





**How much?**

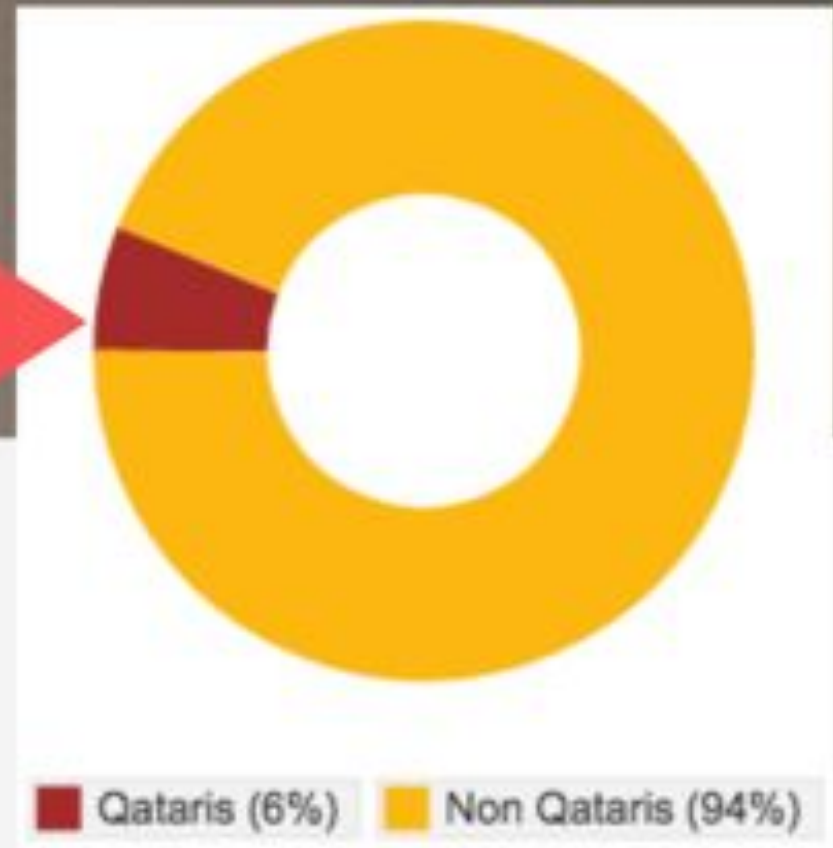
**\$5.5 million**





**QATARIZATION!**

# ***THE PAIN***



**QATARI  
PROFESSIONAL**

**AUT-Q UNIVERSITY**

*PRACTICAL ACCESSIBLE INNOVATIVE*



三三

■ Always (100%) ■ Sometimes (0%)

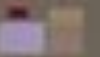


Call to ACTION!





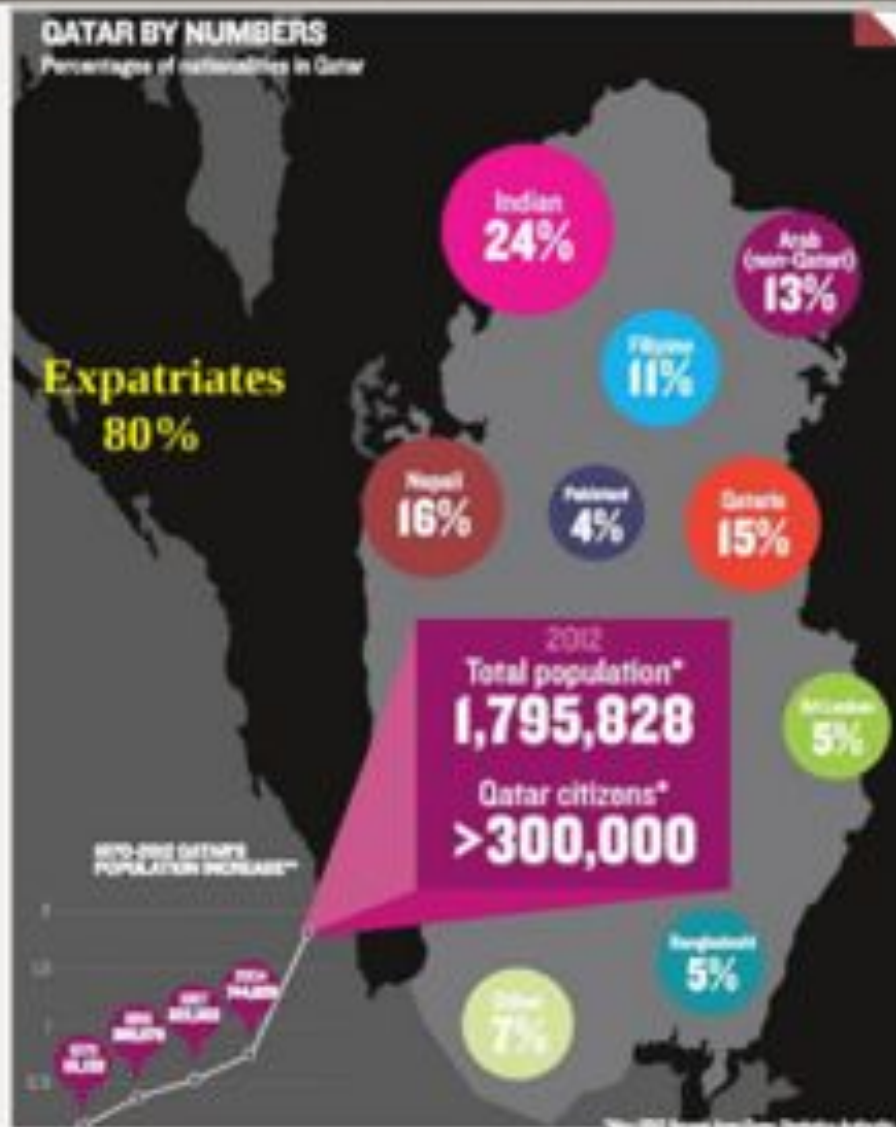
# History of Qatar



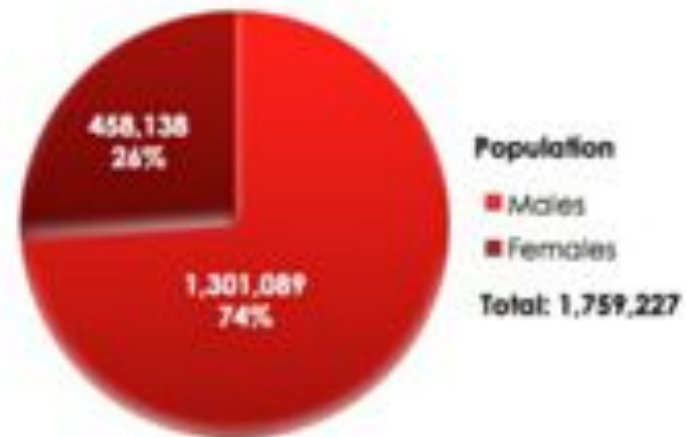
- The Qatari peninsula is 11,571 km<sup>2</sup>
- Population is 2 Million
- 12th largest oil reserve in the world
- More than 5% of world's total natural gas
- Due to oil and gas, the country now has one of the highest incomes per capita in the world.
- GDP/capita of Canada: 51,958.38 USD
- GDP/capita of Qatar: 93,352.02 USD







## Demographic



September 3, 1971

Qatar, Proclaim date



## Constitution of Qatar

### Article 1

Qatar is an independent Arab state. Islam is the State's religion and the Islamic Shariah is the main source of its legislation. It has a democratic political system. It's official language is Arabic. People of Qatar are part of the Arab nation (ummah).

