

**AGREEMENT TO CONTINUE TO OPERATE THE
UNDERGRADUATE AND GRADUATE PROGRAMS AT
TEXAS A&M UNIVERSITY AT QATAR**

THIS AGREEMENT (the "Agreement") is made this 13th day of January, 2014 by and between Qatar Foundation for Education, Science and Community Development, a private institution for public benefit existing under the laws of the State of Qatar ("Qatar Foundation"), and Texas A&M University ("TAMU"), a public institution of higher education organized and existing under the laws of the State of Texas, United States of America and a member of The Texas A&M University System ("TAMUS"). Qatar Foundation and TAMU shall collectively be referred to as the "Parties" and individually as "Party".

WHEREAS, on the 25th day of May, 2003 the Parties entered into an Agreement to Establish and Operate Texas A&M University at Qatar (the "Original Agreement"), which established a branch campus of TAMU, known as "Texas A&M University at Qatar" ("TAMUQ"), which offered undergraduate degree programs in chemical, electrical, mechanical and petroleum engineering.

WHEREAS, on the 13th day of October, 2010 the Parties entered into a Supplement to the Agreement to Establish and Operate Texas A&M University at Qatar – Establishment of Graduate Studies Programs in Engineering (the "Graduate Agreement"), which established a graduate studies program at TAMUQ with the Master of Science research degree, both thesis and non-thesis, and the Master of Engineering professional degree to be offered in the four disciplines established in the Undergraduate Agreement consistent with established market demand.

WHEREAS, on the 17th day of January, 2011 the Parties entered into an Agreement to Establish and Operate a Research Program at Texas A&M University at Qatar (the "Research Agreement"), which established the Research Program in support of the TAMUQ research education model of academic instruction.

WHEREAS, the initial term of the Original Agreement and the Graduate Agreement each ended on June 30, 2013.

WHEREAS, the Parties agree that the undergraduate and graduate programs have been highly successful and enhanced higher education in the State of Qatar and the Parties intend to continue their relationship and continue to operate the undergraduate and graduate programs at TAMUQ.

WHEREAS, the Parties desire to amend and restate the Original Agreement, as supplemented by the Graduate Agreement, for a term commencing on July 1, 2013 and ending on June 30, 2023 in accordance with the following terms.

NOW, THEREFORE, based on the mutual promises set forth herein, and other good and valuable consideration, the Parties hereto have agreed as follows:

ARTICLE 1. ESTABLISHMENT OF TAMUQ

- 1.1 Establishment of Degree-Granting Branch Campus. TAMU, acting through its colleges, shall continue to operate TAMUQ in Doha, Qatar, as a degree-granting branch campus of TAMU.
- 1.1.1 TAMUQ shall be operated under the direction and control of TAMU for the purpose of providing qualified students with an undergraduate and graduate engineering education equal in quality to that provided by the TAMU Dwight Look College of Engineering (COE) to students enrolled at its main campus in College Station, Texas. TAMU shall establish and maintain at TAMUQ the same standards of quality for faculty, staff, students, and curricula that apply at the main campus of TAMU.
- 1.1.2 TAMU shall be responsible for selecting, employing and supervising academic and administrative staff; establishing and implementing student admissions policies; and delivering a curriculum and degree program all according to the educational, employment, academic freedom, nondiscrimination and quality standards observed at the main campus of TAMU.
- 1.1.3 The capital costs and operating expenses of TAMUQ shall be funded by Qatar Foundation in accordance with the Budget and Financial Management provisions of this Agreement, and at funding levels sufficient to ensure that TAMUQ maintains the quality standards required by this Agreement.
- 1.2 TAMU Responsibility. TAMUQ, being a branch campus of TAMU, is part of TAMU and TAMU is responsible for fulfillment of the terms of this Agreement. The use of TAMU and TAMUQ throughout this agreement is to indicate the location/campus where the described action is to occur, with TAMU being the College Station, Texas campus and TAMUQ being the Doha, Qatar campus.

ARTICLE 2. OPERATING CHARACTERISTICS OF TAMUQ

- 2.1 Name. TAMUQ shall function as a branch campus of TAMU and shall bear the name:
“Texas A & M University at Qatar”.
- 2.2 Curriculum and Degree Offerings. TAMUQ shall offer undergraduate and graduate degrees as follows:
- 2.2.1 TAMUQ shall award the TAMU Bachelor of Science (BS) Degree to successful graduates of TAMUQ in one of four Engineering specializations: chemical, electrical, mechanical, or petroleum engineering.
- 2.2.1.1 TAMUQ shall offer a four year undergraduate curriculum. Undergraduate students meeting TAMU admission requirements shall be accepted as

freshmen, and shall be enrolled as TAMU students. Consistent with practices at the main campus in College Station, and as determined by evaluations and assessments of an admitted student's academic preparation, a student may be required to take and successfully complete additional courses. Students may also be admitted to TAMUQ as transfer students provided they have completed acceptable coursework at an accredited U.S., European or other comparable institution, and meet TAMUQ standards for admission.

2.2.1.2 TAMU shall design the academic curriculum to duplicate as closely as possible the curriculum offered to students pursuing the BS degree at the main campus of TAMU. The required courses in chemical, electrical, mechanical and petroleum engineering offered to COE students at TAMU shall be offered to TAMUQ students. Local adaptations of the curricula shall occur if necessary to ensure that accreditation requirements for TAMUQ are met. A selection of courses from the Colleges of Liberal Arts and Science necessary to satisfy the TAMU core curriculum requirements of each engineering curriculum shall also be offered to TAMUQ students. The required and elective courses that will be offered at TAMUQ are specified in the curriculum attached at Exhibit A. The Parties acknowledge that course offerings may vary from semester to semester and that courses may be added, eliminated or modified by TAMUQ from time to time, provided that the principles set forth in this Article are observed. Advance consultation with Qatar Foundation would be required if course changes could have a significant budgetary or academic impact. Such consultation shall not infringe on the academic freedom of faculty regarding curricular decisions.

2.2.2 TAMUQ shall offer graduate degrees based on sufficient market demand and approval of Qatar Foundation.

2.2.2.1 Both research and non-research degrees shall be offered. The Master of Science ("MS") research degree, both thesis-option and non-thesis-option, and Master of Engineering ("MEng") professional degrees will be offered, but only at a level consistent with market demand and subject to consultation with and approval of Qatar Foundation prior to initial offering of degree program, in each of the four disciplines for which an undergraduate degree is currently offered: chemical engineering, electrical engineering, mechanical engineering and petroleum engineering. Qatar Foundation has previously approved the offering of graduate degrees in Chemical Engineering.

2.2.2.2 Enrollment in the Masters of Science research degree (thesis option) will be strongly encouraged by TAMUQ, it being recognized by the Parties that the encouragement of research-oriented graduates is highly beneficial to the State of Qatar.

- 2.2.2.3 Degree requirements shall be identical to those existing on the College Station campus, as administered by the various departments of the COE at TAMU, including the written requirements and rules of the TAMU Office of Graduate Studies (OGS), as provided in official department, college and university publications. TAMU will notify Qatar Foundation in writing of any modification to the written requirements and rules of the TAMU OGS.
- 2.2.2.4 Degree Plans – Separate, tailored graduate degree plans are prepared by each individual student. The process for degree plan approval at TAMUQ shall be substantially the same as at TAMU. Final approval of all degree plans for TAMUQ students shall reside with the TAMU OGS, and shall be based upon the recommendations from TAMUQ, the relevant academic department at TAMU, and the COE.
- 2.2.2.5 All graduate courses offered at TAMUQ must be taught by members of the TAMU graduate faculty. Appointments of TAMUQ faculty to the TAMU Graduate Faculty will be made by the TAMU Associate Provost for Graduate Studies upon the recommendation of TAMUQ and the Dean of the appropriate TAMU college.
- 2.2.2.6 Full time TAMUQ graduate students will be strongly encouraged to spend one semester to study and/or conduct research at other top tier international institutions of higher education, including TAMU, as set out in Article 2.9.
- 2.2.2.7 If demand warrants, graduate course schedules and formats shall be established such that it is practical to enroll part-time students – e.g., evening classes, classes taught in intensive format, or courses taught via asynchronous technology.
- 2.2.2.8 TAMU shall be responsible for obtaining all necessary approvals from the State of Texas authorizing TAMU to conduct the graduate degree programs established.
- 2.2.2.9 TAMUQ shall publicize the availability of graduate degrees both within Qatar and throughout the Gulf Region, Middle East and internationally.
- 2.2.3 The degree and diploma issued to graduating students of TAMUQ shall be identical in all material respects to the degree and diploma awarded to graduates of TAMU at its main campus in College Station, Texas. Altering the degree and/or diploma in any way requires prior agreement of the Parties and approval by the TAMUS Board of Regents, State of Texas and TAMU's accrediting bodies.

- 2.2.4 The Parties acknowledge that undergraduate and graduate degree programs in additional engineering and/or other disciplines and/or doctoral degrees may be added later or existing programs closed if supported by sufficient market research studies and prospective student interest and as mutually agreed upon between the Parties. New degree programs and degree tracks may be added only by written agreement of the Parties, and upon approval by Qatar Foundation of their initial business plans and budgets.
- 2.3 Admissions. TAMUQ shall recruit and admit students to TAMUQ in accordance with the standards, admission criteria, and policies applied to in-state applicants at TAMU. Graduate student admissions will be administered jointly by TAMUQ and TAMU COE, with the final admission decisions being made by the same process as for students applying to TAMU.
- 2.3.1 The Parties' objective is to enroll average of 100 undergraduate students per year, and 15 graduate students per program per year, contingent upon a sufficient number of qualified applicants.
- 2.3.2 The Parties' goal is to admit a) undergraduate classes that reflect at least 70% representation by Qatari citizens and b) graduate classes that include at least five (5) Qatari citizens per year in each graduate program offered, provided that a sufficient number of Qatari applicants are qualified for admission under TAMU standards, which qualification shall be determined independently of the application of TAMU standards to the pool of non-Qatari applications. TAMUQ shall perform intensive and ongoing recruitment and training efforts to enhance the qualified pool of Qatari citizens.
- 2.3.3 Among the undergraduate applicants qualified under TAMU standards for admission, admissions priority shall be given to Qatari citizens, regardless of whether or not the number of Qatari citizens admitted exceeds the targeted 70 percent enrollment goal.
- 2.3.4 TAMUQ shall design and administer a program of provisional admission for those Qatari prospective undergraduate students whose qualifications are near, but do not meet, the admissions standards for TAMUQ. The program shall provide prospective students the opportunity to demonstrate their readiness for full admission to the TAMUQ program of choice. Students' participation in the program shall be for one academic year or less during which the students will be allowed to take classes for which they are qualified. All courses taken and credit received shall appear on the student's academic record whether or not the student is ultimately admitted. A more complete description of the provisional program currently in place is provided in Exhibit B.
- 2.4 Accreditation. Subject to the rules and procedures of the applicable accrediting authorities, TAMU shall use its best efforts to secure and maintain accreditation of TAMUQ and its programs by applicable accrediting authorities, including but not limited to the Southern Association of Colleges and Schools ("SACS"), ABET, Inc., or any such

accreditation that may become available for TAMUQ or its programs, that is equal in all material respects to the accreditation of TAMU and its engineering degree programs. At the commencement of each accreditation cycle or when a change in accreditation rules and regulations would apply to TAMU and TAMUQ, TAMU shall provide to Qatar Foundation current and complete copies of the accreditation rules and regulations in question. TAMUQ shall pursue Local or Regional Accreditation whenever available unless such accreditation would negatively affect the accreditation of TAMU and its programs. The Parties will assess and agree on whether to pursue other accreditation that may become available for TAMUQ or its programs that is not available to TAMU in College Station or that TAMU in College Station decides not to pursue.

2.5 Transferability of Credits. Course credits earned at TAMUQ shall be TAMU credit hours and shall be accorded the same recognition and transferability as TAMU credit hours. Applications from TAMUQ students desiring transfer admission to the College Station campus shall be considered in accordance with the TAMU policies and procedures that govern all transfers of students to the College Station campus of TAMU. Credits earned at other institutions may be applied against degrees awarded by TAMUQ in accordance with TAMU rules.

2.6 Financial Aid.

2.6.1 Qatar Foundation shall administer, in accordance with its internal policies and procedures, financial aid awarded to the individual undergraduate students at TAMUQ and, in the event that the aid is in the form of a need based loan, Qatar Foundation shall be solely responsible for administering the loan agreement, including collections, for any student who is not a U.S. citizen. TAMU shall be responsible for the administration of U.S. based loans provided to TAMUQ students who are U.S. citizens. Qatar Foundation shall start the process for prospective students for financial aid before the student is considered for admission, however the packaging of financial aid awards will occur after the students uploads the TAMUQ admission letter to the financial aid application. TAMU shall assist in seeking financial aid donors for a fund to be established at Qatar Foundation for the awarding of student financial aid. Student financial aid shall not impact the funds to be reimbursed to TAMU pursuant to the terms of this Agreement. Qatar Foundation Scholarship office shall retain scholarships raised by TAMUQ in Student Fund's bank account and administer those scholarships for TAMUQ students, in consultation with TAMUQ and subject to criteria specified by the donors unless otherwise required by the donor.

2.6.1.1 TAMUQ students wishing to study abroad, during the summer will not have their summer course expenses covered by Qatar Foundation unless the courses they are taking are not part of the curriculum offered at the branch campus in Doha, and the summer course credits will bring the expected graduation date forward by at least one semester.

2.6.1.2 Financial aid for students attending the summer course in Doha, shall not be released unless: (1) the student is not taking the summer course in

place of a failed or voluntarily dropped course; (2) the summer course credits will bring the expected graduation date forward by at least one semester; and (3) the international students will bear the extra cost of staying in the residence hall during the summer course.

2.6.2 It is expected that most Qatari graduate students will be financially sponsored by the Higher Education Institute of the State of Qatar, or by their employers. However, Qatar Foundation will offer limited financial assistance to those research-degree Qatari students who are not otherwise funded in this manner. Qatar Foundation may consider providing limited financial assistance to well-qualified non-Qataris, but shall not be required to do so. In the case of either Qatari or non-Qatari students, the amount of financial assistance (if any) will be determined by Qatar Foundation on a case-by-case basis in its sole discretion. TAMUQ shall seek forms of financial assistance for qualified graduate students, such as fellowships and assistantships (both teaching and research) provided by grants and contracts from government organizations, industry and other external sources.

2.6.2.1 Graduate assistantships are an integral part of a university's teaching and research programs. Normally, such an assistantship provides the students with a salary and also provides payment to cover tuition and health care benefits. A mutually agreed upon number of teaching assistantships (GATS) shall be offered by TAMUQ and funded in the approved educational budget.

2.6.2.2 Graduate Fellowships – the Parties commit to work jointly to solicit donations from industry and other external sources to provide fellowship support for graduate students. Recognition shall be given to donors as may be mutually agreed by the party receiving the gift, the donor and Qatar Foundation, if the gift is made to TAMUQ.

2.7 Cooperation with Other Programs. TAMUQ shall collaborate, with the support and facilitation of TAMU, with the different branch campuses at Education City, centers and other Qatar Foundation-sponsored institutions to further cooperation and synergies among them. Areas of collaboration shall include, without limitation, a) joint faculty appointment; b) joint student registration; c) offering of cooperative or joint programs; and d) offering of multidisciplinary degrees and/or research opportunities, as may be applicable.

2.7.1 Course Offering. Courses within the TAMU curriculum offered to TAMUQ students shall be offered to qualified students enrolled in programs offered by other universities operating in Qatar under contract with Qatar Foundation, when space is available in TAMUQ classes after meeting the enrollment requirements of TAMUQ students. Thereafter, to the extent that vacancies still exist, the TAMU curriculum offered to TAMUQ students shall be offered to qualified students enrolled in other degree and non-degree community education programs in Doha. TAMUQ shall consult with Qatar Foundation to plan for the availability

of seats to accommodate qualified student enrollments from other programs according to the terms described above.

- 2.7.2 Development of a Common Required Curriculum. In an effort to create exposure to a more diverse classroom environment, enriching the educational experience for the benefit of the students, TAMUQ is committed to consulting with other universities in Qatar under contract with Qatar Foundation to develop a common required curriculum available to all of their respective students, consistent with the admissions and mandatory curriculum requirements of each participating university. TAMUQ students may take these required courses at other universities under contract with Qatar Foundation and TAMUQ shall grant credit for the course(s) upon receipt of a transcript reflecting successful completion from the university where the course(s) was taken. TAMUQ shall allow students from other universities under contract with Qatar Foundation to take these required classes at TAMUQ, space permitting, and TAMUQ shall provide transcripts to the student's home university.
- 2.7.3 Cooperation with Qatar Foundation Affiliates. The Parties shall explore joint educational and research and development opportunities with Qatar Foundation and its several affiliates.
- 2.7.4 Academic Bridge Program (ABP). The ABP is intended to prepare recent high school graduates for admission to the institutions under contract with Qatar Foundation, as well as other international universities. The focus is primarily on English language and math. Some ABP students may dual-enroll at TAMUQ as non-degree seeking students. APB students may only take TAMUQ classes in which they have met the prerequisites and/or achieved the necessary score on TAMUQ's placement exam. In order to become a degree seeking student, the ABP students must meet TAMUQ admission requirements, regardless of how they perform as a non-degree seeking student. Classes taken at the ABP are not college level classes and no TAMUQ credit is granted for them. For those ABP students that are dual-enrolled and who successfully complete the TAMUQ course(s), TAMUQ credit will be granted for that course(s). For those dual-enrolled ABP students who are admitted to TAMUQ as a degree seeking student and have successfully completed such courses that are part of their degree plan, this credit will be applied towards their degree.
- 2.7.5 The Parties acknowledge that collaboration with other institutions of higher education, especially those with engineering programs, is essential to building quality graduate degree programs. TAMU and TAMUQ shall work to establish collaborations with other institutions operating in Education City and other top tier international institutions in areas including but not limited to: course work, research, co-advising, reciprocal exchanges of students, and joint/dual degree programs.
- 2.8 Instruction. Instruction at TAMUQ shall be coeducational and conducted in the English language.

- 2.9 Exchange. TAMU and TAMUQ shall operate a regular exchange program so that students of TAMUQ are afforded the opportunity to study and/or conduct research at TAMU and students of TAMU are afforded the opportunity to study and/or conduct research at TAMUQ. Full time undergraduate TAMUQ students will be strongly encouraged to spend one semester during their studies at TAMU. Every year, there should be an equal number of outgoing and incoming students. The Parties have established by a separate agreement the procedures for the management and operation of the exchange program. In addition, the exchange program shall be subject to the following principles:
- 2.9.1 TAMUQ Student Transient Enrollment at TAMU. TAMUQ students enrolling at TAMU shall be subject to the same procedures and policies, applicable to other TAMU students at TAMU. TAMUQ students enrolling at TAMU shall participate in a pre-departure program prior to leaving Qatar and shall have access to the same administrative support services available to TAMU international students, including, but not limited to, arrival and housing assistance, orientation programming, access to health facilities, and assistance with personal and academic concerns. To enroll at TAMU, TAMUQ students shall obtain the appropriate student visas. Staff at TAMU shall work with individual students and Qatar Foundation to facilitate this process.
- 2.9.2 TAMU Student Transient Enrollment at TAMUQ. TAMU students enrolling at TAMUQ, which shall not include students who register at TAMU for study abroad programs, shall be subject to the same procedures and policies applicable to other TAMUQ students. TAMU students enrolling at TAMUQ shall participate in a pre-departure program prior to leaving College Station and shall have access to the same administrative support services available to TAMUQ international students, including, but not limited to, arrival and housing assistance, orientation programming, access to health facilities, and assistance with personal and academic concerns. To enroll at TAMUQ, TAMU students shall obtain the appropriate student visas. Qatar Foundation shall work with individual students and TAMU officials to facilitate this process.
- 2.9.3 Students participating in the exchange program shall continue to pay their tuitions to their home institution.
- 2.9.4 Faculty coming to TAMUQ from TAMU, or to TAMU from TAMUQ, may bring graduate students with them. These students may enroll at TAMUQ or TAMU to complete a portion of their studies.
- 2.10 Information Technology. In consultation with Qatar Foundation, TAMU shall operate and maintain the information technology and communications systems and requirements (collectively, the "Information Technology") required to support the curriculum of TAMUQ. TAMUQ will exercise its best efforts to align its information technology with the overall IT strategy of Qatar Foundation to be compatible with the information technology infrastructure of other educational institutions that have contracted with Qatar

Foundation. The Information Technology shall include communications and computing hardware, software, local area networks, Internet access, and support facilities in classrooms, including multimedia classroom capabilities, faculty offices and dedicated research and learning spaces. Qatar Foundation will maintain high speed network connection suitable to support the operational, educational, and research activities.

- 2.11 Library. In consultation with Qatar Foundation, TAMUQ shall operate and maintain library facilities that are suitable for the TAMUQ curriculum. The library facilities must also be compatible with the required approval standards as required in this Agreement. The Parties acknowledge that Qatar Foundation is in the process of establishing a National Library to house, among other collections, the collections of general interest to all institutions supported by Qatar Foundation. TAMUQ shall cooperate with Qatar Foundation National Library Project in matters including, without limitation, coordination of acquisitions to avoid duplication, collection and accessibility to data bases, provided that TAMUQ maintains a core specialty collection on site. That on site collection should be comparable to similar collections held by TAMU for the benefit of the COE at TAMU for the programs being offered at TAMUQ. Qatar Foundation shall advocate on behalf of TAMUQ to ensure receipt of holdings and textbooks selected by TAMUQ. It is the intent of TAMUQ that the core specialty collection be open to students of the other institutions supported by Qatar Foundation, consistent with any license restrictions.
- 2.12 Student Contracts. All students shall accept TAMU's codes of conduct and academic integrity. TAMU shall formulate and enforce student rules for TAMUQ that are consistent with student rules at the College Station campus and take into account the cultural, religious and social customs of Qatar. TAMUQ shall be responsible for enforcing these rules. TAMUQ students may have separate contractual relationships with Qatar Foundation regarding, for example, housing and financial aid.
- 2.13 Exclusivity. Qatar Foundation acknowledges the value of TAMU's contribution to development of the education of engineering in Qatar and the region, and the spirit of partnership the Parties have built during the tenure of their cooperation. In this spirit of partnership, Qatar Foundation commits to consulting with TAMU before offering new engineering and/or engineering technology programs, with the goal of exploring mutually beneficial arrangements in respect of such new programs. During the term of this Agreement, or any Renewal Term as defined in Article 7.1, TAMU shall not establish without approval of Qatar Foundation another degree-granting engineering program in the Middle East, as defined by The Columbia Electronic Encyclopedia, 6th Edition, 2012 (and set out in Exhibit F).
- 2.14 Program Sustainability. To ensure academic self-sustainability of the program, TAMUQ will undertake to develop and execute, with full support from Qatar Foundation, plans for recruiting, training, and employing the talented and highest achieving among the graduates of TAMUQ and other members of Education City. The plans shall include a component specifically targeting Qatari graduates with high academic potential for success in a graduate program and shall include the means to identify, train, and mentor these graduates through their graduate studies. TAMUQ shall be committed to the

recruitment and hiring of qualified Qatari candidates for academic positions at TAMUQ.

- 2.15 Research Programs. The Parties have entered into a separate agreement as of the 17th day of January, 2011 concerning certain research programs, as defined therein, to be conducted at TAMUQ (the “Research Agreement”), intending the Research Agreement to be a separate and standalone agreement that does not modify the terms of this Agreement. Similarly, the Parties intend this Agreement not to amend or modify any provision of the Research Agreement that differs from any provision of this Agreement.
- 2.16 Educational Records. Qatar Foundation will be provided with access to the educational records of TAMUQ students under the following provisions:
- 2.16.1 As a condition of a financial aid award from, or other agreement with, the Qatar Foundation or external party, many TAMUQ students provide a signed consent that allows Qatar Foundation access to their educational records. Additionally, TAMUQ will request a signed consent from all incoming students allowing access to their educational records by Qatar Foundation. Consistent with the Family Educational Right and Privacy Act (FERPA), TAMUQ will provide Qatar Foundation with access to the educational records of those students who have signed a consent form.
- 2.16.2 Qatar Foundation provides institutional activities for TAMUQ and its students such as: issuance of tuition and fees invoices, collection of tuition payments, tracking students, coordinating student issues within Education City, providing sponsorship for student visas and exit visas, building access and security, and others as needed and agreed to by the Parties. These are institutional activities that TAMUQ would otherwise use employees to perform. Accordingly, for the exclusive purpose of providing these services, TAMUQ will provide Qatar Foundation with the necessary student data and educational records. To the extent any such student data and educational records provided for these purposes may be protected under FERPA, Qatar Foundation will not re-disclose any personally identifiable information except as provided for under FERPA. Prior to a student enrolling at TAMUQ, TAMUQ will obtain a signed acknowledgement of the provisions of FERPA relating to access to their educational records by officials of TAMU, TAMUQ and Qatar Foundation.

ARTICLE 3. MANAGEMENT AND OPERATIONS

- 3.1 Operational Responsibility. TAMU and TAMUQ shall have the responsibility to: (i) select and supervise faculty; (ii) admit, enroll and instruct students; (iii) select and supervise administrative and other staff, subject to the requirements set forth in Article 3.2; (iv) prescribe plans and set standards for the operation of TAMUQ to satisfy the quality and other requirements set forth in this Agreement; and (v) design and implement the academic curriculum and programs.
- 3.2 Appointment of the Dean and Associate Deans of TAMUQ. TAMUQ shall be under the

direction of a Dean, who shall be the Chief Executive Officer of TAMUQ. The Dean of TAMUQ shall report to the TAMU Provost and Executive Vice President for Academic Affairs and also to the Dean of the COE at TAMU. The Dean and CEO shall be directly accountable for all aspects of the quality of the undergraduate and graduate degree programs to the TAMU COE and Qatar Foundation. The programs shall be guided, advised, and mentored by TAMU with central participation by the COE. The Dean and CEO shall be appointed in accordance with the policies of The Texas A&M University System (TAMUS), and the Associate Deans of TAMUQ shall be appointed by TAMU Provost and Executive Vice President for Academic Affairs. Appointments of the Dean and the Associate Deans are subject to consultation with and the concurrence of Qatar Foundation during the candidate review and selection process.

3.3 Joint Advisory Board. Qatar Foundation and TAMU have established a Joint Advisory Board for TAMUQ. The composition and duties of the Joint Advisory Board are as follows:

3.3.1 Three (3) members of the Joint Advisory Board shall be appointed by TAMU and three (3) members by Qatar Foundation. Three (3) additional independent members shall jointly be appointed by TAMU and Qatar Foundation. Each Party shall nominate a nonvoting member, who shall be in the case of TAMU the Dean of TAMUQ. There shall be at least two meetings during each fiscal year, one of which shall be contemporaneous with the budget review process described in Article 6. The Joint Advisory Board shall operate in accordance with its bylaws.

