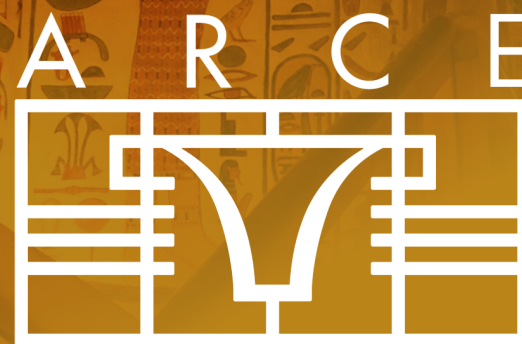


FOUNDATION FOR OUR FUTURE

THE AMERICAN RESEARCH CENTER IN EGYPT
STRATEGIC PLAN | 2023-2028





For **75 years**, ARCE has played a critical role in uncovering, preserving, and sharing Egypt's unique and priceless cultural heritage.

Now, building upon this legacy, we have charted a path to sustain and expand our work in the decades to come.

OUR PROCESS

BUILDING A STRATEGIC FRAMEWORK TOGETHER

- 1 | Inclusive input-gathering
- 2 | Structured process of dialog
and decision making
- 3 | Analysis of strengths, weaknesses,
opportunity, and threats
- 4 | Ongoing work to identify
tactical action steps



OUR PROCESS

BUILDING A STRATEGIC FRAMEWORK TOGETHER

Our process of shaping the strategic plan has been thoroughly inclusive, building on input from ARCE members, chapter leaders, staff, board members, students and representatives of research supporting member organizations.

Through surveys, individual interviews, and focus groups, nearly 500 individuals shared their insights on ARCE and their hopes for our future.





OUR DIRECTION FORWARD

Remaining committed to the founding purpose we have embraced for 75 years

ARCE will fulfill our mission with greater reach and impact

Through deeper, more powerful collaborations, and by

Seizing the transformative opportunities created by

Our new home and headquarters at Cairo House.

OUR MISSION

REFRAMED FOR THE FUTURE

To support research on all aspects of Egyptian history and culture;
to protect, preserve, and promote Egyptian cultural heritage;
and to strengthen American-Egyptian cultural collaboration.



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AS WE HAVE
SINCE 1948

FACING NEW
CHALLENGES

REACHING NEW
AUDIENCES

THE HEART
OF WHO WE
ARE AND HOW
WE WORK



OUR MISSION

REFRAMED FOR THE FUTURE

In restating ARCE's mission, we reaffirm our commitment to the founding purpose that has guided us for 75 years.

As we continue our leadership for the next 75 years, this means adapting to a changing global landscape, utilizing new technologies, and exploring channels to connect diverse, new audiences with our work.



CORE VALUES

ACADEMIC EXCELLENCE AND INTEGRITY

ARCE upholds standards of excellence in its endeavors and views integrity as an all-encompassing value that drives every aspect of its work.

TRANSPARENCY

ARCE is committed to being transparent in operations and decision making.

COLLABORATION

ARCE builds collaborative partnerships with the Egyptian government, researchers, organizations and other stakeholders.

INCLUSION, DIVERSITY, EQUITY AND ACCESSIBILITY (IDEA)

ARCE values engaging a wide community of individuals and organizations; actively promoting diversity and inclusion; and making its work accessible.

SUSTAINABILITY

ARCE is committed to the principles of sustainability in its practices.

INNOVATION

ARCE seeks creative and innovative ways to enhance its work, broaden its scope and deepen its impact.

PILLARS OF THE PLAN

1

Projects in
the Field

2

Programs
and Events

3

Collaborations
in Egypt

4

Institutional
Effectiveness





I PROJECTS IN THE FIELD

We will emphasize specific projects focused on research, documentation, conservation, and capacity building, while training the next generation of scholars who will carry on this work.

1 PROJECTS IN THE FIELD

NOW

- ▶ Continuing ARCE-sponsored field work at dozens of culturally significant sites, along with the continued funding of AEF Projects.

NEXT

- ▶ Sustaining ARCE's commitment to research and conservation projects remains the cornerstone of our work.
- ▶ Expanding initiatives to preserve Egyptian cultural heritage, including ARCE-funded projects as resources permit.
- ▶ Focusing conservation efforts to address current and emerging climate-related threats.
- ▶ Enriching field school opportunities, outreach, and fellowship experiences for the next generation of scholars.