**Political**

Qatar's Sheikh Tamim Bin Hamad Al Thani



### Shari'ah law



Religion



New



Old



Social-Cultural

Language

Family

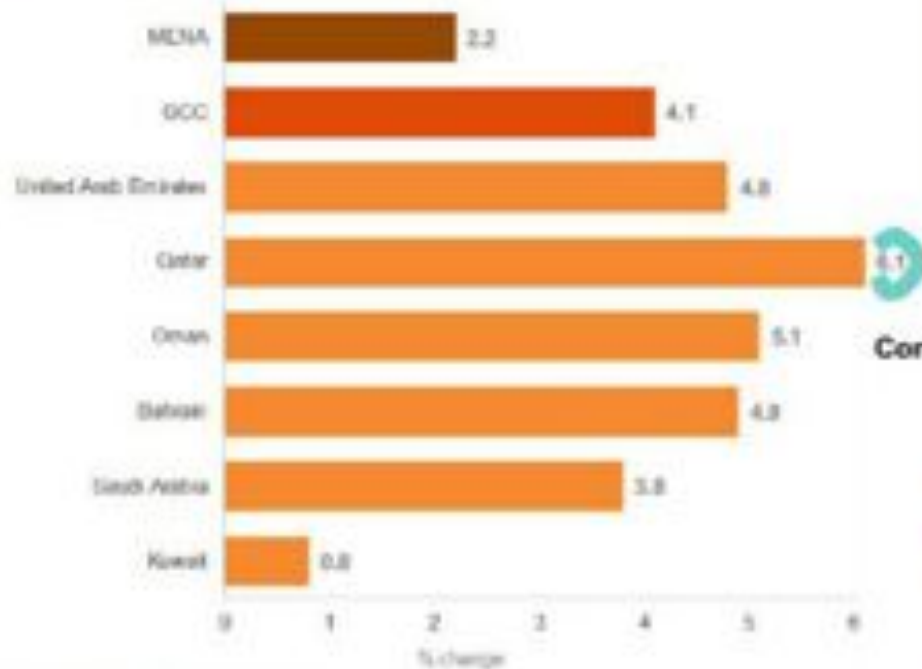


Gender roles



## Real GDP % growth (2013)

MENA and GCC countries



Source: International Monetary Fund

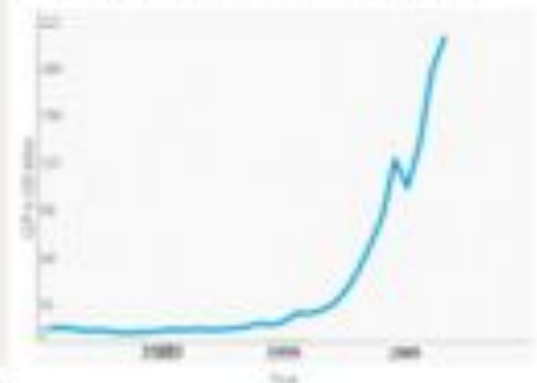
## Economical

### Contribution to Qatar's Real GDP Growth (% in year to Q1 2014)

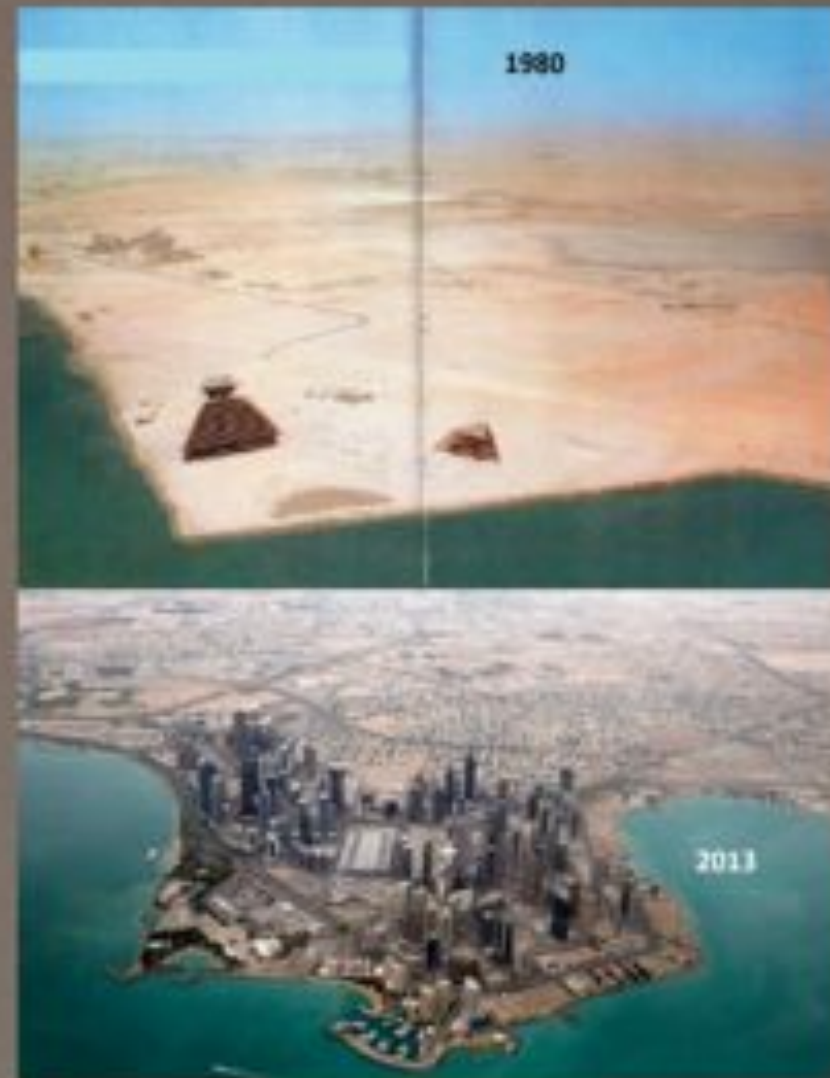


Sources: MDPS and QNB Group analysis

## The rise of Qatar's GDP











#### **Economic Development**

Development of a competitive and diversified economy capable of meeting the needs of, and securing a high standard of living for, all its people for the present and for the future.



#### **Environmental Development**

Management of the environment such that there is harmony between economic growth, social development and environmental protection.

# Qatar Vision 2030



#### **Human Development**

Development of all its people to enable them to sustain a prosperous society.



#### **Social Development**

Development of a just and caring society based on high moral standards, and capable of playing a significant role in the global partnership for development.

# American University of Technology-Qatar

## Mission

Aid Qatar to become a dynamic educational hub to graduate professionals who drive the future of Qatar



## Vision

Provide an innovative, technology-rich, entrepreneurial, experiential university that produces socially active and market-ready graduates

# AUT History



# Idea generation



- Possibility in Qatar through investor
- AUT looking to expand abroad
- American post-secondary educational system while maintaining a Middle Eastern culture
- AUT-Q will allow its Qatari students to pursue further studies at partner universities



## AUT-Q from VISION to REALITY

in short



in detail







# THE PAIN KNOWLEDGE GAP







■ Government (91%) ■ Private Sector (9%)



■ Government (100%) ■ Private Sector (0%)





# Job Skills

Academic Skills

Soft Skills



Technical Skills

General Skills



N  
P



# THE MARKET

## OUR NICHE



# Drivers---Climate Change & Global Economy



Clean tech

Research & Professionals

Environmental laws

Environment-based industries

Population growth



Aging issues

# Trends





Clean tech

Research  
&  
Professionals



Environmental  
laws

Environment-based  
industries



Population growth



Aging issue

Supposition



Expatriates  
in workforce market



Professionalization





Emerging markets



National vision 2030



Diversification  
Privatization

Knowledge-based  
economy

\$62  
billion



world-class education

New economic areas

National identity

Communication

Advanced-education

English

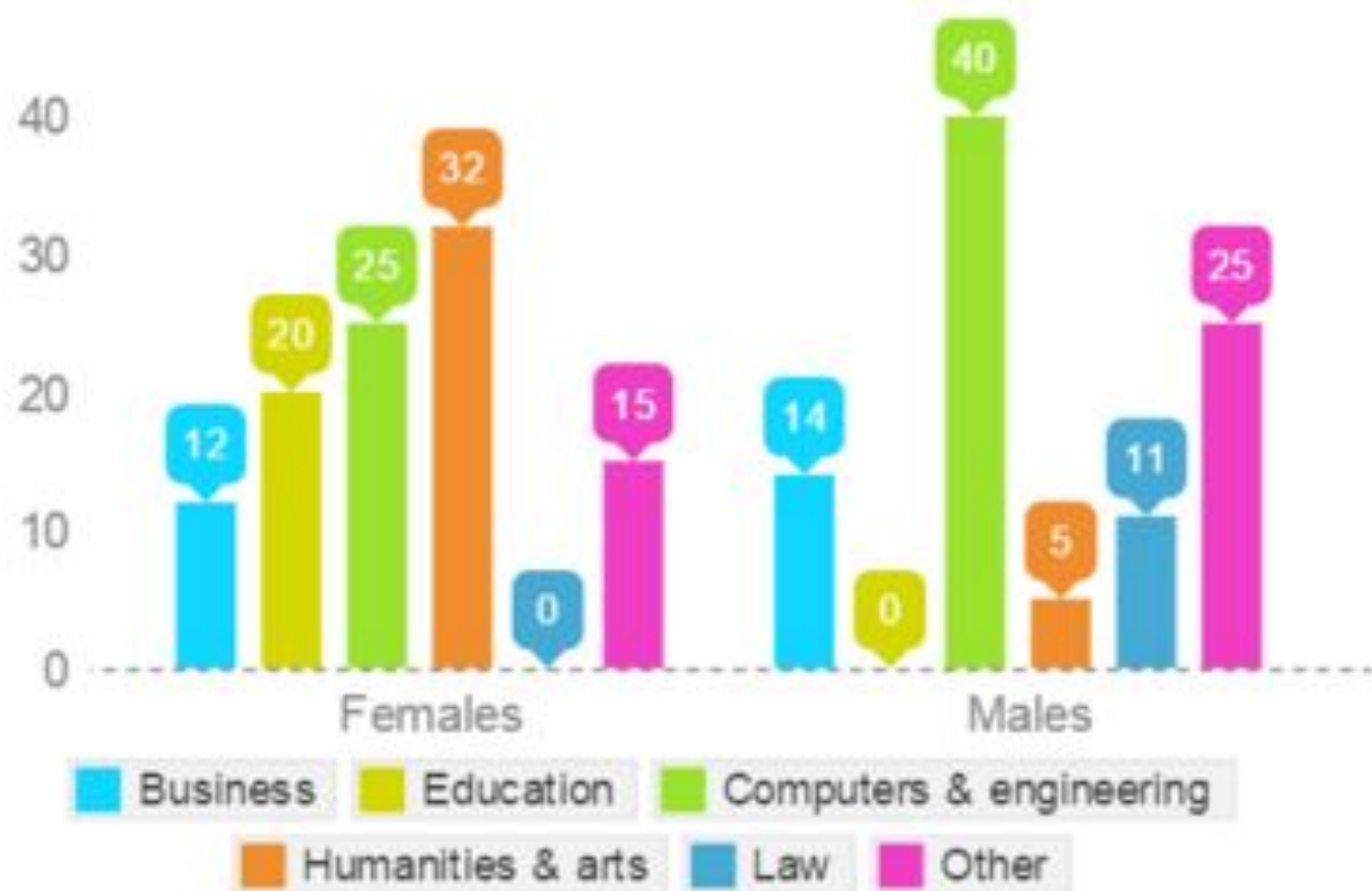
Women empowerment







Reasons for Not Pursuing Post-Secondary Schooling 2004



Field of Study 2004









# THE COMPETITION

## OUR POSITION



## Education City



# Education City







جامعة كارنيغي ميلون في قطر  
Carnegie Mellon Qatar



GEORGETOWN UNIVERSITY  
كلية الشؤون الدولية في قطر  
SCHOOL OF FOREIGN SERVICE IN QATAR

vcuqatar | virginia commonwealth university in qatar  
كلية جامعة كومويل في قطر







■ Qataris (33%) ■ Non-Qataris (67%)







جامعة قطر  
QATAR UNIVERSITY



Qatar University is a member of the Association of Universities in Qatar (AUQ).







