

Resource Assessment in the Egyptian University Sports Federation

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Introduction and Research Problem:

Management is currently one of the pillars of societal progress. No discovery or production can occur without management, which drives and supports it. In this modern era, with its numerous activities and projects, and organizations comprising thousands of employees, dozens of specializations, and various technical and administrative levels, possessing significant financial and human resources, and with the many objectives they must achieve, the importance of management becomes evident as a necessity for coordinating these efforts and ensuring the optimal utilization of these resources and capabilities to achieve the desired goals. The success of any work based on teamwork, as well as any project, is a clear indicator of effective management.

Therefore, sports management is a science that holds a high standing and has become a fundamental pillar upon which administrative bodies and personnel rely to achieve their objectives in various activities, based on legal frameworks, scientific principles, and the experience related to sports administration (14 : 7).

Modern management is also an integral part of contemporary organizations and societies, which must interact with the problems and needs of these organizations and societies. It is essential that they possess the ability to adapt to continuous change and ongoing development in various fields of life and in different societies, by adopting flexible and

integrated organizational structures that suit the nature of the processes and roles they perform (16:8).

Modern sports have been consciously used as a tool, a means of management, and a policy, both domestically and internationally. They have also been used to affirm national identity, reinforce desirable values and good citizenship, and assert the superiority of certain ideologies or doctrines. Sports reflect the vitality of a nation, the health and fitness of its youth, and it is often said that sports are a mirror of society. However, the notion that competitive sports are the only or ideal form of this activity is a misconception. There is sports for everyone, including school sports, sports for people with disabilities, professional sports, recreational sports, and sports in schools and universities (9: 95).

The university sector is considered a very important sector in youth development work, as it comprises the most promising young people in Egypt. These are the groups to whom sports services should be directed as an essential element in preparing individuals physically, mentally, psychologically, and socially, in a way that aligns with the philosophy of the society in which they live, and ensures their ability to compete globally (7: 2).

University students represent the creative force in the future political, economic, and social development of society, as they are at the stage of maturity and responsibility. Therefore, they must be prepared for good citizenship through participation in various activities that contribute to developing their potential and abilities, especially sports activities (17 : 241).

The idea for the Egyptian University Sports Federation emerged after a hiatus in competitive sports activities for Egyptian universities, both domestically and internationally, since 1955, except for the occasional sporting events organized during university youth weeks. Therefore, on October 1, 1973, a decree was issued by the Minister of Education, Professor Dr. Mohamed Kamel Leil, establishing the Egyptian University Sports Federation for universities and higher institutes. Subsequently, on the same date, a decree was issued by the Minister of State for Youth and Sports, Professor Dr. Ahmed Kamal Abu El-Magd, number 21 of 1973, officially establishing the Egyptian University Sports Federation as a sports organization. Its initial headquarters were located at 23 Qasr El Nil Street,

Cairo. It was later temporarily relocated to the Faculty Club of Cairo University, and finally, a permanent headquarters was established on a plot of land within Cairo University Stadium, which remains its current location. The Federation was officially registered according to the provisions of Law No. 41 of 1972 concerning private organizations operating in the field of youth development (2:8).

The Egyptian University Sports Federation is a product of joint cooperation between the Ministry of Higher Education and Scientific Research and the Ministry of Youth and Sports, aiming to promote university sports in all its forms across Egyptian public, private, and higher education institutions. It also works to spread sports culture and encourage student participation in sports activities within its member institutions. The Federation sets the organizational and planning policies for its member institutions to achieve its mission of providing opportunities for students to participate in sports activities (1:5).

Researchers noted that the focus on improving sports administration in all the frameworks they reviewed has primarily been on the private sector, such as the Olympic Committee, sports federations, sports clubs, youth centers, and other similar organizations. Research addressing the public sector, particularly the Egyptian University Sports Federation, which represents sports activities in Egyptian universities, has been scarce.

Since its establishment in 1973, the Egyptian University Sports Federation has been operating to achieve its objectives, but numerous obstacles and problems hinder its progress and limit its ability to fully realize its goals. Researchers recognized the important role played by the Federation in supporting university sports and contributing to the development of athletes to represent Egypt at both national and international levels.