3.3.2 The size of the Joint Advisory Board may be adjusted as Qatar Foundation and TAMU may agree in writing, but the representation of Qatar Foundation and TAMU on the Joint Advisory Board shall at all times be equal and the number of third party members shall at no time exceed the number of representatives of Qatar Foundation or TAMU.

3.3.3 The Joint Advisory Board shall provide advice to the Dean of TAMUQ, Qatar Foundation Board of Directors, TAMU and the TAMUS Board of Regents, as applicable. The Joint Advisory Board shall be primarily responsible for ongoing review and evaluation of the success of TAMUQ and shall:

- (i) Provide general oversight, including monitoring the operations of TAMUQ and the discharge of the Parties' performance under this Agreement;
- (ii) Recommend long-term strategy, future projects, research and program enhancements;
- (iii) Review enrollment targets and student recruitment plans, monitor their implementation and make recommendations to the parties in relation to recruiting practices and Qatar Foundation support for student recruiting towards achieving the enrollment goals for Qatari representation at TAMUQ;

- (iv) Monitor the process of securing and maintaining accreditation and approval for TAMUQ in accordance with Article 2.4;
- (v) Monitor and promote TAMUQ cooperation with Qatar Foundation and other programs in Education City under Article 2.7;
- (vi) Monitor the degree of success in recruiting and retaining TAMUQ faculty of a quality equivalent to faculty at the TAMU main campus;
- (vii) Review all proposed and final budgets for adequacy of information provided;
- (viii) Advise on operational and academic appraisals;
- (ix) Comment on student achievement and performance results;
- (x) Assist with respect to local operations, consultations between the Parties, and internal dispute resolution;
- (xi) At the request of either Party, review and comment on candidates proposed for appointment as Dean and Associate Deans at TAMUQ; and
- (xii) At each Spring meeting, in relation to the current year of program operations, review and rate the collaboration and community service activities of TAMUQ and the outcomes of those activities as set out in Exhibit E, and the budget starting the following July 1st will be adjusted accordingly; any increase in the budget required will be allocated from the TAMUQ contingency budget, if funds are available, and if funds are not available, any increase will be added to the following year's budget.

3.3.4 The Joint Advisory Board shall submit: (i) annual reports of its activities to TAMU and Qatar Foundation; and (ii) such other reports as the Board, at its discretion, shall choose to make. The Joint Advisory Board may undertake such additional duties as mutually agreed by the Parties.

3.3.5 If the Joint Advisory Board determines that TAMU is not in compliance with, or TAMU's performance is inadequate with respect to, this Agreement, it will, subject to prior approval by Qatar Foundation, require implementation of a corrective action plan by (i) requesting that TAMU or TAMUQ develop a corrective action plan, including a timetable for implementation; (ii) engaging an independent third party expert to develop such a corrective action plan for consideration by the Joint Advisory Board; or (iii) developing a corrective action plan itself. TAMUQ will then implement the designated corrective action plan; TAMUQ's inability or failure to do so may be submitted by Qatar Foundation to the dispute resolution process of Article 8.

3.3.6 The costs of the Joint Advisory Board shall be borne by Qatar Foundation.

- 3.3.7 In accordance with the Budget and Financial Management provisions of this Agreement, copies of all proposed annual business plans and budgets shall be submitted by the Dean of TAMUQ to the Joint Advisory Board prior to its annual submission to Qatar Foundation as referenced in Article 6.3. In its discretion, the Joint Advisory Board may make recommendations to the Parties concerning any aspect of the proposed business plan and budget. In addition, at the request of either party to this Agreement, the Joint Advisory Board shall: (i) meet to review any disagreements between the Dean of TAMUQ and Qatar Foundation with respect to the proposed business plan and budget; and (ii) make written recommendations to the parties regarding resolution of disagreements, or any other aspect of the proposed business plans and budgets. The Joint Advisory Board shall complete its review and provide any recommendations generally not later than December 30th of each year. The Parties shall give due consideration to the recommendations of the Joint Advisory Board, but Qatar Foundation Board of Directors shall have the final authority to approve annual business plans and budgets, provided that TAMU shall have the rights provided in Article 8 of this Agreement.
- 3.3.8 In order to perform its responsibilities, the Joint Advisory Board shall receive copies of all audits of TAMUQ and auditors' recommendations, the unaudited quarterly financial statements of TAMUQ and explanations of line item variances as provided in Articles 6.10 and 6.11, and such other records of TAMUQ as the Board may reasonably request.
- 3.4 External Reviews. Qatar Foundation, after consultation with TAMU, shall convene and set the terms of reference of an independent review committee for the evaluation of the operation of TAMUQ as compared to the goals of the parties and the characteristics of TAMUQ as set forth in this Agreement. The comprehensive review shall include, without limitation, an evaluation of the recruitment and performance of TAMUQ students, faculty, administrators and management, curriculum and program delivery. The external review committee shall consist of prominent engineers, scientists, and educators. The external committee shall have between three (3) and five (5) members. The review findings and recommendations shall be conveyed to Qatar Foundation and TAMU. TAMU will forward any comments it may have to Qatar Foundation. The reviews shall normally occur every three years, but more frequently if significant shortcomings are identified. The costs of each review, including, but not limited to, necessary travel expenses, shall be borne by Qatar Foundation.
- 3.5 Academic Program Review. TAMU procedures provide for an Academic Program Review of each graduate academic program on a periodic basis. TAMUQ programs will receive such a review when the corresponding program at TAMU is reviewed, and the results of each TAMUQ review shall be provided to Qatar Foundation upon completion of the review.

ARTICLE 4. PERSONNEL

- 4.1 TAMU Responsibility for Personnel. Subject to the terms of this Agreement, TAMU shall be responsible for recruiting, hiring, terminating, and establishing compensation and personnel policies, in respect to employees, faculty and staff of TAMUQ.
- 4.2 TAMU Faculty Appointments. All faculty members at TAMUQ shall have TAMU faculty appointments. All faculty and staff assigned to TAMUQ shall be employees of TAMU. TAMUQ shall follow the same faculty recruitment and search policies and standards as established and followed by TAMU, including the proper degrees and credentialing checks prior to faculty appointment.
- 4.3 Secondment. It is the goal of the Parties that the Dean, Senior Administrative staff and a majority of all TAMUQ faculty shall be seconded from TAMU on long term assignment for three years and above, and TAMU shall make its best effort to recruit faculty for positions at TAMUQ from TAMU. Faculty hired from outside TAMU should be from TAMU's peer institutions, as determined by TAMU's engineering departments, and shall have qualifications and quality comparable to faculty hired at the College Station campus.
- 4.4 Orientation. All faculty and staff who are hired in the United States to work in the State of Qatar shall participate in an extensive orientation program in Doha designed to orient them to the culture in the State of Qatar and to TAMUQ.
- 4.5 Compensation. TAMU faculty members or other TAMU employees seconded or otherwise recruited for TAMUQ, except staff hired in the Middle East, as defined in Article 2.13, covered under Article 4.7, shall receive salary and benefits determined in accordance with TAMU's customary compensation policies and procedures. In addition to their TAMU salary, the Dean, administrative staff and faculty of TAMUQ shall receive the following non-salary benefits: an annual salary premium (at a rate to be determined in the discretion of TAMU, but not more than 30% of base compensation), housing or a housing allowance, a travel allowance, a transportation allowance, a tax equalization supplement for U.S. taxpayers in respect of non-salary benefits unique to the TAMUQ campus, educational costs for eligible dependents living in Qatar with the employee, and medical and life insurance, all as specified in the annual budgets for TAMUQ in accordance with the Budget and Financial Management procedures set forth in this Agreement.
- 4.6 Visas. Work Permits. Qatar Foundation shall exercise reasonable efforts to secure appropriate visas, residence and work permits, and to provide sponsorship for immigration and other purposes in a timely fashion for all expatriate administrators, faculty, staff, students and their families.
- 4.7 Staff hired in the Middle East. Staff hired for employment by TAMUQ who reside in the Middle East, as defined in Article 2.13, at the time of hire, excluding faculty and senior administrative staff, shall receive compensation and benefits which shall be guided by the compensation policies and procedures of Qatar Foundation and consistent with the local

Qatar market. All attempts will be made to ensure allowances are not duplicated in a single household when recruiting non-sponsored local hires. Any changes in compensation and benefits as a result of this Article, which is applicable to existing staff and staff hired in the future, shall take effect from July 1, 2014.

- 4.8 Local Assistance. Qatar Foundation shall assist TAMUQ faculty, staff or students in their dealings with local governmental authorities.
- 4.9 Sponsorship. To the extent required by local law and as otherwise agreed between the Parties, Qatar Foundation shall act as the local sponsor for TAMU and TAMUQ, for purposes of the performance of this Agreement.
- 4.10 Tax Equalization. In addition to the benefits specified in this Agreement, all TAMUQ employees who are U.S. taxpayers shall each receive a tax equalization supplement as follows. If any such employee is required to pay federal, state or local income taxes in the United States, in respect of their TAMUQ compensation and benefits earned while resident in Qatar, that employee shall receive an annual tax equalization supplement of the amount, if any, necessary to neutralize the impact of any such tax actually due and payable in respect of: (1) TAMUQ salary premium and non-salary benefits received by the employee, but which would not be provided to that employee if he/she was employed by TAMU in the same or similar position on the main campus; and (2) the tax equalization supplement payment. The computation of the tax equalization supplement shall consider any income exclusions or other U.S. tax benefits to which the employee may be entitled because of his/her employment outside the United States and as a condition of receiving the tax equalization supplement, the employee shall take all reasonable steps to qualify for any such exclusion and benefits. The computation of the tax equalization supplement shall be governed by the principle that the employee shall receive neither a U.S. tax advantage nor disadvantage as a consequence of their employment by TAMUQ. The tax equalization supplement established in this Article shall be paid by TAMUQ to the eligible employees. The corresponding amounts shall be considered operational costs of TAMUQ, and included in the annual budgets in accordance with Article 6. If any TAMUQ employee is not eligible for a tax equalization supplement as set out in this Article, any U.S. tax advantage that such employee may receive as a consequence of his/her employment outside the United States shall be retained solely by the employee.
- 4.10.1 Tax Equalization Payments Computation. At its expense, Qatar Foundation shall engage a firm of certified public accountants qualified to render U.S. Tax advice. This firm shall be engaged on an annual basis to: (1) prepare U.S. federal, state or local tax returns required to be filed by TAMUQ employees; and (2) compute the tax equalization supplement payments for each eligible employee.

ARTICLE 5. FACILITIES AND PROPERTY

- 5.1 Site and Facilities. Qatar Foundation shall be responsible for providing a site for TAMUQ, and constructing, owning and furnishing the facilities of TAMUQ (the

“Facilities”).

5.2 Ownership of Property and Endowments. Qatar Foundation shall own all real and personal property acquired, and all physical facilities constructed for TAMUQ, except property acquired at TAMU or Texas A&M Engineering Experiment Station (TEES) expense, or at the expense of its employees or sponsors, without funding or reimbursement by Qatar Foundation, which shall remain the property of TAMU or TEES, as appropriate, except as provided in Article 5.2.1. Except as otherwise agreed by the Parties, TAMUQ shall be entitled to use the real and personal property acquired by Qatar Foundation for TAMUQ to perform the obligations of TAMU, TAMUQ and TEES under this Agreement.

5.2.1 The ownership of property acquired for TAMUQ by TAMU or TEES at the expense of a sponsor or through a grant for TAMUQ shall be transferred to Qatar Foundation, unless such transfer would be prohibited under United States federal laws or regulations or State of Texas laws, as they exist at the time this Agreement is executed or as enacted in the future. In exchange for this transfer of ownership, throughout the term of this Agreement and any renewals thereof, TAMU, TAMUQ and TEES shall have the first priority right to use the property at TAMUQ throughout its useful life for research and/or academic purposes. Property transferred to Qatar Foundation under this article shall become part of the academic infrastructure at TAMUQ to be maintained by Qatar Foundation. In the event that Qatar Foundation establishes an entity that is capable of being the contracting entity for sponsored agreements and grants, the parties agree to come together to discuss the issue of contract administration for research agreements and grants for TAMUQ and amend this Agreement, if needed, upon mutual agreement of both Parties.

5.2.2 Endowments and Equipment Donations. Endowments or donations to support the Program will be owned by Qatar Foundation and managed for the benefit of TAMUQ, unless the donor specifies otherwise. Endowments or equipment acquired through a gift to Qatar Foundation, or at the expense of Qatar Foundation, shall become the property of Qatar Foundation. Endowments or equipment acquired through a gift to TAMU, TEES or the Texas A&M Foundation for use at TAMUQ, shall become the property of TAMU or TEES, as appropriate. In the event that this agreement terminates and TAMUQ ceases to operate, ownership of equipment donations acquired through a gift to TAMU, TEES or the Texas A&M Development Foundation for use at TAMUQ will be transferred to Qatar Foundation, unless such transfer is prohibited by United States federal laws or regulations or State of Texas laws. Recognition shall be given to donors, as may be mutually agreed, including “naming rights” for laboratories so-equipped in accordance with TAMUS policies and regulations as appropriate. In the future, if Qatar Foundation develops an entity in the United States that qualifies as a tax exempt entity under United States tax laws, the parties agree that they will reconsider how endowments and equipment donations will be handled and amend this Agreement if needed and upon agreement of both parties.

- 5.2.3 Except as otherwise agreed in writing between TAMUQ and Qatar Foundation, upon expiration of the useful life of property owned by Qatar Foundation, Qatar Foundation shall be responsible for removal of such property within 60 days of notice from TAMUQ. TAMUQ shall not be responsible for property remaining beyond 60 days following notification to Qatar Foundation by TAMUQ and may dispose of such property. Qatar Foundation shall be responsible for all property disposal costs. Replacement of assets prior to the expiration of their useful life should be done with prior approval of Qatar Foundation.
- 5.2.4 Intellectual Property. With the following exceptions, details of ownership and rights to intellectual property between the Parties are set forth in a separate Intellectual Property Management Agreement between Qatar Foundation and TAMUS, a copy of the said Agreement is attached at Exhibit C. In the event that the Intellectual Property Management Agreement is later amended or superseded, the attached version shall be replaced with the then current version.
- 5.2.4.1 Intellectual property which is unrelated to an individual's employment responsibilities and developed on his or her own time without the support of TAMU, TAMUQ or Qatar Foundation or significant use of their facilities is owned by the creator, subject to the rights of third parties;
- 5.2.4.2 The Parties recognize and affirm the traditional academic freedom of the faculty and staff to publish pedagogical, scholarly or artistic works without restriction. In keeping with this philosophy, the Parties do not claim copyright to pedagogical, scholarly or artistic works, regardless of their form of expression, unless required by a funding or research contract. Such works include, but are not limited to, faculty-prepared works such as textbooks, course materials and refereed literature, and works of students created in the course of their education, such as dissertations, papers and journal articles. Furthermore, the Parties claim no ownership in popular nonfiction, novels, poems, musical compositions, or other works of artistic imagination that do not constitute significant use of resources and/or are not works for hire; and
- 5.2.4.3 If an author retains title to copyright in teaching or course materials that are not "works for hire", such as class notes, curriculum guides and laboratory notebooks, the Parties retain a royalty-free right to use the materials for educational purposes.
- 5.2.4.4 Rights to materials prepared as a "work for hire" paid for by Qatar Foundation pursuant to a specific agreement shall be owned by Qatar Foundation.
- 5.2.5 The parties are unaware, and TAMU represents that it is unaware, of any current United States federal laws or regulations or State of Texas law that would prohibit

the transfer of property as described in this Article 5.2. In the future, if the United States government or Texas Legislature enacts a law or regulation that would prohibit the transfer of property as described in this Article, the Parties agree to work together toward a resolution that will continue the intent of this Article and amend this Agreement accordingly, upon agreement of both Parties.

- 5.3 Maintenance and Improvements. With respect to the Facilities, Qatar Foundation shall be responsible for routine maintenance, custodial services, landscaping, and campus security, either by contract with local vendors or by supervising appropriate staff.
- 5.3.1 Significant capital improvements to the Facilities, including major repairs, renovation and construction, may be suggested by either Party, but shall be approved and executed by Qatar Foundation. The Parties shall consult during any design and construction phases of improvements to the Facilities of TAMUQ to ensure that the exterior appearance is consistent with the culture and architectural standards of Qatar, and that the functionality of interior spaces is consistent with the academic and support requirements of TAMU.
- 5.4 Fixed Asset Register. TAMUQ shall maintain and, upon request, make available to Qatar Foundation, a fixed asset register for all assets with a dollar value above \$3,288 procured by TAMUQ, with visibility of the asset description, date of purchase, vendor, cost, location and useful life. TAMUQ shall align with Qatar Foundation policy on asset capitalization and the corresponding useful life. TAMUQ shall provide Qatar Foundation with copies of these fixed assets registers on regular basis but no less than twice a year, in accordance with a schedule established with Qatar Foundation Finance.
- 5.5. Signage. The Parties shall jointly agree on signage for the Facilities, but in all cases, signage shall reflect the name, "Texas A&M University at Qatar". Signage that designates the COE shall also refer, as appropriate, to the "Dwight Look College of Engineering".

ARTICLE 6. BUDGET AND FINANCIAL MANAGEMENT

- 6.1 Qatar Foundation Financial Responsibility. This is a cost-reimbursable contract. Subject to the terms of this Article 6, Qatar Foundation shall pay TAMU and TAMUQ for their actual Allowable Costs, as hereafter defined, incurred in operating TAMUQ as required by this Agreement.
- 6.2 Plans and Budgets. The business plans and estimated budgets for the years of program operations from July 1st 2013 to June 30th 2018 are attached at Exhibit D. Final budgets for each year shall be subject to the budget submission and approval process set forth in this Article. All business plans, budgets and other financial records shall be based on the fiscal year: July 1 to June 30 (the "Fiscal Year"). Budget entries shall be expressed in U.S. Dollars. The budget shall be approved and funded in U.S. Dollars. TAMUQ shall co-operate in Qatar Foundation's strategic planning.

- 6.3 Proposed Annual and Five Year Plans and Budgets. Not later than November 30th of each year, or alternative date established by Qatar Foundation, the Dean of TAMUQ shall prepare and present to Qatar Foundation a proposed annual business plan and budget for approval and an estimated rolling five-year projected strategic and business plan and budget for acknowledgement. The Parties shall consult in good faith regarding the annual and five-year plans and budgets. The plans and budgets shall be presented in a consistent form from year-to-year and in sufficient detail to permit a comprehensive evaluation, including the same level of detail and in the same format as the plans and budgets attached as Exhibit D. The Joint Advisory Board shall review and provide recommendations regarding the plans and budgets as provided in Article 3.3.7, including recommendations with respect to the resolution of any disagreement between the Parties. Notwithstanding any recommendation of the Joint Advisory Board or consultation among the Parties, Qatar Foundation's Board of Directors shall have the final authority to approve the annual business plan and budget and acknowledge the estimated rolling five-year projected strategic and business plan and budget. Qatar Foundation's Board of Directors shall approve the annual plan and budget by May 1 of each year.
- 6.4 No Agreement on Budget. In the event Qatar Foundation and TAMU do not reach agreement on an annual budget that is proposed by TAMUQ, the Parties shall continue performance of this Agreement for the Fiscal Year in question in accordance with the latest approved budget and TAMU or Qatar Foundation may resort to the first level dispute resolution procedure in Article 8.1. If the Parties subsequently approve a budget, that approved budget shall be retroactive to the commencement of the relevant Fiscal Year. If the Parties fail to jointly approve a budget for two (2) consecutive Fiscal Years, either Party may terminate this Agreement at any time thereafter. Such termination shall be treated as if an event of *force majeure* had occurred, permitting termination according to Article 7.2.3. Such termination shall not be considered a breach or default by either Party and TAMU shall be entitled to disengagement costs pursuant to Article 7.6 hereof.
- 6.5 TAMU Faculty. Unless teaching summer classes or performing other summer activities provided for in the approved educational budget TAMUQ faculty shall be paid from the academic budget for no more than ten months of their annual base salary by year 3 from the inception of the research program (January 17, 2011) or the faculty member's hire date, whichever is later, and for nine months by year 5 and over (not including housing, allowances, and other Qatar incentives).
- 6.6 Shared Services. TAMUQ shall use, and Qatar Foundation shall make available to TAMUQ, Qatar Foundation's Shared Services (Shared Services) that meet TAMUQ's reasonable requirements. Shared Services are those consolidated services Qatar Foundation offers to all institutions supported by the Foundation, including but not limited to IT, housing, insurance, public relations and events, human resources, security and facilities management. TAMUQ and Qatar Foundation shall enter into agreements providing the terms for the provision of such services, which terms shall be reasonable. Each annual and five-year budget shall identify those essential services that the Parties intend to provide to TAMUQ via Shared Services agreements. To the extent that the Parties are unable to agree on Shared Services arrangements for any of the identified services, TAMU and Qatar Foundation agree to negotiate in good faith to adjust the budget or make other provisions to ensure that the identified services are provided as

required. TAMUQ shall co-operate with Qatar Foundation, in order to ensure that Qatar Foundation's scale is leveraged, in negotiating for new compounds or existing lease renewals. New staff appointments should be allocated appropriate housing in accordance with Qatar Foundation HR policy on housing unit allocation to staff.

- 6.7 Expenditures. Following approval of each annual budget, consistent with the provisions of Article 6.3, TAMU shall have full expenditure authority for TAMUQ's operating budget and may transfer funds among annual operating non-personnel and non-compensation budget line items. The collective budgeted personnel compensation and benefits (as a category, but not necessarily with respect to particular individuals) shall not be exceeded without prior consultation with, and approval by, Qatar Foundation, and Qatar Foundation shall have no obligation to reimburse or pay expenditures in excess of the total approved annual budget. Any operating budget funds provided in the annual budget, but not expended by TAMU in that Fiscal Year, shall be refunded to Qatar Foundation. Capital item funds approved in the annual budget but not expended in the corresponding Fiscal Year may be carried over to the next Fiscal Year if the capital item is still required, provided that any such funds that remain unexpended in that Fiscal Year may not be carried over to a further Fiscal Year, and shall be refunded to Qatar Foundation. Subject to advance approval from Qatar Foundation in writing, TAMU may transfer funds among capital budget line items. Qatar Foundation shall be deemed to have approved if it does not object within 15 business days from the day TAMUQ notifies Qatar Foundation of the request. Refunds required by this Article shall be made in accordance with the Adjustments provision in Article 6.10.2.
- 6.8 Management Fee. Qatar Foundation shall pay TAMU a management fee (the "Management Fee") which shall be inclusive of all of TAMU's costs and fees for establishing, managing and operating TAMUQ. The amount of the Management Fee shall be determined in accordance with Exhibit E. Upon approval of the annual budget, the Management Fee for that year shall become a fixed expense. The Management Fee shall be payable in equal monthly installments on the first day of each calendar month.
- 6.9 Payments. The following payment procedures shall be followed:
- 6.9.1 Qatar Foundation shall only pay TAMU for its "Allowable Costs". For purposes of this Agreement, Allowable Costs shall include those costs incurred by TAMU or TAMUQ which are: (i) reasonable; (ii) allocable to performance of this Agreement; and (iii) in compliance with the personnel regulations, accounting and finance rules, and related procedures that govern expenditures by TAMU at its main campus, including, without limitation, those published in TAMUS Policies and Regulations and TAMU/TAMUQ Rules and Standard Administrative Procedures and such procedures as are approved in writing by TAMU and Qatar Foundation.
- 6.9.2 All funds necessary to pay TAMUQ expenses shall be paid by Qatar Foundation to TAMU before the expenses are incurred. Each approved annual budget shall include a schedule of projected monthly cash requirements for TAMUQ. Funds shall be deposited by Qatar Foundation into a TAMUQ bank account designated

by TAMU so that TAMUQ has three months of available funds for the operation of TAMUQ as shown in the annual budget. Each deposit by Qatar Foundation shall occur on the first business day of the month preceding the three months for which funds are required, and not later than fifteen days prior to such date, TAMUQ shall provide a supporting invoice to Qatar Foundation reflecting the corresponding deposit amount. Each such invoice shall state the amount of any unexpended and uncommitted funds accumulated by TAMUQ supported by a correspondence bank statement and a list of existing commitments due for payment through the end of the funding period. To the extent that the unexpended and uncommitted funds, when added to the next scheduled deposit, exceed the projected cash requirements for the applicable three months period, the schedule of deposits shall be adjusted accordingly. Unexpended funds shall be maintained by TAMUQ in an interest-bearing account, with interest accruing for the benefit of Qatar Foundation.

6.9.3 To the extent that the total payments (not including Management Fee payments) by Qatar Foundation in any Fiscal Year, including accrued interest, exceed the Allowable Costs incurred in that Fiscal Year, the excess shall be refunded to Qatar Foundation upon completion of the annual audit for that Fiscal Year. In accordance with the audit procedures set forth in this Article 6, the annual audit shall compute and recommend any such refund or other adjustment.

6.9.4 TAMUQ may not exceed an annual budget without the prior written consent of Qatar Foundation. For any Fiscal Year, Qatar Foundation shall not be required to reimburse or otherwise pay TAMU or TAMUQ for costs incurred in excess of the approved budget for that year, unless written consent is provided by the Chairperson of Qatar Foundation Board of Directors. The foregoing limitation shall not apply to costs incurred by the Joint Advisory Board or any termination costs as calculated pursuant to Article 7.6.

6.10 Annual Audits and Adjustments. An independent auditor shall be selected by Qatar Foundation no later than the close of each Fiscal Year for the purpose of performing an annual audit of TAMUQ financial books and records for each Fiscal Year and an annual financial compliance audit to ensure the allowability of the expenditures under the agreement. The expense of such audit shall be paid directly by Qatar Foundation. Copies of the audit, management's response, management letter on internal accounting controls and any recommendations issued by the auditor shall be provided to the Parties and to the Joint Advisory Board.

6.10.1 Terms of Reference. The annual audit shall be in accordance with International Financial Reporting Standards (IFRS). The terms of reference of the auditors shall be established by Qatar Foundation, after consultation with TAMU. In addition to performing such audits of TAMUQ expenses and financial statements as Qatar Foundation may reasonably require, the auditors shall assess and report on the adequacy of the financial management controls and procedures of TAMUQ, and shall render an audit opinion confirming that TAMUQ costs incurred in the performance of this Agreement: (i) are reasonably supported by adequate documentation; (ii) conform to the approved budget, and (iii) constitute

Allowable Costs as defined in this Article 6. The decision of the auditors as to the scope of the sample, tests, and other procedures required in order for them to provide such audit opinion shall be conclusive. The auditors shall recommend: (x) any adjustments for costs incurred which are not Allowable Costs or were not included as Allowable Costs by TAMUQ; and (y) any refunds or credits due to Qatar Foundation or TAMU, including without limitation, credits for payments received in excess of Allowable Costs incurred. In its discretion, Qatar Foundation may also direct the auditors to examine operational compliance with the terms of this Agreement, and to recommend procedures to enhance efficiency and economy.

