

Interview with Dr. Robert Gordon Moore  
March 18, 2008

As an independent member of the Joint Advisory Board, and with a background in the petroleum engineering program at University of Calgary, Dr. Moore brings a different perspective to the project. Worked with industry developing new [academic] programs.

The Aggie spirit is infectious and memorable, impressed by the culture of the spirit, the feeling of belonging to the university, permeates through all the activity. Pride in graduates.

As member of the JAB, provide input for the development of the program, provide ideas to the overall approach to the education process, insight on the research program, commenting on different ways of doing it.

#### Impressions

People involved are pioneers, driving out to the site (Education City) and the city is “a civil engineer’s dream.” The vision and drive to ‘do it’ has been impressive. A feeling of determination by Qatar Foundation to create the reality of the vision.

Everything seems to be running and working, the students had the ‘spirit’ having a sense of something very worthwhile happening. Watching the building grow with every trip and having the progress occur – coming out of the sand, and being here for the opening. Seeing the other buildings (the convention center) under construction.

Just a few building, and now an orderly set of building, all the programs under development, so much more than an institute. Seeing the first year, then second year and now graduates, the beginning of the graduate studies, all those ideas turned into happenings.

People from the start: Jim Holste and Chuck Bowman. Lots of people are impressive, because of their input and contribution. A lot of enthusiasm by faculty, and everyone who creates the services. Needs patience and understanding, having the unifying force of the Aggie Spirit, bringing together the liberal arts and sciences without a full university campus takes special people operating outside their main campus.

Appreciate the opportunity to be a part of it, think that paths will cross as the research program begins. Came originally to Middle East to look into starting up a University of Calgary program in Abu Dhabi. Do have a big program in Iran – a [University of Calgary] Master’s program where students come to Calgary for six months, and faculty go to Iran. Many common interests between (UC and TAMUQ) in natural gas processing, lot of common research. Understand the need for flexibility, serving the people in the locale, getting used to how the students think. When you want to develop a course, and can get the experts to come and help, you can raise a very good program. See that happening at TAMUQ.

#### Organization structure at startup

Qatar Foundation, staff at TAMUQ. Everybody did what had to be done to get the job done. People did what they had to do, and working towards the end goal. “Dr. Bowman really understood how to make organizations tick. He knew how to deal with people to make it go. His role has been pivotal... He knows how to operate ... and has that drive.”

#### Role of Sheikha Mozah

That drive, that vision, some has to say “Well, well done.”

TAMUQ opening (Building celebration, March 2007)

The feeling that TAMUQ imparts to people that they are important. So much of the campus came over – shows the buy in. George Bush, Senior. To get that many academics in one place, shows a good cause. “Something’s got to be right ... both with the people and the project.” The right place for this type of university, the right people, and having Dr. Bowman putting it all together. Now with the building, it’ll take on a new life.