

**MINUTES**  
**UNIVERSITY OF HOUSTON SYSTEM**  
**BOARD OF REGENTS**  
**ACADEMIC AND STUDENT SUCCESS COMMITTEE**

Thursday, March 8, 2018 – The members of the Academic and Student Success Committee of the University of Houston System Board of Regents convened at 10:57 a.m. on Thursday, March 8, 2018, at the Hilton University of Houston Hotel, Conrad Hilton Ballroom, Second Floor, 4450 University Drive, Houston, Texas 77204, with the following members participating:

ATTENDANCE –

Member(s) Present

Paula M. Mendoza, Chair  
Beth Madison, Vice Chair  
Gerald W. McElvy, Member  
Peter K. Taaffe, Member  
Roger F. Welder, Member  
Neelesh C. Mutyala, Student Regent, Non-voting  
Tilman J. Fertitta, Ex Officio

Non-Member(s) in Attendance

Spencer D. Armour, III, Regent  
Welcome W. Wilson, Jr., Regent

Member(s) Absent

Durga D. Agrawal, Member

In accordance with a notice being timely posted with the Secretary of State and there being a quorum in attendance, Chair of the Committee, Paula M. Mendoza called the meeting to order. Regent Mendoza stated the committee would be presented seven (7) agenda items: five (5) action items for the committee's consideration and approval and two (2) information items.

Regent Mendoza moved to the first approval item, the approval of the minutes from the November 16, 2017, Academic and Student Success Committee meeting.

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AGENDA ITEMS

**Action Item(s):**

1. Approval of Minutes – Item B

On motion of Regent Welder, seconded by Regent Madison, and by a unanimous vote of the members present, the following minutes from the meeting listed below was approved:

- November 16, 2017, Academic and Student Success Committee Meeting

Following the approval of the minutes, Regent Mendoza moved to the next item listed on the agenda, Item C, the THECB Star Award: UHin4-University of Houston and The Gateway Course Innovation Initiative - University of Houston-Downtown – University of Houston System and

introduced Dr. Paula Myrick Short, Senior Vice Chancellor for Academic Affairs and Provost, who presented this very special item.

Dr. Short began her presentation by stating that the University of Houston System had a very exciting day in Austin, sweeping two (2) of the four (4) Star Awards that were presented at the THECB's annual Leadership Conference luncheon. Dr. Short mentioned that these awards were part of a state-wide competition that reviewed proposals received from across the state related to initiatives that support the 60x30TX education plan.

One of the programs honored was UHin4, which was established by Dr. Short in 2014. UHin4 is a voluntary program that provides UH students a comprehensive plan to navigate their college experience with the goal of graduating within four years. During the first year of the program, approximately 49% of First-Time In College (FTIC) freshman signed up for UHin4; during 2017, that number had increased to 72% participation. Dr. Short also mentioned that with the first UHin4 class graduating in 2018, the graduation rate would increase by an estimated 12%.

Dr. Short then introduced Dr. Muñoz, President of the University of Houston-Downtown (UHD), who presented the second program that received an award, Gateway Course Innovation Initiative (CI2). Dr. Muñoz stated this was a multi-year project that aimed to improve student success in high-enrollment, high-attrition undergraduate "gateway" courses by working with faculty, staff and students and using resources such as technology, methodology and pedagogies. For example, Dr. Muñoz stated that at UHD statistics showed that a student with a grade A, B, or C+ in College Algebra was four (4) times more likely to graduate; and the same could be said about College Composition, a student with a grade A, B, or C+ was six (6) times more likely to graduate from college. Dr. Muñoz added that targeting gateway courses early in the careers of students was critical for the purpose of comprehensive academic student success.

Lastly, Dr. Muñoz said that the recognition to these two programs has not gone unnoticed, and that he has received many messages complimenting the wonderful things happening within the UH System.

Regent Mendoza congratulated Dr. Short and President Muñoz on their awards as well as the individuals driving these initiatives.