- 6.10.2 Adjustments. Not later than thirty days after the completion of the annual audit, TAMU or Qatar Foundation shall refund or pay to the other Party the amount of any adjustments recommended by the auditors pursuant to this Article 6. Failure of the Parties to agree upon the amount of any adjustment shall be a Dispute within the meaning of Article 8, Disputes.
- 6.10.3 Schedule for Annual Audit. The annual audit shall be completed not later 90 days after the end of each Fiscal Year, and shall be submitted by the auditors simultaneously to Qatar Foundation Board of Directors, the Joint Advisory Board, and the Dean of TAMUQ. Within thirty (30) days of receipt of the annual audit, TAMU shall provide comments to the Chief Financial Officer of Qatar Foundation, which shall become part of the audit record.
- 6.10.4 In the event that the annual audit is not completed in accordance with Article 6.10.3, and the Parties anticipate that, upon such completion, monies will be refundable by TAMU to Qatar Foundation or payment will be due to TAMU by Qatar Foundation, the Parties shall in good faith work together to identify a method on terms acceptable to both Parties to refund those monies to Qatar Foundation or make payment to TAMU, pending and subject to confirmation upon completion of the annual audit.
- 6.10.5 Sharing of TAMUS Internal Audit Plans and Reports. The Internal Auditor at Qatar Foundation, upon its own initiative, may share with TAMUS Internal Auditor any specific concerns it may have regarding TAMUQ, and TAMU shall solicit such input from Qatar Foundation and provide it to TAMUS Internal Auditor in preparation for any audit of TAMUQ to be performed by the TAMUS Internal Auditor. TAMU will inform Qatar Foundation auditor of the final work plan and scope for that audit and will share with Qatar Foundation Internal Auditor the final report of any internal audit conducted at TAMUQ. TAMU shall develop plans to address concerns raised by the Internal Auditor at Qatar Foundation.
- 6.11 Quarterly Financial Statements. TAMUQ shall provide unaudited quarterly financial statements to Qatar Foundation and the Joint Advisory Board. All such statements shall reflect expenditures versus budget for the corresponding quarter, and shall be substantially in the form of such reports as TAMU prepares on a regular basis. The statements shall also contain explanations for any material line item variances. Such

statements shall be provided not later than thirty (30) days after the end of each quarter.

- 6.12. Books and Records. TAMUQ shall make and keep books, records and accounts in Doha which, in reasonable detail, accurately and fairly reflect financial transactions, accounting operations and dispositions of assets. Copies of these books, records and accounts shall be kept ready available to Qatar Foundation at TAMUQ. Upon reasonable notice and at reasonable times, the independent auditor shall have access to the records of TAMUQ as may be necessary for the auditors to perform the audits described in this Article 6, and such other audits as Qatar Foundation may reasonably request.
- 6.13 Tuition Bills. The rates of tuition and fees for students at TAMUQ shall be no less than the highest rates applicable to out-of-state students at TAMU's main campus in College Station, Texas; provided, however, that Qatar Foundation may adjust those rates from time to time after consideration of recommendations from the Joint Advisory Board and the Review Group. Qatar Foundation shall issue tuition invoices to TAMUQ students. TAMUQ shall provide Qatar Foundation with the student information necessary to prepare and issue such invoices. Qatar Foundation shall also collect the corresponding payments from TAMUQ students and/or their sponsors. TAMU and TAMUQ shall not be responsible for collection of unpaid tuition. In the event of delinquency or non-payment of tuition, TAMU and TAMUQ shall cooperate with Qatar Foundation and apply the customary consequences of delinquency or non-payment, including delay or denial of registration, enrollment, transcripts, credits, graduation or the award of a degree. Qatar Foundation will provide a report to TAMUQ of delinquent payments and TAMUQ will provide a report to Qatar Foundation of the status of the application customary consequences of delinquency or non-payment.
- 6.14 Taxes. TAMU and TAMUQ shall be exempt from taxes imposed by the Government of the State of Qatar, and Qatar Foundation shall take all steps necessary to secure such exemption. TAMU represents that it is exempt from State and Federal tax in the United States.

ARTICLE 7. TERM AND TERMINATION

- 7.1 Term. This Agreement shall be deemed to take effect from July 1, 2013 and end on June 30, 2023, subject to renewal upon agreement by the Parties as to the terms and conditions of such renewal.
- 7.2 Termination for Cause. This Agreement may be terminated for cause at the option of the solvent or non-breaching Party, in the event that:
- 7.2.1 Either Party shall dissolve or cease to exist, become bankrupt or insolvent, or take a substantially equivalent action under applicable local law;
- 7.2.2 Either Party commits a material default which is not cured within a sixty (60) day period following written notice of the nature of default for non-financial matters, and within a thirty (30) day period following written notice for financial matters, including, without limitation, the making of a payment required by this

Agreement; or

- 7.2.3 An event of force majeure which gives rise to a right of termination pursuant to Article 11.4.
- 7.3 Termination for Convenience (Termination without Cause). Upon notice, either Party may terminate this Agreement for convenience (without cause); provided, however, that such termination shall be effective upon the last day of the end of the fourth (4th) full academic year following the academic year in which notice is provided.
- 7.4 Termination Notice. Notice of termination shall be in writing specifying the reasons for termination.
- 7.5 Effective Date of Termination. In the event of termination for convenience pursuant to Article 7.3, the effective date of termination shall be as specified in that Article. In the event of any other termination permitted by this Agreement, the termination shall be effective upon the last of the following events to occur: (i) written notice of termination delivered by the terminating Party; (ii) expiration of any cure period established by this Agreement or by law; and (iii) the tenth (10th) calendar day following a communication between the President of TAMU and the Chairperson of Qatar Foundation, or their designees, to consider alternatives to termination.
- 7.6 Final Settlement. In the event of a termination under any of the provisions of this Agreement, the Parties shall meet for the purpose of agreeing upon the additional costs that shall be incurred by each Party in connection with termination of operation of TAMUQ. In the event of termination for any reason except uncured, material breach of this Agreement by TAMU, Qatar Foundation shall reimburse Allowable Costs incurred by TAMU and TAMUQ for orderly termination and disengagement, including repatriation costs of faculty and staff, and the costs of terminating TAMUQ employment contracts for any unexpired term (but not exceeding one year), unless faculty or staff are duly hired by Qatar Foundation or any of its affiliates. Any dispute between the Parties concerning the amount of termination and disengagement costs shall be resolved in accordance with Article 8, Disputes.
- 7.7 Name After Termination. In the event of termination of this Agreement, the Parties shall discontinue use of the names "Texas A&M University", "TAMU" and "Qatar Foundation" in connection with TAMUQ, except references to the historical relationship between the Parties, and all diplomas, signage, stationery, catalogs, promotional materials or similar items shall be revised accordingly.
- 7.8 Orderly Transition. In the event of termination of this Agreement, the Parties shall arrange for an orderly transition of the management and operation of TAMUQ in such a manner that minimizes the disruption to students, including, without limitation, providing for the placement of TAMUQ students at the College Station campus to complete their degree requirements.

ARTICLE 8. DISPUTES

- 8.1 Dispute Resolution. As a general principle, all disputes shall be resolved at the least senior level appropriate. Unresolved disputes shall be submitted to escalating levels in the following sequence until resolved: (i) the Dean of TAMUQ and a senior management representative of Hamad bin Khalifa University nominated by its President; (ii) the Joint Advisory Board; (iii) the Provost of TAMU and the President of Hamad bin Khalifa University; and (iv) the President of TAMU and the Chairperson of Qatar Foundation.
- 8.2 Arbitration. Any dispute, controversy or claim arising out of or relating to this Agreement, or the breach, termination or invalidity thereof, that remains unresolved despite application of the procedures set forth in Article 8.1 above, shall be settled definitively and exclusively by arbitration in accordance with the UNCITRAL Arbitration Rules in effect on the date of this Agreement. The number of arbitrators shall be three (3). Each of the parties shall appoint one arbitrator, and the two party-appointed arbitrators shall appoint the third. In the event of a failure to agree on the third arbitrator, the appointing authority shall be the President of the Court of Arbitration of the International Chamber of Commerce. The place of the arbitration shall be London, England. The language to be used in the arbitral proceedings shall be English.

ARTICLE 9. INSURANCE AND LIMITATION OF LIABILITY

- 9.1 Insurance. In consultation with Qatar Foundation, TAMU shall obtain and maintain in full force and effect throughout the term of this Agreement, appropriate liability, casualty, and other insurance coverage, in addition to the insurance coverage provided directly by Qatar Foundation, for risks associated with its performance of this Agreement, and the associated premium costs, including the responsibility for the cost of reasonable deductible amounts (which shall in no event exceed US\$ 50,000 per event), shall be Allowable Costs. Qatar Foundation shall be named as an additional insured on each insurance policy, and shall receive a copy of each policy and certificates each year evidencing that each policy has been timely renewed. Consistent with the status of TAMU as an agency of the State of Texas, to the extent allowed by applicable law, Qatar Foundation shall not be liable to TAMU or TAMUQ for property damage, injury or death suffered by TAMU or TAMUQ; or any of their students, subcontractors, vendors, consultants, or accountants; or an employee or family member of any of the foregoing.
- 9.2 Limitation of Liability. Consistent with the status of TAMU as an agency of the State of Texas, to the extent allowed by the applicable law, neither Party shall be responsible for, nor entitled to, any indirect, consequential (including lost profits) or punitive damages, regardless of whether the theory giving rise to such damages is tort or contract or otherwise. In the event of breach of this Agreement by TAMU, Qatar Foundation's sole monetary remedy shall be its direct damages, plus interest. In the event of breach of this Agreement by Qatar Foundation, TAMU's sole monetary remedy shall be reimbursement of any Allowable Costs, including termination and disengagement costs, as defined in Article 7.

ARTICLE 10. NOTICES

- 10.1 Service. All notices and demands of any kind which any party to this Agreement may be required or desire to serve upon any other party under the terms of this Agreement shall be in writing and shall be deemed to have been effectively given if written in the English language and served by personal service, air courier or facsimile at the following addresses:

If to TAMU:

President
Texas A & M University
1246 TAMU
College Station, Texas 77843-1246
Telephone:(979) 845-2217
Facsimile: (979) 845-5027

With a copy to:

Department of Contract Administration
Texas A&M University
1260 TAMU
213 Coke Building
College Station, Texas 77843-1260
Telephone:(979) 845-0097
Facsimile: (979) 862-4593

If to Qatar Foundation:

President of Hamad bin Khalifa University
Qatar Foundation for Education, Science and Community Development
P.O. Box 5825
Doha, QATAR
Telephone:(974) 44540352
Facsimile: (974) 44540449

With a copy to:

Legal Department
Qatar Foundation For Education, Science and Community Development
P.O. Box 5825
Doha, Qatar
Telephone: (974) 4454 0000
Facsimile: (974) 4454 1472

- 10.2 Delivery. Any notice or communication shall be deemed to have been given and

received: (a) in the case of personal service, on the day of delivery; (b) in the case of facsimile, when the sending machine receives an electronic confirmation of receipt from the receiving machine; and (c) in the case of air courier, seven (7) business days after the date delivered to the air courier.

- 10.3 Change of Address. The address to which notices and demands shall be delivered or sent, may be changed from time-to-time by written notice served by a Party upon the other Party in accordance with this Agreement.

ARTICLE 11. GENERAL PROVISIONS

- 11.1 Assignment. This Agreement may not be assigned, in whole or in part, by either Party without the prior written consent of the other Party. Notwithstanding the foregoing, TAMU acknowledges that Qatar Foundation is in the process of establishing Hamad bin Khalifa University ("HBKU"), which will carry out all or part of its educational and related research functions, including the ownership and/or operation of all or part of the assets of Qatar Foundation formerly known as "Education City University". Qatar Foundation reserves the right to, and TAMU hereby agrees that Qatar Foundation may, (a) perform any or all of its obligations and exercise any or all of its rights under this Agreement by or through HBKU, and/or (b) on written notice to TAMU, assign any or all of its rights and delegate any or all of its obligations under this Agreement to HBKU. Notwithstanding any assignment by Qatar Foundation to HBKU, and without any need for further adjudication or expiration of any duplicative notice or cure period, Qatar Foundation shall guarantee all financial obligations under this Agreement as required by the terms of this Agreement; provided that no demand for payment shall be made by TAMU on Qatar Foundation until the elapse or expiration of any notice or cure period applicable to the payment in question by HBKU and until TAMU shall have exhausted all available remedies against HBKU.
- 11.2 Modification. This Agreement may be modified or amended from time-to-time by mutual agreement of the Parties, provided, however, that no modification, amendment, or supplement to this Agreement shall be binding unless executed in writing by a duly authorized representative of each Party.
- 11.3 Severability. If any part, term or provision of this Agreement shall be held void, illegal, unenforceable, or in conflict with any law of a government having jurisdiction over this Agreement, the validity of the remaining portions or provisions shall not be affected. Notwithstanding the provisions of the foregoing sentence, if such invalidity changes the basic intent of the Parties as set forth in this Agreement, the rights, duties or obligations of the Parties shall be subject to a good faith negotiation.
- 11.4 Force Majeure. No Party acting as a reasonable and prudent party shall be in default in the performance of its obligations under this Agreement to the extent that its performance of any such obligation is prevented or delayed by a force majeure event. As used herein, the term "force majeure event" shall mean: an event which is unforeseeable, and which renders the Party which invokes it unable, in whole or in part, to perform its obligations

under this Agreement, but excludes any event arising out of the Party's negligence. Subject to the foregoing, a force majeure event shall include the following:

- (i) fire, flood, earthquakes, lightning, hurricanes, explosions, unusually severe weather conditions or other Acts of God;
- (ii) national or regional labour disputes, strikes or riots; or
- (iii) prevention or hindrance in obtaining any raw material, energy or other supplies, embargo, embassy recalls, sovereign acts of any government (including, without limitation, the State of Qatar, the United States, or the State of Texas), acts of war, civil disturbance, insurrection, rebellion, epidemic, terrorism, sabotage, riots or violent demonstrations.

In the event that a force majeure event creates an imminent threat to the safety of any TAMUQ personnel or students, as determined by the President of TAMU after consultation with the Chairperson of Qatar Foundation, TAMU may evacuate or relocate such personnel or students until the threat is removed. The reasonable costs of such evacuation or relocation shall be Allowable Costs. The Parties shall mutually agree upon rescheduling or reconvening classroom instruction, or temporarily continuing instruction at another location.

In the event that a force majeure event prevents TAMU's performance for a period of six consecutive months, Qatar Foundation shall be entitled to terminate this Agreement upon written notice to TAMU. In such event, TAMU shall be entitled to Allowable Costs required by this Agreement through the effective date of termination.

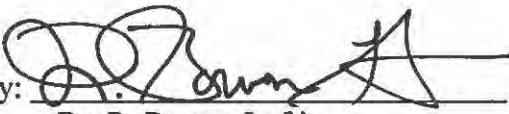
- 11.5 Counterparts. This Agreement has been executed simultaneously in two (2) English language duplicate originals, each of which shall be deemed to be an original.
- 11.6 Waiver. There shall be no waiver of any term, provision or condition of this Agreement unless said waiver is evidenced in a written document duly signed on behalf of the waiving Party. No such waiver shall be deemed to be or construed as a continuing waiver of any such term, provision, or condition unless the writing which evidences such waiver states to the contrary. The waiver by any Party of any of its rights or remedies under this Agreement in a particular instance shall not be considered as a waiver of the same or different rights or remedies in subsequent or prior instances.
- 11.7 Headings. The headings used in this Agreement are for purposes of ease of reference only, and in no event or respect shall the substance of any provision or the intent of the Parties be interpreted or controlled by any such headings.
- 11.8 Full participation. All of the Parties to this Agreement have participated fully in the negotiation and preparation of this Agreement and, accordingly, this Agreement shall not be more strictly construed against any one of the Parties hereto.
- 11.9 Representation and Warranties. Each Party represents and warrants that: (a) it is duly

authorized to operate under the laws of its respective jurisdiction, and is in good standing under the applicable laws of such jurisdiction; (b) it has the corporate authority and power to enter into this Agreement; (c) the person executing this Agreement on behalf of the Party is fully authorized to do so; and (d) there are no legal restrictions or bars to such Party entering into this Agreement.

- 11.10 Local Laws and Customs. TAMU, TAMUQ, and their respective employees, students, faculty, families, contractors and agents, shall abide by the applicable laws and regulations of the State of Qatar, and shall respect the cultural, religious and social customs of the State of Qatar.
- 11.11 Names. TAMU shall control the use of the names “Texas A&M University”, “TAMU”, and “TAMUQ”, including any associated trademarks or service marks, provided, however, that Qatar Foundation shall have the right to use these names and marks for purposes of performing its obligations under this Agreement.
- 11.12 Confidentiality. Information concerning either Party’s business methods, financial information, future plans, personnel data, trade secrets, information systems, financial and accounting policies or similar matters, or information designated as “confidential” by a disclosing Party, shall be treated as confidential. Without limiting the generality of the foregoing, this Agreement, its exhibits, and all reports, plans and budgets associated with or generated as a result of performance of this Agreement shall be deemed confidential. The party receiving such confidential information shall take the same precautions as it takes to protect its own confidential information, but in all events reasonable precautions, in order to preserve its confidentiality. Confidential information shall not be revealed to third parties without the consent of the disclosing Party, and no Party may use the other Party’s confidential information for any purpose except for purposes of performing this Agreement. This confidentiality requirement shall not apply to: (i) information in the public domain; (ii) information independently developed by either Party without use of the other party’s confidential information; (iii) information received by either Party from a third party under no duty of confidentiality; and (iv) a disclosure of information that is required by law.
- 11.13 Publicity. Neither Party shall make any press release, nor other statement intended for the media, with respect to this Agreement or to the activities contemplated hereby without consulting the other Party. The Parties shall mutually agree on the form and content of publications, including website content, for recruitment of faculty and staff, and general publicity for advancing the interests of TAMUQ. Alternatively, the Parties may choose to agree, from time to time, on general guidelines governing public communications.
- 11.14 Entire Agreement: Order of Precedence. This Agreement contains the entire agreement between the Parties and, except as otherwise expressly provided, supersedes any prior oral or written agreements, commitments, understanding, or communications with respect to its subject matter. In the event of conflict between this Agreement and its Exhibits, the provisions of this Agreement shall govern.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement by their duly authorized officers as of the day and year first written above.

TEXAS A&M UNIVERSITY

By: 
Dr. R. Bowen Loftin
President

QATAR FOUNDATION FOR EDUCATION,
SCIENCE AND COMMUNITY
DEVELOPMENT

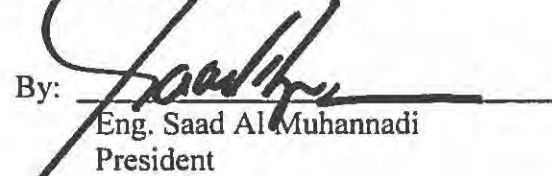
By: 
Eng. Saad Al Muhannadi
President

Exhibit A
Curriculum

See attachment

2013-2014 CHEN Degree Plan

Freshman	<u>1st Semester</u>	<u>2nd Semester</u>
ENGR 111	Foundations in ENGR I 2	ENGR 112 Foundations in ENGR I 2
MATH 151	ENGR Mathematics I 4	MATH 152 ENGR Mathematics II 4
PHYS 218	Mechanics 4	PHYS 208 Electricity and Optic 4
ENGL 104	Composition and Rhetoric 3	CHEM 102 Chemistry for Engineers 3
	UCC Elective 3	CHEM 112 Chemistry for Engineers Lab 1
KINE 198	Health and Fitness Activity 1	UCC Elective 3
	17	KINE 199 Required Physical Activity 1
		18
Sophomore	<u>1st Semester</u>	<u>2nd Semester</u>
CHEM 227	Organic Chemistry I 3	CHEM 228 Organic Chemistry II 3
CHEM 237	Organic Chemistry Lab 1	CHEM 238 Organic Chemistry Lab 1
CHEN 204	Elem. Chemical Engineering 3	CHEN 205 CHEN Thermo. I 3
MEEN 221	Statics and Particle Dynamics 3	MATH 308 Differential Equations 3
MATH 251	Engineering Mathematics I 3	ENGL 210 Sci. and Technical Writing 3
	UCC Elective 3	UCC Elective 3
	16	16
Junior	<u>1st Semester</u>	<u>2nd Semester</u>
CHEM 316	Quantitative Analysis 2	CHEM 322 Physical Chemistry for ENGR 3
CHEM 318	Quantitative Analysis Lab 1	CHEM 466 Polymer Chemistry 3
CHEN 304	CHEN Fluid Operations 3	CHEN 323 Heat Transfer Operations 3
CHEN 354	CHEN Thermo. II 3	CHEN 313 CHEN Materials 3
CHEN 320	CHEN Analysis 3	ECEN 215 Principles of Electrical ENG 3
	300-400 level elective 3	UCC Elective 3
	UCC Elective 3	
	18	18
Senior	<u>1st Semester</u>	<u>2nd Semester</u>
CHEN 414	CHEN Lab I 1	CHEN 426 CHEN Plant Design 3
CHEN 424	CHEN Mass Transfer Ops. 3	CHEN 433 CHEN Lab II 1
CHEN 425	Process Interg., Sim. & Econ. 3	CHEN 461 Process Dynamics and Control 3
CHEN 455	Process Safety ENGR 3	SPEC XXX CHEN Specialty Elective 3
CHEN 464	CHEN Kinetics 3	SPEC XXX CHEN Specialty Elective 3
CHEN 481	Seminar 1	ENGR 482 Ethics and Engineering 3
	14	16

2013-2014 ELEN Degree Plan

Freshman	<u>1st Semester</u>	<u>2nd Semester</u>
ENGR 111	Foundations in ENGR I 2	ENGR 112 Foundations in ENGR I 2
MATH 151	ENGR Mathematics I 4	MATH 152 ENGR Mathematics II 4
PHYS 218	Mechanics 4	PHYS 208 Electricity and Optics 4
ENGL 104	Composition and Rhetoric 3	CHEM 107 Chemistry for Engineers 3
	UCC Elective 3	CHEM 117 Chemistry for Engineers Lab 1
KINE 198	Health and Fitness Activity 1	UCC Elective 3
	17	KINE 199 Required Physical Activity 1
		18
Sophomore	<u>1st Semester</u>	<u>2nd Semester</u>
ECEN 248	Intro to Digital System Design 4	ECEN 214 Electrical Circuit Theory 4
MATH 251	Engineering Mathematics I 3	MATH 308 Differential Equations 3
	UCC Elective 3	PHYS 222 Modern Physics for ENGRs 3
	UCC Elective 3	ISEN 302 Econ. Anal. Of Engr Projects 2
	UCC Elective 3	UCC Elective 3
	16	15
Junior	<u>1st Semester</u>	<u>2nd Semester</u>
ECEN 314	Signals and Systems 3	ECEN 303 Random Signals and System 3
ECEN 325	Electronics 4	ECEN 322 Electric and Magnetic Fields 3
ECEN 370	Electronic Prop. of Materials 3	ECEN 350 Comp. Architect. And Design 4
MATH 311	Topics in Applied Math I 3	ECEN XXX ECEN elective 3
ENGL 210	Sci. and Technical Writing 3	TECH XXX Technical Elective 3
	16	16
Senior	<u>1st Semester</u>	<u>2nd Semester</u>
ECEN 403	Electrical Design Lab I 3	ECEN 404 Electrical Design Lab II 3
ECEN XXX	ECEN elective 3	ENGR 482 Ethics and Engineering 3
ECEN XXX	ECEN elective 3	ECEN XXX ECEN elective 3
ECEN XXX	ECEN elective 3	ECEN XXX ECEN elective 3
ECEN XXX	ECEN elective 3	ECEN XXX ECEN elective 3
	15	15

2013-2014 MEEN Degree Plan

Freshman		<u>1st Semester</u>	<u>2nd Semester</u>
ENGR 111	Foundations in ENGR I	2	ENGR 112 Foundations in ENGR I 2
MATH 151	ENGR Mathematics I	4	MATH 152 ENGR Mathematics II 4
PHYS 218	Mechanics	4	PHYS 208 Electricity and Optics 4
ENGL 104	Composition and Rhetoric	3	CHEM 107 Chemistry for Engineers 3
	UCC Elective	3	CHEM 117 Chemistry for Engineers Lab 1
KINE 198	Health and Fitness Activity	1	UCC Elective 3
		17	KINE 199 Required Physical Activity 1
			18
Sophomore		<u>1st Semester</u>	<u>2nd Semester</u>
MEEN 221	Statics and Particle Dynamics	3	CVEN 305 Mechanics of Materials 3
MEEN 222	Principles of Material Science	3	MATH 308 Differential Equations 3
MATH 251	Engineering Mathematics I	3	MEEN 315 Principles of Thermodynamics 3
ENGL 210	Sci. and Technical Writing	3	ECEN 215 Principles of ELEN 3
	UCC Elective	3	MEEN 260 Intro. To ENGR Experiments 3
		15	15
Junior		<u>1st Semester</u>	<u>2nd Semester</u>
MEEN 344	Fluid Mechanics	3	ISEN 302 Econ. Anal. ENGR Project 2
MEEN 345	Fluid Mechanics Lab	1	MEEN 364 Dyn. Syst. & Control 3
MEEN 357	ENGR Analysis MEEN	3	MEEN 368 Sol. Mech. In Mech Design 3
MEEN 360	Mat's & Man. Sel. Design	3	MEEN 381 MEENR Seminar 1
MEEN 361	Mat's & Man. Sel. Des. Lab	1	MEEN 461 Heat Transfer 3
MEEN 363	Dynamics & Vibrations	3	MEEN 464 Heat Transfer Lab 1
	UCC Elective	3	UCC Elective 3
		17	16
Senior		<u>1st Semester</u>	<u>2nd Semester</u>
MEEN 401	Intro. MEEN Design	3	ENGR 482 Ethics and Engineering 3
MEEN 404	Engineering Lab	3	MEEN 402 Intermediate Design 3
STEM XXX	STEM Elective	3	TECH XXX Technical Elective 3
STEM XXX	STEM Elective	3	TECH XXX Technical Elective 3
TECH XXX	Technical Elective	3	UCC Elective 3
		15	15

2013-2014 PETE Degree Plan

Freshman		<u>1st Semester</u>	<u>2nd Semester</u>
ENGR 111	Foundations in ENGR I	2	ENGR 112 Foundations in ENGR I 2
MATH 151	ENGR Mathematics I	4	MATH 152 ENGR Mathematics II 4
PHYS 218	Mechanics	4	PHYS 208 Electricity and Optics 4
ENGL 104	Composition and Rhetoric	3	CHEM 107 Chemistry for Engineers 3
	UCC Elective	3	CHEM 117 Chemistry for Engineers Lab 1
KINE 198	Health and Fitness Activity	1	UCC Elective 3
		17	KINE 199 Required Physical Activity 1
			18
Sophomore		<u>1st Semester</u>	<u>2nd Semester</u>
COMM 205	Comm. for Tech Professionals	3	CVEN 305 Mechanics of Materials 3
MEEN 221	Statics and Particle Dynamics	3	MATH 308 Differential Equations 3
MATH 251	Engineering Mathematics I	3	MEEN 315 Principles of Thermodynamics 3
GEOL 104	Physical Geology	4	PETE 311 Reservoir Petrophysics 4
PETE 225	Petroleum Drilling System	2	UCC Elective 3
	UCC Elective	3	
		18	16
Junior		<u>1st Semester</u>	<u>2nd Semester</u>
GEOL 404	Geology of Petroleum	3	PETE 321 Formation Evaluation 4
PETE 301	PETE Num. Methods	3	PETE 323 Reservoir Models 3
PETE 310	Reservoir Fluids	4	PETE 324 Well Performance 3
PETE 314	Trans. Proc. in PETE Prod	3	PETE 325 Petroleum Production System 2
PETE 335	Technical Presentation I	1	PETE 403 Petroleum Project Evaluation 3
		14	15
Senior		<u>1st Semester</u>	<u>2nd Semester</u>
ECEN 215	Principles of ELEN	3	ENGR 482 Ethics and Engineering 3
PETE 401	Reservoir Development	3	PETE 322 Geostatistics 3
PETE 405	Drilling Engineering	3	PETE 400 Reservoir Description 3
PETE 410	Production Engineering	3	TECH XXX Technical Elective 3
PETE 435	Technical Presentation II	1	UCC Elective 3
	UCC Elective	3	
		16	15

2013-2014 General Degree Plan Notes

The following courses are considered to be the Common Body Knowledge (CBK) courses and require a grade of C or better: MATH 151 and 152, PHYS 208 and 218, CHEM 107/117 (CHEN 102/112 for CHEN), ENGL 104, and ENGR 111 and 112.

