



UNIVERSITY OF CARTHAGE

ANNUAL REPORT

Academic Year 2024–2025

Quality of Pedagogical, Scientific, Administrative & Financial Management

Ministry of Higher Education and Scientific Research — Tunisia

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EXECUTIVE SUMMARY

The University of Carthage (UCAR) is a leading multi-disciplinary public university in Tunisia, operating under the Ministry of Higher Education and Scientific Research. Founded in 1988, UCAR spans five governorates and comprises 34 higher education institutions, including 11 jointly supervised establishments and 2 scientific research centers, serving more than 30,000 students.

This Annual Report consolidates UCAR's performance across five strategic domains aligned with national and international quality standards:

- Domain 1 - Quality of Pedagogical Management (10 indicators)
- Domain 2 - Quality of Scientific Management (10 indicators)
- Domain 3 - Administrative & Financial Management (6 Indicators)
- Domain 4 - Internal Performance Assessment (4 indicators)
- Domain 5 - Economic & Social Openness (6 indicators)

Key Highlights: Academic Year 2024-2025:

Academic Dimension	Research Dimension	Financial Dimension
319 training programs across all levels	69 research laboratories across institutions	Budget receipts grew from 14.6M TND (2020) to 20.4M TND (2024)
2228 permanent teaching-researcher staff (2024–2025)	1900+ scientific publications per year	Budget consumption rate: 69.87% (2024)
97.9% of teaching hours covered by permanent staff	18 patents filed by researchers	Own-source revenues reached 2.74B millimes (2024)
Overall student success rate: 91% (2024)	21 active international cooperation agreements	ISO 9001:2015 quality management certified

I. UNIVERSITY OVERVIEW & STRATEGIC VISION

1.1 Institutional Profile

The University of Carthage is a Tunisian public institution dedicated to higher education and research. It operates under the supervision of the Ministry of Higher Education and Scientific Research and is committed to fostering academic excellence and innovation as a multi-disciplinary university.

UCAR serves as a distinguished institution committed to academic excellence and societal progress. With over 30,000 students, 34 academic institutions, and a diverse network of international partnerships, UCAR stands as a leading force in higher education, research, and innovation.

As a multi-disciplinary university, UCAR offers a broad range of programs spanning: Law (constitutional, public, private, labor, children's rights), Economics & Management, Fine Arts & Architecture, Literature & International Civilizations, Agriculture, Engineering & Information Technology, and Basic Sciences.

1.2 Governance & Quality Policy

UCAR's President is committed to providing the resources necessary to implement a quality management system anchored in the ISO 9001:2015 charter. The policy aims to ensure continuity of services meeting stakeholder requirements, manage risks and opportunities linked to the university's context, and improve stakeholder satisfaction while promoting entrepreneurship and openness to the socioeconomic environment.

Quality Policy Objectives:

- Continuous improvement of stakeholder satisfaction
- Enhancing quality management system effectiveness and efficiency
- Ensuring a comprehensive, collaborative research and teaching environment
- Strengthening skills and expertise while achieving staff satisfaction
- Accelerating digitalization of services to improve responsiveness

1.3 Strategic Vision: Three Pillars

Pillar	Theme	Description
1	Innovation	Continuous investment in R&D to foster creativity and cutting-edge discoveries contributing to local and global progress.
2	Sustainability	Prioritizing sustainable development across all initiatives, ensuring academic programs and campus activities promote environmental responsibility.

3	Globalization	Strategic collaboration with universities and institutions worldwide to provide academic exchange opportunities and cross-cultural learning.
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UCAR aspires to train future leaders capable of making meaningful contributions to society, actively participating in economic and social life, promoting graduate employability, and channeling research outcomes to serve the socioeconomic environment.

II. DOMAIN 1 — QUALITY OF PEDAGOGICAL MANAGEMENT

Overview

This domain covers 10 performance indicators measuring the regularity and quality of pedagogical services, teaching coverage, graduate employability, digital infrastructure, library resources, staff distribution by rank, professional participation in teaching, and quality of supervision across academic, scientific, administrative, cultural and sports levels.