Regent Mutyala stated that as a UHin4 student himself, and it being such a great program, he truly expects that one day the entire freshman class at UH will sign up for UHin4! He also mentioned that he serves as an advisor at UH and understands the need to help at-risk freshman students, and that programs such as CI2 at UHD was a great resource to help them achieve their goals.

This item was presented for information only and no committee action was required.

Item D was the first action item listed on the agenda, the Approval of University of Houston Honorary Degrees – University of Houston, and Regent Mendoza requested Dr. Short introduce this item for the committee's consideration and approval.

Dr. Short stated that the University of Houston had one (1) candidate to nominate for an honorary degree, Mr. Robert Stephen Stagner.

Mr. Stagner is a leader in the Houston business community who made exceptional contributions to the University of Houston and its students. He devoted his time, energy and resources to the Bauer College of Business to develop the nationally-recognized Sales Excellence Institute.

Mr. Stagner joined Mattress Firm as Chief Operating Officer in 2005 as a result of the merger between Mattress Firm and his former Mattress Firm franchise. He oversaw Mattress Firm's initial public offering in 2011 and guided the company's growth from \$400 million in sales to over \$3.5 billion in pro forma sales in 2015. Mr. Stagner has more than 20 years of experience in the bedding industry including employment with Sealy Corporation and Simmons Bedding Company, and owning and operating the largest franchise in the Mattress Firm network. In 2016, Mattress Firm was acquired by Steinhoff International, and at that time Mr. Stagner assumed a role on Steinhoff's Executive Committee.

Mr. Stagner has been an active contributor to the Houston community, serving on the Advisory Board for the Translational Genomics Research Institute and as President of the Mattress Firm Foundation. Recently, the company launched Mattress Firm Foster Kids, a company-wide philanthropic initiative aimed at making a positive impact on the lives of thousands of foster youth in need. Mr. Stagner is also an advocate for pancreatic cancer research for the Seena Magowitz Foundation.

In addition, Mr. Stagner has been an active contributor to the Bauer College of Business through his extensive involvement with the nationally-recognized Program for Excellence in Sales and his service on the Dean's Executive Board. In 2016, the Stephen Stagner Sales Excellence Institute (SEI) at Bauer was established as a result of Mr. Stagner's generous personal gift. Dr. Short noted that Mr. Stagner graduated from Steven F. Austin University with a Bachelor's degree in Business Administration and Marketing in 1991, and although he is not a UH graduate, he considers himself a Cougar by choice and believes in the value of education at UH.

On motion of Regent Taaffe, seconded by Regent McElvy, and by a unanimous vote of the members present, Item D, the Approval of University of Houston Honorary Degrees – University of Houston was approved.

Next on the agenda was Item E, Approval of a Bachelor of Fine Arts in Dance at the University of Houston – University of Houston. Regent Mendoza asked Provost Short to present this item to the committee for their consideration.

Dr. Short stated that the College of the Arts at UH already houses a Bachelor of Arts degree in Dance; however, this proposal was to establish a Bachelor of Fine Arts degree in Dance, which is the standard professional degree for undergraduate students in the field of dance performance.

Dr. Short explained the Bachelor of Fine Arts (BFA) degree plan would have two (2) areas of emphasis: (1) the creative act of choreography and (2) dance history, dance writing, dance pedagogy, dance technology, interdisciplinary projects and arts business courses.

Dr. Short noted that the BFA degree would allow the College of the Arts to expand its footprint in dance, with its BA helping students obtain their Teaching Certification for grades 6-12; and its BFA would allow students to focus on the technology and creative aspects of dance.

Lastly, Dr. Short mentioned the proposed BFA in dance could be implemented at low cost through using current faculty and facilities, with the addition of one (1) instructional faculty member.

On motion of Regent McElvy, seconded by Regent Taaffe, and by a unanimous vote of the members present, Item E, Approval of a Bachelor of Fine Arts in Dance at the University of Houston – University of Houston was approved.