UCC Elective courses to be selected from the University Core Curriculum. Of the 18 hours shown as University Core Curriculum electives, 3 must be from visual and performing arts, 3 from social and behavioral sciences, 6 from U.S. history, and 6 from POLS 206 and 207. The required 6 hours from international and cultural diversity may be met by courses satisfying the visual and performing arts, social and behavioral sciences, and political science and history requirements that are also on the approved list of international and cultural diversity courses.

Visual and performing arts courses: MUSC 324, ENGL 251.

Social and behavioral science courses: ANTH 210, SOCI 205, POLS 331

International and cultural diversity courses: ANTH 210, ENGL 251, HIST 301, MUSC 324, POLS 331.

CHEN Degree Plan Notes

Specialty electives (6 hours) should be chosen from the following courses: CHEN 409, 440, 451, 458-459, 471, 475, 489; ENGR 385; MEEN 455, 458.

The 300 level elective is a general elective and can be any 300 or 400 level course.

ELEN Degree Plan Notes

ECEN technical elective should be selected from CHEN 205, 320; MATH 414; MEEN 221, 315, 443; PETE 201, 211, 225, 335, 435.

ECEN electives should be selected as follows:

Must take at least 3 courses from 1 technical area and 4 from at least 2 other technical areas to total 24 hours.

- a. Must take at least 3 courses from one technical area.
 1. Communications/Signal Processing: ECEN 444, 455, 478.
 2. Computer Engineering: ECEN 448, 449.
 3. Electronics: ECEN 326.
 4. Control: ECEN 420.
 5. Power: ECEN 338, 438, 459.
- b. Must take 4 other technical electives from at least 2 technical areas not selected in section 'a'.

MEEN Degree Plan Notes

STEM required courses (6 hours) should be chosen from the following courses: MEEN 421, 431, 475.

Technical Electives should be chosen as follows:

- a. 6 hours from ECEN 420; MEEN 408, 414, 421, 431, 433, 436, 441, 442, 444, 448, 455, 458-460, or 475.
- b. 3 hours from ECEN 420; ENGR 385, 485; MEEN 408, 414, 421, 431, 433, 436, 441, 442, 444, 448, 455, 458-460, or 475.
- c. Select up to 3 hours from other courses as approved by the departmental advisor.

PETE Degree Plan Notes

PETE technical elective (3 hours) chosen from the following courses: GEOL 312; GEOP 421; or PETE 406, 416.

Exhibit B

Aggie Gateway Program (AGP)

Admission:

After a thorough review of the admissions file, applicants with a strong academic record who meet the minimum test scores set for the Aggie Gateway Program (AGP) will be invited to a personal interview. Students must present a minimum score of 5.5 on the IELTS, or 61 on the TOEFL to demonstrate proficiency in the English language. In addition, they must present a minimum score of 22 on the math portion of the ACT or score at least 520 on the math section of the SAT. The AGP Admissions Committee is comprised of faculty, senior administrators, and Academic Services Office staff members.

Progression to Full Admission:

Students admitted into the Aggie Gateway Program (AGP) are given Math and English placement exams and placed in the appropriate Math and English courses based on their results. Normally, students begin coursework in the fall semester and have a 12-month time period to complete the required sequence of classes. Depending on initial placement in Math and English, it is possible for students to complete the AGP program in less than a 12-month period. Students are allowed to q-drop courses during this time. An AGP student is fully admitted to Texas A&M University at Qatar once he/she is eligible to enroll in both MATH 151 (Engineering Mathematics) and ENGL 104 (Composition and Rhetoric). AGP students are dismissed from the program if they do not progress to MATH 151 and ENGL 104 by the end of a 12-month period and are required to reapply for full admission to the university. In addition, a student can be dismissed if at any point he/she is not able to complete the sequence by the end of the 12-month period due to failing grades or too many q-drops.

While in the AGP, students will be entitled also to take other courses for which they meet the enrollment requirements. Whether or not the student is fully admitted to Texas A&M University at Qatar, all classes taken will be reflected on the student's academic transcript. If the student gains full admission to Texas A&M University at Qatar, credit for courses successfully completed by the student while in the AGP and which satisfy TAMUQ degree requirements will be applied to the student's degree program.

Exhibit C

**Intellectual Property Management Agreement Regarding Intellectual Property Development at
TAMUQ**

See attachment

Intellectual Property Management Agreement Regarding Intellectual Property Developed at TAMUQ

This Intellectual Property Management Agreement ("IPM Agreement") is entered into by and between The Texas A&M University System ("TAMUS"), an agency of the State of Texas, United States of America and the Qatar Foundation ("QF") a not-for-profit organization existing under the laws of the State of Qatar. TAMUS and QF are collectively referred to as the "Parties" and individually as a "Party".

WHEREAS, Texas A&M University (TAMU) and the Qatar Foundation are finalizing an Agreement to Establish and Operate a Research Program ("Research Program") at Texas A&M University at Qatar ("TAMUQ"). Pursuant to section 1.8 of that agreement, this Intellectual Property Management Agreement clarifies the relationship between the institutions regarding rights in technology and intellectual property developed at TAMUQ and the management of such intellectual property by the Texas A&M University System's Office of Technology Commercialization ("OTC").

Specifically, for good, valuable and sufficient consideration that each acknowledges receiving, The Texas A&M University System and the Qatar Foundation agree as follows:

I. Technology Ownership

1. Subject to Article I.2. below, the Qatar Foundation shall own the entire right, title, and interest in all Technology and Intellectual Property developed at TAMUQ or under the auspices of its Research Program, other than those developed by non-TAMUQ employees and without financial support from the Qatar Foundation or any of its affiliates ("QF Intellectual Property"), which ownership of QF Intellectual Property shall not be affected by the source of research funding resulting in the development of the Technology and Intellectual Property.
 - a. This IPM Agreement shall not apply to any Technology and/or Intellectual Property developed under an agreement entered into by TAMU or the Texas Engineering Experiment Station (TEES) on or before the last date this IPM Agreement is signed below, if such agreement contains intellectual property provisions that allocate Technology or Intellectual Property ownership or royalty rights to a Third Party contrary to the terms of this IPM Agreement.
2. Subject to QF prior written approval, TAMUQ may accept funding such as by a contract, grant or agreement which provides for alternative ownership of resulting Intellectual Property if the benefit from the proposed research and/or other consideration from the sponsor, licensee, or other party outweighs the potential value of ownership. QF shall be deemed to have approved if it does not object within 15 business days from the day TAMUQ

notifies QF of the transaction and its justification. All net revenue received that is based on such funding, if any, shall be shared in accordance with Article IV below.

3. TAMUS represents, warrants and covenants that TAMUQ has and shall maintain in place agreements and arrangements with its employees, faculty, and researchers that ensures continued applicability of this IPM Agreement to TAMUQ employees.
4. If any inventor is a faculty member at TAMU at College Station who was assigned to TAMUQ at the time the technology and/or intellectual property was developed, and such development incorporated Background Technology and/or Intellectual Property developed at TAMU College Station, at the time of disclosure, the faculty member shall set the allocation of Technology/Intellectual Property between TAMU/TEES and TAMUQ, and such allocation shall be reviewed and approved by TAMUQ, TAMU/TEES and the Qatar Foundation. Factors to be considered in the allocation include, but are not limited to, the amount of background technology and/or intellectual property the inventor developed at TAMU/TEES upon which the technology and/or intellectual property developed at TAMUQ was built, the level of support by TAMU/TEES for the inventor's research program at TAMU upon which the technology and/or intellectual property developed at TAMUQ was built, the level of support by TAMUQ, and the source of funding provided to the research.

II. Research License

Qatar Foundation's ownership interests in QF Intellectual Property shall be expressly subject to a non-exclusive license, and the Qatar Foundation hereby grants such a license, to TAMUS, its members, including but not limited to Texas A&M University, Texas A&M University at Qatar, and the Texas Engineering Experiment Station (TEES), its affiliates, and its research partners and collaborators to make, copy and use any QF Intellectual Property for non-profit research purposes.

III. Management of QF Intellectual Property

1. OTC will provide the Qatar Foundation with the following intellectual property management services relating to QF Intellectual Property:
 - a. Disclosure Evaluation – OTC will provide a written report of its evaluation on matters such as ownership (including co-inventorship), stage of development, background intellectual property, commercialization potential, and recommendation on seeking intellectual property protection.
 - b. Commercialization Plan – OTC will provide the Qatar Foundation with a proposed Commercialization Plan for approval. The Commercialization Plan will include recommendations on seeking intellectual property protection and marketing strategies and activities.

- c. Intellectual Property Protection – consistent with the approved Commercialization Plan, OTC will seek protection of QF Intellectual Property, including filing required documents for patent applications.
 - d. Technology Marketing – OTC will conduct marketing services for QF Intellectual Property pursuant to the approved Commercialization Plan.
 - e. Licensing Management – OTC will manage license agreements obtained for QF Intellectual Property. Any license agreements entered into for QF Intellectual Property shall be in the name of Qatar Foundation.
 - f. Revenue Distribution – OTC will distribute any revenue received from QF Intellectual Property as described in Article IV below.
2. In providing these services, TAMUS and TAMUS' OTC shall use their best efforts, which shall be no less than those efforts used in connection with any Intellectual Property or Technology owned or controlled by TAMUS, to secure Intellectual Property protection and generate revenue through the licensing of QF Intellectual Property consistent with the goals, policies and instructions of the Qatar Foundation.
3. OTC will be responsible for preparing, filing, and prosecuting broad patent claims and for maintaining all registered QF Intellectual Property. TAMUS will notify Qatar Foundation before taking any substantive actions in prosecuting the claims, and Qatar Foundation will have an adequate opportunity to review and comment on the claims, and otherwise be kept informed and be able to advise on the Intellectual Property protection strategy for Technology. Qatar Foundation will provide information, execute and deliver documents and do other acts as OTC shall reasonably request from time to time.
4. The Qatar Foundation will be responsible for the payment of reasonable patent prosecution, enforcement and maintenance costs and fees and any copyright costs and fees for QF Intellectual Property, incurred consistent with the approved Commercialization Plan. Such costs will be included in the TAMUQ budget for the Research Program and OTC will receive these funds from TAMUQ. These costs will be reimbursed to the Qatar Foundation if the technology and/or intellectual property is licensed, either by reimbursement from the licensee or reimbursement from any revenue stream prior to distribution, as described in Article IV below.
5. Subject to the terms and conditions of this Agreement, Qatar Foundation grants OTC the right to act as Qatar Foundation's exclusive agent with respect to and have the sole authority to grant licenses to QF Intellectual Property. In the event that Qatar Foundation identifies a licensing opportunity for QF Intellectual Property, it will contact OTC in order to communicate the opportunity, and shall have the right to license or grant a license to such Technology and/or Intellectual Property, unless OTC informs Qatar Foundation that OTC is in the process of licensing, has already licensed, or has granted a license to QF Intellectual Property which creates a restriction to or conflict with the new licensing opportunity. Any such grant or license shall have no effect on the obligation of the Qatar Foundation to share any revenue with TAMUQ or

the inventor(s) with respect to any QF Intellectual Property as provided in this IPM Agreement, and regardless of the inventor(s)' affiliation.

6. TAMUS shall not threaten, commence or defend any litigation involving any QF Intellectual Property absent Qatar Foundation's express consent. If a third party or a licensee asserts a claim or otherwise initiates a dispute arising out of or related to any QF Intellectual Property, including any license agreement, TAMUS shall immediately notify Qatar Foundation and each Party will cooperate with the other Party's reasonable requests for assistance with respect to such a claim. The Qatar Foundation may defend, settle or compromise any such claim in its discretion.

7. In consideration for the services of OTC described in this article, the Qatar Foundation will pay TAMUS in accordance with the Commercialization Services Rate Sheet attached as Exhibit A. OTC shall invoice the Qatar Foundation for the services provided on a quarterly basis and payment shall be due 30 days following receipt of an invoice from OTC.

IV. Revenue Sharing / Payments

1. Any revenue received, including from royalties, licensee fees and/or sale proceeds, net of the cost of obtaining legal protection of the intellectual property, including patent/copyright prosecution, enforcement and maintenance costs and fees, through the exploitation of any QF Intellectual Property will be shared through the following distribution scheme, which is intended to be consistent with TAMUS Policy 17.01 from the researcher's individual perspective:

- a. Inventor(s) – 37.5%. Under TAMUS Policy 17.01, the inventor(s) receive 37.5% of the revenue. So that this IPM Agreement does not provide a disincentive to faculty by reducing their share of the revenue to 33.3%, the inventor(s)' share shall remain at 37.5% with the difference coming from the TAMUQ share.
- b. The Qatar Foundation – 33.3%.
- c. TAMUQ for reinvestment into the research program in Qatar – 29.2%. The nominal TAMUQ proportion of 33.3% has been reduced in order to provide the inventors with their full share of the revenue as provided by TAMUS Policy 17.01. The TAMUQ share will be included as a separate line item in the TAMUQ Research Program budget, and shall count toward the 50% self sufficiency of Program. Once the 50% threshold is achieved, the parties shall agree on a yearly basis on the percentage of such revenue which shall be used to offset QF funding and the percentage reinvested in TAMUQ.

2. Revenue Sharing Among Multiple Inventors:

- a. If any Technology and/or Intellectual Property subject to revenue sharing under this Agreement has multiple inventors, the inventor share will be divided among the inventors as agreed and the distribution to Qatar Foundation and TAMUQ will be as set out above in Article IV.1. If the inventors are not able to agree upon an appropriate sharing arrangement as evidenced by a clear and unequivocal written agreement within three (3)

months of the first receipt of royalties or license fees, the portion of income to which the inventors are entitled under Article IV.1.a. above will be distributed as the Dean and CEO of TAMUQ may deem appropriate under the circumstances.

- b. If the technology and/or intellectual property resulted from a collaborative project with multiple inventors at more than one institution (including, but not limited to, Texas A&M University at College Station), the total revenue will be divided among the institutions in accordance with any written agreement between TAMUQ and such institution. Any such agreement shall not affect the allocation of ownership of Intellectual Property or Technology under this Agreement. In the absence of such written agreement, the total revenue will be divided among the institutions in accordance with the relative contribution of the inventors. The portion of revenue attributable to TAMUQ inventors will be distributed in accordance with this IPM Agreement.

3. If TAMUQ Ceases to Operate:

If TAMUQ ceases to exist or operate, the TAMUQ share of revenue from QF Intellectual Property described in Article IV.1.c. shall be distributed as follows:

- a. If all inventors were originally hired into TAMUQ, the TAMUQ share of the revenue shall be distributed to the Qatar Foundation.
- b. If any inventor was a faculty member at TAMU at College Station who was assigned to TAMUQ at the time the technology and/or intellectual property was developed, and such development incorporated Background Technology/Intellectual Property developed at TAMU College Station, the TAMUQ share of the revenue shall be divided between TAMU/TEES and the Qatar Foundation according to the percentage allocation set in Article 1.4. above.

4. Distributions. Within thirty days of the end of each calendar quarter, OTC shall provide Qatar Foundation with a report of all revenue accrued or received for that quarter with respect to any licensed QF Intellectual Property and an accounting of the distribution of any such revenue received in that calendar quarter. Any distributions payable to Qatar Foundation or Qatar Foundation faculty or employees shall be made within thirty days of the end of the calendar quarter in which the associated revenue was received. All payments shall be made in US dollars.

5. Audit. TAMUS will allow Qatar Foundation or its designee to examine OTC's records to verify payments made under this Agreement. Qatar Foundation will pay for any audit done unless the audit reveals an underreporting or payment of amounts due Qatar Foundation of 5% or more for the period being audited, in which case TAMUS will pay the audit costs.

**V. Relationship to Existing Intellectual Property Policies of
The Texas A&M University System and the Qatar Foundation**

This IPM Agreement is intended to supplement and modify the application of The Texas A&M University System Intellectual Property Management and Commercialization Policy ("TAMUS

Policy 17.01") and the existing Qatar Foundation Intellectual Property Ownership & Revenue Sharing Policies ("QF Policies"). If any provision, or the application of any provision, of TAMUS Policy 17.01 or the QF Policies conflicts with the terms and intent of this IPM Agreement, such provision shall be ignored and deemed of no force. The Qatar Foundation is currently in the process of revisiting and revising its policies on intellectual property to align them with its evolving strategies and with the Qatar National Vision of creating a knowledge-based economy. The revised QF Policies may address and modify Qatar Foundation priorities with respect to research conducted with support of the Qatar Foundation.

The Parties may revisit the terms of this IPM Agreement in light of any new intellectual property policy Qatar Foundation may put in place, it being understood that the terms of no such intellectual property policy shall be binding on the Parties unless expressly agreed in writing by both TAMUS and Qatar Foundation.

VI. Definitions

1. "Intellectual Property" means any or all of the following: (a) patents and applications therefore and all reissues, reexaminations, divisions, renewals, extensions, provisionals, continuations and continuations-in-part thereof; (b) copyrights, registrations and applications there for, moral rights, and all other rights corresponding thereto; (c) rights to all mask works and reticles, mask work registrations and applications therefor; (d) trade names, logos, common law trademarks and service marks, trademark and service mark registrations and applications therefore and all goodwill associated therewith; (e) data and database rights; (f) trade secret rights; (g) all Web addresses, sites and domain names; and (h) any other proprietary rights in or to any Technology and any similar, corresponding or equivalent rights to any of the foregoing.
2. "Technology" means inventions (whether patentable or not), invention disclosures, information, improvements, trade secrets, methods, recipes, formulas, proprietary information, know how, technology, technical data, databases and data collections; computer software, firmware, and development tools.

VII. Term and Termination

1. Term. This Agreement shall be for a term of five (5) years from the Effective Date and may be renewed upon written agreement of the Parties.
2. Termination. In the event that the Agreement to Establish and Operate a Research Program at TAMUQ between the Qatar Foundation and TAMU is terminated, this IPM Agreement shall be terminated as of the same effective date. Either Party may terminate this Agreement for a material breach or default of any of the terms, conditions or covenants of this Agreement by the other, provided that such termination may be made only following the expiration of a thirty (30) day period during which the other Party has failed to cure such breach after having been given written notice of such breach.

3. Qatar Foundation reserves its rights to terminate, without cause, its engagement of OTC to provide Intellectual Property management services of QF Intellectual Property. Such termination shall not affect the validity and applicability of other provisions of this agreement, including but not limited to the obligation to share any revenue with TAMUQ or the inventor(s) with respect to any Technology or Intellectual Property as provided in this IPM Agreement, and regardless of the inventor(s)' affiliation.
4. Rights Upon Termination. Upon any termination of this Agreement, TAMUS through OTC shall promptly (i) provide Qatar Foundation with a report of all activity currently being conducted under this Agreement with respect to QF Intellectual Property; and (ii) transfer all files and records regarding QF Intellectual Property to Qatar Foundation, execute those papers necessary to transfer control of any prosecution and maintenance of QF Intellectual Property and notify all licensees.
5. Survival. In the event that this Agreement is not renewed pursuant to section 1 above, or is terminated pursuant to sections 2 or 3 above, the Parties agree that the revenue sharing provisions of Article IV for all QF Intellectual Property shall remain in full force and effect. In addition, the provisions of Article I, II, IV, V, VI, VII and VIII shall survive any termination or expiration of this Agreement.

VIII. Miscellaneous Provisions

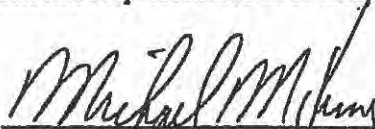
1. If Qatar Foundation is no longer interested in continuing pursuit of a patent application or maintenance of an issued patent of QF Intellectual Property, TAMUS shall have the right to request assignment of all Qatar Foundation's right, title and interest in and to such QF Intellectual Property, including the patent and/or patent application. If TAMUS makes such a request, contingent upon the Parties reaching a mutually agreeable royalty sharing arrangement after all expenses are reimbursed, Qatar Foundation shall assign all such rights to that particular QF Intellectual Property and patent and/or patent application to TAMUS. If assigned to TAMUS, TAMUS shall be entitled to exploit such Intellectual Property and patent and/or patent application at its discretion. Such TAMUS rights shall be expressly subject to a non-exclusive license, and TAMUS hereby grants such a license, to the Qatar Foundation, its affiliates, and its research partners and collaborators to make, copy and use any such Intellectual Property or Technology for non-profit research purposes.
2. Severability. If any provision of this Agreement is found to be unenforceable for any reason, all other provisions of this Agreement shall remain in full force and effect, so long as the essential rights and benefits of this Agreement are realizable.
3. Representations and Warranties. TAMUS and TAMUS OTC represent and warrant that (i) they have all the power and authority necessary to enter into and perform this Agreement, (ii) their entering into and performing this Agreement does not and will not conflict with any their governing documents or principles or with any obligations they have with any other party, and (iii) they shall perform the services to be provided hereunder in a workmanlike fashion, at least as consistent with industry standards and with the standards

applied to TAMUS controlled or owned Technology and Intellectual Property.

4. TAMUS, as an agency of the state of Texas, is limited in its authority to indemnify to only those situations in which TAMUS could be sued directly and, therefore, shall indemnify QF only to the extent the indemnification is for TAMUS' direct liability. Subject to the above and the laws of the State of Texas, TAMUS shall indemnify, defend and hold harmless Qatar Foundation, its affiliates, and their respective officers, directors, faculty and agents from any third party claim arising out of or related to any (i) breach of this Agreement by TAMUS or TAMUS OTC or (ii) negligent act or omission by TAMUS, TAMUS OTC, or any of their agents.
5. Neither Party shall be liable to the other Party for any indirect, special, or consequential damages whatsoever, whether grounded in tort (including negligence), strict liability, contract or otherwise, arising out of or in connection with this Agreement, regardless of whether such Party has been advised of the possibility of such damages. A Party's liability under this contract with respect to any claim shall not exceed the amount that Party received or to which it is entitled to receive with respect to any transaction giving rise to that claim.
6. Force Majeure. Each Party shall excuse any breach of this IPM Agreement by the other which is proximately caused by government law or regulation, war, strike, act of God, or other similar circumstance normally deemed outside the control of well-managed businesses.
7. Personal Agreement. This Agreement is personal to both Parties. Neither Party shall assign or delegate this Agreement or any of its rights or obligations hereunder. Any attempt to do so shall be null and void.
8. Entire Agreement. This Agreement constitutes the entire agreement among Qatar Foundation and TAMUS relating only to its subject matter and supersedes all prior communications, agreements and understandings, written or oral, with respect to that subject matter only. This Agreement or its terms cannot be changed or waived unless done so in a writing physically signed by an authorized representative of each Party.

Qatar Foundation

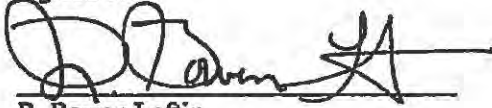
Date: 1/17/2011



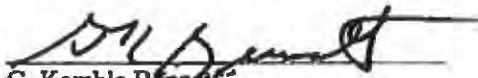
Michael McKinney
Chancellor
The Texas A&M University System

Date: 1/12/2011

Agreed to:



R. Bowen Loftin
President, Texas A&M University



G. Kemble Bennett
Vice Chancellor and Dean of Engineering
Director, Texas Engineering Experiment Station



Mark Weichold
Dean & CEO, Texas A&M University at Qatar

Commercialization Services Rate Sheet

These rates will apply to all Qatar Foundation owned intellectual property.

