

# EXECUTIVE MANAGEMENT





## **ROBERT C. McNAIR** **FOUNDER, CHAIRMAN AND CHIEF EXECUTIVE OFFICER**

Robert C. McNair, a leading businessman, sportsman and philanthropist in the city of Houston for more than 50 years, is the founder, chairman and chief executive officer of the Houston Texans. McNair is perhaps best known in the business community as the founder of Cogen Technologies, which was sold in 1999. Cogen was the largest privately-owned cogeneration company in the world, with aggregate capacity of 1,400 megawatts.

McNair serves as chairman of The McNair Group, headquartered in Houston, where he oversees an investment portfolio that includes interests in two cogeneration plants in the eastern United States. McNair owns Palmetto Partners, Ltd., and RCM Financial Services, L.P., private investment entities that manage the McNairs' private and public equity investments, and is a member of the Texas Business Hall of Fame.

Committed to bringing a National Football League team to Houston, McNair formed Houston NFL Holdings in 1998. On Oct. 6, 1999, the NFL announced that the 32nd NFL franchise had been awarded to McNair, returning football to the city of Houston in 2002. McNair's efforts brought Super Bowl XXXVIII to Reliant Stadium in 2004.

The Texans had their best season in 2011, their 10th in the NFL. They went 10-6 in the regular season, won their first AFC South title and advanced to the Divisional Round of the playoffs. Head coach, Gary Kubiak, whom McNair retained after a 6-10 season in 2010, led the team through a glut of injuries to key players. The Texans clinched their division and won a Wild Card playoff game over Cincinnati with a rookie third-string quarterback, T.J. Yates, at the helm. Kubiak orchestrated the League's second-ranked rushing offense, while new Texans defensive coordinator Wade Phillips guided the NFL's second-ranked defense.

McNair is actively involved in NFL affairs, serving as chairman of the Finance Committee and as a member of the Audit, Stadium and Expansion committees.

As founder and chairman emeritus of the Texas Bowl, McNair revived Houston's collegiate bowl game on Dec. 28, 2006. The game now features teams from the Big 12 and Big Ten conferences and on average draws 62,000 fans each year to Reliant Stadium. In 2012, the game between Texas A&M and Northwestern drew 68,395 fans, making it the third-largest non-BCS bowl game in the country. McNair selected DePelchin Children's Center as the charity beneficiary of the bowl in 2006. DePelchin has been awarded nearly \$500,000 and received more than \$10,000,000 in promotional value. In April 2011, Meineke Car Care signed a three-year entitlement deal with the Texas Bowl to make it the Meineke Car Care Bowl of Texas.

Stonerside Stable, a major thoroughbred horse farm in Kentucky, is also among McNair's successes. A 1,947-acre thoroughbred horse farm and racing stable, Stonerside was home to more than 275 racehorses, broodmares, yearlings and weanlings. From its inception in 1994, Stonerside won 72 Graded Stakes races including Grade I wins in the Belmont, Breeders' Cup Mile, the Travers, the Haskell, the Hollywood Gold Cup, the Cigar Mile, the Carter, the Swaps, the Wood Memorial, the Matriarch and the Oak Leaf Stakes. Stonerside also has finished second and third in the Kentucky Derby and was the co-breeder of Fusaichi Pegasus, winner of the Derby in 2000. Stonerside has bred the winners of more than \$50 million, including the 2008 Breeders' Cup Classic winner Raven's Pass and 2008 Champion American Juvenile colt Midshipman, the winner of the Breeders' Cup Juvenile. Stonerside was named breeder of the year in 2007 and 2008 by Kentucky horsemen. McNair served on the boards of the Breeders' Cup and Thoroughbred Owners and Breeders Association. He was awarded the Allan Bogan Memorial award for outstanding services to the Texas Thoroughbred Association. McNair is a member of the prestigious Jockey Club, which governs the sport of thoroughbred racing. In October 2008, McNair sold Stonerside Farm and Racing Stable.

McNair is chairman of The Robert and Janice McNair Foundation, The Robert and Janice McNair Educational Foundation in Forest City, N.C., and the Houston Texans Foundation. The McNair Foundation was honored as the 2003 Outstanding Philanthropic Foundation by the Association of Fundraising Professionals, and in November 2004, the Foundation was honored by the Houston Independent School District with a Hall of Fame Award. Young Audiences of Houston awarded the Foundation its Houston Community Arts Partner Leadership Award in 2008. The McNair Foundation was honored by the Neuhaus Education Center in March 2012 for its loyal support over the past 15 years. The Foundation was one of several honored at the Mayor's Literacy Leadership Breakfast in May 2012 for its support of literacy training for adults.