■ Qatari (65%) ■ Non-Qatari (35%)



*As a Qatari, if you are not in Education City, then you are in Qatar University*

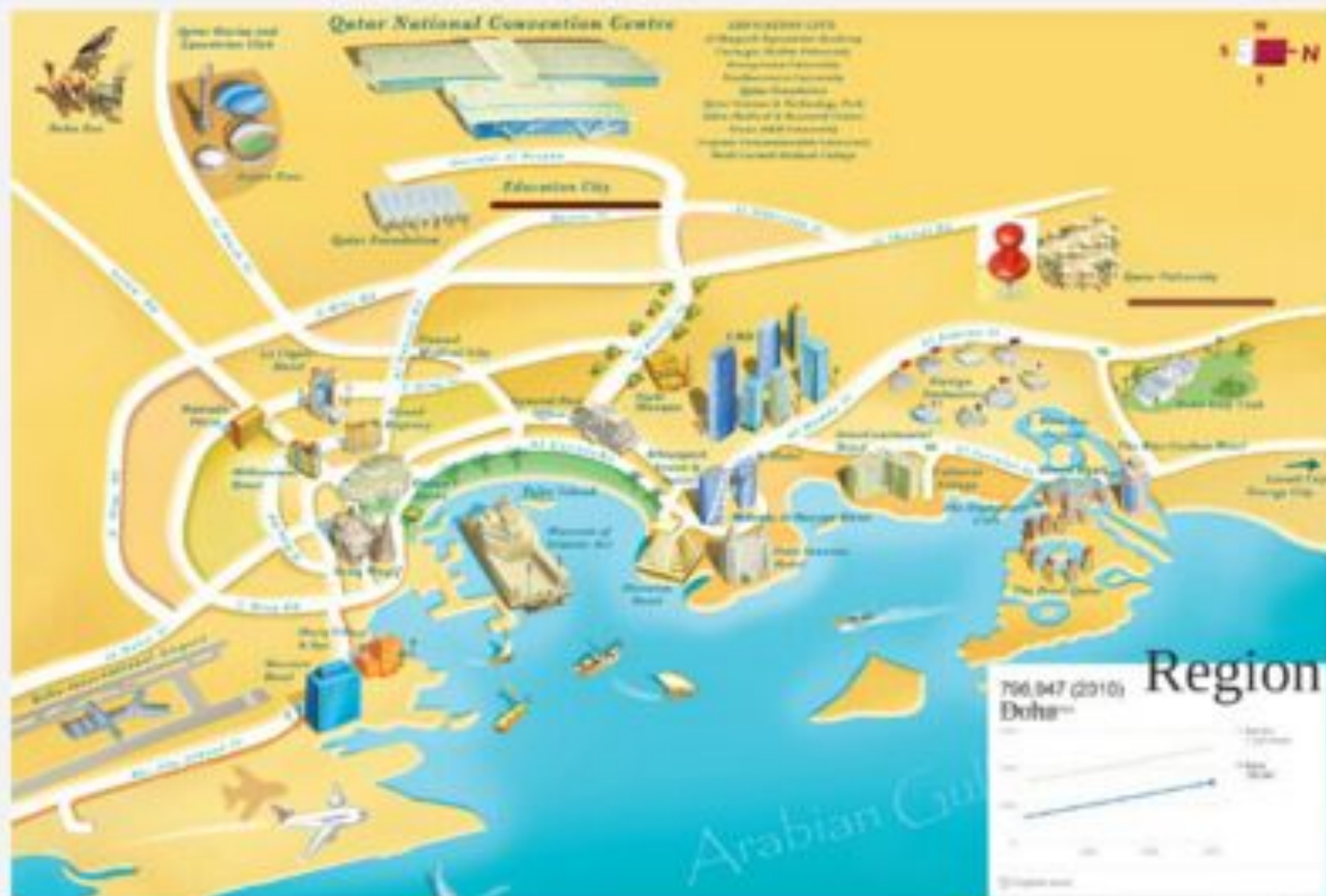




COLLEGE  
OF THE  
NORTH  
ATLANTIC  
**QATAR**









# Second largest post secondary school in Qatar

In just 2 years



Established in 2012



Five program areas



Over 4600 students

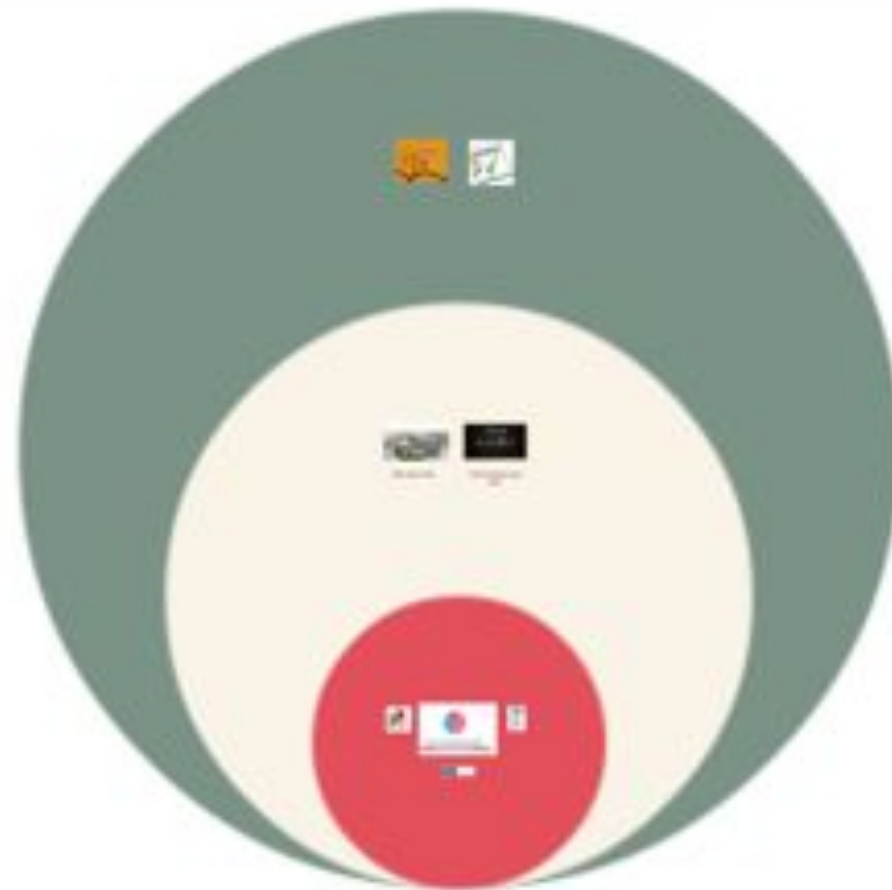


Established in  
2010

Prestige

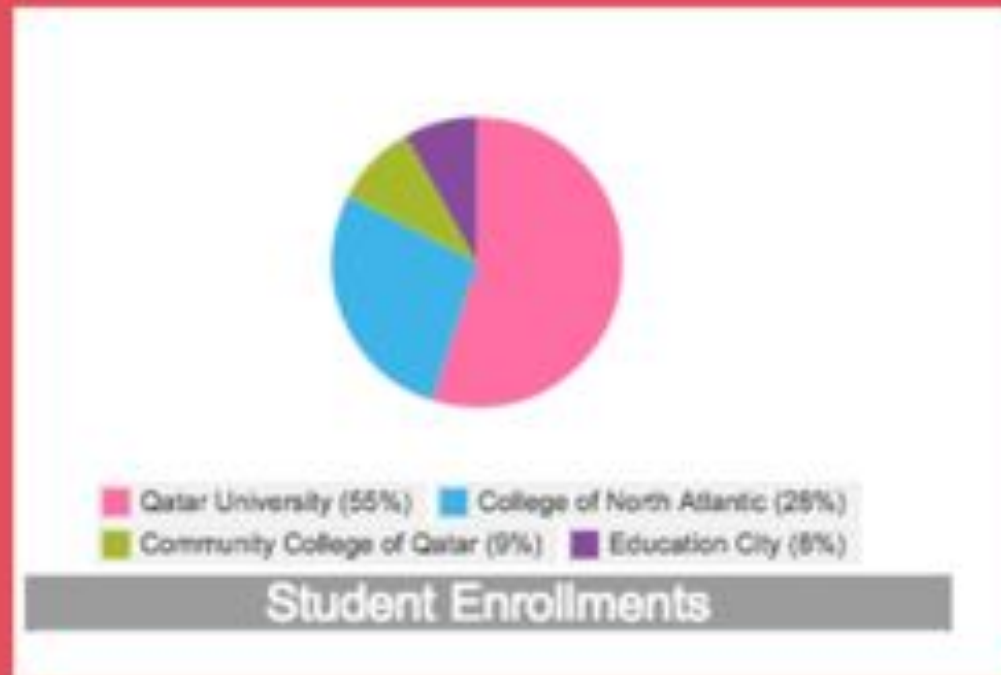
3 Departments  
(Business, Computer Science,  
English)