The next action item on the agenda was Item F, Approval of a Doctor of Medicine at the University of Houston – University of Houston, Regent Mendoza asked Dr. Short to present this item to the Board.

Dr. Short stated that the Board of Regents had approved the establishment of a new College of Medicine at the University of Houston at the prior board meeting held on November 16, 2017, and at that time, the Board directed UH to develop a proposal for a M.D. degree to be presented for approval and submitted to the Texas Higher Education Coordinating Board (THECB).

Dr. Short noted that the new doctoral degree program in Medicine in the College of Medicine would educate a diverse group of physicians who would provide compassionate, high value care to patients, families and communities. These physicians would also have a clear understanding of the social determinants of health, health disparities, and how to work with communities to improve their health and healthcare; be experts in providing high value inter-

professional team-based health care; and to choose to practice primary care with a goal of at least 50% of graduates to become primary care physicians and other needed physician specialties in underserved communities in our area and the state of Texas.

Dr. Short explained statistics in the state of Texas showed 71.4 active patient care physicians per 1,000 compared to the national ranking of 91 physicians per 1,000, making Texas #47 in this ratio. Furthermore, Texas would need 4,686 additional active patient care physicians to draw near the national average. In addition to the shortage, there were many areas identified as medically underserved in Texas, including Harris County.

Dr. Short mentioned that this problem is only expected to grow. For example, in 2016 only approximately 20% of the graduate students of the 13 medical schools in Texas had chosen primary care as their specialty. Similarly, the two (2) medical schools located in the Medical Center in the city of Houston, Baylor College of Medicine and UT Houston McGovern, both graduate less than 13% of their students who entered primary care specialty as a physician.

Dr. Short then introduced Dr. Stephen Spann, Founding Dean of UH College of Medicine, who presented the content of the program. Below is a summary of Dr. Spann's remarks.

Dr. Spann explained that the Liaison Committee on Medical Education (LCME) was the national accrediting body for medical schools in the United States, and has very clear minimum requirements that a medical school must meet in order to obtain and maintain LCME accreditation and grant the M.D. degree. For example, Dr. Spann noted that the LCME requires a minimum of 130 weeks (UH will require a minimum of 135 weeks) of instruction in the M.D. curriculum. He also mentioned that there was some variability in curriculum across U.S. medical schools in terms of curricular content and organizations, weeks of instruction, duration of pre-clinical instruction, timing of students' initial experience with patient care, and teaching methodologies. However, he stated that there were very clear trends and preferences in these areas which were taken into consideration in UH's own curricular design, including:

- Shorter pre-clinical (basic sciences) curriculum (1.5 vs 2 years)
- Integrated organ system approach to teaching basic sciences
- Early student exposure to patient care experiences
- "Flipped classroom" and small group problem, team- and case-based learning vs traditional large group lectures
- Learning through patient care simulations
- Inter-professional learning opportunities

Dr. Spann mentioned that their curriculum would include all of the already-mentioned characteristics, plus some additional unique characteristics that would differentiate the UH College of Medicine from most medical schools in the state and around the U.S.

- Emphasis on social determinants of health and health disparities
- Emphasis on engaging and partnering with communities to improve their health
- Emphasis on population health (providing care for specific populations of patients)
- Emphasis on high value care (health care that is of high quality and reasonable cost)
- Emphasis on the health system sciences
- Longitudinal primary care clerkship one half-day per week throughout the 4-year curriculum
- Longitudinal inter-professional household-centered care experience throughout the 4-year curriculum
- Longitudinal integrated clerkship of 24 weeks duration

Dr. Spann added that the proposed curriculum leading to the M.D. degree was divided into three (3) phases: Pre-Clerkship, Clerkship and Post-Clerkship and has an overall length of 3 years and 9 months. The first 19 months constitute the Pre-Clerkship phase and designed to teach students the scientific foundations of medicine utilizing an organ systems-based “integrated medical sciences” approach including clinical correlations and clinical problem solving through problem-, case- and team-based learning exercises led by teams of biomedical and clinical scientists.