The McNairs have given generously to a wide array of charitable, scientific, literary, educational and religious organizations through The Robert and Janice McNair Foundation. Major support has been given to scholarship programs at Baylor College of Medicine's MD/PhD Program, the University of South Carolina, Columbia College, Austin College, Virginia Tech and Houston Community College. Educational initiatives supported include the HISD Fine Arts Program, Project GRAD, Teach for America, Neuhaus Education Center and local charter schools. Contributions to the community include



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the McNair Asian Elephant Habitat at the Houston Zoo, the jogging trail at Discovery Green, Equestrian Center for the San Jacinto Girl Scouts, McNair Cub Scout Adventure World, the Computer Training Center Room for the United Way, McNair Hall at Houston Baptist University's Cultural Arts Center, and sponsorship of community outreach programs for the Houston Symphony and Houston Grand Opera. The McNairs endowed the Janice and Robert McNair Chair in Public Policy at the James A. Baker III Institute for Public Policy at Rice University, which currently is held by the founding director, The Honorable Edward P. Djerejian. The McNairs turned their philanthropic focus to medical research in 2007 and gave a transformational gift to establish the McNair Medical Institute at Baylor College of Medicine to fund the McNair Scholars Program, which recruits top physicians/scientists in the fields of juvenile diabetes, breast and pancreatic cancer and the neurosciences. Additional McNair Scholars Programs were established at M.D. Anderson, Menninger Clinic, Texas Children's Hospital and Texas Heart Institute. One of the McNairs' more interesting projects supported in 2012 was the adoption of two horses for the Houston Police Department's Mounted Patrol by contributing annually for their upkeep. The McNairs renamed the horses Texan Star and Cushing 56.

McNair is the recipient of many awards, including the Anti-Defamation League's Torch of Liberty Award, the Northwood University Outstanding Business Leader Award, the Association for Private Enterprise Education's Herman W. Lay Memorial Award, the Distinguished American Award from the Houston Chapter of the National Football Foundation, the Distinguished Citizen Award from the Rotary Club of Houston, The South Main Center Association City Builder Award, the Houston Advertising Federation Annual Trailblazer Award recognizing him for significantly enhancing the overall image of Houston both locally and globally, the Distinguished Citizen Award from the Sam Houston Area Council of the Boy Scouts of America, The Denton A. Cooley Leadership Award from the Texas Heart Institute, the Freedoms Foundation at Valley Forge National Award for Outstanding Patriotism, Responsible Citizenship and Community Involvement and the Fellowship of Christian Athletes President and Mrs. George H. W. Bush Community Impact Award. In June 2005, Rice University announced that the newest building on the campus, the 167,000-square-foot home of the Jesse H. Jones Graduate School of Management, had been officially named Janice and Robert McNair Hall by the Rice board of trustees. In January 2006, the McNairs were the recipients of the Texas Association of Partners in Education Award for the Texas Outstanding Sports Partnership. In October 2007, the Baylor College of Medicine bestowed its first Pink Ribbon Hero Award for Ambassadorship on the McNairs for their support of past Pink Ribbon Houses and for their commitment to the fight against cancer. In April 2009, the McNairs were

honored at the annual KIPP Academy dinner as devoted supporters of education for inner city and underprivileged youth. In May 2009, McNair was named Entrepreneur of the Decade by the Houston Technology Center. In November 2009, McNair was awarded the James A. Baker III Prize for Excellence in Leadership, which recognizes nationally and internationally renowned leaders for their excellence in public service and civic life. In December 2009, McNair received the inaugural Rotary Lombardi Humanitarian Award. In February 2010, Janice and Bob McNair received the Encore for Excellence Award from the High School for the Visual and Performing Arts for their support of the fine arts in the Houston Independent School District. In April 2010, the McNairs received the Kezia DePelchin Award for their support of the DePelchin Children's Center and long history of philanthropic efforts in the Houston area. In May 2010, McNair was inducted into the South Carolina Athletic Hall of Fame. McNair also is a founder of the Cotswold project, a revitalization project focused on downtown Houston. The Association of Fundraising Professionals honored the McNairs at their National Philanthropy Day Luncheon on Nov. 3, 2010, with their Maurice Hirsch Award for Philanthropy, the highest recognition given to honor an individual or family for their exceptional generosity and outstanding civic and charitable responsibility. The McNairs were selected to be featured as Houston Treasures in "The Social Book – 2011," a Houston publication. McNair was honored by the Junior Achievement of Southeast Texas as a member of the Class of 2011 Laureates, JA Hall of Achievement, in April 2011. Texas Children's Cancer Center honored the McNairs as the 2011 Community Champions in September 2011. The McNairs were honored to serve as headliners of the Escape Family Resource Center's annual Celebrity Serve Benefit in April 2012.

