



February 6, 2017

Mr. Fred R. Norton, Jr.
The Baylor Line Foundation
P.O. Box 2089
Waco, TX 76703
phred@nortonandwood.com

Delivery via First Class Mail and E-Mail

Dear Mr. Norton:

On behalf of the Baylor University Board of Regents, I would like to thank you for the invitation to participate in the proposed Baylor Line Foundation's Town Hall Meeting on Governance Reform. We share a love and passion for Baylor that informs our decisions and actions to do what is best for our beloved university, now and into the future.

As you note, the Regents initiated an independent task force on governance reform last November, with the goal of reviewing our current practices and making recommendations for improvement based on a thorough study of best practices of boards around the nation. This effort was led by three accomplished individuals who do not currently sit on the Baylor Board of Regents and who also have significant experience with corporate, non-profit and higher education boards. The task force members consulted many members of the Baylor Family for their feedback, including alumni and members of the Bears for Leadership Reform.

The Governance Review Task Force's work resulted in a comprehensive 30-page report that has been distributed openly both in the media and online ([Report of the Governance Review Task Force](#)). Given the significant work of this independent task force, the full Board of Regents will spend time considering the recommendations at our upcoming meeting on February 16-17, 2017. We are confident in the exceptional work of the Governance Review Task Force and continue to recognize the group's insights and recommendations, which are based on proven governance principles.

Although we are unable to participate in the Town Hall, we are certainly open to feedback from the Baylor Line Foundation regarding the task force's report. I would be happy to try and arrange a phone call for you with Greg Brenneman, an accomplished corporate board veteran who chaired the Governance Review Task Force. Also, we have a new email address at BoardRelationsOffice@Baylor.edu in which members of the Baylor Family can share their feedback, coupled with the Board's new website that will launch sometime this week.

We intend to conduct a media availability session following the upcoming Board meeting to discuss Baylor's governance reforms and our next steps. Additionally, we are considering open forums for the campus community to discuss and understand Board governance later this spring.

Thank you, again, for your interest and continued service on behalf of Baylor University.

Sincerely,

A handwritten signature in blue ink that reads "Ronald D. Murff". The signature is written in a cursive style with a large, stylized initial "R".

Ronald. D. Murff

Chair, Baylor Board of Regents