Service Category	Deliverables	Cost
Outreach trips to TAMUQ to educate faculty and researchers on intellectual property and commercialization and identify and encourage new invention disclosures.	<ul style="list-style-type: none"> • in person visits to TAMUQ • Meetings with key researchers • Training in commercialization and IP management best practices 	<ul style="list-style-type: none"> • \$7,000 plus travel expenses per outreach trip. <p>Each trip will be planned for 4 working days at TAMUQ. Each trip will have pre-planning and post trip follow up.</p> <p>Trips will not exceed one per semester (fall and spring) without the approval of QF.</p>
Disclosure Assessment	<ul style="list-style-type: none"> • Initial Disclosure Review • Preliminary Review Report • Interview Memorandum • Market research and assessment: Closure Memorandum or Commercialization Plan depending on Assessment outcome • Decisions on next action steps with the technology disclosure will be made with final approval from QRF 	<ul style="list-style-type: none"> • \$4,000 per each new disclosure
Commercialization Plan Execution: Licensing	<ul style="list-style-type: none"> • Marketing Plan Execution • Marketing Results Report <ul style="list-style-type: none"> • Patent protection plan executed in consultation with Qatar Foundation 	<ul style="list-style-type: none"> • \$5,000 per year per technology that the OTC actively markets in an effort to license the technology. Annual decisions to continue the marketing activities for each technology will be approved by Qatar Foundation. • Reimbursement for documented patent protection expenses

	<ul style="list-style-type: none"> • License Agreement 	<ul style="list-style-type: none"> • \$10,000 upon completion of a license approved by Qatar Foundation
<p>Commercialization Plan Execution: Start-Up Formation</p>	<ul style="list-style-type: none"> • Execution of Start-Up Formation Plan which will include: <ul style="list-style-type: none"> • Business plan development • Fundraising for seed funding • Management team identification • Submission of start-up proposal for approval by Qatar Foundation • Drafting corporate documents • Incorporation of the new company • Hiring of CEO • Execution of License • Regular Reports on Progress in securing management and seed funding • Patent protection plan executed in consultation with Qatar Foundation • Company formation and license execution 	<ul style="list-style-type: none"> • \$7,500 per year that the OTC actively works to create a new start-up to commercialize the technology. Annual decisions to continue the start-up activities for each technology will be approved by Qatar Foundation. • Reimbursement for documented patent protection expenses • \$10,000 upon company formation and completion of a license approved by Qatar Foundation to the new start-up

Exhibit D

Business Plan and Estimated Budgets (July 1, 2013 to June 30, 2018)

See attachment

**TEXAS A&M UNIVERSITY AT QATAR BUDGET WORKSHEET
ACADEMIC BUDGET SUMMARY**

FISCAL YEAR 2014-2018

	FY2014 Approved Budget	FY2015 Proposed Budget	FY2016 Proposed Budget	FY2017 Proposed Budget	FY2018 Proposed Budget
PERSONNEL					
Faculty	78.00	78.00	78.00	78.00	78.00
Staff - Section 4.5	69.00	135.00	135.00	135.00	135.00
Staff - Section 4.7	89.00	23.00	23.00	23.00	23.00
Graduate Assistants	0.00	0.00	0.00	0.00	0.00
TOTAL PERSONNEL	236.00	236.00	236.00	236.00	236.00
SALARIES	\$ 18,995,099	\$ 19,564,952	\$ 20,151,900	\$ 20,756,457	\$ 21,379,151
FRINGE BENEFITS	\$ 3,834,244	\$ 3,756,471	\$ 3,869,165	\$ 3,985,240	\$ 4,104,797
TOTAL INCENTIVE PACKAGE	\$ 24,759,059	\$ 25,501,831	\$ 26,266,886	\$ 27,054,894	\$ 27,866,541
CAPITAL EXPENDITURES	\$ 1,014,600	\$ 1,045,038	\$ 1,076,389	\$ 1,108,681	\$ 1,141,941
TRAVEL	\$ 1,826,606	\$ 1,826,606	\$ 1,881,405	\$ 1,937,847	\$ 1,995,982
OTHER DIRECT COSTS	\$ 10,923,333	\$ 11,251,033	\$ 11,588,567	\$ 11,936,223	\$ 12,294,308
OTHER CENTRALLY CALCULATED COSTS	\$ 6,074,685	\$ 6,256,925	\$ 6,444,634	\$ 6,637,974	\$ 6,837,114
TOTAL DIRECT COSTS	\$ 67,227,626	\$ 69,202,856	\$ 71,278,946	\$ 73,417,316	\$ 75,619,834
CONTINGENCY FUND	\$ 781,790	\$ 824,697	\$ 849,437	\$ 874,921	\$ 901,168
MANAGEMENT FEE	\$ 8,200,000	\$ 8,200,000	\$ 8,200,000	\$ 8,200,000	\$ 8,200,000
TOTAL COSTS	\$ 76,209,416	\$ 78,227,553	\$ 80,328,383	\$ 82,492,237	\$ 84,721,002
YEAR TO YEAR CHANGE		2.65%	2.69%	2.69%	2.70%

**TEXAS A&M UNIVERSITY AT QATAR BUDGET WORKSHEET
ACADEMIC BUDGET DETAIL**

FISCAL YEAR 2014-2018

PERSONNEL	FY2014 Approved	FY2015 Proposed	FY2016 Proposed	FY2017 Proposed	FY2018 Proposed
Faculty	78.00	78.00	78.00	78.00	78.00
Staff - Section 4.5	69.00	135.00	135.00	135.00	135.00
Staff - Section 4.7	89.00	23.00	23.00	23.00	23.00
Graduate Assistants	0.00	0.00	0.00	0.00	0.00
TOTAL PERSONNEL	236.00	236.00	236.00	236.00	236.00
SALARIES					
Faculty	\$ 9,233,488	\$ 10,231,491	\$ 10,538,436	\$ 10,854,589	\$ 11,180,227
Staff - Section 4.5	\$ 4,763,134	\$ 9,657,942	\$ 9,947,680	\$ 10,246,110	\$ 10,553,493
Staff - Section 4.7	\$ 4,998,479	\$ 780,643	\$ 804,062	\$ 828,164	\$ 853,030
Graduate Assistants	\$ -	\$ -	\$ -	\$ -	\$ -
Estimated Turnover / Attrition Salary Savings	\$ -	\$ (1,105,124)	\$ (1,138,278)	\$ (1,172,426)	\$ (1,207,599)
TOTAL SALARIES	\$ 19,995,099	\$ 19,564,952	\$ 20,151,900	\$ 20,756,457	\$ 21,378,161
FRINGE BENEFITS	\$ 3,634,244	\$ 3,758,471	\$ 3,969,165	\$ 3,985,240	\$ 4,104,797
TOTAL INCENTIVE PACKAGE	\$ 24,759,059	\$ 25,501,831	\$ 28,266,886	\$ 27,054,894	\$ 27,866,541
ONE TIME COSTS AND EQUIPMENT					
Office Furnishings and Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
Computer Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
Computer Software	\$ -	\$ -	\$ -	\$ -	\$ -
Laboratory Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
Shop and Industrial Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
Moving/Relocation Services for Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Start-up Costs Incurred on the College Station Campus	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL ONE TIME START UP COSTS	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL EXPENDITURES					
Library	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ 1,014,800	\$ 1,045,038	\$ 1,076,389	\$ 1,108,681	\$ 1,141,941
TOTAL CAPITAL EXPENDITURES	\$ 1,014,800	\$ 1,045,038	\$ 1,076,389	\$ 1,108,681	\$ 1,141,941
TRAVEL					
TAMUQ Business Travel	\$ 587,856	\$ 587,856	\$ 605,482	\$ 623,657	\$ 642,367
TAMUQ Professional Development Travel	\$ 570,000	\$ 570,000	\$ 587,100	\$ 604,713	\$ 622,854
TAMUQ College Station Travel to Qatar	\$ 668,750	\$ 668,750	\$ 688,813	\$ 709,477	\$ 730,761
TOTAL TRAVEL	\$ 1,826,606	\$ 1,826,606	\$ 1,881,405	\$ 1,937,847	\$ 1,995,982
OTHER DIRECT COSTS					
Office Accessories	\$ 203,394	\$ 209,496	\$ 215,761	\$ 222,254	\$ 228,922
Computer Equipment	\$ 800,000	\$ 618,000	\$ 636,540	\$ 655,636	\$ 675,305
Computer Software	\$ 588,000	\$ 605,640	\$ 623,809	\$ 642,623	\$ 661,799
Laboratory Equipment	\$ 50,000	\$ 51,500	\$ 53,045	\$ 54,636	\$ 56,275
Shop and Industrial Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment and Software Maintenance	\$ 600,000	\$ 818,000	\$ 636,540	\$ 655,636	\$ 675,305
Materials and Supplies	\$ 800,000	\$ 824,000	\$ 848,720	\$ 874,182	\$ 900,407
Printing and Copying Charges	\$ 130,000	\$ 133,900	\$ 137,917	\$ 142,055	\$ 146,317
Employee Training	\$ 425,000	\$ 437,750	\$ 450,883	\$ 464,409	\$ 478,341
Consultant Services	\$ 1,750,000	\$ 1,802,500	\$ 1,856,575	\$ 1,912,272	\$ 1,969,640
Computer Services	\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883
Student Recruitment	\$ 50,000	\$ 51,500	\$ 53,045	\$ 54,636	\$ 56,275
Immigration and Residence	\$ 30,000	\$ 30,900	\$ 31,827	\$ 32,782	\$ 33,765
Telecommunications & Distance Education	\$ 475,000	\$ 489,250	\$ 503,928	\$ 519,048	\$ 534,617
Postal/Freight/Delivery Services	\$ 875,000	\$ 695,250	\$ 718,108	\$ 737,591	\$ 759,719
Catering/Business Meals/Entertainment	\$ 875,000	\$ 901,250	\$ 928,268	\$ 956,137	\$ 984,821
Directly Billed College Station Costs - Non-SLA	\$ 700,000	\$ 721,000	\$ 742,630	\$ 764,909	\$ 787,656
College Station Costs - SLA	\$ 2,481,939	\$ 2,556,397	\$ 2,633,089	\$ 2,712,082	\$ 2,793,444
Other Operating	\$ 475,000	\$ 489,250	\$ 503,928	\$ 519,048	\$ 534,617
TOTAL OTHER DIRECT COSTS	\$ 10,923,333	\$ 11,261,033	\$ 11,588,567	\$ 11,936,223	\$ 12,294,308
OTHER CENTRALLY CALCULATED COSTS	\$ 6,074,695	\$ 6,256,925	\$ 6,444,634	\$ 6,637,974	\$ 6,837,114
TOTAL DIRECT COSTS	\$ 67,227,628	\$ 69,202,856	\$ 71,278,946	\$ 73,417,316	\$ 75,619,834
CONTINGENCY FUND	\$ 781,780	\$ 824,687	\$ 849,437	\$ 874,921	\$ 901,166
MANAGEMENT FEE					
Base	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000
Incentive - Estimate	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
TOTAL MANAGEMENT FEE	\$ 8,200,000	\$ 8,200,000	\$ 8,200,000	\$ 8,200,000	\$ 8,200,000
TOTAL COSTS	\$ 76,209,416	\$ 78,227,553	\$ 80,328,383	\$ 82,492,237	\$ 84,721,002
YEAR TO YEAR CHANGE		2.66%	2.69%	2.69%	2.70%

**TEXAS A&M UNIVERSITY AT QATAR BUDGET WORKSHEET
ACADEMIC BUDGET CENTRAL COSTS**

FISCAL YEAR 2014-2018

PERSONNEL	FY2014 Approved	FY2015 Proposed	FY2016 Proposed	FY2017 Proposed	FY2018 Proposed
Faculty	78.00	78.00	78.00	78.00	78.00
Staff - Section 4.5	69.00	135.00	135.00	135.00	135.00
Graduate Assistants	0.00	0.00	0.00	0.00	0.00
TOTAL PERSONNEL	147.00	213.00	213.00	213.00	213.00
SALARIES					
Faculty	\$ 9,233,486	\$ 10,231,491	\$ 10,538,436	\$ 10,854,589	\$ 11,180,227
Staff - Section 4.5	\$ 4,763,134	\$ 9,657,942	\$ 9,947,680	\$ 10,246,110	\$ 10,553,493
Graduate Assistants	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL SALARIES	\$ 13,996,620	\$ 19,889,433	\$ 20,486,116	\$ 21,100,699	\$ 21,733,720
CURRENT YEAR PERSONNEL	147.00	213.00	213.00	213.00	213.00
ESTIMATED # OF PERSONNEL ROTATION (20%)	28.40	42.60	42.60	42.60	42.60
LAST YEAR PERSONNEL	174.00	147.00	213.00	213.00	213.00
INCENTIVE PACKAGE					
Housing Allowance	\$ 9,898,879	\$ 10,753,424	\$ 11,076,027	\$ 11,408,308	\$ 11,750,557
Soft Goods Package	\$ 61,740	\$ 66,793	\$ 68,797	\$ 70,861	\$ 72,987
Transportation Allowance	\$ 1,190,700	\$ 1,661,400	\$ 1,711,242	\$ 1,762,579	\$ 1,815,456
Education Allowance	\$ 2,205,000	\$ 2,824,593	\$ 2,909,331	\$ 2,996,611	\$ 3,086,509
Travel Allowance	\$ 2,758,250	\$ 3,834,000	\$ 3,949,020	\$ 4,067,491	\$ 4,189,516
Interim Living Allowance	\$ 48,305	\$ 50,100	\$ 51,603	\$ 53,151	\$ 54,746
Resettlement Allowance	\$ 81,990	\$ 99,509	\$ 102,494	\$ 105,569	\$ 108,736
Repatriation Allowance	\$ 132,300	\$ 143,104	\$ 147,397	\$ 151,819	\$ 156,374
Salary Incentive	\$ 4,038,118	\$ 4,856,425	\$ 5,002,118	\$ 5,152,182	\$ 5,306,747
Incentive Package per Section 4.7	\$ 4,341,777	\$ 1,212,483	\$ 1,248,857	\$ 1,286,323	\$ 1,324,913
TOTAL INCENTIVE PACKAGE	\$ 24,769,059	\$ 25,501,831	\$ 26,266,886	\$ 27,054,894	\$ 27,866,541
Tax Supplements	\$ 2,219,700	\$ 2,286,291	\$ 2,354,880	\$ 2,425,526	\$ 2,498,292
Faculty and Staff Recruitment	\$ 290,000	\$ 298,700	\$ 307,661	\$ 316,891	\$ 326,398
Employee Assessment and Orientation	\$ 42,000	\$ 43,260	\$ 44,558	\$ 45,895	\$ 47,272
Relocation Travel Costs	\$ 760,000	\$ 782,800	\$ 806,284	\$ 830,473	\$ 855,387
Relocation Shipping of Personal Goods (New & Leaving)	\$ -	\$ -	\$ -	\$ -	\$ -
Faculty Resource Allocation (FRA)	\$ 1,053,840	\$ 1,085,455	\$ 1,118,019	\$ 1,151,560	\$ 1,186,107
Compassionate Leave	\$ -	\$ -	\$ -	\$ -	\$ -
Texas A&M Qatar Campus Advisory Board	\$ 217,500	\$ 224,025	\$ 230,746	\$ 237,668	\$ 244,798
Senior Administrators and Key Officials	\$ -	\$ -	\$ -	\$ -	\$ -
Textbooks	\$ 703,394	\$ 724,498	\$ 746,231	\$ 768,618	\$ 791,677
Audit and Tax Services	\$ 247,578	\$ 255,005	\$ 262,655	\$ 270,535	\$ 278,651
Insurance	\$ 340,673	\$ 350,893	\$ 361,420	\$ 372,263	\$ 383,431
JAB-Stipends	\$ -	\$ -	\$ -	\$ -	\$ -
Instructional Materials (FRA)	\$ -	\$ -	\$ -	\$ -	\$ -
Media Campaign	\$ 200,000	\$ 206,000	\$ 212,180	\$ 218,545	\$ 225,101
Legal Fees	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER CENTRALLY CALCULATED COSTS	\$ 6,074,685	\$ 6,256,925	\$ 6,444,634	\$ 6,637,974	\$ 6,837,114
TOTAL CENTRAL COSTS	\$ 30,833,744	\$ 31,758,756	\$ 32,711,520	\$ 33,692,868	\$ 34,703,655
YEAR TO YEAR CHANGE		3.00%	3.00%	3.00%	3.00%

**TEXAS A&M UNIVERSITY AT QATAR BUDGET WORKSHEET
ACADEMIC BUDGET CONTINGENCY FUND**

FISCAL YEAR 2014-2018

BUDGET CATEGORIES	FY2014 Approved	FY2015 Proposed	FY2016 Proposed	FY2017 Proposed	FY2018 Proposed
Total - Salaries and Wages	\$ 18,995,099	\$ 19,564,952	\$ 20,151,900	\$ 20,756,457	\$ 21,379,151
Fringe Benefits	\$ 3,634,244	\$ 3,756,471	\$ 3,869,165	\$ 3,985,240	\$ 4,104,797
Office Accessories	\$ 203,394	\$ 209,496	\$ 215,781	\$ 222,254	\$ 228,922
Computer Software	\$ 588,000	\$ 605,640	\$ 623,809	\$ 642,523	\$ 661,799
Equipment and Software Maintenance	\$ 600,000	\$ 618,000	\$ 636,540	\$ 655,636	\$ 675,305
Materials and Supplies	\$ 800,000	\$ 824,000	\$ 848,720	\$ 874,182	\$ 900,407
Printing and Copying Charges	\$ 130,000	\$ 133,900	\$ 137,917	\$ 142,055	\$ 146,317
Consultant Services	\$ 1,750,000	\$ 1,802,500	\$ 1,856,575	\$ 1,912,272	\$ 1,969,640
Computer Services	\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883
Immigration and Residence	\$ 30,000	\$ 30,900	\$ 31,827	\$ 32,782	\$ 33,765
Telecommunications & Distance Education	\$ 475,000	\$ 489,250	\$ 503,928	\$ 519,046	\$ 534,617
Entertainment/Hospitality	\$ 875,000	\$ 901,250	\$ 928,288	\$ 956,137	\$ 984,821
Directly Billed College Station Costs - Non-SLA	\$ 700,000	\$ 721,000	\$ 742,630	\$ 764,909	\$ 787,856
College Station Costs - SLA	\$ 2,481,939	\$ 2,556,397	\$ 2,633,089	\$ 2,712,082	\$ 2,793,444
Other Operating	\$ 475,000	\$ 489,250	\$ 503,928	\$ 519,046	\$ 534,617
Tax Supplements	\$ 2,219,700	\$ 2,286,291	\$ 2,354,880	\$ 2,425,526	\$ 2,498,292
Employee Assessment and Orientation	\$ 42,000	\$ 43,260	\$ 44,558	\$ 45,895	\$ 47,272
Textbooks	\$ 703,394	\$ 724,496	\$ 746,231	\$ 768,618	\$ 791,677
Audit and Tax Services	\$ 247,578	\$ 255,005	\$ 262,655	\$ 270,535	\$ 278,651
Insurance	\$ 340,673	\$ 350,893	\$ 361,420	\$ 372,263	\$ 383,431
Salary Incentive	\$ 4,038,118	\$ 4,856,425	\$ 5,002,118	\$ 5,152,182	\$ 5,306,747
Total Costs for Contingency Fund	\$ 39,342,139	\$ 41,234,826	\$ 42,471,873	\$ 43,746,031	\$ 45,058,411
Contingency Fund 2%	\$ 781,790	\$ 824,697	\$ 849,437	\$ 874,921	\$ 901,168
YEAR TO YEAR CHANGE		5.49%	3.00%	3.00%	3.00%

**TEXAS A&M UNIVERSITY AT QATAR BUDGET WORKSHEET
GRADUATE BUDGET SUMMARY**

FISCAL YEAR 2014-2018

PERSONNEL	FY2014 Approved Budget	FY2015 Proposed Budget	FY2016 Proposed Budget	FY2017 Proposed Budget	FY2018 Proposed Budget
Faculty	3.00	3.00	3.00	3.00	3.00
Contracted Faculty	0.50	0.00	0.00	0.00	0.00
Staff - Section 4 5	2.75	5.25	5.25	5.25	5.25
Staff - Section 4 7	2.50	0.00	0.00	0.00	0.00
Graduate Assistants	1.50	2.50	2.50	2.50	2.50
TOTAL PERSONNEL	10.25	10.75	10.75	10.75	10.75
SALARIES	\$ 856,595	\$ 882,293	\$ 908,761	\$ 936,023	\$ 964,103
FRINGE BENEFITS	\$ 177,167	\$ 182,635	\$ 188,114	\$ 193,757	\$ 199,569
TOTAL INCENTIVE PACKAGE	\$ 1,016,020	\$ 946,665	\$ 975,066	\$ 1,004,317	\$ 1,034,448
ONE TIME COSTS AND EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL EXPENDITURES	\$ 113,000	\$ 116,390	\$ 119,882	\$ 123,478	\$ 127,182
TRAVEL	\$ 112,625	\$ 112,625	\$ 116,004	\$ 119,484	\$ 123,068
OTHER DIRECT COSTS	\$ 720,689	\$ 742,309	\$ 764,580	\$ 787,517	\$ 811,143
OTHER CENTRALLY CALCULATED COSTS	\$ 439,299	\$ 452,478	\$ 466,055	\$ 480,038	\$ 494,440
TOTAL DIRECT COSTS	\$ 3,435,395	\$ 3,435,395	\$ 3,538,462	\$ 3,644,614	\$ 3,753,953
CONTINGENCY FUND	\$ 25,599	\$ 32,218	\$ 33,185	\$ 34,180	\$ 35,206
TOTAL COSTS	\$ 3,460,994	\$ 3,467,613	\$ 3,571,647	\$ 3,678,794	\$ 3,789,159
YEAR TO YEAR CHANGE		0.19%	3.00%	3.00%	3.00%

**TEXAS A&M UNIVERSITY AT QATAR BUDGET WORKSHEET
GRADUATE BUDGET DETAIL**

FISCAL YEAR 2014-2018

PERSONNEL	FY2014 Approved	FY2015 Proposed	FY2016 Proposed	FY2017 Proposed	FY2018 Proposed
Faculty	3.00	3.00	3.00	3.00	3.00
Contracted Faculty	0.50	0.00	0.00	0.00	0.00
Staff - Section 4.5	2.75	5.25	5.25	5.25	5.25
Staff - Section 4.7	2.50	0.00	0.00	0.00	0.00
Graduate Assistants	1.50	2.50	2.50	2.50	2.50
TOTAL PERSONNEL	10.25	10.75	10.75	10.75	10.75
SALARIES					
Faculty	\$ 425,524	\$ 482,373	\$ 476,244	\$ 490,531	\$ 505,247
Contracted Faculty	\$ 70,921	\$ -	\$ -	\$ -	\$ -
Staff - Section 4.5	\$ 142,825	\$ 323,007	\$ 332,897	\$ 342,878	\$ 352,958
Staff - Section 4.7	\$ 154,525	\$ -	\$ -	\$ -	\$ -
Graduate Assistants	\$ 83,000	\$ 111,240	\$ 114,577	\$ 118,014	\$ 121,554
Estimated Turnover / Attrition Salary Savings	\$ -	\$ (14,327)	\$ (14,757)	\$ (15,200)	\$ (15,656)
TOTAL SALARIES	\$ 866,695	\$ 882,293	\$ 908,761	\$ 936,023	\$ 964,103
FRINGE BENEFITS	\$ 177,187	\$ 182,835	\$ 188,114	\$ 193,787	\$ 199,589
TOTAL INCENTIVE PACKAGE	\$ 1,018,020	\$ 946,665	\$ 975,066	\$ 1,004,317	\$ 1,034,448
ONE TIME COSTS AND EQUIPMENT					
Office Furnishings and Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
Computer Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
Computer Software	\$ -	\$ -	\$ -	\$ -	\$ -
Laboratory Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
Shop and Industrial Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
Moving/Relocation Services for Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Start-up Costs Incurred on the College Station Campus	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL ONE TIME START UP COSTS	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL EXPENDITURES					
Library	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ 113,000	\$ 116,390	\$ 119,882	\$ 123,478	\$ 127,182
Costs Incurred on the College Station Campus	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL EXPENDITURES	\$ 113,000	\$ 116,390	\$ 119,882	\$ 123,478	\$ 127,182
TRAVEL					
TAMUQ Business Travel	\$ 18,125	\$ 18,125	\$ 18,609	\$ 17,107	\$ 17,820
TAMUQ Professional Development Travel	\$ 11,500	\$ 11,500	\$ 11,845	\$ 12,200	\$ 12,586
TAMUQ College Station Travel to Qatar	\$ 85,000	\$ 85,000	\$ 87,550	\$ 90,177	\$ 92,882
TOTAL TRAVEL	\$ 114,625	\$ 114,625	\$ 118,004	\$ 119,484	\$ 123,288
OTHER DIRECT COSTS					
Office Accessories	\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883
Computer Equipment	\$ 25,000	\$ 25,750	\$ 26,523	\$ 27,319	\$ 28,139
Computer Software	\$ 90,000	\$ 92,700	\$ 95,481	\$ 98,345	\$ 101,295
Laboratory Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
Shop and Industrial Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment and Software Maintenance	\$ 80,000	\$ 81,800	\$ 83,654	\$ 85,584	\$ 87,531
Materials and Supplies	\$ 51,847	\$ 53,402	\$ 55,004	\$ 56,654	\$ 58,354
Printing and Copying Charges	\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883
Employee Training	\$ 18,975	\$ 19,544	\$ 20,130	\$ 20,734	\$ 21,356
Consultant Services	\$ 50,000	\$ 51,500	\$ 53,045	\$ 54,638	\$ 56,275
Computer Services	\$ -	\$ -	\$ -	\$ -	\$ -
Student Recruitment	\$ 65,000	\$ 66,950	\$ 68,959	\$ 71,028	\$ 73,159
Immigration and Residence	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications & Distance Education	\$ 23,153	\$ 23,848	\$ 24,583	\$ 25,300	\$ 26,059
Postal/Freight/Delivery Services	\$ 30,000	\$ 30,900	\$ 31,827	\$ 32,782	\$ 33,785
Catering/Business Meals/Entertainment	\$ 45,000	\$ 46,350	\$ 47,741	\$ 49,173	\$ 50,648
Directly Billed College Station Costs - Non-SLA	\$ -	\$ -	\$ -	\$ -	\$ -
College Station Costs - SLA	\$ 171,714	\$ 176,885	\$ 182,171	\$ 187,636	\$ 193,265
College of Engineering Curriculum Coordination - SLA	\$ -	\$ -	\$ -	\$ -	\$ -
Other Operating	\$ 60,000	\$ 61,800	\$ 63,654	\$ 65,564	\$ 67,531
TOTAL OTHER DIRECT COSTS	\$ 720,689	\$ 742,309	\$ 764,580	\$ 787,517	\$ 811,143
OTHER CENTRALLY CALCULATED COSTS	\$ 438,299	\$ 452,478	\$ 466,055	\$ 480,038	\$ 494,440
TOTAL DIRECT COSTS	\$ 3,435,395	\$ 3,435,395	\$ 3,538,482	\$ 3,644,814	\$ 3,753,953
CONTINGENCY FUND	\$ 25,599	\$ 32,218	\$ 33,185	\$ 34,180	\$ 35,206
TOTAL COSTS	\$ 3,460,994	\$ 3,467,613	\$ 3,571,667	\$ 3,678,794	\$ 3,789,159
YEAR TO YEAR CHANGE		0.19%	3.00%	3.00%	3.00%