McNair is a current or past member of the boards of trustees of a number of institutions, including Rice University; Baylor College of Medicine; the Texas Heart Institute; Houston Grand Opera; the Museum of Fine Arts, Houston; the Greater Houston Partnership; the Greater Houston Convention and Visitors Bureau; the Free Enterprise Institute; the Sigma Chi Foundation; the Federal Reserve Banks of Dallas and Houston; and the World Presidents' Organization.

Born in Tampa, Fla., McNair and his wife, Janice Suber McNair, have been residents of Houston since 1960. Mr. McNair graduated from the University of South Carolina in Columbia in 1958 with a Bachelor of Science degree, and Mrs. McNair is a 1959 graduate of Columbia College in Columbia, S.C. In 1999, Mr. McNair received an honorary Doctor of Humane Letters degree from the University of South Carolina. In May 2010, he was presented with an honorary Doctor of Humanities in Medicine from Baylor College of Medicine.



## PHILIP BURGUIÈRES VICE CHAIRMAN

Philip Burguières, one of Houston's most innovative leaders, serves as vice chairman of the Houston Texans and the Meineke Care Care Bowl of Texas.

Burguières also serves as chairman and CEO of EMC Holdings, an investment management company specializing in the oil service industry. Additionally, he serves as chairman emeritus of Weatherford International, an international energy company. Until 1996, Burguières was Weatherford International's chairman and chief executive officer. Prior to joining Weatherford, Burguières was Chairman and Chief Executive Officer of Panhandle Eastern Corporation and Cameron Iron Works, Inc. During his career he was named Energy Industry CEO of the year three times by Financial World Magazine.

Burguières is the current vice chairman of both the Menninger Clinic and the Baylor College of Medicine and serves on the Executive Committee of M. D. Anderson Cancer Center. In 2005, he received the Woodrow Wilson Corporate Citizenship Award from the Smithsonian Institution. He was the 2003 recipient of the Mental Health America's William Styron Award and was awarded the Ima Hogg Award from Mental Health America.

He is a Director of Bridges to Life, Catholic Charities, Mental Health America and the Texas Heart Institute.

He is on the boards of directors at FMC Technologies, Inc., and Newfield Exploration Company, and also serves as chairman emeritus of The J.M. Burguières Co., Ltd. (a family-owned company). He is a member of the National Petroleum Council, the World's President's Organization, is past president of the Petroleum Club of Houston, the Petroleum Equipment Suppliers Association; past chairman of the National Ocean Industries Association.

A native of Franklin, La., he graduated with a bachelor's of science degree in mechanical engineering from the University of Louisiana, where a Chair in the engineering department has been named in his honor. He was a recipient of his alma mater's Outstanding Alumni Award in 1992. He served in the U.S. Navy for four years during the Vietnam era, reaching the rank of Lieutenant.

Burguières earned his master's in business administration from the University of Pennsylvania's Wharton School of Business. Philip and his wife, Alice, enjoy spending time with their children and five grandchildren.



## D. CAL McNAIR VICE CHAIRMAN AND CHIEF OPERATING OFFICER

D. Cal McNair was named vice chairman of the Houston Texans in January 2008 and assumed the additional role of chief operating officer in April 2012. He has been a limited partner of the Texans since 2001. McNair also serves as the vice chairman of Palmetto Partners, Ltd., the private equity investing arm of the McNair Group.

McNair has been actively involved with the football operations of the Texans franchise since its inception and attends NFL meetings as part of team management. He also serves on the NFL Investment Committee. McNair was part of the Texans' search committee in the process of hiring head coach Gary Kubiak and general manager Rick Smith during the 2006 offseason.

Prior to 2001, McNair worked at Cogen Technologies for 11 years. In 1987, he was hired as one of the company's first employees. After beginning his tenure with Cogen, McNair helped oversee the construction of several major power plants in the eastern United States,

managing those assets in the areas of financial analysis and project management.