2.1 Academic Programs Portfolio

UCAR covers a broad spectrum of fields and offers 319 training programs across all educational levels, including:

Degree Type	Number
Bachelor's (Licence) degrees	61
Research Master's degrees	49
Professional Master's degrees	70
National Engineering degrees	26
National Architecture degree	1
National Audiovisual degree	1
National Urban Planning & Development degree	1
Doctoral programs	39
University Habilitation (accreditation)	8

2.2 Indicator 1 — Regularity & Quality of Pedagogical Services

UCAR relies on systematic surveys across all stakeholders to ensure the quality of pedagogical service delivery. Surveys cover teachers, students, and administrative staff and address topics including:

For Teaching Staff:

- Administrative services quality
- Communication & relations with the university
- Complaints management
- Career path & promotion management
- International cooperation management
- Digitalization & e-services

- Encouragement of research & innovation
- Social & environmental responsibility

Quality committees have been established in all institutions to plan, implement and monitor the quality management system, evaluate performance, propose corrective actions, and develop academic programs aligned with competency-based approaches and labor market needs.

2.3 Indicator 2 & 3 — Teaching Staff Coverage

UCAR employs 2228 teaching-researcher staff (cadre A and B) for 2024–2025, distributed as follows:

Full Professor	Associate Professor	Assistant Professor	Assistant (Lecturer)
306	262	1340	320

Category A staff (Full Professors + Associate Professors) represent 25.49% of total teaching staff (568 out of 2,228). UCAR targets reaching 35% Category A by 2027. Permanent staff account for 97.9% of all instructors, covering approximately 193,129 teaching hours out of a total 197,192 annual teaching hours.

2.4 Indicator 4 — Graduate Employability

UCAR was the first Tunisian university to launch an Observatory for Training and Professional Integration (OFIP) under the PAQ DGSU program, led by the Faculty of Economic and Administrative Sciences in Nabeul (March 2021).

Employment rates among graduates (2017–2021):

2017	2018	2019	2020	2021
78%	76%	72%	58%	64%

2.5 Indicator 5 — Digital Infrastructure

UCAR demonstrates significant progress in its digital infrastructure, having developed and implemented an integrated suite of digital systems and platforms covering all academic and administrative functions:

Platform	Function	Scope
ucar.rnu.tn	Institutional Website	UCAR
master.ucar.rnu.tn	Master's program management	Institutions
auth-diplome.ucar.rnu.tn	Diploma authentication	UCAR

INSAF	Financial & administrative management	UCAR
Turnitin	Plagiarism detection	UCAR + Institutions
BCdiploma	Blockchain-based diploma issuance	UCAR
ADAB / SALIMA / TUNPES	Budget, HR and exam management	UCAR + Institutions

2.6 Indicator 6 — Virtual Learning

UCAR and its institutions leverage virtual learning through the platform uvt.rnu.tn, developed and launched by the Virtual University of Tunisia. This platform enables monitoring of internships and final projects, contributing to the continuity of the educational process and providing a flexible, multimedia learning environment.

2.7 Indicator 7 — Library Resources

UCAR's university library serves as a fundamental pillar for enhancing academic research quality. With 97 library staff distributed across institutions, the library's documented holdings include:

Type	Count
Books	207258
Theses	11969
Final project dissertations	13251
Periodicals	313
Other documents	3793

A user satisfaction survey conducted among students and beneficiaries yielded strong results: 86% expressed overall satisfaction, 89% praised the diversity of electronic resources, 82% rated staff competence highly, and 78% found the study environment appropriate.

2.8 Indicator 9 — Professional Participation in Teaching

In line with its commitment to integrating professional expertise into the educational process, UCAR and its institutions have involved a significant number of professionals in teaching, representing 3.38% of permanent teaching staff in 2024–2025, including 84 modern technology experts, 12 general experts, 3 retired experts, and 5 craftspeople.