**TEXAS A&M UNIVERSITY AT QATAR BUDGET WORKSHEET
GRADUATE BUDGET CENTRAL COSTS**

FISCAL YEAR 2014-2018

PERSONNEL	FY2014 Approved	FY2015 Proposed	FY2016 Proposed	FY2017 Proposed	FY2018 Proposed
Faculty	3.00	3.00	3.00	3.00	3.00
Contracted Faculty	0.50	0.00	0.00	0.00	0.00
Staff - Section 4.5	2.75	5.25	5.25	5.25	5.25
Graduate Assistants (Headcount)	3.00	5.00	5.00	5.00	5.00
TOTAL PERSONNEL	9.25	13.25	13.25	13.25	13.25
SALARIES					
Faculty	\$ 425,524	\$ 462,373	\$ 476,244	\$ 490,531	\$ 505,247
Contracted Faculty Salaries	\$ 70,921	\$ -	\$ -	\$ -	\$ -
Staff - Section 4.5	\$ 142,825	\$ 323,007	\$ 332,697	\$ 342,678	\$ 352,958
Graduate Assistants	\$ 63,000	\$ 111,240	\$ 114,577	\$ 118,014	\$ 121,554
TOTAL SALARIES	\$ 702,070	\$ 896,620	\$ 923,518	\$ 951,223	\$ 979,769
CURRENT YEAR PERSONNEL	9.25	13.25	13.25	13.25	13.25
ESTIMATED # OF PERSONNEL ROTATION (20%)	1.85	2.65	2.65	2.65	2.65
LAST YEAR PERSONNEL	9.25	9.25	13.25	13.25	13.25
INCENTIVE PACKAGE					
Housing Allowance	\$ 409,336	\$ 409,336	\$ 421,616	\$ 434,264	\$ 447,292
Soft Goods Package	\$ 10,080	\$ 11,663	\$ 12,013	\$ 12,373	\$ 12,744
Transportation Allowance	\$ 53,869	\$ 83,850	\$ 86,366	\$ 88,957	\$ 91,626
Education Allowance	\$ 95,000	\$ 100,000	\$ 103,000	\$ 106,090	\$ 109,273
Travel Allowance	\$ 109,375	\$ 121,750	\$ 125,403	\$ 129,165	\$ 133,040
Interim Living Allowance	\$ 7,560	\$ 8,765	\$ 9,028	\$ 9,299	\$ 9,578
Resettlement Allowance	\$ 12,520	\$ 14,469	\$ 14,903	\$ 15,350	\$ 15,811
Repatriation Allowance	\$ 9,250	\$ 10,709	\$ 11,030	\$ 11,361	\$ 11,702
Salary Incentive	\$ 212,820	\$ 186,123	\$ 191,707	\$ 197,458	\$ 203,382
Incentive Package per Section 4.7	\$ 98,210	\$ -	\$ -	\$ -	\$ -
TOTAL INCENTIVE PACKAGE	\$ 1,016,020	\$ 946,666	\$ 975,066	\$ 1,004,317	\$ 1,034,448
Tax Supplements	\$ 97,175	\$ 100,090	\$ 103,093	\$ 106,186	\$ 109,372
Faculty and Staff Recruitment	\$ 55,000	\$ 56,650	\$ 58,350	\$ 60,101	\$ 61,904
Employee Assessment and Orientation	\$ 11,700	\$ 12,051	\$ 12,413	\$ 12,785	\$ 13,169
Relocation Travel Costs	\$ 51,064	\$ 52,596	\$ 54,174	\$ 55,799	\$ 57,473
Relocation Shipping of Personal Goods (New & Leaving)	\$ -	\$ -	\$ -	\$ -	\$ -
Faculty Resource Allocation (FRA)	\$ 55,000	\$ 56,650	\$ 58,350	\$ 60,101	\$ 61,904
Compassionate Leave	\$ -	\$ -	\$ -	\$ -	\$ -
Texas A&M Qatar Campus Advisory Board	\$ -	\$ -	\$ -	\$ -	\$ -
Senior Administrators and Key Officials	\$ -	\$ -	\$ -	\$ -	\$ -
Textbooks	\$ 49,360	\$ 50,841	\$ 52,366	\$ 53,937	\$ 55,555
Audit and Tax Services	\$ 30,000	\$ 30,900	\$ 31,827	\$ 32,782	\$ 33,765
Insurance	\$ 25,000	\$ 25,750	\$ 26,523	\$ 27,319	\$ 28,139
JAB-Stipends	\$ -	\$ -	\$ -	\$ -	\$ -
Instructional Materials (FRA)	\$ -	\$ -	\$ -	\$ -	\$ -
Media Campaign	\$ 65,000	\$ 66,950	\$ 68,959	\$ 71,028	\$ 73,159
Legal Fees	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER CENTRALLY CALCULATED COSTS	\$ 439,299	\$ 452,478	\$ 466,066	\$ 480,038	\$ 494,440
TOTAL CENTRAL COSTS	\$ 1,465,319	\$ 1,399,143	\$ 1,441,121	\$ 1,484,355	\$ 1,528,888
YEAR TO YEAR CHANGE		-3.86%	3.00%	3.00%	3.00%

**TEXAS A&M UNIVERSITY AT QATAR BUDGET WORKSHEET
GRADUATE BUDGET CONTINGENCY FUND**

FISCAL YEAR 2014-2018

BUDGET CATEGORIES	FY2014 Approved	FY2015 Proposed	FY2016 Proposed	FY2017 Proposed	FY2018 Proposed
Total - Salaries and Wages	\$ 856,595	\$ 882,293	\$ 908,761	\$ 936,023	\$ 964,103
Office Accessories	\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883
Computer Software		\$ 92,700	\$ 95,481	\$ 98,345	\$ 101,295
Equipment and Software Maintenance		\$ 61,800	\$ 63,654	\$ 65,564	\$ 67,531
Materials and Supplies	\$ 41,908	\$ 53,402	\$ 55,004	\$ 56,654	\$ 58,354
Printing and Copying Charges	\$ 7,227	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883
Employee Training	\$ 18,975	\$ 19,544	\$ 20,130	\$ 20,734	\$ 21,356
Consultant Services		\$ 51,500	\$ 53,045	\$ 54,636	\$ 56,275
Computer Services	\$ -	\$ -	\$ -	\$ -	\$ -
Student Recruitment	\$ 65,000	\$ 66,950	\$ 68,959	\$ 71,028	\$ 73,159
Immigration and Residence		\$ -	\$ -	\$ -	\$ -
Telecommunications & Distance Education		\$ 23,848	\$ 24,563	\$ 25,300	\$ 26,059
Postal/Freight/Delivery Services		\$ 30,900	\$ 31,827	\$ 32,782	\$ 33,765
Entertainment/Hospitality	\$ 45,000	\$ 46,350	\$ 47,741	\$ 49,173	\$ 50,648
College Station Costs - SLA	\$ 121,541	\$ 176,865	\$ 182,171	\$ 187,636	\$ 193,265
College of Engineering Curriculum Coordination - SLA	\$ 97,000	\$ -	\$ -	\$ -	\$ -
Other Operating		\$ 61,800	\$ 63,654	\$ 65,564	\$ 67,531
Employee Assessment and Orientation	\$ 11,700	\$ 12,051	\$ 12,413	\$ 12,785	\$ 13,169
Total Costs for Contingency Fund	\$ 1,279,946	\$ 1,610,903	\$ 1,669,231	\$ 1,709,006	\$ 1,760,276
Contingency Fund 2%	\$ 25,599	\$ 32,218	\$ 33,186	\$ 34,180	\$ 35,206
YEAR TO YEAR CHANGE		26.86%	3.00%	3.00%	3.00%

Business Plan - Fiscal Year 2014

TEXAS A&M UNIVERSITY AT QATAR

December 2013

IT'S TIME to
ENGINEER
☞ a world of DIFFERENCE.

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1. Introduction

After nine successful academic years, Texas A&M University at Qatar (TAMUQ) continues to make strides in undergraduate, graduate, and research program success. TAMUQ started this year with an historic-high total undergraduate enrollment of 557 students. As of July 2012, 306 Aggies have graduated, populating the workforce with world-class engineers and leaders, training researchers to solve critical problems, and providing continuing education opportunities to serve local industry.

The budget submission is broken into four sections:

- 1) Academic base budget.
- 2) Graduate Studies base budget, based upon the approved FY2013 budget with incremental increases for inflation, reality adjustments and a merit program.
- 3) Research base budget, based upon the approved FY2013 budget with incremental increases for inflation, reality adjustments and a merit program.
- 4) New initiatives budget, to be incremental to the Academic base budget.

TAMUQ has an outstanding record of achievement and continues to improve with each passing year. We are proud of the success in each area of the campus' mission: teaching, research, community engagement and service. Our partnership with Qatar Foundation makes all of these accomplishments possible. A shared vision and trusting partnership allows TAMUQ to create and implement a successful plan for the future that will provide tremendous benefits to the people of Qatar.

2. Vision, Mission and Strategic Components

In all that it does, Texas A&M at Qatar is guided by its vision and mission, Texas A&M's commitment to developing leaders of character dedicated to serving the greater good, and the Qatar National Vision 2030.

VISION

Texas A&M at Qatar's vision is to be the premier provider of engineering education in the region, a valuable contributor to knowledge internationally, and a valued resource to the State of Qatar.

MISSION

Texas A&M at Qatar will:

- Develop exemplary engineers and leaders through internationally respected undergraduate and graduate degree programs;
- Generate new knowledge by conducting research and disseminating results; and
- Serve the needs of the State of Qatar and the region through broad expertise.

STRATEGIC COMPONENTS

As Texas A&M University at Qatar embarks on its 10th year of engineering a world of difference, we affirm our strategic vision by examining our goals, objectives and obligations as enumerated in our Strategic Plan 2010–2015.

During the initial work on that document, eight strategic areas were identified as essential to the success of the University's overarching goals. Committees comprising faculty, staff, and students developed a vision for each of these areas, and over the past two years, they have worked to refine that vision, conceive new initiatives and account for progress toward achieving each area's goals.

The Texas A&M at Qatar Strategic Plan, 2010-2015 contains eight strategic components outlined in the following paragraphs.

- 1. Teaching and Learning**—To provide an intellectually stimulating educational environment that fosters innovative teaching, promotes student engagement, develops leadership skills and encourages life-long learning. This component encompasses Texas A&M at Qatar's commitment to providing an intellectual environment that encourages the development and expansion of the human mind and spirit; advances critical thinking and problem solving; significantly embraces global awareness; encourages lifelong learning; develops in students the wisdom and skills needed to assume responsibility and leadership in both the local and the global community; and is committed to the success of each of its students once they are enrolled.
- 2. Student Life Experience**—To ensure that extra-curricular and co-curricular programs and services are in place to support the holistic development and learning of all students with a view to provide an outstanding student life experience. It includes cultivating a desire to grow as a person and as a professional through unique experiences that will ultimately enhance the leadership skills and engineering competencies of Texas A&M at Qatar graduates.
- 3. Research**—To be a premier contributor of state-of-the-art research, both fundamental and applied, and a leader for educational and economic development primarily for the State of Qatar in alignment with the goals of its Qatar National Vision 2030, but also with global impact. This component encompasses the commitment of Texas A&M at Qatar to develop a research program that achieves prominence not only in the State of Qatar, but also in the United States and the international academic and research community. The development and dissemination of knowledge; strategic orientation toward fields of local importance and unique Texas A&M at Qatar competencies, and interaction and cooperation with other institutions and parties both within and outside of the Texas A&M University System are the key factors needed to promote the missions of Texas A&M, Texas A&M at Qatar, Qatar Foundation and the State of Qatar. Texas A&M at Qatar must bridge the gap between multiple disciplines, institutes, departments and faculties within many sub-topics of applied and fundamental research, as well as provide an open-access platform for researchers and institutions to share knowledge and best practices, and promote international collaboration, outreach and mobility for researchers.
- 4. Community Service and Engagement (formerly Engagement)**—To engage with and enrich the local community by being the State of Qatar's premier provider of lifelong learning operating in engineering and the sciences, by enhancing awareness of civic responsibility and acting as a valued partner to local institutions, corporations and organizations through community service

activities. This component encompasses Texas A&M at Qatar's commitment to connecting to Qatari society such that the University is a source of knowledge and expertise in engineering and science; is a source of students and employees that value contributing to the well-being of society; and is a partner that enriches and is enriched by community service activities. As part of the committee's evaluation of the Engagement strategic imperative, even the imperative's name was assessed for clarity. The new name "Community Service and Engagement" more clearly reflects the intended vision.

5. **Institutional Excellence (formerly Continuous Improvement and Assessment)**—Institutional Excellence is a natural activity that is built into every facet and function of the University. Institutional Excellence at Texas A&M University at Qatar is an opportunity for faculty, students, and staff to contribute to and excel in teaching, research, and service. Institutional Excellence strategic imperative directly contributes to achievement of all missions of the University and makes all other outcomes more likely to be realized. In essence, Institutional Excellence ensures creation of a culture that is always reaching forward. The two keys to success are clear identification of ownership for the strategic imperatives at every level of the University and a clear emphasis on developing our faculty, staff and students in their academic and professional endeavors. This emphasis is essential for creation of a culture of progress. As part of the committee's evaluation of the Continuous Improvement and Assessment strategic imperative, even the imperative's name was assessed for clarity. The new name "Institutional Excellence" more clearly reflects the intended vision.
6. **Development**—Development efforts at Texas A&M University at Qatar will advance the University and State of Qatar toward a common vision of excellence in a coordinated, sustained manner based on building long-term, mutually beneficial relationships and meaningful collaborations through which the University will earn full membership in the community. These efforts will purposefully and intentionally engage partners and seek investment in University programs while actively recognizing these benefactors, ensuring stewardship of their investments according to their original intentions and building a culture of philanthropy.
7. **Working Life Environment**—To provide a wonderful working life environment through cooperation and team effort of University faculty, staff and students, keeping in mind professionalism and fairness to all employees. This component addresses the work/life environment at Texas A&M University at Qatar, and the cooperation and team effort between faculty, staff and students required to create and maintain a work/life environment that fosters productivity, creativity, learning and collegiality. In carrying out the mission of educating young men and women, the faculty and staff are far more than merely a workforce; they are the heart and soul of the University.
8. **Shared Governance**—To adequately and in a timely fashion seek input from representatives of each group at Texas A&M at Qatar who will be impacted by a policy prior to the implementation of the policy, and to get all stakeholders at the University working toward the common goal of a world-class teaching, research and community service university. It should be stressed that the initiatives addressing this strategic component are not attempts to make the University a democracy. Rather, this component demonstrates concretely to stakeholders at all levels that they are being engaged and consulted, and are sharing in a real way the governance of the University.

3. Academic Programs

TAMUQ offers undergraduate degrees in four engineering disciplines: chemical, electrical, mechanical and petroleum. TAMUQ launched its first master's program in chemical engineering in fall 2011. Master's programs in the other three engineering disciplines will be offered in the future. Courses and degree programs offered at TAMUQ are materially the same as those offered on the main campus in College Station. The Qatar campus' degree plans reflect those of the main campus and any changes to the main campus' curricula are reflected at the Qatar campus.

In January 2007, the Southern Association of Colleges and Schools granted Texas A&M at Qatar accreditation as a branch campus of Texas A&M. Additionally, in August 2009 all four engineering programs received independent accreditation, separate and apart from the corresponding programs in College Station, from ABET Inc. Both of these actions are indicators of the quality of TAMUQ's programs.

In July 2012, the total number of engineering graduates reached 306, including over 150 Qatari graduates. These graduates are working throughout Qatar's industrial and commercial sectors, and many others are enrolled in premier graduate programs worldwide.

QF, industry and ministerial representatives and interested students have prompted TAMUQ to explore the possibility of other academic programs in the sciences, agriculture and geosciences. While still in the preliminary stages, further development will involve detailed planning and budgeting discussions between TAMUQ and QF.

4. Undergraduate Student Recruitment Plan

I. Introduction

Texas A&M University at Qatar offers internationally recognized engineering programs. Since the inception of Texas A&M University at Qatar in 2003, there has been a steady increase in application and admitted numbers, and an increase in total enrollment annually. The Office of Admissions is committed to maintain the level of steady growth by increasing the pool of qualified students through the implementation of enhanced recruitment strategies that primarily target Qatari students, and secondarily other qualified prospects from Qatar and nationals from the Gulf region.

The plan will emphasize relationship marketing and recruitment techniques which use enhanced cutting edge electronic mediums that appeal to the target population. A higher level of collaboration among all constituencies of the University community will be purposefully encouraged to promote the University with a view to establish Texas A&M University at Qatar as the premier engineering university in the region. Strategic plans will be implemented to build and nurture relationships with highly qualified Qatari students, school officials, and parents to ensure a high number of academically qualified matriculates.

A. Mission

To identify, recruit, and admit qualified students that meet the defined enrollment goals of academic quality and quantity for Texas A&M University at Qatar; the plan encompasses all qualified students in Qatar and the Gulf region, with emphasis on qualified Qatari students.

B. Goals

1. Implement strategies to recruit and admit a higher number of qualified Qatari students. Achieve 70% target by fall of 2015.
2. Promote Texas A&M University engineering programs to target audiences and the community in Qatar and the region.
3. Engage the TAMUQ community in recruitment activities to build and nurture relationships with targeted audiences.
4. Enhance communication with prospective students, applicants, admits, and parents.
5. Seek a higher academic profile for new Qatari students.

C. Target Audiences

1. All Qatari national students
2. All students in the Academic Bridge Program interested in engineering
3. Non Qatari students who reside in Qatar and are interested in engineering and who are enrolled in secondary preparatory programs
4. All GCC and Middle Eastern students enrolled in high schools or secondary preparatory programs whose academic curriculum is of the highest quality and who have a statistical history of successful higher education placement and graduation rates. The targeted countries are: Qatar, United Arab Emirates, Bahrain, Kuwait, Oman, Yemen, Saudi Arabia, Egypt, Syria, Jordan, Lebanon, and Iraq
5. All other students who show promise of academic success in engineering, as gauged either through academic success in high school/preparatory program or college particularly in the math and sciences, and/or through college entrance examination results
6. Parents of prospective students who reside in Qatar or abroad
7. High school officials who work closely with students in helping them complete their college admission applications, including but not limited to teachers, counsellors, and principals
8. Sponsoring agencies who seek college placement for their students

II. Goal 1: Implement strategies to recruit and admit a higher number of qualified Qatari students. Achieve 70% target by fall of 2015.

A. Specific goals for the 2012-2013 recruitment cycle:

1. Increase qualified Qatari applicants by 4%
2. Increase Qatari acceptance of offer of admission by 4%
3. Increase enrollment rate of Qatari applicants by 4%

B. Specific goals for the 2013-2014 recruitment cycle:

1. Increase qualified Qatari applicants by 4%
2. Increase Qatari acceptance of offer of admission by 4%
3. Increase enrollment rate of Qatari applicants by 4%

C. Specific goals for the 2014-2015 recruitment cycle:

1. Increase qualified Qatari applicants by 3%
2. Increase Qatari acceptance of offer of admission by 3%
3. Increase enrollment rate of Qatari applicants by 3%

D. Objectives:

1. Design and implement recruitment programs that target the most qualified Qatari students.
2. Implement strategies to screen and select the best candidates for the Aggie Gateway Program (AGP)
3. Work with the Academic Services Office, faculty, and OASIS to offer learning support, study skills, and college survival sessions for AGP and freshmen students

E. Strategies to Achieve Objective:

1. Admission Information Sessions for Future Engineers (AIS – Future Engineers)

A series of admissions information sessions hosted by the Office of Admissions; students and their families are invited to campus to attend an admissions presentation followed by a Resource Fair. The purpose of this event is to inspire qualified high school students to consider engineering as a major and to emphasize the importance of the engineering profession in developing the Qatari industry and economy. The engineering professors will introduce the four majors. Former students will be invited to offer useful advice to prospective students. See Appendix A-2 for details.

2. Aggie Gateway Program

The Aggie Gateway Program (AGP) is a provisional admission program to Texas A&M University at Qatar that gives students the opportunity to gain full admission if they meet the conditional terms of the program. The program has been specifically created to offer high achieving Qatari students who don't quite meet the minimum test scores, specifically in mathematics and in English, the chance to enroll in courses at TAMUQ for 12 months in a General Studies major. There are specific conditions that students need to meet during their course of study at TAMUQ. Once the conditions have been met, the students are eligible for full admission into one of the four engineering majors.

3. Aggie Gateway Program for Mature Students/Corporate Sponsorship

This program targets mature Qatari students, whose employers are prepared to sponsor their ongoing, full-time education. This program would be 100% industry funded and have an initial cohort size of 10-15 students.

III. Goal 2: Promote Texas A&M University engineering programs to target audiences and the community in Qatar and the region.

A. Objectives:

1. Identify key markets and feeder high schools, and cultivate relationships with them.
2. Raise awareness of TAMUQ and its four engineering programs.
3. Educate the community about the American higher education model.
4. Communicate to students what types of jobs and careers engineers do once they graduate.

B. Strategies to Achieve Objectives:

1. School visitation programs

A Feeder Model of high schools approach is being followed whereby a set of programs and activities will take place throughout the year depending on the school's service level. Based on the school type and priority level, a set of programs will be designed to ensure that a minimum of 2-6 contacts occur during the year. The goal is to develop a professional relationship with prospective students, parents, and key stakeholders. These could include:

- a) On Campus visits
- b) Application workshops
- c) Special Programs with defined purpose
- d) College Nights
- e) Invitations to lectures and other university events
- f) Regular meetings with school officials

The Feeder Model consists of four tiers of priority:

1. Aggie Star School Program
2. Tier One
3. Tier Two
4. Tier Three

2. Campus Tours/Visits

Campus tours and visits will be made available by Staff and students from the Office of Admissions. Prospective students and their families can request a campus tour by completing a form online or by making an appointment via e-mail or phone. Visitors can tour the engineering building, request an appointment with an admissions counsellor and/or faculty in their area of academic interest, and if requested, the tour could encompass student services facilities at Education City, such as, the student's residence halls, the recreation center, and the new Education City Student Center.

3. Private Star School Awareness Campaign for Qatari Students:

(Qatar Academy, American School of Doha, DeBakey, Doha College, Choueifat)

Provide a special opportunity for students and parents from these Star Schools to get specific information about TAMUQ engineering programs and student life opportunities at Education City. Particular emphasis will be placed on engaging Qatari families who would typically consider sending their children abroad for post-secondary study.

IV. Goal 3: Engage the TAMUQ community in recruitment activities to build and nurture relationships with targeted audiences.

A. Objectives:

- Develop and implement recruitment programs where students, faculty, Staff, and Former Students work with the Office of Admissions to identify, recruit, and enroll a cohort of students who are competent and will thrive in an academically challenging environment.

B. Strategies to Achieve Objectives:

1. Faculty Involvement

Faculty members will be invited to speak at school visitation programs about the academic program at the university. Furthermore, faculty members from each department will be present at any recruitment activity to relay information about a given major to an audience or through individual dialogues with prospective students. Academic Advisors and Student Affairs Officers will also be invited to recruitment events to highlight the complete student experience, which includes a full array of opportunities and services to students.

2. Engineering Ambassadors

A student club designed to assist the Admissions Staff with recruitment. A group of currently enrolled students have been trained to represent TAMUQ at high school visits and recruitment activities. Members of the engineering ambassadors also communicate with prospective students through email, online chats, blogs, and student websites.

3. Former Students

Former students are also scheduled to speak at a number of recruitment activities to the audience about their experience at TAMUQ and their current status. Many of the Former Students are employed by major global organizations in Qatar or are enrolled in well renowned graduate programs; such achievements will certainly inspire others to follow suit.

V. Goal 4: Enhance communication with prospective students, applicants, and admits.

A. Objectives:

1. Use all mediums of communication to disseminate information to students, parents, and school officials
2. Acknowledge every inquiry and respond promptly and appropriately
3. Contact all students frequently and from a variety of contacts

B. Strategies to Achieve Objectives

1. Communication with students

Every contact with target audiences through walk-ins, phone calls, e-mails, schools visits, college fairs, will be acknowledged and attended to. The communication stream will be continuous from September to August anywhere from 5 to 10 contacts per student, depending on the status and time of the process. Variety of constituencies across campus will be promoted to communicate with students.

2. Enrollment Management Module

Custom made campaigns have been designed to communicate with applicants & students regularly to guide them through the admissions process. All applicants will receive reminder emails regularly until their application is completed and ready for review. As of the 2012-2013 recruitment cycle, all phases of the EMM will be functional.

3. Website

The Admissions micro site has been updated with details related to the admission process, requirements, deadlines, academic programs, careers, money matters, standardized tests, and any other information or questions that prospective and applicants might need – are available at their fingertips. Plans are underway to redesign the current Admissions micro site. The goal is to have WebPages that appeal specifically to prospective students with improved navigation to facilitate access to information

4. Publications

The Admissions publications consist of a view book, freshman and transfer admission guides, and candidacy cards. All publications are available in print, both in Arabic and English. All publications are updated and ready for dissemination during the recruitment season.

5. Presentation

The TAMUQ Admissions presentation is updated and available both in Arabic and English. The presentation is used in most recruitment activities. Plans are underway to redesign the current presentations; a slideshow will be prepared with voice over to ensure consistency in delivering the information and gauge the interest of the future students. Student videos are also being prepared to increase audio/visual materials during the recruitment season.

6. Advertisement Campaign

An Advertisement campaign for the Education City Road Show has been designed to leverage all print and electronic mediums of communication to promote Texas A&M programs and its sister institutions. The campaign will communicate important information about the recruitment events and the applications process. Information via multiple media methods and venues will be published to highlight important events and application deadlines. Furthermore, messages via the internet and mobile phones will be deployed to ensure access to youths in Qatar and the region.

VI. Goal 5: Seek a higher academic profile for the new Qatari students.

A. Objectives:

1. Develop an awareness amongst young Qatari students about engineering education and careers
2. Encourage young Qatari students to pursue advanced level studies in mathematics, science and English language
3. Ensure that Qatari students are well prepared and supported to take standardized tests during the admissions process

B. Strategies to Achieve Objective:

1. Top Ten

The Top Ten Program encompasses a series of student recruitment activities that are held annually. The Top Ten Qatari students from each school in Qatar are invited to visit the campus. The Office of Admissions gives an admissions presentation, application workshop, and tour of

the building. The main focus of this program is to target the best and the brightest among the Qatari students in all secondary schools in Qatar and introduce them to TAMUQ and all Education City branch campuses. Students are given the opportunity to understand the high standards of education at TAMUQ and are prepared for entry into university. See Appendix A-2 for details.

VII. Assessment of the Plan

The plan will be assessed continuously to insure alignment of the current plan with the original mission of the institution.

Monitoring the numbers of total applications, complete applications, admitted students, confirmed students, and enrolled students will provide direct evidence of the effectiveness of the plan. Throughout the admissions cycle numbers will be observed closely to allow for improvements. There will be weekly admissions and enrollment reports.

Research relevant to data available from previous years is beginning to offer more information about what yield to expect. Moreover, surveys are being conducted through the Qatar Foundation Education Office to gauge the opinions of students and ways in which the plans and processes can be improved.

Research and Graduate Studies Programs

RESEARCH PROGRAM

The research program is critical to the success of both the undergraduate and graduate programs. Undergraduate education, graduate education and research are synergistic in a research-intensive university. Indeed, education is the creation and dissemination of knowledge – we create knowledge by research, and we disseminate by teaching and scholarly work. A quality undergraduate engineering program requires research-active faculty in the classroom. In addition, research facilities and an active research program are necessary to attract superior faculty. Central to the success and productivity of the research program are graduate students working with faculty on their research projects. The symbiotic relationship among research, teaching, and students creates continuous improvement in overall program quality as long as research remains properly funded and a priority for the institution. As the institution's reputation grows, so does the value of the degree held by the TAMUQ graduate. The research program has the following primary objectives:

- Perform research that is relevant to and needed by the State of Qatar, its government agencies, industries, and companies.
- Perform research that positions the State of Qatar as a contributor to knowledge internationally.
- Provide human resources with experience and training in research to staff the engineering research facilities established by corporate and other entities in the State of Qatar.
- Support the TAMUQ research education model of academic instruction for both graduate and undergraduate instruction.