Students would also be introduced to the clinical care of patients and families during the first week of the curriculum through the Longitudinal Primary Care Clerkship and Household-Centered Care course, in which they will spend 4 hours per week functioning as a member of a primary health care team providing continuity of care to a population of patients over their entire four (4) years of medical school.

They would also serve as a member of an inter-professional team of health professions students (medicine, nursing, pharmacy, social work, etc.) providing household-centered-care to a family with complex health and social problems living in a community with major health disparities over their four (4) years of medical school.

Dr. Spann also mentioned that students will be enrolled in the Physicians, Patients and Populations course that would meet 4 hours per week during the length of the first 19 months of the curriculum. During that class students will develop their physician-patient communication and physical diagnosis skills, and learn about professionalism, medical ethics, social determinants and health disparities, inter-professional team-based care and leadership, cross-cultural care and cultural fluency, and behavioral health.

There will also be six (6) one-week curricular blocks each dedicated to a different inter-disciplinary clinical focus topic including Health Disparities and Community Health, Health Promotion/Disease Prevention, Global Health, Pain Care Medicine, Substance Abuse, and End of Life and Palliative Care.

At the end of the Pre-Clerkship phase of the curriculum, students will spend two (2) weeks in a Transition to Clinical Clerkship block where they would focus on the clinical skills they will need in the hands-on care of patients throughout the remainder of the medical school curriculum.

Dr. Spann explained the second phase of the program, the 17-month Clerkship phase which will include six (6) required clinical block rotations: five 4 week hospital-based clerkships in order for the student to gain experience with the care of patients in the hospital and learn about certain care processes and procedures that can only be learned in that setting; and a 4-week clerkship in Rural Health. Students will also spend 24 weeks participating in a Longitudinal Integrated Clerkship during which each student would spend one half-day per week with a general internist, general pediatrician, obstetrician-gynecologist, general surgeon, family physician, psychiatrist and neurologist receptor in the outpatient setting, with some in the inpatient setting as well.

Furthermore, students would be required to complete a minimum of 18 weeks of clinical electives before graduation, and these could be completed during the Clerkship and Post-Clerkship phases. Students will also have the option, and be encouraged to spend, a minimum of 12 weeks developing a scholarly concentration in an area such as primary care, community health, population health, global health, health informatics, healthcare administration, quality improvement and patient safety, health policy, biomedical ethics, etc.

Dr. Spann mentioned that during the 9-month Post-Clerkship phase of the curriculum, students will be required to complete one 4-week rotation in an Intensive Care Unit and one 4-week sub-internship.

Lastly, the final two (2) weeks of the Post-Clerkship phase would be dedicated to a “residency boot camp” to provide intensive review and insure that each student possesses the competencies necessary to successfully perform as a first year resident in their chosen specialty.

Dr. Spann stated that the central goal for the UH College of Medicine was to reach a target of 50% of all graduates being drawn from underrepresented minorities in medicine (Hispanic/Latino, Black/African American) and it was expected that this goal would be achieved by the time the College of Medicine was operating at full capacity. In addition, the College of Medicine would commit to recruiting, enrolling, and retaining diverse students from a range of different ethnic, cultural and socioeconomic backgrounds.

Dr. Spann added that the medical school core and support faculty would be composed of faculty members with a range of backgrounds in clinical and behavioral sciences. The plan includes the establishment of four (4) departments, and the hiring of a total of 65 core faculty members consisting of 18 faculty in the Biomedical Sciences, 21 faculty in the Clinical

Sciences, six (6) faculty in the Behavioral and Social Science, and 10 in the Health Systems and Population Health Sciences, and 10 faculty primarily assigned to the Dean's Office.