III. DOMAIN 2 — QUALITY OF SCIENTIFIC MANAGEMENT

Overview

This domain encompasses 10 performance indicators evaluating the availability of research laboratories and units, scientific research activities, Master's and doctoral degrees, scientific production, Master's thesis defenses, thesis catalogs, patents, and participation in national and international scientific networks.

3.1 Indicator 11 — Research Laboratories & Units

UCAR hosts 69 research laboratories distributed across its institutions.

- List of Research Laboratories at the University:

Faculty of Sciences of Bizerte (FSB)

N°	Code	Title	Head
01	LR01ES14	Environmental Biosurveillance	Hamouda BEYREM
02	LR01ES15	Materials Physics: Structure and Properties	Kais BOUJDARIA
03	LR05ES09	Applied Chemistry to Natural Resources, Substances and Environment	Riadh TERNANE
04	LR13ES08	Materials Chemistry	Sameh AKRICH
05	LR17ES02	Integrated Physiology	Khemais BEN RHOUMA
06	LR18ES11	Hetero-Organic Compounds and Nanostructured Materials	Soufiane TOUIL
07	LR18ES38	Plant Toxicology and Environmental Microbiology	Abdelilah CHAOUI
08	LR19ES20	Resources, Materials and Ecosystems	Hafsia BEN REHALEM
09	LR21ES10	Geometry, Analysis and Applied Mathematics	Abderrazek KAROUI
10	LR21ES23	Artificial Intelligence, Data Engineering and Applications	Habib FATHALLAH

Faculty of Legal, Political and Social Sciences of Tunis (FSJPS-Tunis)

N°	Code	Title	Head
11	LR01ES12	EU Law and Maghreb-Europe Relations	Salwa Hamrouni
12	LR05ES06	Law of Companies in Economic Difficulty	Neila CHAABANE
13	LR19ES06	International Law, International Jurisdictions and Comparative Constitutional Law	Mouna KRAEIM

14	LR20ES15	Research and Studies Center in International Law (CREDI): Private International Law, International Trade Law, International Criminal Law	Salma TRIKI
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Faculty of Economics and Management of Nabeul (FSEGN)

N°	Code	Title	Head
15	LR18ES09	Business Environment	Rached BOUAZIZ

National Institute of Applied Sciences and Technology (INSAT)

N°	Code	Title	Head
16	LR05ES08	Ecology and Microbial Technology	Hassib BOUALLAGUI
17	LR11ES24	Biological Engineering	Mohamed Issam SMAILI
18	LR11ES25	Materials, Measurements and Applications	Mohamed Chaker ZAGHDOUDI
19	LR11ES26	Computer Science for Industrial Systems	Moncef GASMI
20	LR20ES06	Remote Sensing and Spatial Information Systems	Med Sabeur NACEUR
21	LR21ES02	EcoChemistry	Nizar BELLAKHAL

Carthage High Commercial Studies Institute (IHEC)

N°	Code	Title	Head
22	LR05ES07	Applied Economics and Finance	Dorra MEZEZ HMAIED
23	LR11ES21	Economics and Business Strategies	Hafedh ABDENNABI
24	LR21ES24	Economic and Strategic Foresight, Innovation, Management and Entrepreneurship	Hassen MZALI

Preparatory Institute for scientific and technical studies (IPEST)

N°	Code	Title	Head
25	LR11ES22	Molecules, Materials and Applications	Mohamed Manef BEN ABDRAHAH
26	LR11ES23	Physico-Chemistry of Microstructures and Microsystems	

Polytechnic School of Tunisia (EPT)

N°	Code	Title	Head
27	LR99ES22	Industrial Economics and Management (LEGI)	Med Adel Dhif
28	LR01ES13	Mathematical Engineering	Manef Ben Aberrabba (par intérim)