1500 Students



Direct Indirect Other Influencing Factors







Education City



1000 students per  
year









# THE SOLUTION OUR PRODUCT





*Access Technology*

*Access English*

*Your Future Q Future*

*Enter & Excel*





*Eco-Innovate*





Interns  
Wanted

ENTREPRENEUR BLVD

Inter-Disciplinary



*Eco-Innovate*



Prezi







## Innovations

Staff Mentorship Program  
Eco-Innovate Project

## Undergraduate

Business Academy  
Alternative Energy Engineering

## Access

Enter & Excel  
Your future : Q Future

## Specializations

Entrepreneurship  
Maritime Engineering  
Renewable Energy Certificate

# Phase I

## Research

Qatar Pulse-Response Institute





## Innovations

Educational Coordination Program  
Green Alliance for Innovative Action  
Staff Mentorship Program  
Eco-Innovate Project

## Undergraduate

Nursing & Health Sciences  
Liberal Arts Academy  
Business Academy  
Alternative Energy Engineering

## Access

Access Technology  
Access English  
Enter & Excel  
Your future : Q Future

## Specializations

Applied Technology in Education  
Environmental Policy & Industry Inn  
Entrepreneurship  
Maritime Engineering  
Renewable Energy Certificate

## Phase II

## Research

Environmental Innovation Research Instit  
Men & Education Research Project  
Qatar Pulse-Response Institute



## Innovations

Educational Coordination Program  
Green Alliance for Innovative Action  
Staff Mentorship Program  
Eco-Innovate Project