Dr. Spann said that the new Health 2 Building was a 306,000 square foot, 9 floor building which had been completed in November 2017. The University intends to use part of floor 6 and all of floors 8 and 9 of this building to temporarily house the UH College of Medicine and Doctor of Medicine program during its early years of operation, until the third year of student enrollment when the entering class size will increase from 30 to 60 students. At that time, the amount of available space in the Health 2 Building would be insufficient and the College of Medicine would need to move into a new and permanent building, to be designed and constructed. He noted that funds have already been identified for the new Health 3 Building.

Dr. Spann stated that the university hopes to submit the application for accreditation to the LCME by December 1, 2018, anticipating preliminary accreditation by October 2019 and enrollment of the inaugural class of 30 students in August 2020. Additionally, he mentioned that with the help of HCA Gulf Coast Division as clinical partner, the College of Medicine will establish 8 new graduate medical education residency training programs beginning in 2019, with 103 new first year residency positions in place by 2023, and more than 132 new first year positions in place by 2028 when our first full class of 128 graduates, allowing us to meet the new legislative requirements to have a plan for developing new residency positions, with a minimum number equivalent to 110% of the graduating class size.

Lastly, Dr. Spann explained that at full operational capacity, the estimated expenditure cost for the College of Medicine would be slightly over \$33 million, and the operational capital start-up cost would be an estimated \$111 million (both numbers in 2016 dollars). He noted that the financial plan to fund the start-up cost included raising \$40 million in philanthropic support, hoping to obtain \$40 million in legislative appropriations over a 10-year period, and planning on receiving internal support of \$40 million derived from intellectual revenues.

Dr. Spann thanked the Board for the opportunity to present his report and believes this to be a strong proposal and solid plan; and he hopes to continue to lead the effort to establish the new College of Medicine at the University of Houston.

A brief discussion followed.

A copy of Dr. Spann's presentation may be found at the following link:  
<https://v3.boardbook.org/Public/PublicItemDownload.aspx?ik=42085274>.

On motion of Regent McElvy, seconded by Regent Taaffe, and by a unanimous vote of the members present, Item F, Approval of a Doctor of Medicine at the University of Houston – University of Houston was approved.



The next action item on the agenda was Item G, Approval of President Emeritus Status – Dr. William A. Staples – University of Houston-Clear Lake – University of Houston System, Regent Mendoza asked Dr. Renu Khator, Chancellor, to present this item.

Dr. Khator presented the request to the Board to consider granting Dr. William A. Staples, President of UH-Clear Lake from 1995-2017, President Emeritus Status, in recognition of his outstanding service to the University of Houston-Clear Lake.

Dr. William Staples became the fourth president of UH-Clear Lake in 1995. He joined UH-Clear Lake in 1979 as an associate professor of marketing and was promoted to professor of marketing in 1984. Before his presidency, he served the School of Business as coordinator, program director, associate dean, and dean.

The most significantly new initiative during Dr. Staples' tenure for UH-Clear Lake occurred in fall 2014 when UHCL transitioned from an upper-level to a four-year university. Other major initiatives during his tenure included the establishment of the UHCL Pearland Campus in partnership with the City of Pearland; the introduction of UHCL's first doctoral program in educational leadership; the offering of undergraduate and graduate programs in healthcare administration in the Texas Medical Center; and the increase in the university's number of endowments from 74 in 1999 to 158 in 2016; and has received numerous national recognitions.

Dr. Staples earned a Bachelor's degree in Business Administration from Drake University in 1970, a Master of Business Administration from University of Iowa in 1972, and a Doctorate in Business Administration from University of Houston in 1977.

On motion of Regent Taaffe, seconded by Regent Welder, and by unanimous vote of the members present, Item G, Approval of President Emeritus Status – Dr. William A. Staples – University of Houston-Clear Lake – University of Houston System was approved.

The last action item on the agenda was Item H, Review and approval of University of Houston System Mission Statements – University of Houston System, Regent Mendoza asked Dr. Short, to present this item.