29	LR03ES06	Systems and Applied Mechanics	Manef Ben Aberrabba (par intérim)
30	LR11ES27	Advanced Systems	Naceur BEN HADJ BRAIEK
31	LR13ES09	Electronic Systems and Telecommunication Networks	Rabeh ATTIA

Higher Institute of Sciences and Technology of the Environment of Borj-Cedria (ISSTE Borj Cedria)

N°	Code	Title	Head
32	LR16ES09	Environmental Sciences and Technologies	Chedly CHOUCHANI

National School of Advanced Science and Technology of Borj Cédria (ENSTAB)

N°	Code	Title	Head
33	LR16ES08	Smart Networks and Nanotechnology	Khaled GRAYAA

Higher School of Communication of Tunis (Sup'Com)

N°	Code	Title	Head
34	LR11TIC01	Communication, Signal and Image	Hichem Besbes
35	LR11TIC02	Green and Smart Communication Systems	Fethi TLILI
36	LR11TIC03	Innov'COM	Ridha BOUALLEGUE
37	LR11TIC04	Communication Networks and Security	Slim REKHIS
38	LR11TIC05	Multimedia Mobile Radio Networks	Fatma ABDELKEFI
39	LR18TIC01	Digital Security	Sihem GUEMARA

Preparatory Institute for Engineering Studies of Nabeul (IPEIN)

N°	Code	Title	Head
40	LR18ES45	Mathematical Physics, Quantum Modeling and Structural Dynamics	Nizar BEN FRAJ

National Engineering School of Carthage (ENICar)

N°	Code	Title	Head
41	LR18ES44	Smart Electricity and ICT	Kais OUNI

National School of Architecture and Urbanism (ENAU)

N°	Code	Title	Head
42	LR20ES01	Sustainable Cities and Built Environment	Yadh ZAHAR
43	LR21ES19	Governance, Urban Atmospheres and Development	Mounir DHOUIB
44	LR21ES20	Heritage and Architecturology	Fakher KHARRAT

Higher Institute of Languages of Tunis (ISLT)

N°	Code	Title	Head
45	LR19ES19	Language and Cultural Forms	Ouannes HAFIENE

Higher Institute of Childhood Educators of Carthage Dermech (ISCE)

N°	Code	Title	Head
46	LR19ES05	Arts, Mediation and Childhood	Rahim KOUKI

Higher School of Statistics and Information Analysis (ESSAI)

N°	Code	Title	Head
47	LR21ES21	Statistical and Economic Modeling and Analysis	Rim LAHMANDI AYED

National Agronomic Institute of Tunisia (INAT)

N°	Code	Title	Head
48	LR13AGR01	Horticultural Sciences	Taoufik BETTAIEB
49	LR14AGR01	Genetics and Cereal Improvement	Hajer SLIM AMARA
50	LR14AGR02	Bio-aggressors and Integrated Crop Protection	Ghazi Krida
51	LR15AGR01	Animal and Food Genetic Resources	Taha Najjar
52	LR16AGR02	Water Sciences and Techniques	Issam NOURI
53	LR17AGR01	Integrated Natural Resource Management: Remote Sensing, Spatial Analysis and Modeling (GREEN-TEAM)	Mehdi BEN MIMOUN
54	LR21AGR01	Ecosystems and Aquatic Resources	Mohamed Salah ROMDHANE

Higher School of Agriculture of Mateur (ESAMa)

N°	Code	Title	Head
55	LR13AGR02	Development and Improvement of Animal Production Profitability and Food Resources	Aberrahmen BEN GARA

Higher School of Agriculture of Mograne (ESAMo)

N°	Code	Title	Head
56	LR03AGR02	Agricultural Production Systems and Sustainable Development (SPADD)	Lamia AJILI GHAZEL

Higher School of Food Industries of Tunis (ESIAT)