However, since the enactment of the Egyptian Sports Law (Law No. 71/2017) and the adoption of Egypt's Vision 2030, the administration of the University Sports Federation has not undergone a process of modernizing its systems and administrative methods to align with contemporary developments and the goals of Egypt's Vision 2030. Nor has it taken advantage of the provisions of the new sports law to overcome the obstacles that limit its role and hinder its progress, or to help it align with the objectives of Egypt's Vision 2030.

Sayed El-Hawary (2017), Adel Zaid (2015), Kamal Darwish, and Waleed Al-Saghir (2012) all agree that the development process has multiple components, encompassing everyone involved in and contributing to performance, either directly or indirectly. This idea highlights the importance of addressing a common mistake made by many public and private organizations, including sports organizations, which tend to focus performance development solely on the individuals performing the tasks, considering performance results as solely the product of individual effort, without taking into account other influential factors such as individuals, leaders, supervisors, managers, work environment, facilities, financial and human resources, information systems, administrative policies, and operational procedures (8:18) (12:54) (15:54).

The Egyptian University Sports Federation, as one of the specialized sports federations according to Law No. 71 of 2017 governing sports in Egypt, which serves all Egyptian universities (public and private), strives to enhance its performance and competitiveness, and improve its operational efficiency in all administrative, financial, and logistical aspects. Therefore, the Federation's management must adopt modern management methods and tools (6:3).

The Egyptian University Sports Federation organizes numerous sporting events across various disciplines, with broad participation from Egyptian universities and higher education institutions. It also organizes training camps for university teams to participate in local and international competitions, and collaborates with sponsors at the sports and media levels to fund these activities and expand their scope. Egyptian university teams also participate in several regional and international championships (25).

The Ministry of Youth and Sports, in cooperation with the Ministry of Higher Education and Scientific Research, aims to improve sports infrastructure in universities and broaden participation in sports activities, contributing to building generations capable of achieving excellence (26). Despite this fruitful cooperation, some studies examining the university sports federation have pointed out shortcomings in its management and regulations. For example, a study by Mostafa Diab (2021) (21) indicated that the federation's bylaws do not adequately address resource development and investment, and recommended amending the bylaws and analyzing the regulations governing the Egyptian University Sports Federation. Similarly, a study by Taha Gamal et al. (2021) (11)

recommended a thorough review of all the federation's activities and the transparent provision of all information and data. Member organizations should have access to this information whenever needed, and it is also essential to formulate the organizational vision in a way that aligns with current and future requirements.

Therefore, this research aims to assess the resources available within the Egyptian University Sports Federation.

Research Objective:

This research aims to conduct a resource assessment of the Egyptian Universities Sports Federation.

Research Question:

In light of the research objective, the researchers pose the following question:

- 1- What are the resources of the Egyptian Universities Sports Federation?

Terms Used in the Research:

- Egyptian Universities Sports Federation:

The Egyptian Universities Sports Federation oversees all sports activities in Egyptian universities and higher education institutions. It comprises regional federations, clubs, and associations established for this purpose (5-6).

- Egypt Vision 2030:

This is a sustainable development strategy developed with the participation of academic experts, representatives from the private sector and civil society, representatives of various ministries, and international development and financing organizations. It adopts the concept of sustainable development as a general framework for improving the quality of life, based on three main dimensions: economic, social, and environmental. The strategy emphasizes inclusive, sustainable, and balanced growth, ensuring the participation of all in the development process. It also considers the principles of equal opportunities, bridging

development gaps, optimal resource utilization, and equitable resource distribution to guarantee the rights of future generations (27).