Support for the research program originates from three primary sources:

- Core research funding
- Externally sponsored research contracts
- External industrial and private endowments and donations

Core research funding. Qatar Foundation provides the core research funding. Core funding enables appropriate technical support for the laboratories; information technical services; safety oversight; and administrative support for research proposal preparation, contract negotiation, and financial reporting to sponsors. The core research funding shall include four components:

1. Faculty start-up funding: This funding is used to provide new faculty members with support for a transition period in which to seek and obtain summer research funding and start to establish their research activities. In addition, some of the existing faculty members at TAMUQ who did not receive start-up funds when they joined TAMUQ receive transition funding.
2. Research administrative support: This funding is used for hiring staff that support pre-award and post-award research services.
3. Research infrastructure and other capital support: The funds provided under this category allow equipping the research laboratories and facilities of TAMUQ with state-of-the-art experimental and computing systems.
4. Proof-of-concept funding and seed initiatives: The purpose of the proof of concept research support is to provide the researcher with the opportunity to develop an idea so that it can be the subject of a grant proposal. It is a normal occurrence that active, successful researchers occasionally are without the support of an active grant, i.e., one grant has expired and a follow-on grant has not yet commenced. Thus, to prevent disruption of a successful research program, seed research funding is available to these researchers who are in-between grants.

Externally sponsored research contracts. These contracts result from research proposals prepared by TAMUQ faculty members. These contracts can be with companies, government organizations, Qatar National Research Fund, or Qatar Science and Technology Park.

External industry endowments and donations. These donations and endowments result from joint efforts by TAMUQ and QF to solicit endowment and equipment donations from industry and other external sources. TAMUQ also seeks to establish consortia that support targeted research areas through annual membership fees. In addition, technical and testing services using TAMUQ specialized laboratories are available to local industry in Qatar. These services will generate funds that will support facilities maintenance and upgrades

GRADUATE STUDIES

Graduate studies in engineering provide individuals with advanced technical expertise and experience in dealing with new technical developments in their field. More importantly, these individuals learn how to approach and solve increasingly complex problems. This expertise makes them much better prepared to deal with the multi-faceted and often ill-defined challenges encountered in real life, in both industrial and government organizations. Local graduate studies programs also provide attractive alternatives for Qatari citizens who find it difficult to go abroad for graduate studies for social and cultural reasons.

The graduate studies program at TAMUQ is a key component for the success of the research program and contributes substantially to excellence in the undergraduate degree program. The graduate degree in Chemical Engineering at TAMUQ is identical in all material aspects to that awarded to graduates of Texas A&M.

The budget for the graduate program covers the following categories:

Faculty and Graduate Teaching Assistants. Additional faculty positions are available to provide an adequate number of courses for the graduate program. In addition, graduate teaching assistants will be hired to support the teaching of graduate and undergraduate courses.

Administrative and Operational Support. This part of the budget is for personnel who support the administration and operations of the graduate programs (e.g. finance specialist, human resources specialist, continuing education coordinator, graduate program coordinator).

Capital Expenditures. The capital expenditures represent the cost of providing computing equipment to the graduate assistants and to the faculty positions included in this budget as well as funds to establish research laboratories.

Travel. The Texas A&M at Qatar business travel item provides funds for faculty to travel to professional meetings. In addition, it supports travel of non-faculty employees for professional development and training.

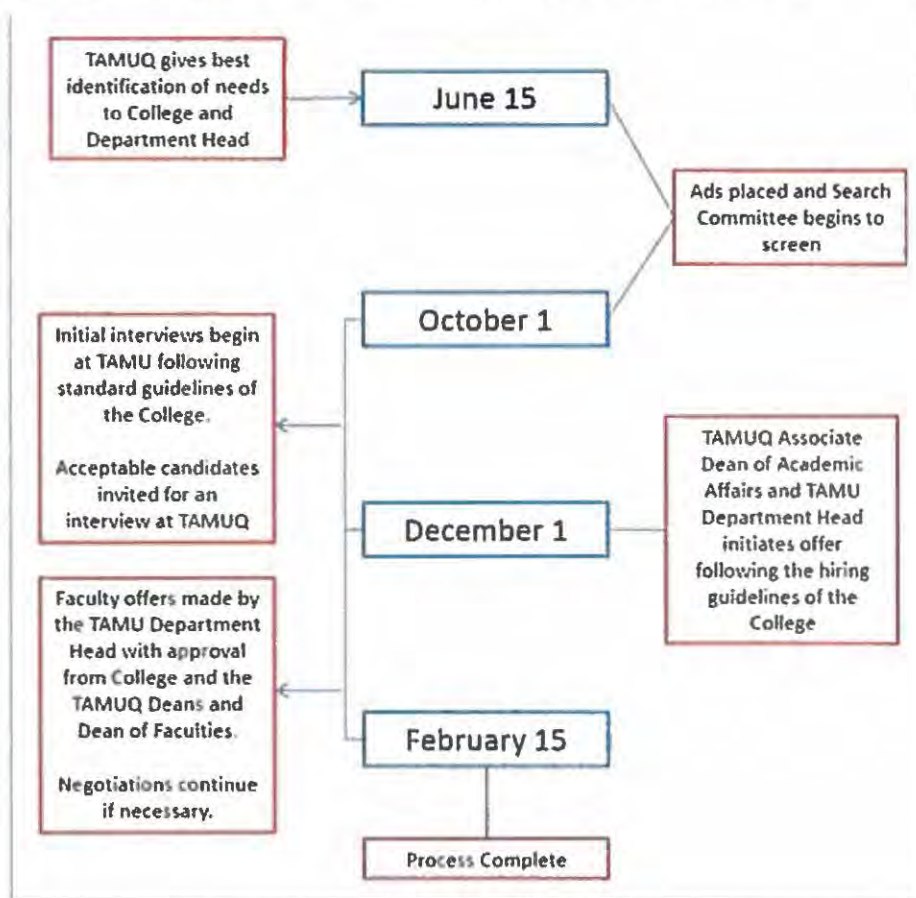
Recruitment. The recruitment activities of graduate students are coordinated with the Office of Students Affairs and follow the same plan discussed in the following section. The recruitment of graduate students also involves offering competitive research and teaching assistantships to highly qualified students. The recruitments plans of graduate students involve the following:

- On-site presentations for companies with interest in the Chemical Engineering graduate programs.
- Visits and presentations to universities in the region.
- Sending flyers and brochures about our graduate program to universities in the region.
- Presentations in major international conferences.
- Newspapers advertisements and press releases.
- Offering preparation courses in standard exams (i.e. TOEFL and GRE) required for admission to the graduate program. These courses are available to undergraduate students in Qatar and to applicants from the industry and government organizations.

5. Faculty Recruitment Plan

TAMUQ currently has 83 faculty members among its academic staff. Approximately two-thirds of the faculty members are in our engineering programs while the rest are in the Liberal Arts and Sciences. The process used to recruit and hire the faculty is illustrated in the flowchart below. As evident from the chart, TAMUQ works closely with the main campus to recruit, interview and finally hire the faculty in response to our needs. The criteria for evaluating the applicants are generally as follows:

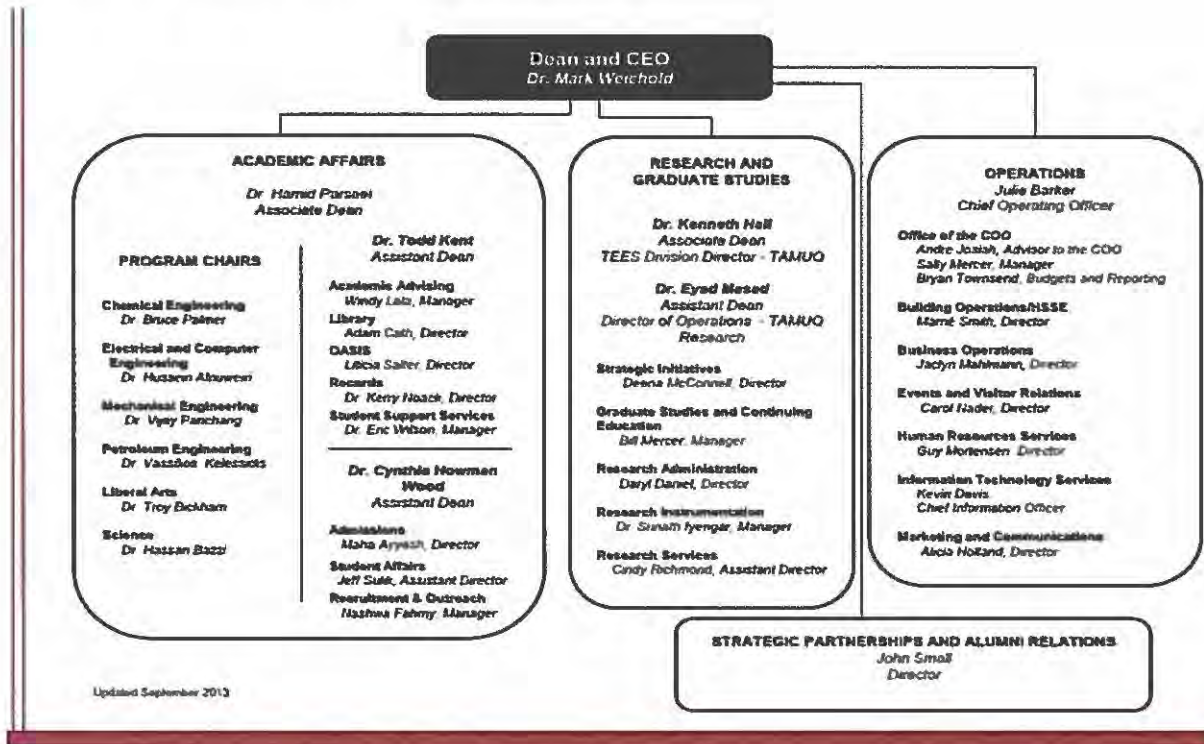
- Experience as a faculty member at a peer institution
- Experience at or service connections to Texas A&M
- Proven or potential for teaching innovation and excellence
- Overall quality of education background and preparation
- Experience as a faculty member at a U.S. university
- How well the candidate fits the specific current needs of TAMUQ
- Communication skills and collegiality
- Capability to bring collaborative, interdisciplinary research to TAMUQ



Generally, every faculty member hired at TAMUQ receives an interview both at the main campus and in Doha. Typically, the initial interview occurs on the main campus where Texas A&M faculty in College Station evaluate the prospective faculty members to determine their professional competence as well as their ability to function as higher education educators. Subsequently, the final candidates receive interviews in Doha to determine their fit at TAMUQ, after which TAMUQ and the relevant Departments in College Station make the hiring decision.

7. Staffing Plan

EXECUTIVE ORGANIZATIONAL STRUCTURE



STAFFING ASSUMPTIONS:

- TAMUQ staff provides on-site management and operational support to the academic programs at the Qatar campus.
- No State of Texas funds can be used for the Qatar campus.
- Salaries of the executive management and senior professional staff are based on TAMU salary ranges and comparability to similar positions on the College Station campus.
- To the extent possible, the Qatar campus will hire local staff for operational and support functions. Compensation and benefits of non-sponsored hires are guided by the compensation policies and procedures of the QF and consistent with the local Qatar market.
- All employees at the TAMU Qatar campus must follow TAMU/TAMUS policies and procedures.
- Employment at the Qatar campus must follow TAMU policies on ethics and nondiscrimination.
- Successful engineering programs are highly dependent on technology. In order to be attractive to students and faculty, the Qatar campus must provide a state-of-the-art information facilities environment.

A detailed listing of positions is part of the budget submission. There are 437 full-time, part-time and temporary employees at TAMUQ are funded from the Academic, Research, and Graduate Studies budgets and research grants

<u>Employment Type</u>	<u>Total</u>
Faculty	83
Faculty-Adjunct	5
Faculty-Administration	5
Research	124
Research/Graduate Assistant	24
Staff	188
Teaching Associate	8

Generally, allowances and benefits include: salary premium, housing and utilities, local transportation, dependent education, relocation/repatriation, home leave allowance, compassionate leave, and US income tax protection.

8. Annual Appraisals

STAFF

The performance of each non-faculty employee of TAMUQ, except graduate assistants and temporary employees, will be evaluated each year by their immediate supervisor. This annual evaluation shall be completed between March 1 and May 31, and in accordance with Texas A&M University System policies and regulations. Performance evaluation is an on-going process. The five major objectives of the performance appraisal process are:

1. To provide employees feedback to improve or maintain job performance
2. To outline areas for employee development
3. To set standards for the next review period
4. To recognize job-related accomplishments
5. To enhance communications and working relationships

FACULTY

The faculty annual review process is reflected in one of the following three processes for Engineering, Liberal Arts or Science:

Faculty – Annual Review Process – Engineering Faculty

- TAMUQ engineering faculty members, titles such as Lecturer, Visiting-, Assistant-, Associate-, and Professor will complete the “Annual Progress Report Forms” used in their respective TAMU home department in College Station.
- TAMUQ engineering faculty will submit their completed annual progress report forms to their TAMUQ Program Chair. The TAMUQ Program Chair provides copies of these annual progress reports and faculty teaching evaluations to TAMUQ Associate Dean of Academic Affairs (ADAA) and TAMU Department Head (DH).

- The TAMUQ Program Chair and the corresponding TAMU DH will meet together with each TAMUQ faculty to conduct the annual review of the faculty member. Ideally, the faculty reviews will occur face to face in Doha at the end of March or early April with the TAMU DH travelling to Doha. If for some reason these combined face to face interviews are impossible to schedule, the alternative of video conferencing is available. However, the basic goal is to apply procedures used in College Station to the faculty in Qatar. In addition, the TAMUQ Program Chair and TAMU DH will always conduct the review together, so the faculty member only has one cohesive review.
- The TAMUQ Program Chair will prepare written evaluations for each TAMUQ faculty and transmit the reviews to the TAMU DH and ADAA
- The TAMU DH will finalize the reviews in consultation with the Program Chair and will provide the reviews to the TAMUQ ADAA along with relative merit raise recommendations. Recommendations on TAMUQ faculty contract renewals and/or reappointments also will be discussed.
- The TAMUQ Program Chair will transmit and discuss the final written evaluations with each TAMUQ faculty member. The process is then as follows: (1) faculty member will have an opportunity to respond in writing to the evaluation, (2) the TAMU DH and TAMUQ Program Chair might modify the faculty evaluation based upon new input from the faculty member, (3) the faculty member signs the final evaluation.
- The TAMUQ Program Chair will forward copies of the signed annual review to ADAA and TAMU DH.
- The TAMUQ Program Chair and TAMU DH will recommend appropriate merit raises and faculty reappointment recommendations to the ADAA.
- The TAMUQ Dean/CEO and TAMU Dean will review and approve salary and reappointment recommendations and be aware of review conflicts.

Faculty – Annual Review Process – Liberal Arts Faculty

- TAMUQ liberal arts faculty complete “Annual Checklist” developed for use in annual evaluation of TAMUQ Liberal Arts (LA) faculty.
- Faculty submit completed Annual Checklist to TAMU LA Program Chair (PC), who forwards completed checklists with draft review (comments and suggestions) to TAMU Dean’s office liaison (associate dean level).
- TAMU Dean’s office liaison forwards annual checklists and draft written reviews of faculty to the respective Department Heads (DH).
- TAMU Dean’s Office liaison consults with DH and TAMUQ LA PC and finalizes faculty annual reviews and merit raise recommendations. The annual review Recommendations on TAMUQ faculty contract renewals and/or reappointments also will be discussed.
- The TAMUQ LA PC prepares written evaluations for each TAMUQ faculty member and discusses the review with ADAA.
- The TAMUQ LA PC then transmits and discusses the final written evaluations with each TAMUQ Liberal Arts faculty member. The process is then as follows: (1) faculty can respond in writing to the evaluation; (2) DH and TAMUQ LA PC may modify the evaluation based upon new input from the faculty member; (3) faculty member signs final evaluation; and (4) TAMUQ LA PC forwards signed copy of the annual review along with faculty merit raise and reappointment recommendation to ADAA.
- The TAMUQ Dean/CEO and TAMU Liberal Arts Dean review and approve salary and reappointment recommendations and become aware of review conflicts.

Faculty – Annual Review Process – Science Faculty

- TAMUQ science faculty members, titles such as Lecturer, Visiting-, Assistant-, Associate-, and Professor will complete the “Annual Progress Report Forms” used in their respective TAMU home department in College Station.
- TAMUQ Science faculty will submit their completed annual progress report forms to TAMUQ Program Chair (PC). The TAMUQ PC provides copies of these annual progress reports and faculty teaching evaluations to TAMUQ ADAA and TAMU Department Head (DH). The TAMUQ PC and TAMU DH may discuss this report informally with the faculty member and permit changes and additions if deemed necessary.
- The TAMUQ PC will provide a written review of each faculty member to their respective TAMU DH, who may modify or expand the written review. The PC and DH should agree on the written report, but may consult the ADAA and/or TAMU Executive Associate Dean (EAD) if necessary.
- The TAMUQ PC and the TAMU DH, or designee approved by the TAMU EAD, will meet with each TAMUQ faculty to conduct the annual review of the faculty member by presenting the written review and discussing it with the faculty member. The faculty member signs the written review acknowledging his or her receipt of it, but not necessarily his or her agreement. Ideally, the faculty reviews will occur in Doha during the end of March or early April with the TAMU DH, or designee, travelling to Doha. If for some reason, these combined interviews cannot be scheduled, then the alternative of video conferencing is acceptable. However, the basic premise is, as much as possible, procedures used in College Station will apply to the faculty in Qatar. In addition, the TAMUQ PC and TAMU DH always will conduct the review together so the faculty member only has one concise review.
- The process is then as follows: (1) the faculty member can respond in writing to the evaluation, (2) the TAMU DH and TAMUQ PC might modify the faculty evaluation based upon new input from the faculty member, (3) after any changes, the faculty member signs the final, written review acknowledging his or her receipt of the review, and the faculty member again may respond in writing.
- The TAMU DH will provide his or her relative merit raise recommendations to the TAMUQ PC. Recommendations on TAMUQ faculty contract renewals and/or reappointments will also be discussed.
- The TAMUQ PC and the TAMU DH will transmit the signed written reviews, any written responses, and relative merit raise and reappointment recommendations to the TAMU EAD and ADAA for their approval. The TAMUQ Dean/CEO and TAMU Dean will review and approve salary and reappointment recommendations and become aware of review conflicts.

Faculty – Procedure for Implementing and Evaluating Rolling Contracts

References: System Policy 12.07 Fixed Term Academic Professional Track Faculty
System Policy 12.01 and University Rule 12.01.99M2 Academic Freedom,
Responsibility and Tenure

I. Background

Texas A&M University at Qatar (TAMUQ), located in Doha, Qatar, is a branch campus of Texas A&M University (TAMU) in College Station, Texas. Under an agreement between TAMUQ Foundation (QF) dated May 25, 2003, TAMUQ provides Bachelor of Science Degree programs in chemical, electrical, mechanical and petroleum engineering. The curricula offered at the Qatar campus are materially the same as that offered at the main campus and the degree and diploma issued to graduating students are identical in all material aspects.

The faculty appointments at TAMUQ are non-tenure track. In order for TAMUQ to recruit and retain faculty and to provide stable, long-term employment, it is essential to implement rolling contracts of three- to five-year durations, depending upon the rank of the faculty member. System Policy 12.07 addresses these issues and provides the necessary framework. TAMUQ has adopted a three-year rolling contract for associate professors and a five-year rolling contract for professors. The decision to roll the contract occurs at the time of the annual review.

II. General Provisions

Hiring and promotion procedures will follow the established TAMU- TAMUQ processes. Generally, faculty will be evaluated for eligibility for a rolling contract after serving a probationary period set *a priori* according to pre-specified guidelines and with the concurrence of the faculty member and designated administrators. The mandatory year for the review of a faculty member's merit toward promotion should occur no later than the next-to-last year of the probationary period. Faculty members who have worked for TAMUQ for longer than 18 months must receive a 12-month notice of non-reappointment.

Each faculty member's multi-year, rolling contract is evaluated at the time of his/her annual review. A satisfactory (meet expectations) annual review will result in validating the multi-year term of the rolling contract. In the event of an unsatisfactory (does not meet expectations) annual review, the contract is deemed not to roll. The rolling nature of the contract can then be restored only after obtaining two successive years of satisfactory (meet expectations) annual reviews.

If a faculty member receives two annual reviews with an unsatisfactory rating (does not meet expectations) within a five-year window, then his/her rolling contract is deemed not to roll and the faculty member becomes ineligible for a rolling contract. In all such cases, the faculty member will be notified that his/her appointment will not be renewed and the faculty member will be allowed to finish the remainder of the rolling contract or given a 12-month notice of non-reappointment, whichever is longer.

All faculty annual review letters (starting from fiscal year 2011, FY11) for associate professors and professors will have a statement that clearly specifies the status of their rolling contract and its end date. The annual review letters will also include faculty member's progress towards promotion and rolling contract eligibility.

In the event of a bona fide financial exigency or the reduction or discontinuance of institutional programs at TAMUQ, faculty rolling contract terminations will be carried out in accordance with TAMU rule 12.01.99.M2, Section 7 "Reduction or discontinuance of institutional programs."

III. Procedure for offering rolling contracts to newly hired faculty members at TAMUQ

The TAMUQ Dean/CEO has final authority regarding faculty employment offers at TAMUQ. Salary, contract length, start-up package, etc. will be negotiated in communication with the TAMU deans and department heads before finalizing the offer. The TAMUQ Dean/CEO will decide on the length of the probationary period offered to the candidate,

which will not exceed seven years for faculty hired as assistant professors and five years for faculty hired at the associate or full professor ranks. The Dean/CEO can approve exceptions to this policy and offer rolling contracts to exceptional candidates. In all such cases, the candidate's teaching, research and service will be reviewed by the TAMUQ promotion process. A rolling contract will be proposed by the TAMUQ Dean/CEO to the TAMU Provost and Executive Vice President for Academic Affairs provided there is a positive recommendation.

IV. Procedure for implementing rolling contracts during the TAMUQ promotion process

Faculty promoted through the established TAMUQ promotion process will receive a rolling contract. Associate professors will receive a three-year rolling contract and full professors will receive a five-year rolling contract.

Faculty – Promotion Process

The TAMUQ faculty promotion process is:

- TAMUQ faculty members will prepare promotion packages with the same contents required of candidates in departments in their field in College Station. The specific timeline will be decided annually by TAMUQ.
- TAMUQ faculty will submit the completed promotion material to the TAMUQ Associate Dean of Academic Affairs (ADAA). The TAMUQ ADAA will convene i) Field appropriate subcommittees and ii) TAMUQ Promotion Committee as described below. The ADAA will submit promotion packages to these committees.
- The TAMUQ ADAA will assemble field appropriate subcommittees (FA-SC) of the TAMUQ Promotion committee to provide three reviews on teaching, research, and service for each candidate in the specific field.
 - Example: If the candidates under consideration include: 2-ECE faculty, 2-ME faculty, 1-Chemistry faculty and 1-English faculty, then four FA-SC's will be formed in the following fields: ECE, ME, Chemistry & English Each FA-SC will have 3 members: Program Chair (standing member); One TAMUQ faculty – elected; One TAMU/TAMUQ faculty, appointed by TAMU department head.

Note: Each FA-SC committee member's rank should ordinarily be higher than that of the faculty candidate under consideration

For cases in which faculty in the ranks described above are not available for appointment to the FA-SC, the ADAA will appoint the FA-SC and include appropriate faculty after consultation with the candidate, Dean of Faculties and Associate Provost, and the dean of the corresponding college at TAMU in College Station.

Each FA-SC will solicit external reference letters, hold deliberations and vote on candidates seeking promotions. Only individuals holding faculty ranks equal or greater than that sought by the candidate can cast votes.

- FA-SC report on teaching/research/service and the external letters will be reviewed by each candidate's TAMU department head or dean's office designee (associate dean's level). Note: each college will decide on this step.
- The TAMU department head or dean's office designee will provide his/her independent input in the form of a letter to the TAMUQ Promotion committee.

- The TAMUQ ADAA will assemble three separate TAMUQ Promotion committees as follows:

Qatar Engineering Promotion Committee Members: engineering faculty only	Qatar Science Promotion Committee Members: science faculty only	Qatar Liberal Arts/Library Promotion Committee Members: liberal arts and/or library faculty only
1) TAMU designated associate dean (standing member)	1) TAMU designated associate dean (standing member)	1) TAMU designated associate dean (standing member)
2) TAMUQ faculty to elect from appropriate TAMU/TAMUQ faculty.	2) TAMUQ faculty to elect from appropriate TAMU/TAMUQ faculty.	2) TAMUQ faculty to elect from appropriate TAMU/TAMUQ faculty.
3) TAMUQ faculty to elect from appropriate TAMU/TAMUQ faculty.	3) TAMUQ faculty to elect from appropriate TAMU/TAMUQ faculty.	3) TAMUQ faculty to elect from appropriate TAMU/TAMUQ faculty.
4) TAMUQ faculty to elect from appropriate TAMU/TAMUQ faculty.	4) TAMUQ faculty to elect from appropriate TAMU/TAMUQ faculty.	4) TAMUQ faculty to elect from appropriate TAMU/TAMUQ faculty.
5) TAMUQ ADAA appointee	5) TAMUQ ADAA appointee	5) TAMUQ ADAA appointee

- The TAMUQ ADAA will provide both the TAMUQ Dean and the corresponding TAMU Dean with the summary reports and votes on each candidate.
- The TAMU Dean will provide a written statement on whether he/she supports the promotion and tenure being considered for each candidate and the primary reasons for his/her recommendation. The TAMU Dean may solicit feedback from faculty and administrators as desired to reach his/her recommendation. The TAMU Dean will provide a recommendation to the TAMUQ Dean/CEO and to the Provost and Executive Vice President for Academic Affairs concerning the promotion and tenure in review.
- The TAMUQ Dean will make his/her recommendation on the package and forward the package to the Provost and Executive Vice President for Academic Affairs of TAMU, via the Dean of Faculties and Associate Provost.
- The TAMU Provost and Executive Vice President for Academic Affairs will make his/her recommendation on the package and forward the package to the TAMU President for approval.
- The final step will involve TAMUS Chancellor approval.