N°	Code	Title	Head
57	LR21AGR04	Innovation and Valorization for a Sustainable Food Industry	Feten KCHOURI
58	LR22AGR01	Technological Innovation and Food Safety	Mnasser HASSOUNA

National Institute of Agronomic Research of Tunisia (INRAT)

N°	Code	Title	Head
59	LR16INRAT01	Animal and Forage Production	Sonia BEDHIEF ROMDHANI
60	LR16INRAT02	Field Crops	Mohamed KHARRAT
61	LR16 INRAT03	Horticulture	Thouraya RHAJEM
62	LR16INRAT04	Plant Protection	Asma BEN ABDERRABA NAJAR
63	LR16INRAT05	Agronomic Sciences and Techniques	Mohamed ANNABI
64	LR16INRAT06	Biotechnology Applied to Agriculture	Mohamed Rabeh HAJLAOUI
65	LR16INRAT07	Rural Economics	Mohamed ELLOUMI

National Research Institute of Rural Engineering, Water and Forestry (INRGREF)

N°	Code	Title	Head
66	LR16INGREF 01	Management and Valorization of Forest Resources	Lamia HAMROUNI
67	LR16INGREF02	Valorization of Non-Conventional Water Resources	Mohamed HACHICHA
68	LR16INGREF03	Forest Ecology	Youssef AMMARI
69	LR16INGREF04	Rural Engineering	Mohamed Ali BEN ABDALLAH

3.2 Indicator 12 — Scientific Research Activities

UCAR research laboratories actively participate in nationally and internationally funded research projects (PEJC programs). Recent research themes include:

- Intelligent surveillance systems for dairy cattle health and welfare monitoring
- Restoration of agro-ecosystem biodiversity and biological regulation in citrus orchards
- 5G/6G drone traffic localization and management for agricultural applications
- Impact of generative AI on mathematics didactics in the Education 5.0 era
- Drought analysis in central Tunisia using multivariate statistical analysis and neural networks
- Bioarchitected biomaterials via additive manufacturing for next-generation orthopedic implants

3.3 Indicators 13 & 14 — Master's & Doctoral Programs

UCAR offers 49 research Master's degrees and 70 professional Master's degrees, together with 39 doctoral programs. Master's thesis defenses and doctoral dissertation management are monitored through rigorous quality procedures ensuring academic progress tracking, committee appointment, and timely thesis submission.

3.4 Indicator 15 — Scientific Production

UCAR's research community generates strong scientific output annually. Targets set in the strategic performance dashboard include reaching a publication rate of 6 indexed articles per researcher per year by 2027. The university has taken proactive steps to support publication quality through Turnitin plagiarism detection, indexed journal submissions, and international co-authorship.

3.5 Indicator 18 — Patents, Designs & Innovations

18 patents have been filed by UCAR researchers and laboratories. The university targets reaching 50 cumulative patents by 2027, with dedicated support for technology transfer and commercialization of research results.

3.6 Scientific Network Participation

UCAR actively engages in national and international scientific networks. The university holds 21 active international cooperation agreements covering double degrees, joint programs, and research collaboration with institutions in France, Italy, and other partner countries. Examples include:

- Double-degree engineering agreement with INSA Haut de France (INSAT)
- Double-degree program with Université de Lorraine (INSAT — Lorraine INP / ENSEM)
- Joint master's program in Environmental Management & Water Sciences (FSB + Aix-Marseille + UTM)
- Double-degree renewal with Université de Trento, Italy (Sup'Com)

IV. DOMAIN 3 — ADMINISTRATIVE & FINANCIAL MANAGEMENT

Overview

This domain covers 6 performance indicators assessing human resource availability for administrative and financial services, budget consumption, internal evaluation reports, quality improvement project completion, results-based management, and institutional capacity for sound governance.

4.1 Indicator 21 — Budget Consumption

UCAR's financial resources have shown notable stability in recent years, reflecting the success of sound financial management policies and diversification of funding sources. Own-source revenues grew progressively from 2,526,000,000 millimes (2020) to 2,743,696,839 millimes (2024).