Dr. Short explained that the four (4) mission statements presented to the Board were not different from the mission statements approved in the past; however, one of the SACS requirements was that the Board periodically review the mission statements, and in response, the university created a two-year review process to be in compliance. Dr. Short stated that this request will initiate the reviewing cycle and ensure that it is included in the Board's agenda every two (2) years.

### **University of Houston Mission Statement**

The mission of the University of Houston is to offer nationally competitive and internationally recognized opportunities for learning, discovery and engagement to a diverse population of students in a real-world setting. The University of Houston offers a full range of degree programs at the baccalaureate, master's, doctoral and professional levels and pursues a broad agenda of research and creative activities. As a knowledge resource to the public, the university builds partnerships with other educational institutions, community organizations, government agencies, and the private sector to serve the region and impact the world.

### **University of Houston-Downtown Mission Statement**

The University of Houston-Downtown is a comprehensive four-year university offering bachelor's and selected master's degree programs and providing strong academic and career preparation as well as life-long learning opportunities. Located in the heart of the city, the University reflects the diversity of the Greater Houston Area, and through its academic programs, engages with the community to address the needs and advance the development of the region. UHD is an inclusive community dedicated to integrating teaching, service and scholarly research to develop students' talents and prepare them for success in a dynamic global society.

### **University of Houston-Clear Lake Mission Statement**

The University of Houston-Clear Lake is a student-centered, community-minded, partnership-oriented university that offers bachelors, masters and selected doctoral programs to enhance the educational, economic and cultural environment of the Houston-Galveston metropolitan region. UH-Clear Lake serves a diverse student body with special emphasis on undergraduate transfer, graduate and international students. The university offers the highest quality instruction and nationally accredited academic programs designed to develop the critical thinking, creative quantitative, leadership and communication skills of students. The university conducts applied and basic research and engages in community and professional service that support both the economic development and the quality of life of the area. The university is committed to community engagement through partnerships with educational institutions, businesses, government agencies and nonprofit organizations.

### **University of Houston-Victoria Mission Statement**

The University of Houston-Victoria (UHV), a dynamic destination institution serving Texas and the world, is dedicated to providing every student educational and leadership opportunities to become a successful professional and an engaged global citizen. Innovative educational activities challenge students to make meaningful connections between their learning and their lives in a complex world. UHV promotes economic development and advances quality of life through teaching, research, and service excellence.

Dr. Short mentioned that each institution has a committee that writes the mission statement, which is reviewed by shared-governance, approved by leadership and president, and finally presented to the Board for approval.

On motion of Regent Taaffe, seconded by Regent Welder, and by a unanimous vote of the members present, Item H, Review and approval of University of Houston System Mission Statements – University of Houston System was approved.

Following the approval of the last action item, a motion was called to place all five (5) action items, unanimously approved by the committee, on the Board's Consent Docket Agenda for final Board approval as follows:

1. Approval of University of Houston Honorary Degrees – University of Houston;
2. Approval of a Bachelor of Fine Arts in Dance at the University of Houston – University of Houston;
3. Approval of a Doctor of Medicine at the University of Houston – University of Houston;
4. Approval of President Emeritus Status – Dr. William A. Staples – University of Houston-Clear Lake – University of Houston System; and
5. Review and approval of University of Houston System Mission Statements – University of Houston System

On motion of Regent McElvy, seconded by Regent Taaffe, and by a unanimous vote of the committee members present, all five (5) items were placed on the Board of Regents' Consent Docket Agenda for final Board approval at the Board meeting held later that day, March 8, 2018.

The last item listed on the agenda was Item I, a Presentation on Student Success Story – University of Houston-Clear Lake.

Regent Mendoza introduced Mr. Don Becker, graduate student at the University of Houston-Clear Lake campus.