Related Studies:

The researchers conducted a literature review to identify studies related to this research topic. They identified a number of studies, both Arabic and international, including: "Ahmed Al-Ashwah and Naima Jumaa" (2024) (3), "Hend Al-Saidi" (2024) (23), "Mahmoud Al-Jabri" (2023) (20), "Salah Al-Din Bin Salem" (2022) (10), "Walaa Magdy" (2022) (24), "Mohamed Al-Hamahmi" (2022) (19), "Islam Arfa" (2021) (4), "Taha Jamal et al." (2021) (11), "Mostafa Diab" (2021) (21), "Basma Ibrahim" (2020) (5), "Mohamed Khalafallah" (2020) (18), "Ali Boukashirida" (2019) (13), and "Hani Jamal" (2012) (22).

Research Methodology:

The researchers used the descriptive research method, with its procedures and steps, as it was deemed suitable for achieving the research objectives.

Research Population and Sample:

The research population consisted of (employees of the Universities Sports Federation and its affiliated committees, directors of student affairs departments in universities, directors of sports activities departments in universities, and directors of student welfare offices in universities). The Egyptian universities were divided into five regions: (West Delta, East Delta, Greater Cairo, North Upper Egypt, and South Upper Egypt). The research sample was selected using stratified random sampling from this population. A link to the questionnaire was distributed to 20 public and private universities, and responses were received from 100 individuals within the target population.

Data collection tool: (Questionnaire – prepared by the researchers)

*** Steps in preparing the questionnaire:**

1. Defining the purpose of the questionnaire:

The questionnaire aims to identify the current state of management within the Egyptian Universities Sports Federation.

2- Literature Review:

The researchers reviewed several studies that addressed the management of sports organizations, such as the studies by Ahmed Al-Ashwah and Naima Jumaa (2024) (3), Hind Al-Saidi (2024) (23), Mahmoud Al-Jabari (2023) (20), Salah Al-Din Ben Salem (2022) (10), Mohamed Al-Hamahmi (2022) (19), Walaa Magdy (2022) (24), Islam Arfa (2021) (4), Taha Jamal et al. (2021) (11), Mustafa Diab (2021) (21), Basma Ibrahim (2020) (5), and Mohamed Khalafallah (2020) (18).

3- Determining the Questionnaire's Focus:

One focus area for the questionnaire was identified: the federation's resources. This focus area was unanimously agreed upon by the experts.

4- Formulating the Questionnaire Items:

The researchers formulated a set of statements for the questionnaire in its initial draft (Appendix 3), totaling eight statements. When formulating the statements, care was taken to ensure that each statement had a single, clear meaning, that the language was grammatically correct, and that words with multiple meanings were avoided.

5- Validating the Questionnaire:

To validate the questionnaire, the researchers used a three-point rating scale. The statements were validated as follows: (Note that all statements were positive, i.e., aligned with the questionnaire's objective):

- Yes (3 points), Somewhat (2 points), No (1 point).

6- Statistical Analysis of the Questionnaire:

The researchers calculated the statistical parameters of the questionnaire as follows:

A- Validity:

To calculate the questionnaire's validity, the researchers used the following methods:

(1) Content Validity:

The researchers presented the questionnaire to a group of experts in the field of sports management. The study involved 10 experts to provide their opinions on the questionnaire's suitability for its intended purpose,

regarding both its structure and the wording of its items. The percentage of expert agreement ranged from 80% to 100%. Therefore, all items were approved, as they received an agreement rate of 70% or higher from the experts.

(2) Internal Consistency Validity:

To calculate the internal consistency validity of the questionnaire, the researchers administered it to a sample of 20 individuals from the target population, but outside the main research sample. Correlation coefficients were calculated between the score of each item and the total questionnaire score. These correlation coefficients ranged from 0.477 to 0.744, which are statistically significant, indicating a high degree of internal consistency.

B- Reliability:

To calculate the questionnaire's reliability, the researchers used Cronbach's alpha, applying it to a sample of 20 individuals from the target population, but outside the main research sample. The Cronbach's alpha coefficient for the questionnaire was 0.867, a statistically significant value, indicating that the questionnaire has a good level of reliability.

7- Final Version of the Questionnaire: (Appendix 4)

After receiving expert opinions on the wording of each item and verifying the psychometric properties of the questionnaire, the researchers finalized the questionnaire. The final version consisted of 8 items.

