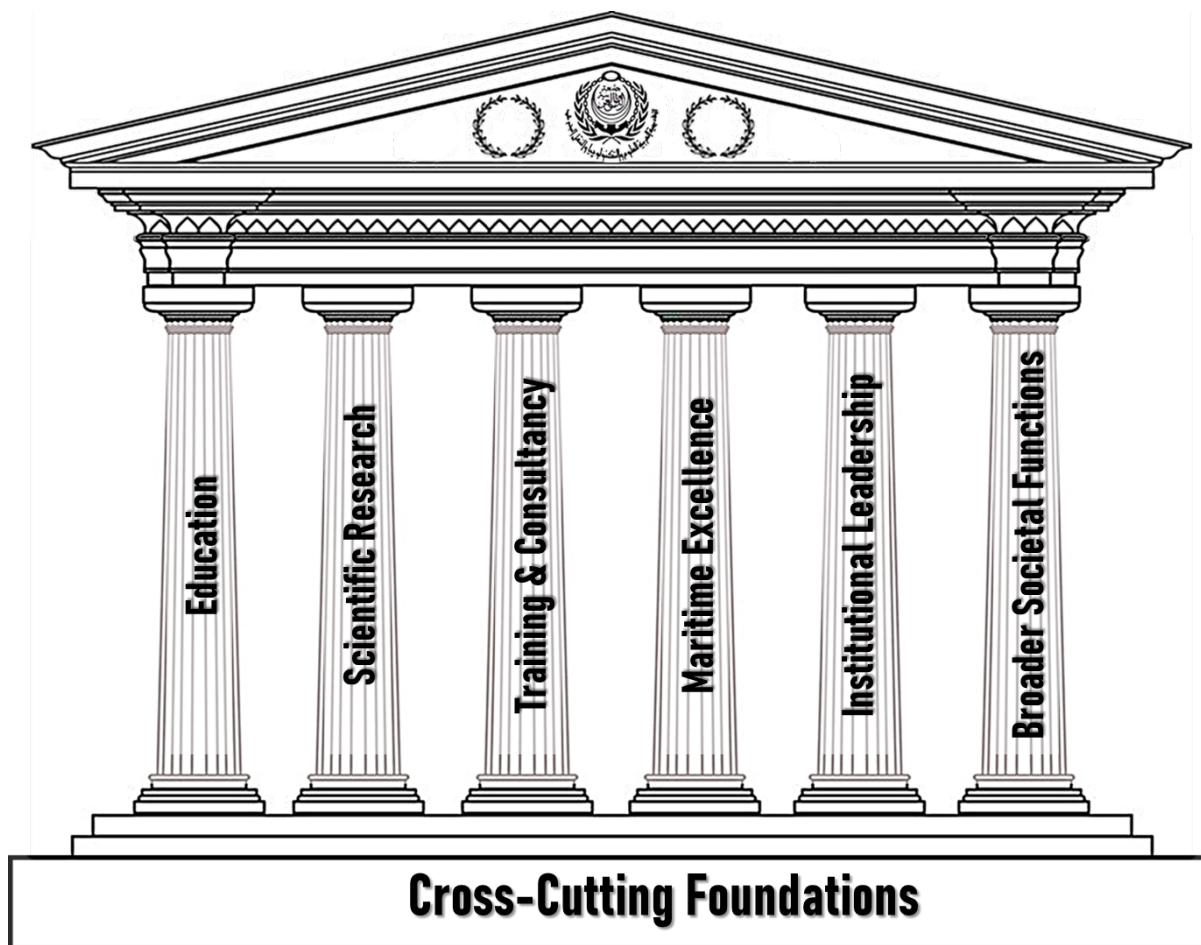
Accountability: *We believe that each of us shares responsibility for the Academy's overall success. By empowering individuals and organizational units with the right authority and resources, we foster a culture of accountability that drives results, promotes transparency, and enables us to achieve our mission.*

Knowledge: *We are committed to building an intelligent, future-ready university that meets the evolving demands of modern higher education with excellence. By leveraging smart and advanced technologies, we aim to deepen our understanding and make meaningful contributions to addressing societal, scientific, and social challenges.*