Note: This step is not needed for rolling contract approval without promotion

Note # 1: The Process followed must adhere to TAMU rules, Dean of Faculties Guidelines, and TAMU College's standards and expectations (with appropriate considerations for load, student, and infrastructure differences between the two campuses) The Guidelines under development will explain in more detail the expectations for achievement of promotion to different ranks as well as timelines and other expectations for TAMUQ faculty members

Faculty – Program Chair Reviews

The following are brief notes on conducting program chair reviews:

- The Dean/CEO may delegate administrative responsibility for this process to the Associate Dean for Academic Affairs (ADAA).
- The Dean/CEO notifies the Program Chair of upcoming review.
- The Dean/CEO calls a general program faculty meeting to implement the process, provide information and answer questions.
- Program faculty are encouraged to convey their opinions and related facts to the Dean/CEO and/or his designate(s), in person or via memo. This information is highly confidential.
- A poll (via secret ballot) of program faculty is conducted on whether the Program Chair should continue in office. The poll is conducted for a specific period/length of time – MUST be a minimum of two working days - with the dates announced at least one week in advance.
- Eligibility to vote is open to all faculty ranks within the program (per Faculty Senate guidelines).

- Faculty have an opportunity to meet with the Dean/CEO (or designee) to discuss their views and the reasons for them.
- A non-program member of the Faculty Advisory Council (FAC) is present when ballots are opened and counted.
- Results of the poll are transmitted to the Dean/CEO, the relevant TAMU dean, the Dean of Faculties and Associate Provost, and the Provost and Executive Vice President for Academic Affairs. In addition, the relevant Engineering department head or the relevant liberal arts or science associate dean also will receive results of the poll.

After review of the poll results, the Dean/ CEO will seek concurrence from the relevant Engineering department head or the relevant liberal arts or science associate dean and will also seek consultation with the relevant college dean as to whether a new Program Chair is needed or if the incumbent should remain in office (to complete a term or be appointed to an additional two-year term). Upon concurrence of the Dean/CEO with the department head/associate dean and after consultation with the college dean, and with the Provost and Executive Vice President for Academic Affairs and the Dean of Faculties and Associate Provost, the Dean/CEO will decide whether a new Program Chair is needed, or if the incumbent will remain in office (to complete a term or be appointed to an additional two-year term).

9. Joint Activities and Continuing Education Programs

TAMUQ enjoys multifaceted collaborative relationships with its sister schools in Education City and Qatar University across the academic, research and operations areas.

As part of TAMUQ's commitment to be a valued resource for the State of Qatar, the faculty and staff of TAMUQ receive encouragement to offer and participate in continuing education activities. The TAMUQ Continuing Education Program includes offering technical short courses by faculty to the industry and government organizations in Qatar. The goal of this initiative is to supply the work force in Qatar with up-to-date information and training in their fields of interest. The need for these continuing education courses has been identified through discussions in the past few years with the leaders of the industry in Qatar. This was evident in the responses to the surveys that the campus conducted to assess the interest in graduate studies. We have received many requests to offer courses in engineering and sciences that match the expertise of our faculty.

10. Professional Development

Professional development is critical to ensure that TAMUQ operates at peak efficiency. The opportunity to receive professional development provides the faculty or professional staff members with the latest state-of-the-art information and new technology regarding their fields of expertise. It allows them to share experiences with others in their field and glean information from experts, which they can use when they return to the organization. Professional development enhances the knowledge and job performance of all employees, because it allows managers to learn and teach the latest techniques. The same applies to faculty members who can bring new knowledge and classroom techniques for the benefit of the students.

Professional development also provides the tools for faculty and administrators to benchmark the organization against the leading organizations in the field and determine what changes can be made to enhance TAMUQ. Professional development opportunities are even more important at TAMUQ. Being more remote from the mainstream of higher education, it takes information longer to arrive. There is always the threat of organizational stagnation without the infusion of new ideas. Seminars and workshops give the staff a more efficient means of exposure to cutting edge information. Therefore, it is important that all faculty and professional employees receive, at a minimum, one international professional development trip per year. Support staff also should attend professional development seminars in the local area when available.

11. Shared Expenses – Expectations

Qatar Foundation provides the site for TAMUQ, which includes owning, furnishing, and maintaining the TAMUQ Engineering Building. Qatar Foundation is responsible for routine maintenance, custodial services, landscaping, and campus security. As the academic, research and graduate programs continue to grow, and with the possibility of additional programs in the future, TAMUQ and QF have to partner to best utilize the space available and explore opportunities for expansion.

In addition, Qatar Foundation assists TAMUQ, upon request, in doing business in Qatar – purchasing, hiring contracts, labor laws, and customs.

12. Income/Operating Measures

The current tuition and fee structure at TAMUQ is 144,200 QR for sponsored students, and 72,100 QR for non-sponsored students. The 10-year agreement requires that “the rates of tuition and fees for students at TAMUQ shall be no less than the highest rates applicable to out-of-state students at TAMU’s main campus in College Station, Texas...” For fiscal year 2013, an assumption of 45% of the entire TAMUQ student body will be sponsored. This assumption is based upon fiscal year 2012 student body numbers.

13. Academic/Holiday Calendar 2012-2013

Texas A&M University at Qatar
2012-13 Academic
Calendar
Fall Semester 2012*

Month	Date	Day of Week	Event
August	19-21	Sunday-Tuesday	Eid Al-Fitr (offices expected to be closed)^
	28	Tuesday	Academic Convocation
	29	Wednesday	First day of fall classes First day to apply for December graduation
September	4	Tuesday	Last day for adding/dropping courses with no record for the fall semester, 4 p.m.
	13	Thursday	Official census date (12th class day) Change of major/start date for spring semester
	27	Thursday	Last day to apply for December graduation, 4 p.m. Last day for thesis option students to submit "Request and Announcement of the Final Examination" (or 10 working days prior to the examination, whichever comes first), to Office of Graduate Studies in College Station**
October	4	Thursday	Last day for MS students to change degree to M.Eng. and will be eligible to graduate in December, Office of Graduate Studies in College Station**
	11	Thursday	Last day for thesis option students to take final exam (final defense)**
	18	Thursday	Last day for thesis option students to submit a signed approval form and a PDF file of the thesis in final form to the Thesis Office in College Station**
	25	Thursday	Last day for M.Eng. Students to request final exam (or 10 working days prior to the exam, whichever comes first), or to request exemption from exam, Office of Graduate Studies in College Station**
	28-31	Sunday-Wednesday	Eid Al-Adha student break (no classes)
November	28-30	Sunday-Tuesday	Eid Al-Adha (offices expected to be closed)^
	1	Thursday	Eid Al-Adha student break (no classes)
	8	Thursday	Mid-semester grades due by noon, Office of Records Adjustment deadline for degree candidates
	13	Tuesday	Last day for all students to drop courses with no penalty (Q-drop), 4 p.m. Last day to change KINE 198/199 gradetype, 4 p.m. Last day to officially withdraw from the University, 4 p.m.
	15	Thursday	Last day for M.Eng. Students to take final exam
	18	Sunday	Bonfire 1999 Remembrance Day Change of major deadline for spring semester
	18-29	Sunday-Thursday	Pre-registration for spring 2013

<i>December</i>	6	<i>Thursday</i>	<i>Last day for thesis option students to submit final thesis corrections to the Thesis Office in College Station**</i>
	11	<i>Tuesday</i>	<i>Last day of fall semester classes</i>
	12	<i>Wednesday</i>	<i>Reading day (no classes or finals)</i>
	13	<i>Thursday</i>	<i>Fall semester final examinations for all students</i>
	16-17	<i>Sunday-Monday</i>	<i>Fall semester final examinations for all students</i>
	18	<i>Tuesday</i>	<i>Qatar National Day (university closed) Reading day (no classes or finals)</i>
	19	<i>Wednesday</i>	<i>Fall semester final examinations for all students Fall Graduate Recognition</i>
	21	<i>Friday</i>	<i>Final grades due for all students by noon, Office of Records</i>
	23-27	<i>Sunday-Thursday</i>	<i>Semester break (offices closed)</i>
<i>Spring Semester 2013*</i>			
<i>December</i>	30	<i>Sunday</i>	<i>Offices reopen after semester break</i>
<i>January</i>	13	<i>Sunday</i>	<i>First day of spring classes First day to apply for May graduation</i>
	17	<i>Thursday</i>	<i>Last day for adding/dropping courses with no record for the spring semester, 4 p.m.</i>
	21	<i>Monday</i>	<i>Martin Luther King Day (offices open and classes in session)</i>
	28	<i>Monday</i>	<i>Official census date (12th class day) Change of major start date for fall semester</i>
<i>February</i>	7	<i>Thursday</i>	<i>Last day to apply for May graduation, 4 p.m. Last day for thesis option students to submit "Request and Announcement of the Final Examination" for 10 working days prior to the examination, whichever comes first, to Office of Graduate Studies in College Station**</i>
	12	<i>Tuesday</i>	<i>Qatar National Sports Day (university closed/no classes)</i>
	14	<i>Thursday</i>	<i>Last day for MS students to change degree to M.Eng. and still be eligible to graduate in May, Office of Graduate Studies in College Station**</i>
	21	<i>Thursday</i>	<i>Last day for thesis option students to take final exam (final defense)**</i>
<i>March</i>	3-7	<i>Sunday-Thursday</i>	<i>Spring break (no classes)</i>
	10	<i>Sunday</i>	<i>Spring semester classes resume</i>

March	14	Thursday	Mid-semester grades due by noon, Office of Records Adjustment deadline for degree candidates Last day for thesis option students to submit a signed approval form and a PDF file of the thesis in final form to the Thesis Office in College Station***
	21	Thursday	Last day for M.Eng. Students to request final exam (or 10 working days prior to the exam, whichever comes first), or to request exemption from exam, Office of Graduate Studies in College Station**
	31	Sunday	Last day for all students to drop courses with no penalty (Q-drop), 4 p.m. Last day to change KINE 198/199 grade type, 4 p.m. Last day to officially withdraw from the University, 4 p.m.
April	3	Wednesday	Change of major deadline for fall semester
	4	Thursday	Last day for M.Eng. students to take final exam
	7-18	Sunday-Thursday	Pre-registration for summer and fall 2013 terms
	18	Thursday	Last day for thesis option students to submit final thesis corrections to the Thesis Office in College Station**
	21	Sunday	Aggie Muster
	28	Sunday	Last day of spring semester classes
	29-30	Monday-Tuesday	Reading day (no classes and no finals)
May	1-2	Wednesday-Thursday	Spring semester final examinations
	5-6	Sunday-Monday	Spring semester final examinations
	8	Wednesday	Final grades due for degree candidates by 9 a.m., Office of Records
	9	Thursday	Commencement Ceremony
	10	Friday	Final grades due for all non-degree candidates by 12 noon, Office of Records

Summer Semester 2013

May	19	Sunday	First day of classes for 5 and 8-week terms First day to apply for summer graduation
	22	Wednesday	Official census date (4 th class day) Last day for adding/dropping courses with no record for the summer semester, 4 p.m.
	23	Thursday	Last day for thesis option students to submit "Request and Announcement of the Final Examination" (or 10 working days prior to the examination, whichever comes first), to Office of Graduate Studies in College Station**

June	6	Thursday	<p>Last day for all students to drop courses with no penalty for the 5-week term (Q-drop), 4 p.m.</p> <p>Last day to change KINE 198/199 grade type for the 5-week term, 4 p.m.</p> <p>Last day to officially withdraw from the University for 5-week term, 4 p.m.</p> <p>Last day to apply for summer graduation, 4 p.m.</p> <p>Last day for MS students to change degree to M.Eng. and still be eligible to graduate in August, Office of Graduate Studies in College Station**</p>
	12	Wednesday	Adjustment deadline for degree candidates
	13	Thursday	<p>Last day for thesis option students to take final exam (final defense)</p> <p>Last day for M.Eng. Students to request final exam (or 10 working days prior to the exam, whichever comes first), or to request exemption from exam, Office of Graduate Studies in College Station**</p>
	20	Thursday	<p>Last day of 5-week term classes</p> <p>Last day for thesis option students to submit a signed approval form and a PDF file of the thesis in final form to the Thesis Office in College Station**</p>
	23	Sunday	<p>5-week term final examinations</p> <p>No classes for 8-week term</p>
	25	Tuesday	<p>Final grades due for 5-week term by noon, Office of Records</p> <p>Final grades posted for 5-week term</p>
	26	Wednesday	<p>Last day for all students to drop courses with no penalty for the 8-week term (Q-drop), 4 p.m.</p> <p>Last day to change KINE 198/199 grade type for the 8-week term, 4 p.m.</p> <p>Last day to officially withdraw from the University for 8-week term, 4 p.m.</p>
	27	Thursday	Last day for M. Eng. Students to take final exams
July	3	Wednesday	Last day for thesis option students to submit final thesis corrections to the Thesis Office in College Station**
	4	Thursday	United States Independence Day (offices open and classes in session)
	9	Tuesday	Projected first day of Ramadan
	14	Sunday	Last day of classes for 8-week term
	15	Monday	Final examinations for 8-week term
	17	Wednesday	<p>Final grades due for 8-week term by noon, Office of Records</p> <p>Final grades posted for 8-week term</p>
	18	Thursday	Summer degrees posted

*Dates subject to change

†Dates for the Eid holidays are subject to change, however the University will be closed for a 3 day period during each Eid

**Graduate students should allow sufficient time for all documents to get to the Office of Graduate Studies in College Station from Qatar. Please remember that a student needs to have a degree plan on file with the Office of Graduate Studies at least 90 days before taking a final exam or requesting to be exempted from a final exam.

14. FY14-FY18 Budgets

TEXAS A&M UNIVERSITY AT QATAR BUDGET WORKSHEET ACADEMIC BUDGET SUMMARY

FISCAL YEAR 2014-2018

PERSONNEL	FY2014 Approved Budget	FY2015 Proposed Budget	FY2016 Proposed Budget	FY2017 Proposed Budget	FY2018 Proposed Budget
Faculty	78.00	78.00	78.00	78.00	78.00
Staff - Section 4.5	69.00	135.00	135.00	135.00	135.00
Staff - Section 4.7	89.00	23.00	23.00	23.00	23.00
Graduate Assistants	0.00	0.00	0.00	0.00	0.00
TOTAL PERSONNEL	236.00	236.00	236.00	236.00	236.00
SALARIES	\$ 18,995,099	\$ 19,564,852	\$ 20,151,908	\$ 20,756,457	\$ 21,379,151
FRINGE BENEFITS	\$ 3,634,244	\$ 3,756,471	\$ 3,869,165	\$ 3,985,240	\$ 4,104,797
TOTAL INCENTIVE PACKAGE	\$ 24,759,059	\$ 25,501,831	\$ 26,266,886	\$ 27,054,894	\$ 27,866,541
CAPITAL EXPENDITURES	\$ 1,014,600	\$ 1,045,038	\$ 1,076,389	\$ 1,108,681	\$ 1,141,941
TRAVEL	\$ 1,826,606	\$ 1,826,606	\$ 1,881,405	\$ 1,937,847	\$ 1,995,982
OTHER DIRECT COSTS	\$ 10,923,333	\$ 11,251,033	\$ 11,588,567	\$ 11,936,223	\$ 12,294,308
OTHER CENTRALLY CALCULATED COSTS	\$ 6,074,685	\$ 6,256,925	\$ 6,444,634	\$ 6,637,974	\$ 6,837,114
TOTAL DIRECT COSTS	\$ 67,227,626	\$ 69,202,856	\$ 71,278,946	\$ 73,417,316	\$ 75,619,834
CONTINGENCY FUND	\$ 781,790	\$ 824,697	\$ 849,437	\$ 874,921	\$ 901,168
MANAGEMENT FEE	\$ 8,200,000	\$ 8,200,000	\$ 8,200,000	\$ 8,200,000	\$ 8,200,000
TOTAL COSTS	\$ 76,209,416	\$ 78,227,553	\$ 80,328,383	\$ 82,492,237	\$ 84,721,002
YEAR TO YEAR CHANGE		2.65%	2.69%	2.69%	2.70%

**TEXAS A&M UNIVERSITY AT QATAR BUDGET WORKSHEET
RESEARCH BUDGET SUMMARY**

FISCAL YEAR 2014-2018

PERSONNEL	FY2014 Approved Budget	FY2015 Proposed Budget	FY2016 Proposed Budget	FY2017 Proposed Budget	FY2018 Proposed Budget
Staff - Section 4.4	19.25	22.75	22.75	22.75	22.75
Staff - Section 4.6	2.50	1.00	1.00	1.00	1.00
Research Associates	24.50	16.50	16.50	16.50	16.50
Graduate Assistants	8.00	6.00	6.00	6.00	6.00
TOTAL PERSONNEL	55.25	46.25	46.25	46.25	46.25
SALARIES	\$ 3,129,891	\$ 2,537,498	\$ 2,537,498	\$ 2,613,622	\$ 2,692,030
FRINGE BENEFITS	\$ 629,430	\$ 507,500	\$ 507,500	\$ 522,724	\$ 538,406
TOTAL INCENTIVE PACKAGE	\$ 5,845,136	\$ 4,932,425	\$ 4,932,425	\$ 5,080,400	\$ 5,232,811
ONE TIME COSTS AND EQUIPMENT	\$ 1,736,500	\$ 400,000	\$ 333,780	\$ 343,793	\$ 354,107
CAPITAL EXPENDITURES	\$ 2,422,576	\$ 2,453,100	\$ 1,600,000	\$ 1,648,000	\$ 1,697,440
TRAVEL	\$ 1,055,836	\$ 827,827	\$ 786,436	\$ 810,030	\$ 834,330
OTHER DIRECT COSTS	\$ 3,545,712	\$ 3,582,584	\$ 3,582,584	\$ 3,690,062	\$ 3,800,764
OTHER CENTRALLY CALCULATED COSTS	\$ 774,409	\$ 717,877	\$ 717,877	\$ 739,413	\$ 761,596
TOTAL COSTS	\$ 19,139,590	\$ 15,958,811	\$ 14,998,100	\$ 15,448,044	\$ 15,911,484
YEAR TO YEAR CHANGE		-16.62%	-6.02%	3.00%	3.00%

The following estimates are presented to show compliance with Section 2.1 and 2.5 of the Research Agreement and TAMUQ's progress toward being 50% self-sufficient within five years from the inception of the Research Program.

SOURCES OF EXTERNAL FUNDING	Estimated FY14	Estimated FY15	Estimated FY16	Estimated FY17	Estimated FY18
EXTERNAL CONTRIBUTIONS	\$ 2,400,000	\$ 2,520,000	\$ 2,646,000	\$ 2,776,300	\$ 2,917,215
EXTERNAL RESEARCH CONTRACTS	\$ 24,700,000	\$ 25,935,000	\$ 27,231,750	\$ 28,593,330	\$ 30,023,005
TOTAL SOURCES OF EXTERNAL FUNDING	\$ 27,100,000	\$ 28,455,000	\$ 29,877,750	\$ 31,371,638	\$ 32,940,220
% SELF-SUFFICIENT	59%	64%	67%	67%	67%

Estimated IDC to be returned to Qatar Foundation per Section 2.13 of the Research Agreement:

FY2014: \$300,000 to \$400,000 (after bridging funding has been fully repaid)

FY2015: \$1,050,000

FY2016: \$1,102,500

FY2017: \$1,157,625

FY2018: \$1,215,506

**TEXAS A&M UNIVERSITY AT QATAR BUDGET WORKSHEET
GRADUATE BUDGET SUMMARY**

FISCAL YEAR 2014-2018

PERSONNEL	FY2014 Approved Budget	FY2015 Proposed Budget	FY2016 Proposed Budget	FY2017 Proposed Budget	FY2018 Proposed Budget
Faculty	3.00	3.00	3.00	3.00	3.00
Contracted Faculty	0.50	0.00	0.00	0.00	0.00
Staff - Section 4.5	2.75	5.25	5.25	5.25	5.25
Staff - Section 4.7	2.50	0.00	0.00	0.00	0.00
Graduate Assistants	1.50	2.50	2.50	2.50	2.50
TOTAL PERSONNEL	10.25	10.75	10.75	10.75	10.75
SALARIES	\$ 856,595	\$ 882,293	\$ 908,761	\$ 936,023	\$ 964,103
FRINGE BENEFITS	\$ 177,167	\$ 182,635	\$ 188,114	\$ 193,757	\$ 199,569
TOTAL INCENTIVE PACKAGE	\$ 1,016,020	\$ 946,665	\$ 875,066	\$ 1,004,317	\$ 1,034,448
ONE TIME COSTS AND EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL EXPENDITURES	\$ 113,000	\$ 116,390	\$ 119,882	\$ 123,478	\$ 127,182
TRAVEL	\$ 112,625	\$ 112,625	\$ 116,004	\$ 119,484	\$ 123,068
OTHER DIRECT COSTS	\$ 720,689	\$ 742,309	\$ 764,580	\$ 787,517	\$ 811,143
OTHER CENTRALLY CALCULATED COSTS	\$ 439,299	\$ 452,478	\$ 466,055	\$ 480,038	\$ 494,440
TOTAL DIRECT COSTS	\$ 3,435,395	\$ 3,435,395	\$ 3,538,462	\$ 3,644,614	\$ 3,753,953
CONTINGENCY FUND	\$ 25,599	\$ 32,218	\$ 33,185	\$ 34,180	\$ 35,206
TOTAL COSTS	\$ 3,460,994	\$ 3,467,613	\$ 3,571,647	\$ 3,678,794	\$ 3,789,159
YEAR TO YEAR CHANGE		0.19%	3.00%	3.00%	3.00%

Exhibit E
Management Fee

The Management Fee will consist of (1) a base amount and (2) a part composed of incentives for TAMUQ performance in alignment with goals in this agreement. Amounts for the management fee are based on four engineering programs at the Bachelor and Master degree levels. The amounts shall be reviewed if more programs are added or deleted for TAMUQ

The base amount shall be US\$7M.

The incentive amount shall be US\$3M awarded in three parts:

1. Seconded/Long Term Faculty Incentive (maximum of up to US\$1M)

a. Define *seconded TAMU faculty* (STF) as

i. Seconded TAMU faculty-type 1 (STF₁): all faculty who

1. have been hired as faculty members at TAMUQ and
2. have committed to a long term appointment at TAMUQ and
3. have been or are faculty members at TAMU in College Station for a period of at least one year within a period of two years or less

ii. Seconded TAMU faculty-type 2 (STF₂): all faculty who have been hired as faculty members into academic programs at College Station and have accepted an appointment at TAMUQ. Prior to their appointment at TAMUQ, TAMU faculty -type2 should have served at least two years in teaching and research at College Station.

b. Define *long term faculty* (LTF) as the portion of faculty seconded at TAMUQ (either STF₁ or STF₂) who have served at TAMUQ cumulatively for 3 years or more or who have signed a commitment to serve in Doha for 3 years to be fulfilled within 4 years

c. Set a limit such that no more than 30% of the LTF are STF₁.

d. The distribution of the LTF among the six programs at TAMUQ reflects the distribution of faculty generally among those six programs.

e. The Seconded/Long Term Faculty Incentive shall be disbursed according to:

Percentage of Faculty who are LTF	Incentive
$p < 20$	\$0
$20 \leq p < 30$	\$200K

$30 \leq p < 40$	\$500K
$40 \leq p < 50$	\$800K
$p \geq 50$	\$1M

2. Qatari Enrollment and Success Incentive (maximum of up to US\$1M)

- a. Define *Student Incentive for Success* (SI_S) as the proportion of Qatari undergraduates that are enrolled at the beginning the previous fiscal year.

$$\text{Total}_{\text{Qatari}} / \text{Total}_{\text{Undergraduate}}$$

- b. Although not to be included in the computation of the Qatari Enrollment and Success Incentive, TAMUQ shall provide the following current and historical data to Qatar Foundation and to the JAB:

- i. Percentage of new Qatari students enrolled
- ii. Freshman to Sophomore retention rate for Qatari students
- iii. Over all Qatari retention

- c. The Qatari Enrollment and Success Incentive shall be disbursed according to:

Student Incentive for Success (%)	Incentive
<40	\$0
$40 \leq SI_S < 45$	\$100K
$45 \leq SI_S < 50$	\$200K
$50 \leq SI_S < 60$	\$500K
$60 \leq SI_S < 70$	\$800K
$SI_S \geq 70$	\$1M

3. Collaboration and Community Engagement Incentive (maximum of up to US\$1M)

- a. The JAB, during the Spring meeting, in relation to the current year of program operations, will review the activities and the outcomes of TAMUQ having to do with collaboration and community engagement.

- b. TAMUQ's collaborative and engagement undertakings shall be supportive of the following four pillars:

- i. Power of a research university
- ii. Future of Qatar
- iii. Synergy among HBKU partners
- iv. Engagement of the community

- c. The Dean/CEO of TAMUQ shall report how the university supports these pillars through activities and outcomes within the following constituent groups:

- i. HBKU and its partners
- ii. Qatari public
- iii. Qatari professionals

- d. Examples of collaborative or engagement activities may include but shall not be limited to:
- i. New academic programs
 - ii. New research programs
 - iii. Academic courses: shared, cross-registered, common courses
 - iv. Capacity building: human, technical, professional
 - v. Grooming Qatari Faculty
 - vi. Employment of QF/HBKU graduates
 - vii. Continuing education
 - viii. Professional/technical services, e.g. service centers
- e. Based on the report of the TAMUQ Dean/CEO, the JAB shall assess the activities and outcomes within the three constituent groups and each JAB member, with equal rank, shall assign one of the following grades for each of those groups:
- i. Grade assigned = 0: Does not meet expectations (no evidence of collaborative or engagement activities or outcomes).
 - ii. Grade assigned = 1: Satisfactory (evidence of providing services to others through collaborative or engagement activities).
 - iii. Grade assigned = 2: Very Good (evidence of providing services and innovation through collaborative or engagement activities).
 - iv. Grade assigned = 3: Outstanding (evidence of providing services, innovation, and leadership through collaborative or engagement activities).
- f. Based on the grades assigned, average grades for each of the three constituent groups and an overall average grade for Collaboration and Community Engagement (CCE_{Avg}) shall be calculated.
- g. The Collaboration and Community Service Incentive shall be disbursed according to:

Collaboration and Community Engagement Rating (Average)	Incentive
Does Not Meet Expectations ($CCE_{Avg} < 0.5$)	\$0K
Satisfactory ($0.5 \leq CCE_{Avg} < 1.5$)	\$500K
Very Good ($1.5 \leq CCE_{Avg} < 2.5$)	\$800K
Outstanding ($2.5 \leq CCE_{Avg} \leq 3$)	\$1M

Exhibit F

Definition of Middle East

Middle East, term traditionally applied by western Europeans to the countries of SW Asia and NE Africa lying W of Afghanistan, Pakistan and India. Thus defined it includes Cyprus, the Asian part of Turkey, Syria, Lebanon, Israel, the West Bank and Gaza, Jordan, Iraq, Iran, the countries of the Arabian peninsula (Saudi Arabia, Yemen, Oman, United Arab Emirates, Qatar, Bahrain, Kuwait) and Egypt and Libya. The area was viewed as midway between Europe and East Asia (traditionally called the Far East). The term is sometimes used in a cultural sense to mean the group of lands in that part of the world predominantly Islamic in culture, thus including the remaining states of N Africa as well as Afghanistan and Pakistan.

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