Research Implementation Procedures:

A- Pilot Study:

The researchers conducted a pilot study using the data collection instrument. This was administered to a sample of 20 individuals from the target population, but outside the main study sample, during the period from February 2nd to 16th, 2025, to verify the psychometric properties of the questionnaire.

B- Main Study Implementation:

After defining the sample and testing the data collection instrument to ensure its validity and reliability, the researchers administered it to the main study sample during the period from April 5th to May 5th, 2025.

Statistical Analysis Method:

After collecting and organizing the data, it was statistically analyzed. To calculate the research results, the following statistical methods were used:

- Percentage
- Pearson's correlation coefficient
- Cronbach's alpha coefficient
- Relative weight
- Chi-square test

The researchers adopted a significance level of 0.05. SPSS version 27 was used to calculate some of the statistical coefficients.

Presentation, interpretation, and discussion of the results:

Answering the research question, which states:

- What are the resources of the Egyptian University Sports Federation?

Table (1)
Relative weight, chi-square value, and ranking of the sample's
opinions regarding the resources of the Egyptian University
Sports Federation (n = 100)

No.	Statement	Response			Relative weight	%	Chi-square value
		Yes	Some-what	no			
1.	Membership fees for the Union.	42	56	2	240	0,80	47,12
2.	The Ministry of Higher Education and the Supreme Council of Universities provide annual funding to the Union.	47	44	9	238	0,793	26.78
3.	The Union receives grants and donations from both legal entities and individuals.	-	35	65	135	0,45	9
4.	Events and activities generate revenue for the Union.	3	40	57	146	0,487	45,74
5.	The Union strives to attract new sponsors each year.	-	21	79	121	0,403	33,64
6.	The Union undertakes investment projects to ensure its financial sustainability.	-	39	61	139	0,463	4,84
7.	The Union has social media pages with a large following.	-	63	37	163	0,543	6,76
8.	The Union owns facilities, sports fields, and venues that generate regular income.	1	28	71	130	0,433	74.78
Total score for this section					1312	0.546	—
Confidence levels		Below 0.578: Not met	Between 0.578 and less than 0.762: Partially met		0.762 or higher: Fully met		

The critical value of Chi-square (χ^2) at the significance level of 0.05 = 5.99.

- As shown in Table (1), the χ^2 values are significant at the 0.05 significance level for all statements within the "Resources of the Egyptian University Sports Federation" dimension. This indicates that there are statistically significant differences between the responses of the research sample to the questionnaire statements, favoring the higher frequencies. These differences were in the direction of "No" for all statements, except

for statements (1 and 7), where the differences were in the direction of "To some extent," and for statement (2), where the differences were in the direction of "Yes."

- The percentages for the statements within the third dimension, "Resources of the Egyptian University Sports Federation," ranged between 0.403 and 0.80, while the overall percentage for this dimension was 0.546. All statements were below the lower confidence limit, indicating that they were not met in practice, except for statements (1 and 2), which were above the upper confidence limit, indicating that they were met in practice by the University Sports Federation administration. The overall score for this dimension was below the lower confidence limit, indicating that the dimension as a whole was not met in practice by the Federation's administration.

The researchers attribute the results related to statements (3, 4, 5, 6, 7, 8) to the fact that these statements were not found to be true in the actual practice of managing the university sports federation. This is due to the lack of interest from individuals in the university sports federation, stemming from its lack of popularity. Businesspeople typically donate to organizations for one of two reasons: either because they identify with the organization, or to gain publicity by associating their name or company with the organization they donate to. This requires the organization to be widely popular and have a large following, which the university sports federation lacks. Furthermore, the limited number of events and low revenue from activities, which depend on member subscriptions and some government funding (used for organizing events and covering international participation expenses), are the main sources of revenue for the federation. This has led the federation to seek new sponsors for its activities, but it has not been very successful in the past due to the lack of public interest in the federation and its activities.