Strategic Foundations and Pillars

Introduction

AASTMT's strategic plan is built on two interdependent layers: **Cross-cutting Foundations** and domain-specific **Pillars**. The **Cross-cutting Foundations** establish the conditions that make all progress possible, embedding AI literacy, governance, and digital resilience across the Academy. The **Pillars** then translate this groundwork into focused action in AASTMT's core domains: education, research, training, maritime excellence, institutional leadership, and societal engagement. Each pillar is guided by a set of clear goals, ensuring that AASTMT's transformation into an AI-native university is both comprehensive and sustainable.



Cross-Cutting Foundations

The foundations provide the enabling environment for AI-native transformation. They ensure AASTMT remains future-ready by preparing graduates with the skills to thrive in the AI era, securing its digital and physical infrastructure, and embedding ethical guardrails that safeguard human dignity and core competencies. These measures cut across all pillars, aligning the Academy's activities with global standards, industry needs, and societal priorities.

Specifically, the following foundational goals establish the enabling conditions that cut across all domains of AASTMT's mission:

1. Prepare AI-enabled professionals across all specializations.

Integrate AI literacy, ethics, and domain-specific applications to ensure the responsible use of AI.

2. Embed AI as a driver of sustainable development.

Leverage AASTMT's programs and partnerships to contribute internally and to society.

3. Build future-ready human capital aligned with industry needs.

Develop AASTMT's faculty, staff, and leadership with future-oriented skills that respond to evolving market and sectoral needs, strengthening practical capabilities, professional adaptability, and industry engagement.

4. Upgrade digital infrastructure, cybersecurity, and data governance.

Enable secure, interoperable systems across campuses.

5. Establish governance frameworks for ethical and accountable use of AI

Align with international standards and national regulations.

6. Safeguard core human competencies in the AI era.

Maintain and strengthen critical skills, judgment, and hands-on expertise to prevent AI-induced skill loss.

7. Advance Global Leadership, Strategic Alliances, and Institutional Distinction.

Consolidate AASTMT's international presence by expanding collaborations, dual degrees, and participation in global forums and competitions. Leverage strategic partnerships to strengthen the academy's reputation and elevate its standing in global rankings.

8. Strengthen Integrated and Institutional governance.

Establish unified academic, financial, and administrative frameworks to ensure that AASTMT's geographically distributed branches operate as one integrated institution. Develop standard operating procedures (SOPs) across various domains, including curricula, quality assurance, and operational procedures, to enable balanced decentralization. Develop transparent internal control mechanisms to ensure consistency and accountability.

Pillars

Pillar 1: Education

Education is the heart of AASTMT's mission. By embedding intelligent technologies into every stage of teaching, learning, and assessment, the Academy seeks to personalize the student journey while preserving the human judgment and critical skills that define true scholarship. This pillar ensures cognitive technologies enhance – not replace – the transformative power of education.

The goals under this pillar define how AASTMT will embed intelligent tools and models into teaching and learning while safeguarding core educational values.

1. Systematically integrate AI into curriculum, instruction, assessment, and learning support.

Embed AI tools and modules in every program to enhance content creation, delivery, and evaluation.

2. Deploy AI-powered teaching aids and simulators for experiential learning.

Introduce intelligent labs, virtual/AR simulators, and AI copilots to enrich hands-on and immersive instruction across all AASTMT's campuses.

3. Leverage AI for fully personalized learning pathways.

Use adaptive platforms and analytics to tailor course sequences, resources, and pacing to individual student profiles and career goals.

4. Ensure equity, inclusivity, and bias mitigation in all AI-enabled learning systems.

Audit tools for fairness and provide inclusive access across all campuses and colleges.

5. Safeguard Core Cognitive & Professional Skills in an AI-Enhanced Learning Environment.

Ensure AI integration does not erode foundational knowledge, critical thinking, or independent problem-solving by maintaining activities and assessments requiring unaided performance.

6. Empower the education community with AI literacy and ethical awareness.

Deliver mandatory workshops and micro-credentials for students, faculty, and staff, with optional outreach initiatives to promote public awareness.