McNair is a member of the board of trustees of The Robert and Janice McNair Foundation, as well as the Robert and Janice McNair Educational Foundation. He is a director and vice president of the Houston Texans Foundation, a member of the United Way's prestigious Alexis de Tocqueville Society and a current or past member of the Amegy Bank Advisory Board, Houston Zoo Board, the Fort Worth Zoo Board and the All Saints Episcopal School Board in Fort Worth.

McNair attended the University of Texas at Austin, where he was a four-year member of the Longhorn football team. He earned a Master of Business Administration degree from the Rice University Jesse H. Jones Graduate School of Management.

Born in Houston, McNair attended Cypress-Fairbanks High School. McNair has five children. He resides in Houston with his wife, Hannah.

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## RICK SMITH EXECUTIVE VICE PRESIDENT OF FOOTBALL OPERATIONS AND GENERAL MANAGER

Rick Smith is in his seventh season as Texans general manager and second as executive vice president, overseeing all aspects of football operations. Smith inherited a two-win team when he was named general manager on June 5, 2006 and has since worked closely with the coaching and scouting staffs to build the Texans into a playoff team by identifying and signing elite players who have helped produce an exciting brand of football.

Smith has steadily strengthened Houston's roster through the draft, free agency and trades. His main philosophy has been to build through the draft and supplement via free agency with a thorough and innovative front office staff that has the Texans pointed toward sustained success.

Smith has also been active in league affairs while at the helm of the Texans. He was appointed to the NFL's prestigious Competition Committee by NFL Commissioner Roger Goodell on Dec. 5, 2008 and was an original member of the General Managers Advisory Committee, which provides advice and other feedback to the NFL Football Operations department on the integrity of the game, expansion of technology and other ways to improve the game. In addition, Smith has earned recognition from his peers and was honored with the Tank Younger Award in 2008, presented annually by the Fritz Pollard Alliance for outstanding work in an NFL front office.

Smith has orchestrated several trades that have benefited the Texans greatly, including a deal with Atlanta in 2007 that brought quarterback Matt Schaub to Houston. Since then, Schaub has become the Texans' all-time leading passer, the 12th player in NFL history to throw for more than 4,000 yards in back-to-back seasons (2009-10), led the NFL in passing in 2009 with 4,770 yards, was named the 2010 Pro Bowl MVP and has helped lead Houston's offense to a top-four NFL ranking each year from 2008-10. In 2008, Smith traded with Denver for center Chris Myers, who became the first lineman in Texans history to make the Pro Bowl.

Perhaps the best overall draft class of Smith's tenure came in 2009, when the Texans drafted Brian Cushing with the 15th overall pick. The former USC linebacker went on to earn NFL Defensive Rookie of the Year and Pro Bowl honors, and led the team in tackles in 2011 for the second time in three years. Smith also signed running back Arian Foster as an undrafted rookie free agent in 2009. Foster had a breakout year in 2010, leading the NFL with 2,220 yards from scrimmage, 20 touchdowns

scored and 1,616 yards rushing, the most ever by an undrafted player, in addition to earning Pro Bowl and All-Pro honors.

The fruits of Smith and his staff's labor were never more plentiful and apparent than the successes of the 2011 season. Houston's depth, built up through the draft and free agency, allowed the team to persevere through a potentially catastrophic glut of injuries to earn the franchise's first playoff berth and AFC South division title, and set a franchise record with a seven-game winning streak. Houston lost Schaub and backup quarterback Matt Leinart in consecutive games, Pro Bowl outside linebacker Mario Williams, rookie punter Brett Hartmann, special teams stalwart Dominique Barber and linebacker Darryl Shpton to season-ending injuries. In addition, All-Pro wide receiver Andre Johnson missed more than half the season with a hamstring injury, and starting free safety Danieal Manning and starting right guard Mike Brisiel missed three games apiece with broken fibulas.

A next-man-up attitude, talent and depth helped the Texans weather the storm. Foster, who was re-signed prior to training camp, was elected to his second consecutive Pro Bowl. Cornerback Johnathan Joseph, widely considered one of the top unrestricted free agent signees heading into the 2011 season, was named to his first Pro Bowl. Connor Barwin moved from strongside linebacker into Williams' weakside spot and recorded a team-best 11.5 sacks. Tight end Owen Daniels, who Smith re-signed following the 2010 season, led the team with 54 receptions for 677 yards. Perhaps the most impressive example of Houston's depth was the play of rookie fifth-round draft pick T.J. Yates. Yates was pressed into action following the losses of Schaub and Leinart and became the first rookie quarterback to orchestrate comeback wins in his first two starts since 1968, including Houston's playoff-clinching victory at Cincinnati in Week 13.