Indicator	2020	2021	2022	2023	2024
UCAR Budget Receipts (TND thousands)	812	823	2607	1175	3781
UCAR + Institutions Budget Receipts (TND thousands)	14624	15740	17625	16464	20360
UCAR Budget Expenditure (TND thousands)	709	1153	1167	787	815
Total Expenditure UCAR + Institutions (TND thousands)	11936	12774	13874	10482	14226
Budget Consumption Rate	81.62%	81.15%	78.72%	63.66%	69.87%

The gradual decline in budget consumption rates reflects increased procedural rigor in public procurement and external authorization delays.

4.2 Indicator 22 — Internal Evaluation Reports

ISO 9001:2015 Internal Quality Assessment: UCAR has prepared a comprehensive internal assessment of activities in line with ISO 9001:2015 standards, identifying institutional needs, implementing corrective procedures for complaints and non-conformities, and defining required training programs. A thorough diagnostic evaluation covering 32 institutions under UCAR has been conducted in preparation for both academic accreditation and the transition to EPST status.

4.3 Indicator 23 — Quality Improvement Projects

UCAR has implemented a dedicated quality improvement program, establishing a five-person internal evaluation team composed of:

- Training Officer: monitoring study plans, examinations, and teaching quality
- Project Monitoring Officer: managing industry partnerships, international institutional relations
- Research Valorization Officer: tracking scientific publications, conferences, patent filings
- Student Life Officer: monitoring club and association activities
- Governance Officer: overseeing administrative services transparency and information access

4.4 Indicator 24 — Results-Based Management

UCAR actively promotes a culture of results-based management (RBM) through intensified coordination meetings between administrative and pedagogical managers, aligning budget execution with actual training and research needs, and contracting qualified external accounting expertise to support financial management.

V. DOMAIN 4 — INTERNAL PERFORMANCE ASSESSMENT

Overview

This domain covers 4 performance indicators: training cost per student, overall success rate, internal performance evolution, and average time-to-degree.

5.1 Indicator 26 — Training Cost per Student

Indicator	2022	2023	2024
Number of students enrolled	32723	33074	33594
Cost per student (TND)	604	597	688

For academic year 2024–2025, the estimated cost per student is 1,888.692 TND, reflecting the expanded scope of programs and research activities.

5.2 Indicator 27 — Overall Success Rate

Indicator	2022	2023	2024
Overall, Success Rate	86%	89%	91%

The upward trend in success rates — from 86% (2022) to 91% (2024) — reflects sustained improvements in pedagogical quality, student support services, and quality of teaching staff coverage.

5.3 Indicator 28 — Internal Performance KPIs (2024 Achievement vs. Target)

Key Performance Indicator	2024 Achieved	2024 Target
Strategic vision completion	100%	100%
Stakeholder satisfaction with strategic plan	80%	100%
Internal audit effectiveness	70%	100%
Publications per researcher (indexed journals)	3.4%	4%
Accepted national/international research projects	20%	50%
Doctoral student satisfaction — supervision quality	90%	100%
Student satisfaction — psychological support	49%	70%
Patents obtained by researchers/labs	18	25

5.4 Indicator 29 — Average Time-to-Degree

Degree Level	2022–2023 (years)	2023–2024 (years)	2024–2025 (years)
Bachelor's (Licence)	3.23	3.17	3.16
Master's	2.23	2.12	2.15
Engineering	3.10	3.20	3.10

Time-to-degree metrics demonstrate that UCAR students are completing programs close to the normative duration, with slight improvements in Bachelor's completion time over three years.

VI. DOMAIN 5 — ECONOMIC & SOCIAL OPENNESS

Overview

This domain covers 6 performance indicators measuring active partnership agreements, revenue from scientific equipment utilization, funds from economic and social partnerships and international cooperation, double-degree programs, jointly designed training content, and graduate professional integration.