7. Expand interdisciplinary programs and flexible academic pathways.

Introduce interdisciplinary degrees, minors, and multiple-path options that broaden academic offerings, enhance graduate employability, and strengthen global recognition.

8. Strengthen academic quality, international accreditation, and global standing.

Advance curriculum excellence, pedagogical innovation, and student success outcomes to meet international standards and enhance institutional reputation and rankings.

Pillar 2: Research

AASTMT's research agenda positions AI as a catalyst for discovery and innovation. By integrating Data-driven technologies and machine intelligence into every stage of the research lifecycle, fostering interdisciplinary collaboration, and advancing integrity and transparency, the Academy aims to lead in both cutting-edge domains and socially responsible innovation.

The following goals set the direction for integrating AI across AASTMT's research agenda while ensuring innovation remains ethical and transparent:

1. Accelerate Discovery through Advanced Research Tools.

Embed AI selectively across appropriate stages of the research lifecycle—from data ingestion and pattern analysis to modeling and simulation—tailored to disciplinary needs and ethical safeguards.

2. Advance Interdisciplinary Research.

Promote collaboration across all academic disciplines within the Academy: from engineering, computer science, to medicine, law, management, logistics, language and communications, and maritime studies — to explore how AI can address shared societal, economic, and environmental challenges through integrated research initiatives.

3. Build Research Capacity in Emerging Fields.

Invest in AASTMT's human capital to strengthen the Academy's leadership in next-generation domains such as explainable AI, AI for sustainability, quantum AI, and sector-specific applications aligned with regional and global priorities.

4. Detect and Deter AI-Enabled Misconduct.

Integrate advanced tools in the Academy Publishing Center to flag plagiarism, data fabrication, and unacknowledged AI-generated content.

5. Ensure Integrity of Graduate Research.

Apply vetting workflows for theses and dissertations to identify ghostwriting, manipulated data, or new forms of plagiarism.

6. Enhance Responsible Innovation in Research Practices.

Establish a research governance body to oversee ethical practices, transparency, reproducibility, and responsible integration of advanced technologies in research.

7. Promote Open Science and Transparency.

Promote open-science principles for research outputs while maintaining a flexible Intellectual Property framework to protect commercially viable innovations and sensitive data.

Pillar 3: Training & Consultancy

As a regional leader in training and consultancy, AASTMT seeks to deliver adaptive, industry-aligned, and lifelong learning opportunities. This pillar ensures AASTMT's graduates, partners, and clients remain competitive in rapidly evolving fields while upholding fairness, integrity, and trust in the Academy's training systems.

The goals below outline how AASTMT will use adaptive platforms and next-generation analytics to deliver adaptive, equitable, and industry-aligned training and consultancy services.

1. Launch upskilling and micro-credential programs.

Offer modular, competency-based learning pathways that respond to individual learner progress, professional objectives, and evolving workforce needs.

2. Co-create industry-aligned training with partners.

Collaborate with industry partners to design and continuously update training programs aligned with real-world skill requirements and sectoral workforce trends.

3. Create an AASTMT lifelong learning platform.

Establish a sustainable lifelong-learning ecosystem that supports continuous professional development, alumni engagement, and access to evolving training opportunities.

4. Ensure fairness and integrity in AI-enabled training

Establish clear policies, governance mechanisms, and human oversight to ensure ethical data use, equity, and trust across all digitally enabled training activities.

Pillar 4: Maritime Excellence

Maritime Education and Training (MET) stand tall among AASTMT's signature strengths. This pillar integrates machine intelligence to modernize teaching and lifelong training, align outputs with international standards, and sustain AASTMT's global prominence as a maritime leader and a technology champion. It ensures the Academy remains a benchmark of excellence in the maritime domain while pioneering responsible adoption of smart automation.

The following goals describe how AASTMT will sustain and expand its leadership in MET through AI adoption.

1. Enhance and modernize Maritime Education and Training (MET).

Integrate digital and intelligent tools into maritime teaching, assessment, laboratories, and evaluation to improve learning quality, safety, and operational realism while maintaining international standards.