Sponsors are reluctant to support the federation because the potential marketing or promotional return on their investment would be very small. Therefore, the new board of directors of the federation announced in January 2025 its intention to find new ways to attract sponsors. The results showed that the federation did not adopt any investment projects to achieve financial self-sufficiency. This is primarily due to the bylaws, which prohibit the federation from investing its funds in any projects other than depositing them in a bank and earning interest. Furthermore, the

federation's Facebook page did not attract much attention from social media users because it did not offer engaging content. The page merely posted some news about the federation and its events, which were of limited interest to most people, and the content was infrequent, further weakening its following. The federation does not own any facilities, sports fields, or other venues that could generate regular revenue. The bylaws stipulate that such investments are only permitted under specific conditions. Consequently, the federation relied on Cairo University facilities, even for its own office space. With the growing role expected of the federation, the need for its own dedicated office and facilities that could generate revenue for self-financing has become crucial. This requires amending the bylaws, which in turn necessitates a change in the perspective of the relevant ministries regarding the federation's role and its requirements to fulfill its mandate, in line with Egypt's 2030 Sustainable Development Agenda.

The researchers also attributed the results related to statements (1 and 2) to the actual practice of the University Sports Federation administration. This is because membership fees are a fundamental requirement; without them, an institution cannot join the federation or participate in its activities. Therefore, this revenue stream is a fixed and essential source of income. Another fixed source of income is the annual financial support from the Ministry of Higher Education and the Supreme Council of Universities. This support is a standard item in the ministry's or council's budget. These are the highest standards for universities, and that is what makes them achievable in real life.

These findings align with the results of studies by: "Mahmoud Al-Jabri" (2023) (20), which concluded that having a dedicated website for the Youth Development Center contributed to increasing investment within the center by 99.17%. The study also found that the Youth Development Center in Al-Jazira's comprehensive infrastructure, prime location, and ample space helped attract investment. Similarly, the study by "Salah Al-Din Bin Salem" (2022) (10) concluded that multi-sport organizations, given their financial resources, human capital, and available sports facilities, can achieve financial sustainability without state funding, provided a suitable legislative environment is in place. The study by "Islam Arfa" (2021) (4) concluded that the most important funding methods are investment in the sports sector through establishing joint-stock companies for sports services,

ticket sales, sports equipment manufacturing, sports complexes, stadiums, and other facilities. This was supported by the study of "Mostafa Diab" (2021) (21), which highlighted the lack of provisions in the bylaws of the Egyptian University Sports Federation regarding resource development and investment in member organizations. This study recommended amending the bylaws of the Egyptian University Sports Federation and analyzing the regulations governing it.

The findings of Ali Bokshirideh's study (2019) (13) indicated a correlation between sports investment and the improvement of sports facilities in terms of infrastructure. Furthermore, investment in human resources enhances staff efficiency, promotes workplace discipline, and strengthens the organization, thus improving the performance of sports facilities and advancing the sports sector in the near future.

These findings differ from those of Taha Jamal et al. (2021) (11), whose study emphasized the diverse sources of revenue for the sports federation, including non-governmental grants and financial contributions from civil society organizations. Their study also highlighted the various expenditures of the federation, such as the rent for its administrative offices.

Conclusions:

In light of the findings, the researchers concluded the following:

1. The scarcity of grants and donations received by the federation from legal entities or individuals.
2. The difficulty faced by the federation in securing new sponsors each year.
3. The federation's failure to implement investment projects to achieve financial self-sufficiency.
4. The federation's lack of ownership of facilities, sports fields, or other venues that generate regular revenue.
5. Current legislation limits the federation's management's ability to attract new investments or undertake long-term investment projects.
6. The activities of the University Sports Federation were negatively impacted during the recent period by the COVID-19 pandemic and economic inflation.

Recommendations:

Based on the research findings, the researchers recommend the following:

1. Working to create a supportive legislative environment for investment in sports organizations, enabling them to achieve financial independence and reduce their reliance on government funding.
2. The sports federation should adopt investment projects with investors through concession agreements.
3. Cooperation between the Egyptian University Sports Federation, the Ministry of Youth and Sports, and sports clubs to showcase talent to these clubs, while preserving the federation's right to sponsorship as a funding source.
4. The importance of universities focusing on technological innovation and nurturing athletic talent.

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