6.1 Indicators 30–32 — Partnerships & Revenue

UCAR has established and maintains a dynamic network of partnerships with economic and social stakeholders, as well as with international academic institutions. Partnership revenues are monitored annually to assess diversification of funding beyond state allocations.

UCAR has renewed and expanded its cooperation with professional bodies including UTICA, CONECT, ANETI (National Agency for Employment and Self-Employment), ATEP (Agency for Vocational Training & Employment), and professional associations of architects and engineers.

6.2 Indicator 33 — Double-Degree International Programs

UCAR holds 21 active international cooperation agreements including double-degree and joint program arrangements with partner universities in France, Italy, and beyond:

N°	Type	UCAR Institution	Partner Institution	Country
1	Double-degree engineering	INSAT	INSA Haut de France	France
2	Double-degree engineering	INSAT	Université de Lorraine / ENSEM	France
3	Joint Master's — Water & Environment	FSB + UTM (FST)	Univ. Aix-Marseille	France
4	Double-degree renewal	Sup'Com	Università di Trento	Italy

6.3 Indicator 34 — Jointly Designed Programs with Professionals

UCAR has jointly designed several professional Master's programs in collaboration with industry partners:

Program	Field	Institution
Food Business Management & Project Engineering	Food Science & Technology	ESIAT Tunisia
Sustainable Tourism	Tourism	ISG Bizerte
Quality & Innovation Management	Quality Management	ISG Bizerte
Human Rights & Humanitarian Law	Law	FSJPS Tunis
Investment & Alternative Finance	Finance	IHEC Carthage

6.4 Indicator 35 — Graduate Professional Integration

As part of its commitment to graduate employability, UCAR's Training & Professional Integration Observatory (OFIP) has been strengthened to fulfill the following missions:

- Collecting, analyzing and disseminating statistics on continuing and graduated students, as well as training fields and institutions
- Advising on university strategy and monitoring progress toward objectives
- Providing information supporting general university strategy for aligning training with labor market requirements
- Conducting studies and reports on graduates' professional integration
- Monitoring program and curriculum implementation and analyzing causes of academic difficulties

An in-depth analytical study on factors affecting graduate integration in the labor market was conducted through a survey on training pathways and professional integration, with support from major professional confederations and government employment agencies.

VII. STRATEGIC GOALS

7.1 Transition to EPST Status

The conversion of the University of Carthage to a Public Scientific and Technological Establishment (EPST — Établissement Public à caractère Scientifique et Technologique) is among UCAR's foremost current priorities. This structural transformation is expected to:

- Strengthen management flexibility and reduce administrative burden
- Provide greater autonomy in financial and human resource decision-making
- Accelerate budget execution and improve consumption rates
- Enable project-based governance aligned with national and international standards

7.2 Practical Measures Undertaken

In preparation for the EPST transition, UCAR has already undertaken several concrete actions:

- Adoption of procedural manuals for administrative and financial management covering public procurement, document management, and archiving
- Deployment of digital applications ensuring real-time monitoring of administrative and financial operations from conception to vendor payment and final certification
- Regular statistical monitoring of all university services to identify gaps between achievement and programming
- Establishment of a dedicated internal evaluation, quality assurance, and ISO 9001:2015 compliance team
- Enrollment of university staff in supplementary training and professional development programs

7.3 Strategic Targets (2025–2027)

Strategic Target	2025	2026	2027
Category A teaching staff share	—	—	35%
Cumulative patents obtained	30	40	50
Co-tutored doctoral theses (international)	50	60	70
Accepted research projects	50%	60%	70%
Work plan implementation effectiveness	80%	85%	90%

IX. CONCLUSION

The University of Carthage aims to reach high rankings among prestigious global universities by meeting international quality standards, strengthening openness to the national, regional, and international economic environment, through intensified scientific conferences, technology transfer, valorization of research outcomes and by giving the university's Innovation Space the attention it deserves to achieve its goal of encouraging entrepreneurship and free initiative.