2. Support Lifelong Professional Growth and Employability of Maritime Graduates.

Enable continuous skills development and career tracking aligned with maritime industry needs, using insights from alumni engagement to strengthen industry partnerships and lifelong learning offerings.

3. Sustain AASTMT's prominence in the global maritime community.

Strengthen international visibility and leadership through global partnerships, contributions to maritime standards, and active participation in international forums.

Pillar 5: Institutional Leadership

AASTMT will model AI-native transformation through its own governance and operations. This pillar emphasizes data-driven decision-making, intelligent automation of core functions, secure and resilient infrastructure, and explainable automated decisions in administrative processes. By leading from within, AASTMT demonstrates how higher education institutions can embody responsible AI integration.

The goals under this pillar detail how AASTMT will apply smart automation within its own governance and operations to lead by example.

1. Deploy a Strategic Planning & Analytics Dashboard.

Consolidate data from all AASTMT campuses (enrollment, finances, HR, research metrics) into a unified AI platform that provides real-time insights, scenario forecasting, and "what-if" analyses to inform leadership decisions.

2. Transform operations and student services through digital innovation.

Streamline administrative processes and enhance student services by leveraging automation and data-driven tools aligned with institutional and labor-market needs.

3. Safeguard Institutional Systems with Integrated Privacy, Security, and Resilient Systems

Strengthen AASTMT's digital backbone by embedding intelligent privacy protection, regulatory compliance, and cyber-resilient practices into all systems and processes across campuses.

4. Embed transparency and accountability in institutional decision-making.

Maintain clear governance, oversight, and responsibility for decisions that affect students, staff, and faculty.

Pillar 6: Broader Societal Functions

AASTMT's role extends beyond campus. Through this pillar, the Academy leverages AI to advance inclusion, build capacity in underserved communities, and partner globally on pressing development challenges. By monitoring equity and involving stakeholders in governance, AASTMT ensures that its AI-driven contributions not only strengthen academia but also benefit society as a whole.

The goals below highlight how AASTMT will leverage machine intelligence and intelligent tools to extend its impact beyond the university, fostering inclusion, capacity-building, and global collaboration.

1. Strengthen evidence-based community engagement.

Systematically assess societal needs to guide AASTMT's outreach, training, and development programs in alignment with community priorities.

2. Expand digital inclusion through accessible technology-enabled learning.

Deploy mobile and offline learning tools to deliver micro-credentials, language support, and vocational training to underserved communities.

3. Scale capacity-building through regional and global partnerships.

Collaborate with international and regional partners to deliver technology-supported workshops, exchange programs, and joint research addressing development challenges.

4. Audit and Mitigate Equity Gaps.

Continuously evaluate AI outreach platforms for bias against gender, rural/urban status, or income level, adjusting models to ensure fair resource distribution.

5. Ensure participatory governance and ethical oversight of community initiatives.

Engage community representatives, faculty, and students in impact assessment, ethical review, and transparent reporting of technology-enabled projects.

Towards the Future

As the **Arab Academy for Science, Technology and Maritime Transport (AASTMT)** embarks on the implementation of its Strategic Plan 2026-2031, AASTMT moves into the future with confidence and steady resolve, grounded in a firmly established institutional legacy and an ambitious vision that anticipates change and responds to the demands of tomorrow. While taking pride in the accomplishments achieved throughout its distinguished journey, AASTMT reaffirms its determination to sustain its pioneering role in advancing knowledge, fostering innovation and excellence, and broadening its enduring impact on society at both the regional and international levels.

Guided by its mission and institutional values, and through the collective efforts of the AASTMT family, AASTMT continues to transform challenges into opportunities and aspirations into tangible achievements, with a steadfast commitment to supporting sustainable development, empowering individuals, and strengthening competitiveness across the fields of education, scientific research, training, consultancy, maritime leadership, and community service. At the same time, AASTMT is advancing the responsible and ethical integration of artificial intelligence and smart technologies in ways that reinforce its future readiness, deepen its institutional distinction, and consolidate its standing as a world-class university, prepared for tomorrow and capable of generating a lasting and positive impact.



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