1 PROJECTS IN THE FIELD

Field work has always been at the heart of ARCE's mission. It will continue at important sites ranging from Carter House to Khonsu Temple and Ikhwat Yusef—and throughout Egypt through our support of Antiquities Endowment Fund Projects.

We also remain committed to training and mentoring the next generation both in Egypt and in the United States, and to offering more opportunities for professional development and fellowships.

SPOTLIGHT

ABYDOS



At Abydos, the most important burial site of ancient Egypt with a history dating back some 7,500 years, ARCE will commence conservation efforts.

Our work includes not only physical conservation, but also the development of a comprehensive site management plan. We are undertaking this work in close collaboration with local and international partners including the World Monuments Fund and with an exciting end goal: to support future application by the Ministry of Tourism and Antiquities to nominate the site for UNESCO world heritage status.



2 PROGRAMS AND EVENTS

We will deliver high-quality programs with a focus on expanding outreach and accessibility to engage broad and diverse communities.

2 PROGRAMS AND EVENTS

NOW

- ▶ Hosting lectures conferences and exhibits, from our Annual Meeting in the U.S. to thematic conferences in Egypt to chapter events and special engagements.

NEXT

- ▶ Restructuring the Fellowship Program to partner more actively in Fellows' work.
- ▶ Expanding offerings accessible to both Americans and Egyptians.
- ▶ Significantly expanding digital humanities initiatives.
- ▶ Reaching out to non-academic audiences with accessible programming.
- ▶ Working to increase access to program participation through initiatives such as underrepresented student travel grants, helping broaden attendance at our Annual Meeting.

2 PROGRAMS AND EVENTS

As ARCE works to expand and enrich our programmatic offerings, Cairo House, our new headquarters in Egypt, will play a transformative role—providing a home base for our Fellows, hosting a Digital Humanities Lab, and serving as a venue for in-person lectures.

Meanwhile, we have responded to requests from chapters and members by offering increased access to programming, from our nationwide Tut Chapter Tour to virtual lectures offered free of charge—and will continue to explore paths for expanding access going forward.

A surveyor wearing a blue long-sleeved shirt, a white cap, and sunglasses is operating a surveying instrument mounted on a yellow tripod. The background shows a vast, arid desert landscape with rolling hills and a clear blue sky. The scene is overlaid with a semi-transparent blue gradient on the right side where the text is located.

SPOTLIGHT

THEBAN MAPPING PROJECT

As ARCE moves forward in digitizing its collection and exploring new digital humanities initiatives, The Theban Mapping Project illustrates the potential impact.

With the relaunch of the richly interactive website www.ThebanMappingProject.com in 2021, ARCE is making the tombs and monuments of the Theban West Bank at Luxor accessible to people around the world. The Valley of the Kings, the project's first initiative, has proven highly successful with over 40,000 visitors per month. Users are captivated by the high-quality images, updated information, interactive plans and maps, as well as exhaustive bibliographies. Next year promises the launch of the Valley of the Queens, a highly anticipated addition to the website that will allow users to explore over 100 royal and non-royal tombs from the site.



3 COLLABORATIONS IN EGYPT

We will collaborate with partners in Egypt to develop joint projects and consider new initiatives.

3 COLLABORATIONS IN EGYPT

NOW

- ▶ Providing a model of effective collaboration through work with the Egyptian government and other entities on programs such as the including the Tutankhamun Centennial Celebration.

NEXT

- ▶ Forging new partnerships to advance digital initiatives.
- ▶ Expanding training and capacity building to provide richer opportunities for Egyptian professionals through our field schools.
- ▶ Strengthening protection of cultural property through site management, digital collection inventories, and education.

3 COLLABORATIONS IN EGYPT

ARCE is committed to the ideal that our work be carried out in full collaboration with Egyptian partners and to the goal of helping prepare the next generation of Egyptian scholars.

Moving forward, our priorities will include nurturing collaborations between ARCE's U.S. and Egyptian Fellows and supporting Egyptian students in advancing their careers.

SPOTLIGHT

THE TUTANKHAMUN CENTENNIAL CELEBRATION




100
years

KING
TUTANKHAMUN
TOMB'S DISCOVERY

ARCE and the Egyptian Ministry of Tourism and Antiquities join together in celebrating one of the most significant discoveries in the history of Egyptology.