## Undergraduate

Applied Sciences

Fine Arts Institute

Nursing & Health Sciences

Liberal Arts Academy

Business Academy

Alternative Energy Engineering

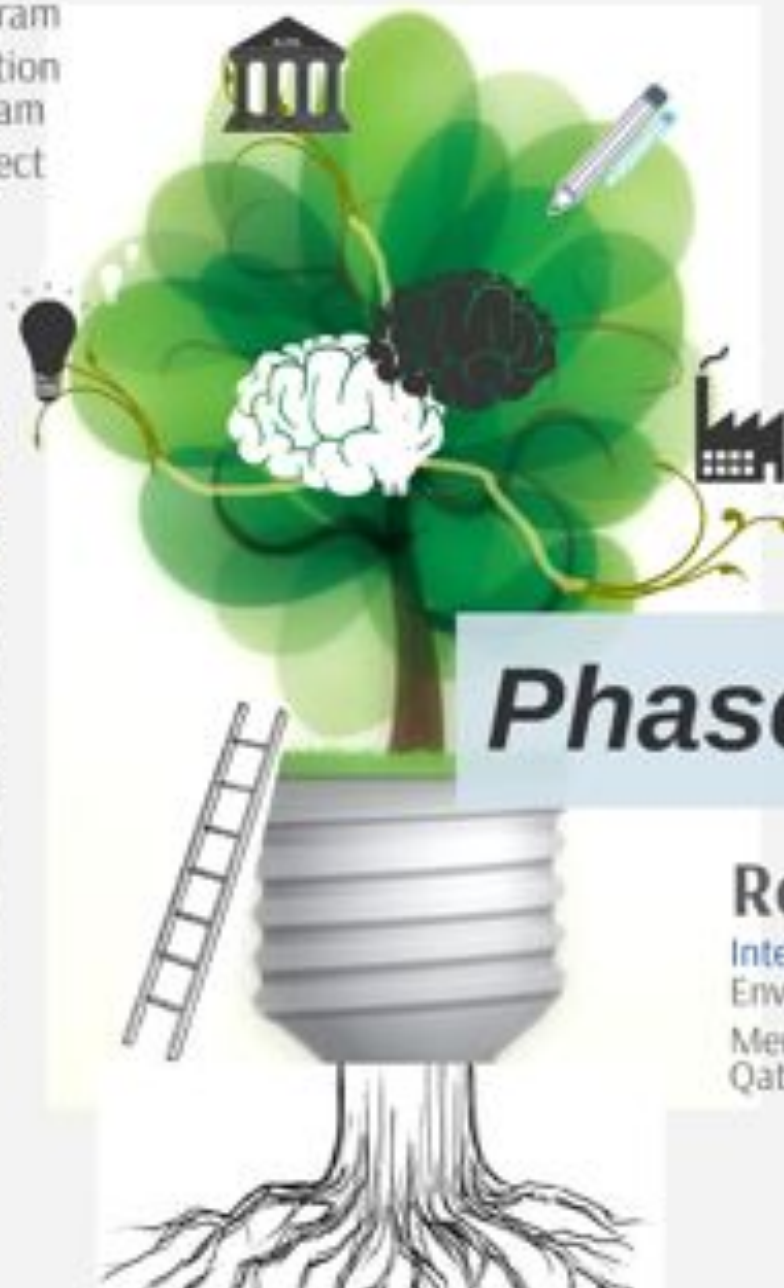
## Access

Access Technology

Access English

Enter & Excel

Your future : Q Future



## Specializations

Tourism

Master in Laws : Masters in Business

Administration

Applied Technology in Education

Environmental Policy & Industry Inn

Entrepreneurship

Maritime Engineering

Renewable Energy Certificate

## Phase III

## Research

Inter-Disciplinary Innovation Institute

Environmental Innovation Research Instit

Men & Education Research Project

Qatar Pulse-Response Institute



# THE EDGE

## WHY US

**Cultivate your expertise**

*Specializations : Filling the Gap*

**Take your place**

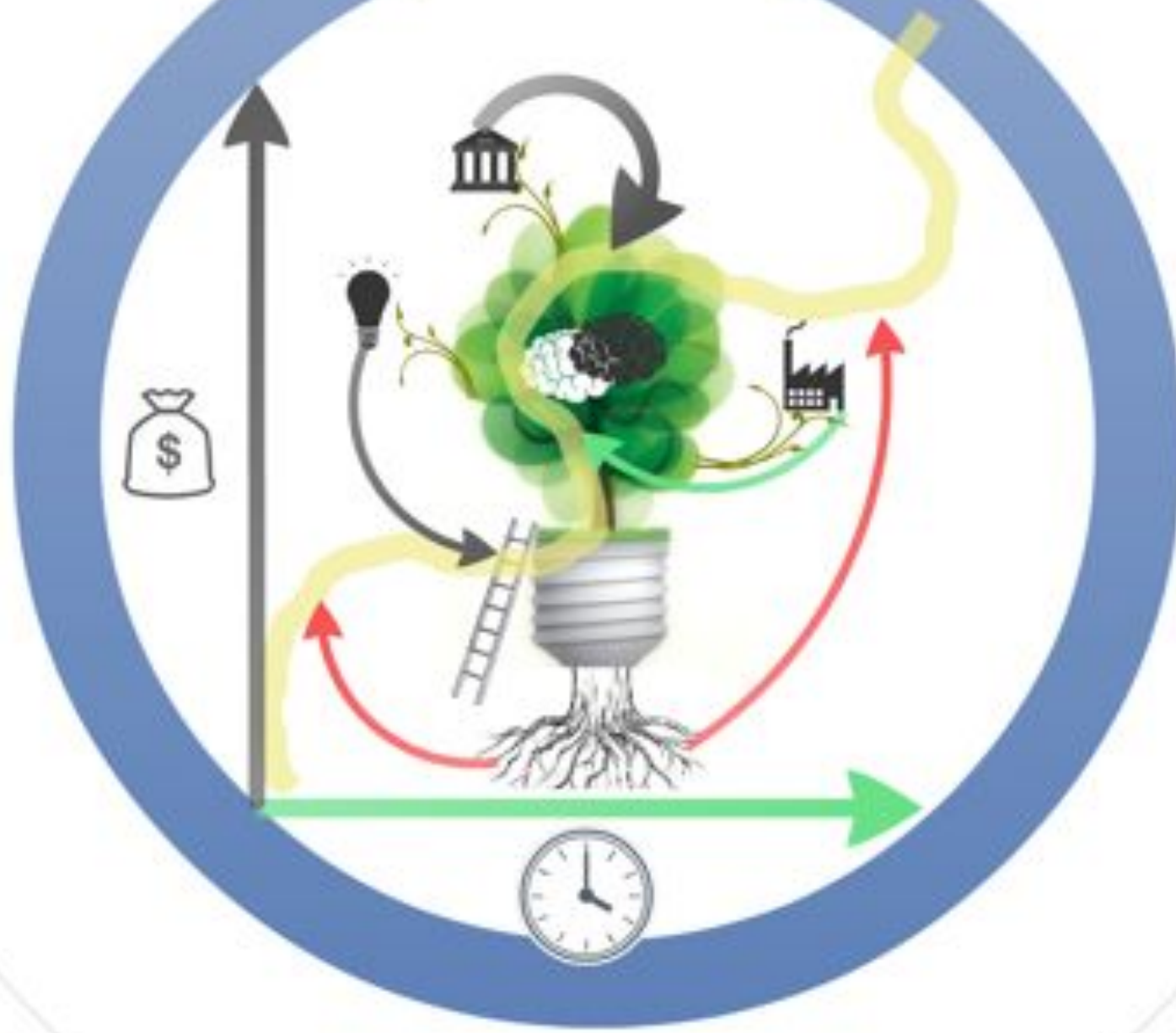
*Experiential-Academic Edge*

**Be dynamic**

*Bilingual : Traditional-Modern*

**Connect**

*Mentorship : Feedback : Inter-disciplinary*







# *Quality*

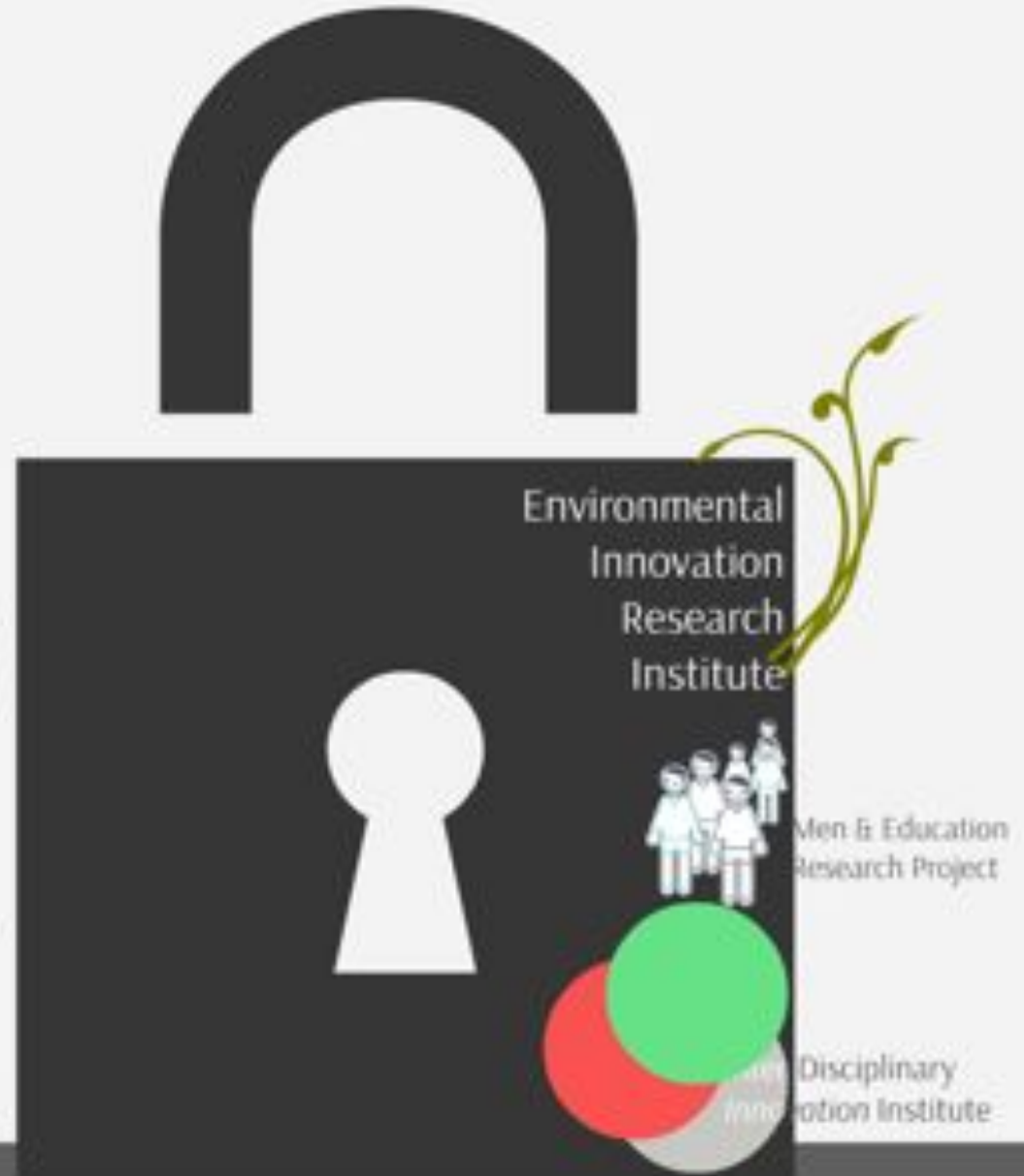
*Awards*

*Research*

*Workshops*

*Evaluation*

# AUT-Q IMAGE



# WHY US

**Cultivate your expertise**

*Specializations : Filling the Gap*

**Take your place**

*Experiential-Academic Edge*

**Be dynamic**

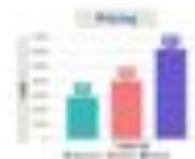
*Bilingual : Traditional-Modern*

**Connect**

*Mentorship : Fieldwork : Inter-disciplinary*



# Sales Marketing





# Objective

```
graph TD; Objective[Objective] --- Enrollment[To enroll 500 students in 2016, 950 students in 2017, 1755 students in 2018]; Objective --- Dissemination[To disseminate information through appropriate channels of distribution]; Objective --- Reputation[To build reputation and image of AUT-Q]; Objective --- Tools[To develop effective sales tools];
```

To enroll  
500 students in 2016,  
950 students in 2017,  
1755 students in 2018

To disseminate  
information through  
appropriate channels  
of distribution

To build reputation  
and image of AUT-Q

To develop  
effective sales  
tools

# Advertising

Local press



Pamphlets,  
flyer

Public  
relations

Social media



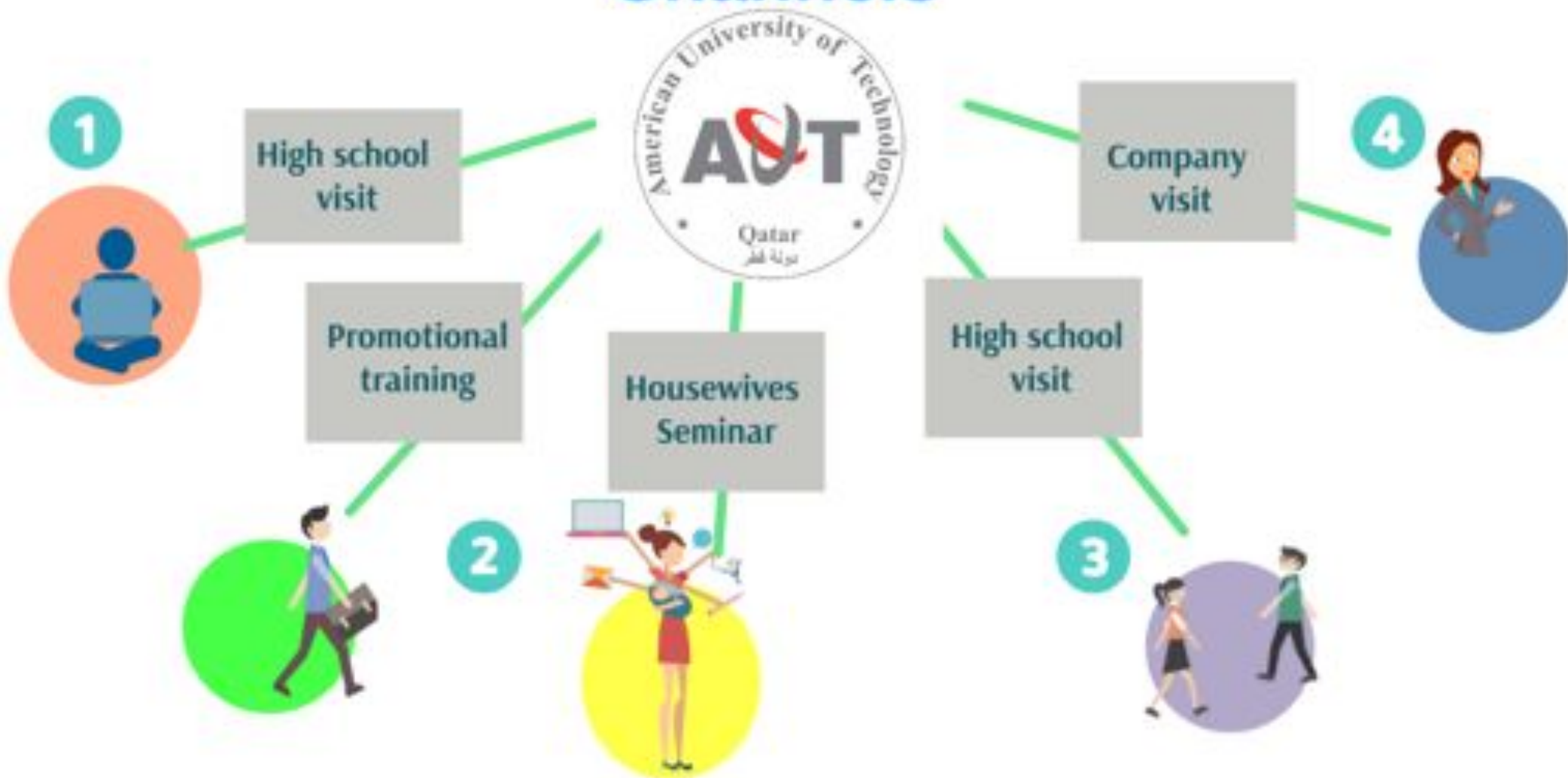
# Website



## Communication Strategies

# Events

# Channels



# Sales strategies





Religious organizations



Professional associations

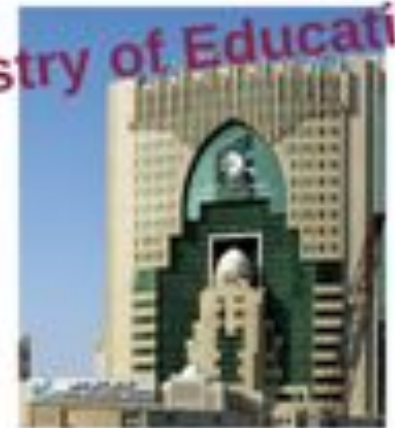


## Associations

Financial institute



Ministry of Education





## Sales strategies



Parents' seminar



# Go for GOAL

Help your children to make  
a wise decision!