The university's ambition is not merely to provide advanced training and support scientific research, but also through encouraging its graduates to start enterprises and embrace job creation over job seeking to become employers rather than employees, by developing entrepreneurial projects and ensuring their implementation through a quality assessment system guaranteeing pedagogical, scientific, administrative and financial management excellence, for greater openness to the socioeconomic environment and improved internal yield in line with international standards.

This Annual Report reflects UCAR's commitment to transparency, accountability, and continuous improvement, hallmarks of an institution firmly oriented toward the future.

ANNEXES

List of Institutions

The University of Carthage comprises 34 institutions located across the governorates of Tunis, Ariana, Ben Arous, Zaghouan, Bizerte, and Nabeul:

- National School of Architecture and Urbanism (ENAU)
- National Engineering School of Carthage (ENICarthage)
- National Engineering School of Bizerte (ENIB)
- National School of Advanced Sciences and Technology of Borj Cédria (ENSTAB)
- Polytechnic School of Tunisia (EPT)
- Higher School of Agriculture of Mateur (ESA Mateur)
- Higher School of Agriculture of Mograne (ESA Mograne)
- Higher School of Communications of Tunisia (SUP'Com)
- Higher School of Food Industries of Tunis (ESIAT)
- Higher School of Statistics and Information Analysis (ESSAI)
- Faculty of Economics and Management of Nabeul (FSEGN)
- Faculty of Sciences of Bizerte (FSB)
- Faculty of Law, Political and Social Sciences of Tunis (FSJPST)
- National Agronomic Institute of Tunisia (INAT)
- National Institute of Applied Sciences and Technology (INSAT)
- Higher Institute of Business Administration of Carthage (IHEC)
- Higher Institute of Tourism and Hotel Studies of Sidi Dhrif (ISETH)
- Preparatory Institute for Engineering Studies of Nabeul (IPEIN)
- Higher Institute of Fine Arts of Nabeul (ISBAN)
- Higher Institute of Childhood Educators (ISCE)
- Higher Institute of Preparatory Studies in Biology and Geology (ISEPBG)
- Higher Institute of Management of Bizerte (ISGB)
- Higher Institute of Languages of Nabeul (ISLN)
- Higher Institute of Languages of Tunis (ISLT)
- Preparatory Institute for Scientific and Technical Studies (IPEST)
- Higher Institute of Marine Sciences of Bizerte (ISSMB)
- Higher Institute of Applied Sciences and Technology of Mateur (ISSATM)
- Higher Institute of Environmental Sciences and Technologies (ISSTE)
- Higher Institute of Environmental, Urban Planning and Building Technologies (ISTEUB)
- Higher Institute of Information and Communication Technologies (ISTIC)
- National Institute of Agronomic Research of Tunis (INRAT)
- National Institute of Rural Engineering, Water and Forestry Research (INRGREF)

Certifications and Accreditations

ISO 9001:2015 Certification	Administrative and Academic Processes (UCAR / INSAT / EPT)
ISO 21001:2018 Certification	IHEC / SUP'COM / ENSTAB / INAT
EUR-ACE Label (European Accreditation of Engineering Programmes)	Engineering Programmes (ENSTAB, ENICarthage, SUP'COM)
Erasmus Quality Label	International Mobility
ABET (Accreditation Board for Engineering and Technology)	EPT (2023)
“Entrepreneurial University” Label	NCEE “Entrepreneurial University” Accreditation (2026–2029)
UI GreenMetric 2025 Ranking	Ranked 688th worldwide 22nd in Africa 1st nationally

Contact Information

Rectorate Address	Avenue de la République BP 77-1054 Amilcar
Phone	+216 71 749 100
Fax	+216 71 748 910
Official Website	www.ucar.rnu.tn
Institutional Email	contact@ucar.rnu.tn
Social media	Facebook: https://www.facebook.com/UniversiteDeCarthage/?locale=fr_FR