It was in November 1922 that the tomb of King Tutankhamun and all its contents were brought to light. Now, we look back at the century of advances that followed and celebrate the impact of a discovery that inspired generations to explore the cultural heritage of Egypt. Transcending Eternity: The Centennial Tutankhamun Conference in Luxor brought together scholars, members of Egyptian ministries, and leaders from the business and philanthropic sectors for events including presentations by experts in virtually every aspect of Tutankhamun's life and death.



4 INSTITUTIONAL EFFECTIVENESS

To ensure that ARCE is strongly positioned to fulfill its mission over the long term, we will take a series of steps to build our capabilities and ensure organizational alignment with best practices.

4 INSTITUTIONAL EFFECTIVENESS

NOW

- ▶ Making important progress on priorities including IDEA strategy, transparency in communication, and momentum in fundraising.

NEXT

- ▶ Communicate effectively with multiple stakeholders utilizing a variety of platforms, ensuring maximal transparency and accountability.
- ▶ Pursue a robust resource development strategy, to ensure diversification of revenue streams.
- ▶ Increase organizational effectiveness through refinements to management policies.

4 INSTITUTIONAL EFFECTIVENESS

ARCE has taken steps to make institutional information more easily accessible such as sharing Board and committee membership online, along with relevant policies and processes. We are also making important progress in diversifying our revenue sources by building philanthropic support.

ARCE membership has reached a record high of nearly 2,000 worldwide, and since 2017, fundraising is up 120 percent. Going forward, we will continue efforts to position ARCE as important priority for philanthropic investors.



CAIRO HOUSE

The Building: The former Embassy of Canada

Space: Nearly 5,000 square meters over 4 floors, five times the size of our current building.

Features: Welcoming public areas; meeting, event, and office spaces; modern building systems, security, and technology infrastructure.

Location: Garden City—central and accessible.

Environmental Goal: To meet green energy standards, reaffirming our commitment to sustainability.





CAIRO HOUSE

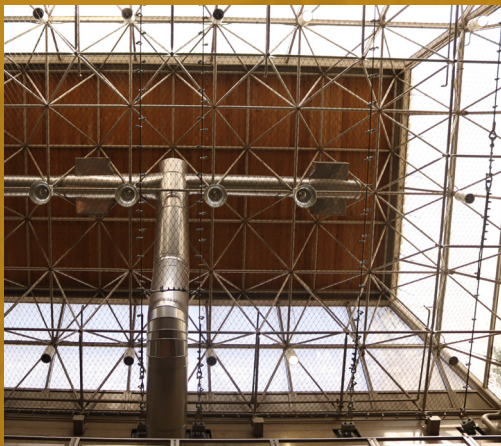


The opportunity to acquire this property represents an ideal solution to a variety of need ARCES faces and provides space to expand our programming and impact in ways we have long hoped.



CAIRO HOUSE

ADVANTAGES & POSSIBILITIES



Capacity to house Fellows on site, allowing substantive, sustained living and learning community with and a more active research role for ARCE.

Space to host increased in-person programs open to Egyptian residents and community organizations, strengthening cross-cultural connections.

Greatly expanded and accessible library space, making physical holdings more accessible and secure.



CAIRO HOUSE

ADVANTAGES & POSSIBILITIES



Space for ARCE's Digital Humanities Lab and infrastructure to support digitization work, making ARCE resources accessible worldwide.

Room to grow in the future.



CAIRO HOUSE

ADVANTAGES & POSSIBILITIES



In so many ways, Cairo House will not only allow ARCE to grow and thrive, but also to make our programs and resources more widely accessible and to position our organization as a more integral part of the local cultural fabric.

NEXT STEPS

- ▶ Developing tactical action steps in support of each key plan goal.
- ▶ Mapping a 5-year implementation timeline.
- ▶ Identifying key performance indicators to measure progress.
- ▶ Planning renovations to the Cairo House building.
- ▶ Laying the groundwork for securing the increased philanthropic investment key to implementation of the Strategic Plan and the move to Cairo House.

OUR VISION

To play a crucial role

In preserving, understanding,
and making accessible

The treasure of Egypt's
cultural heritage

In order to inform and enrich

Not only people around the
world today

But also, generations to come.





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