No

F

S

## Sales strategies





# How to **WORK** together



Basic Rules of Engagement in our Relationships



## Sales strategies





## Career Guidance For Students

*Check It Out!*



**directions**  
for High School Students  
AN INITIATIVE OF MCKINNEY COUNTY SCHOOLS

# March

## Sales strategies



# for MODERN PARENTING

## Guide for Moms & Dads



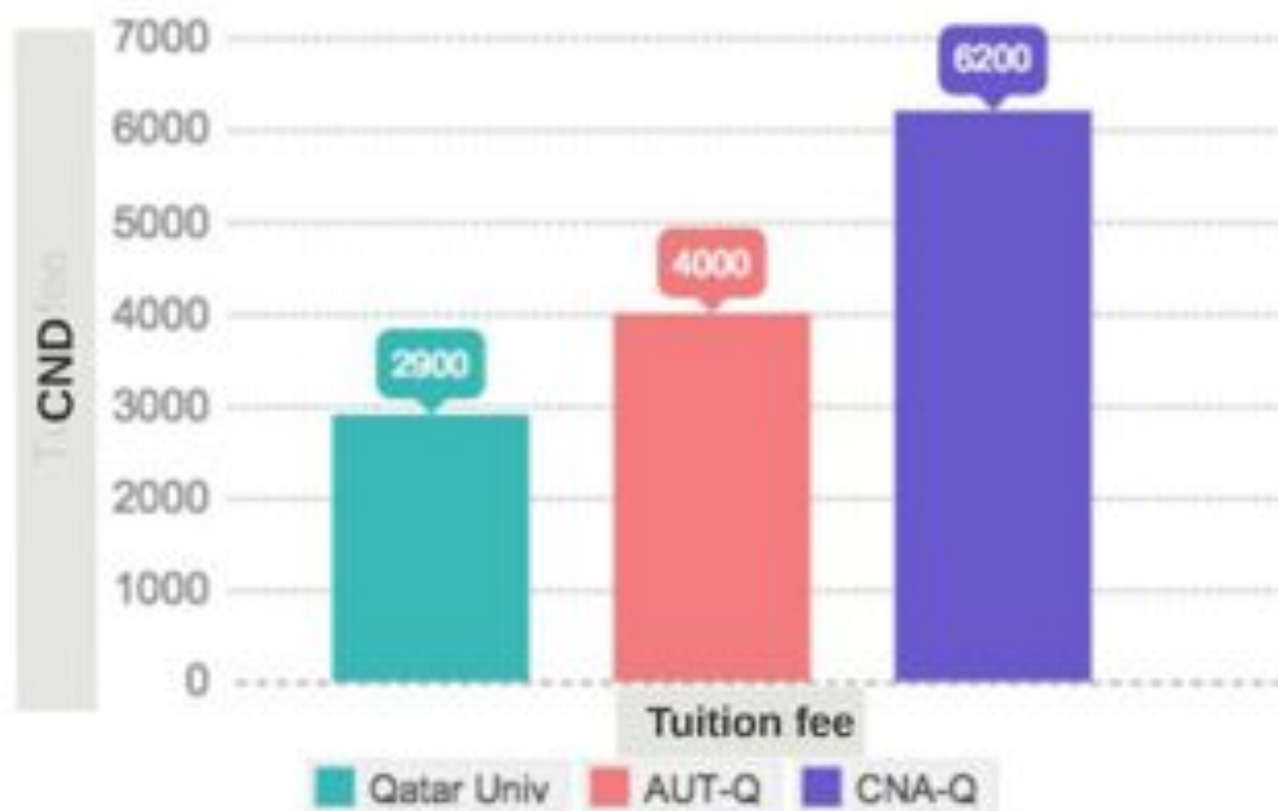
# Housewives



## Sales strategies



## Pricing



## Business case and ROI





# THE NUMBERS MAKING MONEY



Investment opportunity has been up  
1. Positive outlook on the company and its growth prospects  
2. Research and development  
3. Marketing and sales  
4. Financial performance





## Operations Highlights

- **Campus** - the City of Doha, in proximity to Education City
- **Facilities**
  - Lease (start-up period)
  - Provided by the gov of Qatar or lease with gov participation
- **Key Operational Offices**
  - Business Operations Office
  - Office of Marketing and Communications
  - Qatar Support Office
- **Faculty**
  - Student-to-faculty ratio 25:1
- **Admin. Staff**
  - Faculty-to-admin. staff ratio 4:1

# University Revenue Models

Research Grants  
and Contracts

Endowment  
and Investment

Government  
Funding

Tuition

Sales and Services

Donations

Other



and Investment

Government  
Funding

Tuition

Sales and Services

## Economics of Higher Education in Qatar in a Nutshell

US \$45 million a year  
+ undisclosed amount



مؤسسة قطر  
Qatar Foundation



?