The Texans finished 2011 with the NFL's second-ranked defense, a dramatic improvement over the unit that ranked 30th in the NFL in 2010. Houston's 91.2-yard improvement was the third-greatest leap for a defense from one year to the next since 1970. On offense, Houston set a franchise rushing record for the second straight season and ranked second in the NFL with 153.0 rushing yards per game.

Prior to a trying but successful 2011 season, the Texans' primary focus was finding the right personnel through free agency and the draft to put the defense in a position to succeed as it switched to a 3-4 scheme from a 4-3. Smith and his staff had to change their perspec-



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tive on evaluating draft and free agent prospects leading into the offseason. For the second year in a row, Smith put together a pair of draft day trades, acquiring picks from New England in the second round and Washington in the fifth round on the way to drafting defensive players with six of Houston's eight picks. Smith continued to focus on defense during the abbreviated 2011 free-agency period, signing Joseph (Cincinnati) and Manning (Chicago).

Houston's 2011 draft class played in a combined 69 games with 32 starts and was led by Wisconsin defensive end J.J. Watt and Arizona's Brooks Reed. The 6-foot-6, 292-pound Watt was taken with the 11th overall pick and Reed, who was widely regarded as having first-round talent, was taken with Houston's first pick in the second round. Watt (5.5 sacks) and Reed (6.0 sacks) became the first rookie teammates to record more than five sacks apiece since 1996. Watt was the team's Rookie of the Year and earned All-Rookie honors, while Reed set the franchise rookie sack record at strongside linebacker.

Smith selected Yates in the fifth round with the pick acquired in the trade with Washington. Yates went on to become the fourth rookie fifth-round draft pick to win his first career start since the 1970 AFL-NFL merger. Cornerback Brandon Harris, who was taken with the second-round pick acquired in the New England trade, played in seven games, primarily on special teams. Fifth-round pick, safety Shiloh Keo, played in 10 games on special teams. Offensive tackle Derek Newton was taken in the seventh round and played in 14 games.

Several rookie free agents contributed in 2011, including Hartmann, who set franchise records for kickoff touchbacks, net punting average and had the two longest punts in Texans history before his injury. Houston's undrafted rookies played in a combined 39 games in 2011.

Houston approached the 2012 draft with the same mentality Smith has instilled since joining the organization, emphasizing player value above need and staying true to its player evaluation board. Smith and his staff bolstered positions on both sides of the ball, beginning with the defense. The Texans took Illinois outside linebacker Whitney Mercilus with the 26th overall pick. The 6-foot-4, 261-pound Mercilus led the country in sacks per game and forced fumbles with nine as a junior at Illinois in 2011. Mercilus was named to the All-Big Ten First Team, won the Ted Hendricks Defensive End of the Year Award and earned numerous All-America accolades.

Smith executed his sixth draft-day trade in the last three years on Day 2 of the draft, swapping Houston's second- and seventh-round picks to Tampa Bay for the fifth pick in the third round and 31st pick in the fourth round (68th and 126th overall picks). The Texans took

Ohio State wide receiver DeVier Posey with their first pick in the third round and then grabbed massive Miami (Ohio) guard Brandon Brooks with the 13th pick of the third round. Posey hauled in 136 passes for 1,955 yards and 18 touchdowns in his career at Ohio State. Brooks was an honorable mention All-America who started 41-of-45 games in college and has the speed to work in the Texans' blocking scheme despite his 6-foot-5, 346-pound frame.

Brooks' selection was due in part to another trade Smith made in March that sent linebacker DeMeco Ryans and the Texans' third-round slot (26th) to Philadelphia for the 13th pick in the third round and the fourth pick in the fourth round. The Texans used the fourth-round pick in the Philadelphia trade to grab All-SEC center Ben Jones from Georgia before selecting dynamic wide receiver and returner Keshawn Martin from Michigan State with the 26th pick in the fourth round. Jones played 49 games in the trenches against college football's best defenses while serving as a team captain at Georgia. Martin scored touchdowns five different ways during his career and caught 66 passes for 777 yards and four touchdowns as a senior.