- Don is a single, full-time dad of two boys. He had overcome numerous challenges; worked very hard, received straight A's, and had been awarded many scholarships during his time at UHCL.
- Don began college at Sam Houston State as a 17-year-old Criminal Justice major but dropped out after almost two years because he had decided college was too hard. He was doing well as a district trainer for Eckerd Drugs; however, quickly realized his future was limited.

- He returned to college taking 1-2 classes a semester at College of the Mainland. Thanks to wonderful teachers, like UHCL alumna Emmeline Dodd, his drive to succeed awoke. He also became a father at this time and was determined to make his son proud. He completed his Bachelor of Arts in Psychology at the University of Houston, making the Dean's List during his last two semesters.
- Don became an adjunct professor, then Program Director of the Pharmacy Technician Program at San Jacinto College. He eventually chose to obtain his alternative Teacher Certification, and as a science teacher he was twice nominated for national science teacher awards, selected to attend Space Camp for Educators, participated in three geology expeditions sponsored by Texas A&M, and presented over 200 professional development workshops at the local, regional, state, and national level.
- Mentored by UHCL faculty members, Dr. Brenda Weiser and Dr. Jana Willis, Don enrolled in the Instructional Design and Technology Master's program in summer 2014 and will receive his Doctorate in Instructional Technology in May 2018.
- Don stated that even though his journey may not be so different than countless other students what sets him apart was his drive, which pushed him to complete his bachelor's degree and pursue graduate education. This drive helped him throughout his life, whether it was complications during pregnancy of his second son, unemployment, paying for college and providing for his family. Don also felt very fortunate for being able to work with wonderful people on two grant projects at UHCL.
- Lastly, Don expressed his desire to give back to the university that helped him grow as a student, teacher, instruction designer, and individual.
- He thanked the Board of Regents, Chancellor Khator and Dr. Blake for the opportunities he had been provided and looks forward to the possibility of joining UHCL as a faculty member in the near future.

Regent Mendoza thanked Don for sharing his story and congratulated him on his accomplishments.

This item was presented for information only, and no further committee action was required.

It was noted that an Executive Session would not be held.

Regent Mendoza made note of UH participating in the South by Southwest by Edu event in Austin and presented the SURE (Stimulating Urban Renewal through Entrepreneurship) program under the C.T. Bauer College of Business; and she encouraged other schools and departments to attend in order to have better representation of the UH System.

There being no further business to come before the committee, the meeting was adjourned at 11:48 a.m.

All documentation submitted to the Committee in support of the foregoing action items, including but not limited to “Passed” agenda items and supporting documentation presented to the Committee, is incorporated herein and made a part of these minutes for all purposes; however, this does not constitute a waiver of any privileges contained herein.

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Others Present:

Renu Khator  
Jim McShan  
Paula Myrick Short  
Dona Cornell  
Amr Elnashai  
Don Guyton  
Eloise Dunn Brice  
Richard Walker  
Ira K. Blake  
Juan Sánchez Muñoz  
Raymond “Vic” Morgan  
Mike Johnson  
Lisa Holdeman  
Darwin Morrow  
Joe Brueggman  
Ryan Harrison  
Gerry Mathisen

Stephen Spann  
David Oliver  
Joana Romero  
Raymond Bartlett  
Lisa Gossett  
Christine Klocke  
Kevin Draper  
Ray Raulerson  
Sabrina Hassumani  
Tomikia LeGrande  
Mary Ann Ottinger  
Nadar Ibrahim  
Sylvana Loc  
Dan Becker  
Christi Rieck  
Jon Aldrich  
Marquette Hobbs

Don Price  
Lindsey Ellis  
Ed Hugetz  
Devonte Hill  
Mike Rosen  
Pam Muscarello  
Wayne Beran  
Greg Dement  
Dan Maxwell  
Michael Slaten  
Trent Williams  
Matthew Castillo  
Chris Stipes  
Brian Thomas  
Phil Booth  
Mark Clarke  
Brenda Robles