All expenses for 10 years  
+ undisclosed amount



US \$750 million  
+ undisclosed amount



US 50 million a year  
+ new campus



US \$326 million

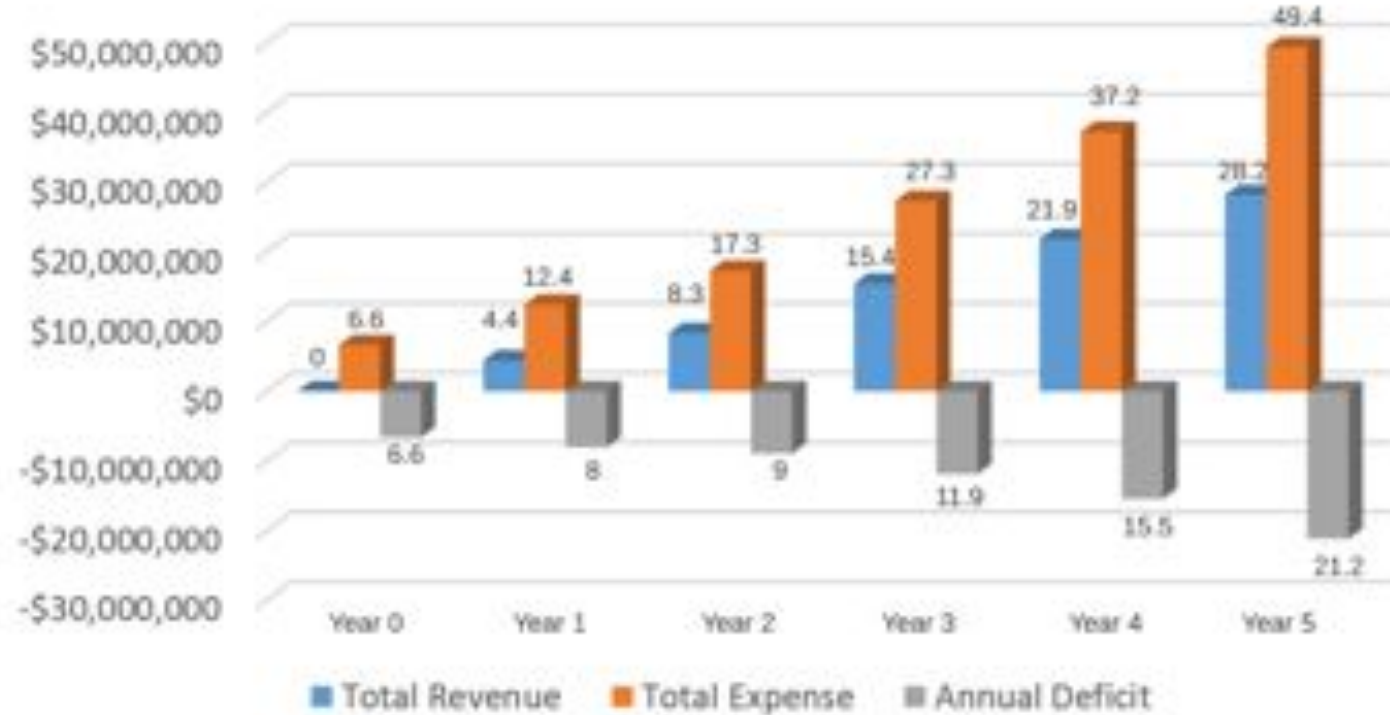




## Revenue and Expense Summary AUT-Q

no government participation

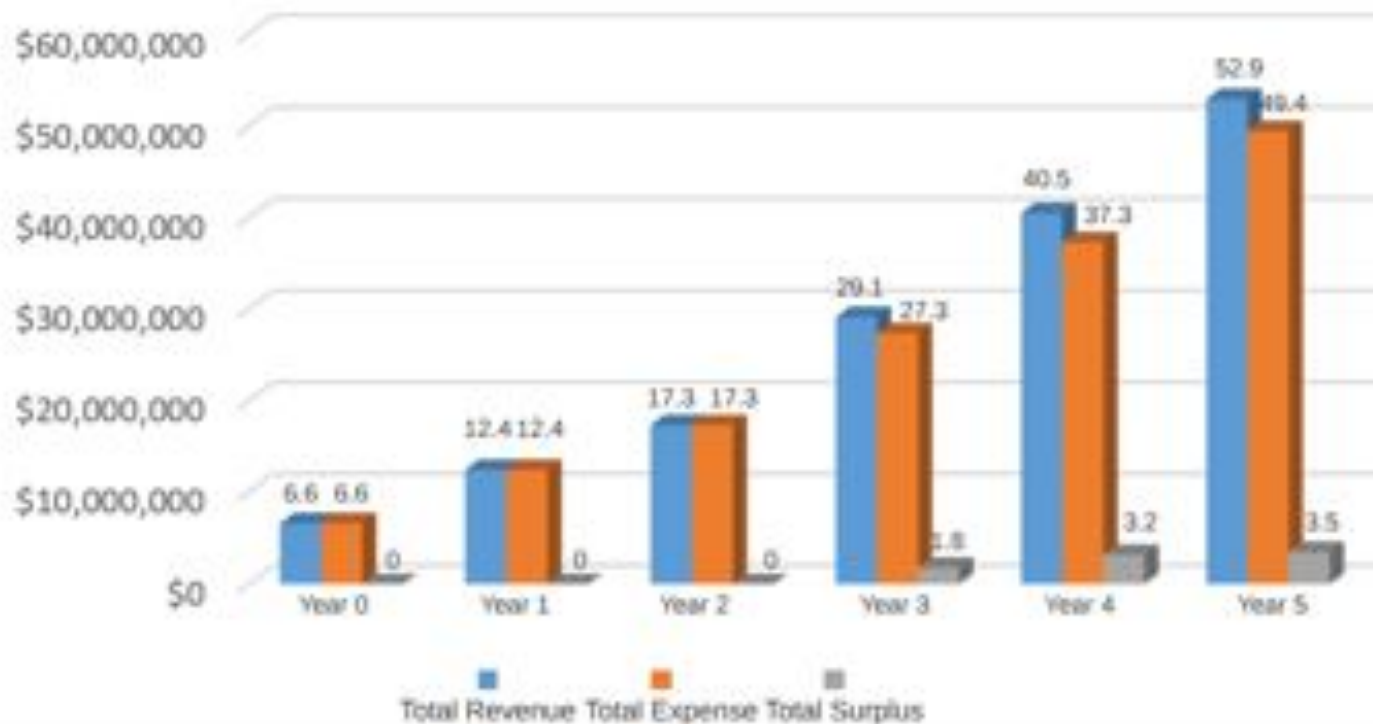
### Revenues and Expenses



## Revenue and Expense Summary AUT-Q

50% government participation

### Revenues and Expenses

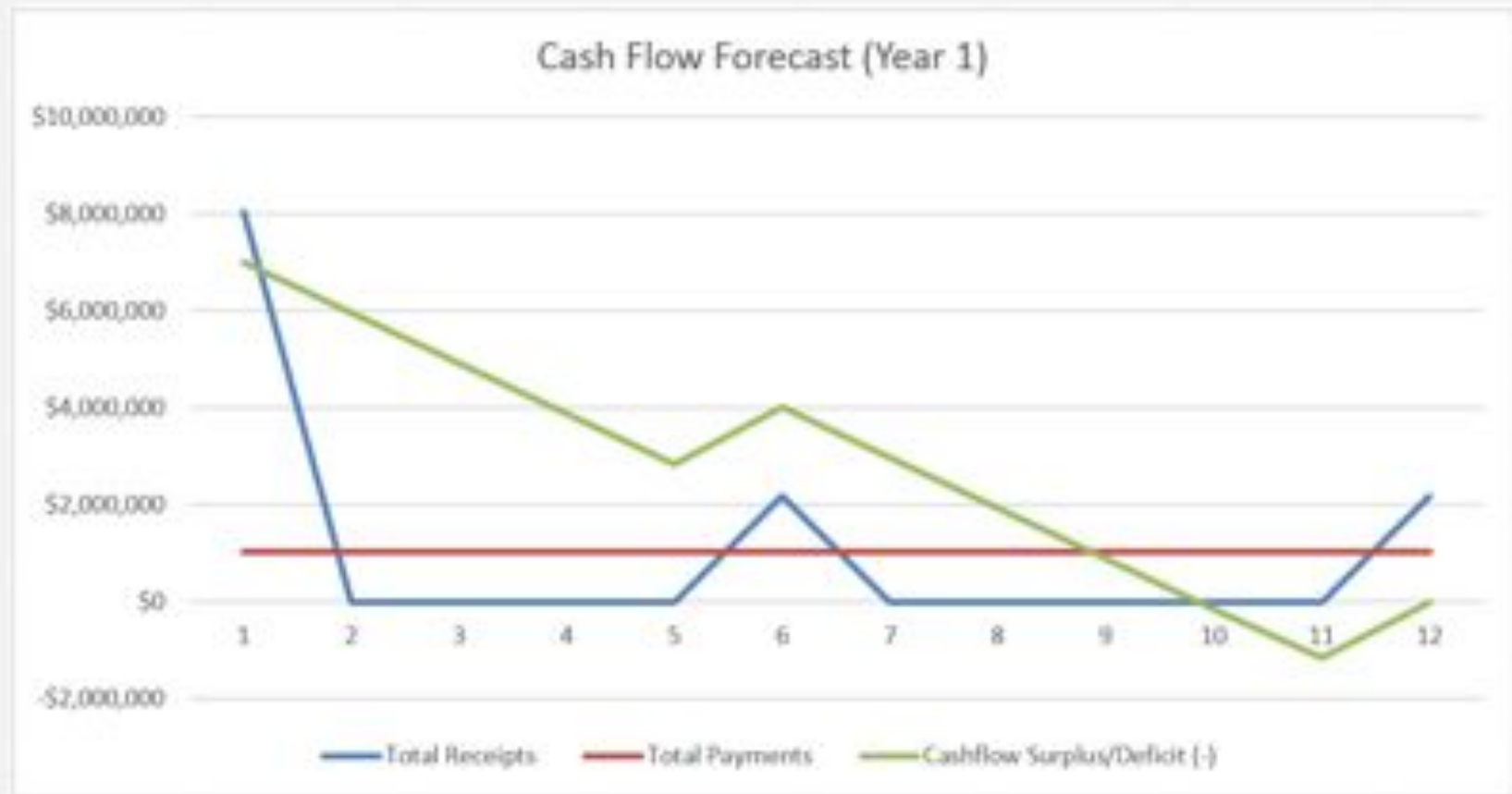


## Why Such a Negligible Surplus?

In millions of dollars	For the year ended June 30	
	2012	2011
<b>Operating Revenue:</b>		
Total student income	\$776.8	\$740.6
Total sponsored research	832.6	851.8
Endowment distributions	1,422.1	1,321.7
Other income*	1,005.7	993.3
<b>Total Operating Revenue</b>	<b>4,037.1</b>	<b>3,907.5</b>
<b>Operating Expenses:</b>		
Salaries and wages	1,497.9	1,420.0
Employee benefits	476.4	461.0
Interest	287.1	298.8
Other expenses**	1,780.3	1,727.8
<b>Total Operating Expenses</b>	<b>4,041.7</b>	<b>3,907.6</b>
<b>Deficit</b>	<b>( 4.6)</b>	<b>( 0.1)</b>
Adapted from <i>Harvard University Financial Report Fiscal Year 2012</i> ; numbers may not total exactly because of rounding.		
*Gifts for current use, other investment income, all other income		
**Depreciation, space and occupancy, supplies and equipment, scholarships, all other expenses		