Houston used its other fourth-round pick from the Tampa Bay trade to select Nebraska defensive end Jared Crick. Though limited by a pectoral injury as a senior, the team captain still managed 20.0 sacks in his collegiate career and set a school record with 5.0 sacks against Baylor in 2009. Smith selected All-American and 2011 Lou Groza Place-Kicker Award winner Randy Bullock from Texas A&M in the fifth round. Bullock is the first kicker ever drafted by the Texans and set school records with 365 points scored and 63 field goals. The Texans rounded out the draft in the sixth round with Purdue tackle Nick Mondek, a converted defensive tackle who started 25 games as a junior and senior.

In 2010, 14 players who the Texans signed or acquired during Smith's tenure started 10 or more games. Houston's offense finished the 2010 season ranked among the NFL's top four offenses for the third straight season, finishing third with a franchise-record 386.6 yards per game. The offense, keyed by Foster's breakout performance and Schaub's second-straight 4,000-yard passing season, was the only unit ranked in the NFL's top 10 in passing (fourth) and rushing (seventh). Perennial Pro Bowler Johnson, who Smith signed to a multi-year contract extension prior to the season, finished with 1,216 yards receiving despite playing with an ankle injury all season that caused him to miss three games entirely. The 2010 Texans were only the third team in NFL history to have a 4,000-yard passer, 1,000-yard receiver and 1,600-yard rusher.

The Texans selected Alabama cornerback Kareem Jackson in the first round of the 2010 draft. Jackson



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started all 16 games and had two interceptions. Second-round pick Ben Tate suffered a season-ending injury in the 2010 preseason but bounced back in 2011 to rush for 942 yards. Houston's third-round selection, defensive tackle Earl Mitchell, steadily worked his way into the defensive line rotation and played in 15 games with 28 tackles and a sack. Sharpton, who was selected in the fourth round out of Miami, came on strong at the end of the season, starting six games and totaling 34 tackles.

Houston posted its first winning season in 2009, going 9-7 and narrowly missing the playoffs. The Texans had a team-record five Pro Bowlers in 2009, including three from Houston's defense—Ryans, Williams and Cushing—to go alongside offensive counterparts Schaub and Johnson. Cushing led all rookies in tackles with 133 and tied for the team lead with four interceptions on his way to being named the Associated Press Defensive Rookie of the Year.

The Texans took eight players in the 2009 draft, including four who started at least one game. In addition to Cushing's rookie success, Barwin was taken in the second round and led all NFL rookie defensive ends with 4.5 sacks. Guard Antoine Caldwell started three of the 11 games he played at right guard while fourth-rounder Glover Quin started 12 games at cornerback. All totaled, four 2009 draft picks started a combined 32 games.

Smith has also had success drafting in the later rounds, taking 24 players between the fourth and seventh rounds from 2007-11. Those players have combined to start 158 games for the Texans, with Quin starting the most at 44 games.

In his former role with the Broncos, Smith was responsible for evaluating players from around the NFL as well as those in NFL Europe, the Canadian Football League, the Arena Football League and other professional leagues. He also played a central role in the club's preparation for the college draft and was one of the Broncos' primary negotiators for player contracts.

With Smith heading the pro personnel department, the Broncos posted the league's fifth-best regular-season record from 2000-05, going 61-35 (.635). The 61 wins were the most of any AFC West team during that span, 10 more than the next closest team, Kansas City. Not surprisingly, Denver was one of only four teams in the NFL to reach the playoffs each season from 2003-05.

Before moving into the front office, Smith spent four years as the Broncos' assistant defensive backs coach and earned two Super Bowl rings while helping guide a unit that consistently ranked as one of the league's best. The team won more games from 1996-98 (46) than any club during that three-year period.

Smith joined the Broncos on April 3, 1996, following a two-year stint as defensive backs coach at his alma mater, Purdue University. He left Purdue in February to accept a coaching position at TCU, but spent just one month at the school before being hired by the Broncos.

A 1992 graduate of Purdue, Smith began his coaching career as a graduate assistant with the Boilermakers shortly after his graduation, serving as the school's assistant strength and conditioning coordinator. After serving as the team's tight ends coach for one season as a graduate assistant, Smith was then hired as the secondary coach, becoming the youngest full-time position coach in the Big Ten Conference at the time at the age of 24.