Harvard

# Cash Flow





## Cash Flow

### Cash Flow Forecast - Year 1 (12 Months)

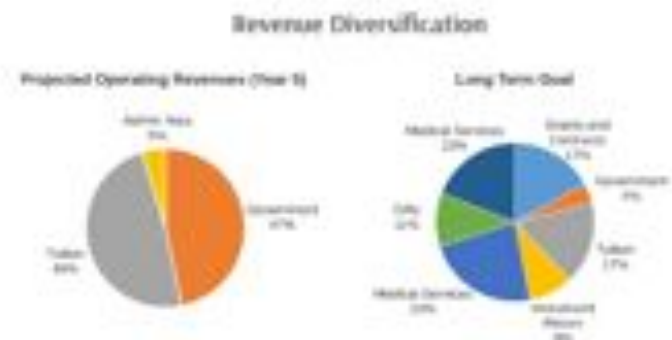
Month:	1	2	3	4	5	6	7	8	9	10	11	12	Totals
<b>Receipts</b>													
Tuition	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$4,000,000
Admin. Fees	\$0	\$0	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000	\$400,000
Operating Grant	\$1,818,750	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,818,750
Government Grant	\$6,218,750	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,218,750
Short term financing										\$0			
<b>Total Receipts</b>	<b>\$8,037,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,200,000</b>	
<b>Payments</b>													
Facilities	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$2,520,000
Teaching and Related	\$289,667	\$289,667	\$289,667	\$289,667	\$289,667	\$289,667	\$289,667	\$289,667	\$289,667	\$289,667	\$289,667	\$289,667	
Academic Services	\$190,958	\$190,958	\$190,958	\$190,958	\$190,958	\$190,958	\$190,958	\$190,958	\$190,958	\$190,958	\$190,958	\$190,958	
Institutional Services	\$345,833	\$345,833	\$345,833	\$345,833	\$345,833	\$345,833	\$345,833	\$345,833	\$345,833	\$345,833	\$345,833	\$345,833	\$4,149,996
<b>Total Payments</b>	<b>\$1,036,458</b>	<b>\$1,036,458</b>	<b>\$1,036,458</b>	<b>\$1,036,458</b>	<b>\$1,036,458</b>	<b>\$1,036,458</b>	<b>\$1,036,458</b>	<b>\$1,036,458</b>	<b>\$1,036,458</b>	<b>\$1,036,458</b>	<b>\$1,036,458</b>	<b>\$1,036,458</b>	<b>\$12,437,496</b>
<b>Cashflow Surplus/Deficit (-)</b>	<b>\$7,001,042</b>	<b>\$5,964,584</b>	<b>\$4,928,126</b>	<b>\$3,891,668</b>	<b>\$2,855,210</b>	<b>\$4,018,752</b>	<b>\$2,982,294</b>	<b>\$1,945,836</b>	<b>\$909,378</b>	<b>-\$127,080</b>	<b>-\$1,163,538</b>		<b>\$4</b>
<b>Opening Cash Balance</b>	<b>\$0</b>	<b>\$7,001,042</b>	<b>\$5,964,584</b>	<b>\$4,928,126</b>	<b>\$3,891,668</b>	<b>\$2,200,000</b>	<b>\$4,018,752</b>	<b>\$2,982,294</b>	<b>\$1,945,836</b>	<b>\$909,378</b>	<b>-\$127,080</b>	<b>-\$1,163,538</b>	
<b>Closing Cash Balance</b>	<b>\$7,001,042</b>	<b>\$5,964,584</b>	<b>\$4,928,126</b>	<b>\$3,891,668</b>	<b>\$2,855,210</b>	<b>\$4,018,752</b>	<b>\$2,982,294</b>	<b>\$1,945,836</b>	<b>\$909,378</b>	<b>-\$127,080</b>	<b>-\$1,163,538</b>		<b>\$4</b>

## Financial Sustainability Post-Start-Up

1. Continue building partnerships with government agencies of the Qatar government

2. Diversify revenue streams:

- University business ventures
- Continuing education
- Cost savings
- Fundraising

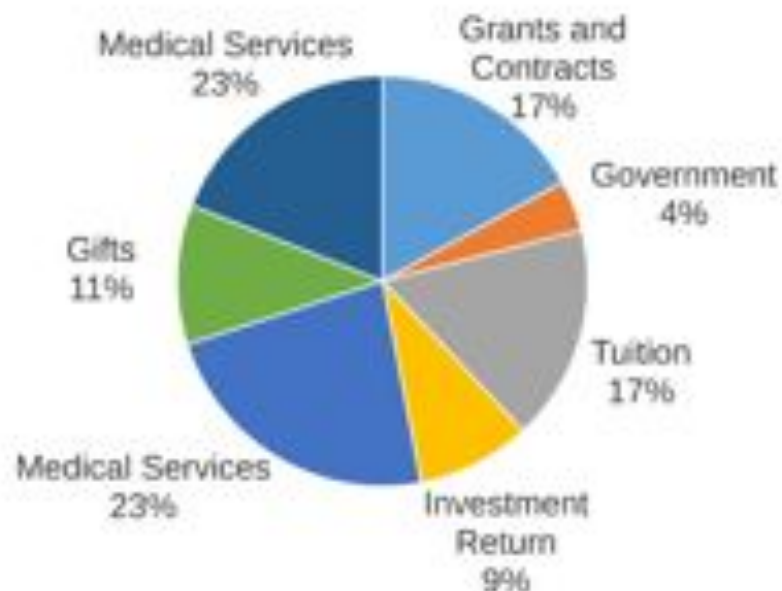


## Revenue Diversification

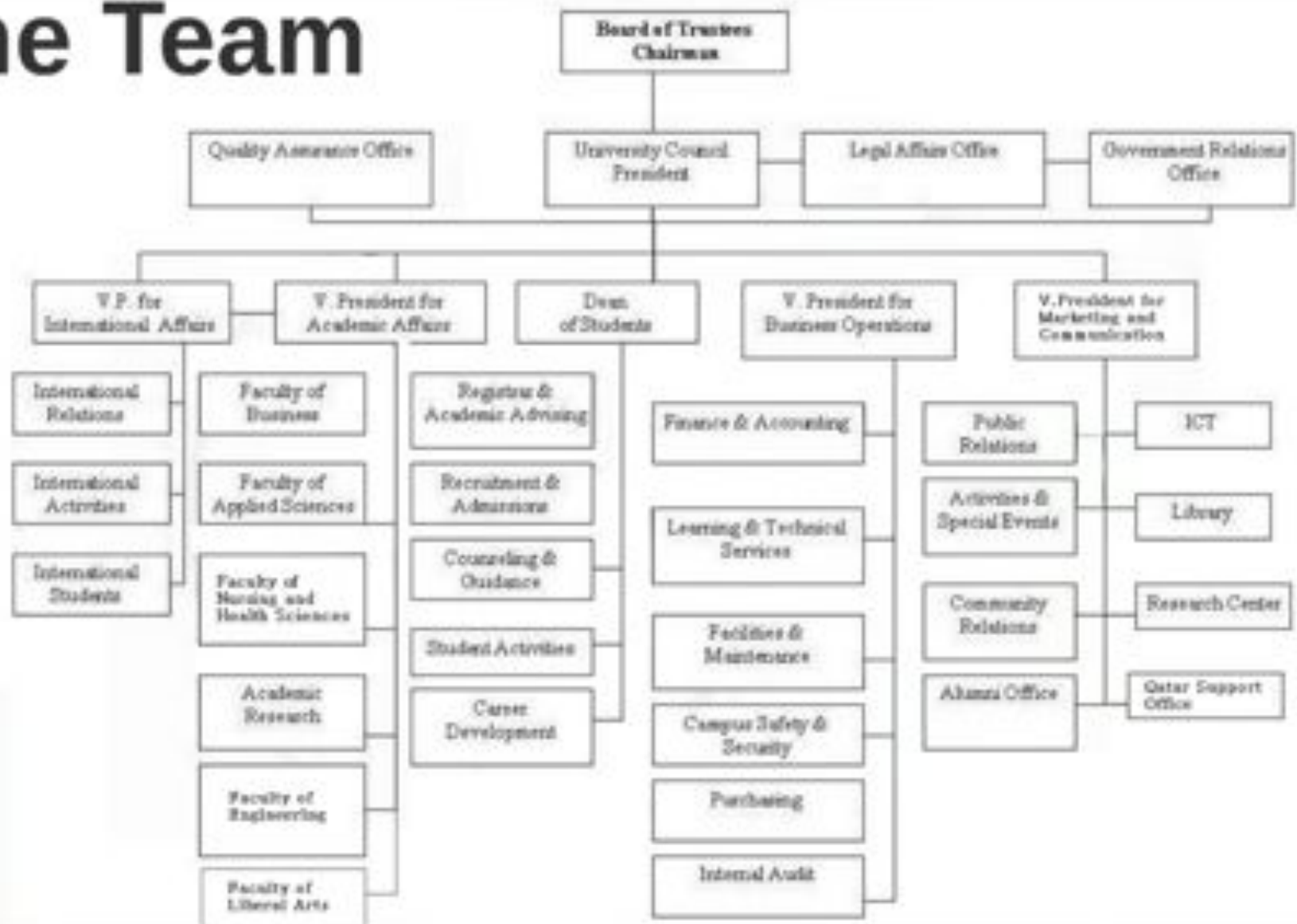
Projected Operating Revenues (Year 5)



Long Term Goal



# The Team





# Existing Partners



# Future Partners



## The Team



# SWOT Analysis

## STRENGTH

- Promotes National Vision
- Built-in Response Strategy
- University-centered
- Qatari Identity
- Eco-Innovate Project
- Affordable High Quality
- Student-centered
- Dynamic Curriculum
- AUT Legitimacy

## weakness

- Outdated data
- Lack of information (gov't support details)
- Team : recruitment / partners
- Quality - Responsivity Balance
- Choice of Phase I Programming
- Unknown if similar ventures
- Unknown (in general)

## OPPORTUNITIES



- Women empowerment
- Growing population

- Gov't Support
- Private sector push

- Available Capital
- Long-term vision

## THREATS



- Competition CNAQ : QU : Community College



- Negative attitude towards private sector
- Public sector benefits (short hours / benefits)



- The GOTCHAS is: Change in government support / vision

Efficient & Effective  
Response is **KEY**



# THE STATUS TODAY



# Call to ACTION!

How much? ***\$5.5 million***

When?

- *Today ---- \$3.3 million*
- *Year 1 ---- \$1.9 million*
- *Year 2 ---- \$300K*

More?

- *Short-term financing at the end of each year (maintain positive operating cash flow)*
- *Estimated \$1.5 (Year 1)*

Breakeven? ***Year 5***

Exit *Loan exit --- Year 5*



# *Questions Welcome*