Smith started at strong safety and was a defensive captain for Purdue as a senior in 1991. A native of Petersburg, Va., he attended Meadowdale High School in Dayton, Ohio. Smith is also a member of the Fellowship of Christian Athletes.

Smith and his wife, Tiffany, live in Houston with sons, Robert LaMar and Christian LaMar, and daughter, Avery Jordan.



## JAMEY ROOTES PRESIDENT

Jamey Rootes serves as president of the Houston Texans and is responsible for all business functions of the club.

Since joining the Texans, Rootes has overseen the team's efforts to secure stadium naming rights and sponsorship, coordinated radio and TV broadcasting relationships, engineered the club's successful ticket and suite sales campaigns, led the creation and launch of the team's identity and developed the team's highly-acclaimed customer service strategy.

Under Rootes' leadership, the Texans have earned many distinctions, including the American Marketing Association's "Crystal Award" for the best overall marketing campaign. J.D. Power & Associates recognized the team for providing the best fan experience in the NFL and even featured the Texans as a service success story in their book entitled "Satisfaction." The Texans were also recognized with SportsBusiness Journal's PRISM Award, which is given annually to the top major professional sports team based on business excellence criteria. In 2011, the Texans extended their sell-out streak to 101 consecutive home games, a Houston NFL record and a testament to the quality of service and entertainment provided by the organization on gameday. As a result, the Texans have consistently been recognized as one of the most valuable professional sports franchises both in the NFL and globally, as measured by a variety of business publications. Forbes ranked the Texans as the ninth-most valuable sports franchise in the world in 2011.

Rootes was selected twice by SportsBusiness Journal as a member of its distinguished "Forty Under 40"

list of leading sports executives. Rootes maintains an active role in the community and serves on a number of boards, including the Greater Houston Partnership, the United Way of Greater Houston, the Houston Food Bank, the Presbyterian School and the Greater Houston Convention and Visitors Bureau. He also oversees the activities of the Houston Texans Foundation, which has provided nearly \$6 million to benefit youth and families in the Houston area since its inception.

Prior to joining the Texans, Rootes helped to launch Major League Soccer as president and general manager of the Columbus Crew. During his tenure, the Crew was consistently among the league's strongest teams both on and off the field, and Rootes was recognized as Executive of the Year in 1996 and Marketing Executive of the Year in 1999. Rootes helped lead the construction of Crew Stadium in 1999, which was the first stadium of its type in the United States. This facility earned distinction as America's Foremost Sports Facility of the Year and led to the development of numerous soccer-specific stadiums across the United States over the past decade, including BBVA Compass Stadium in Houston.

A native of Stone Mountain, Ga., Rootes attended Clemson University and was a member of the Tigers' soccer team that captured two NCAA titles. He also served as Student Body President. While earning a master's of business administration at Indiana University, he served as an assistant soccer coach for the Hoosiers. Rootes previously held positions at IBM and Procter & Gamble before entering sports. He lives in West University with his wife, Melissa, and their children, Christopher and Caroline.





## SCOTT SCHWINGER

**McNAIR GROUP PRESIDENT AND CHIEF EXECUTIVE OFFICER,  
TEXANS CHIEF FINANCIAL OFFICER**

Scott Schwinger serves as President and CEO of the McNair Group and as Chief Financial Officer for the Texans.

For the past 18 years, Schwinger has held positions with various companies owned, directly or indirectly, by Robert C. McNair including President of Palmetto Partners Ltd., RCM Financial Services, L.P., and Vice President of Cogen Technologies. In April 2010, he was named the CEO of The McNair Group. In his role, he oversees the investment and management activities for The McNair Group of companies which include portfolios of public and private equities and certain operating companies. Schwinger also serves as managing director of EMC Holdings, L.L.C., a private energy investment fund.

Schwinger oversees a staff of more than 30 and is responsible for the financial reporting, budgeting, cash management, risk management, management information systems and all debt and equity financings of the Texans and the other McNair Group companies. He pro-

vided the financial analysis support beginning in 1998 to bring professional football back to Houston. Schwinger also served on the Houston Super Bowl XXXVIII Host Committee, Inc. In addition, he provides strategic and investment management oversight, venture capital due diligence, and negotiates deal structuring for all McNair Group companies.

Since the award of the team in 1999, Schwinger has successfully coordinated and structured debt financings totaling \$675 million, one of the largest and most successful series of financings to date for a professional sports team.

Schwinger earned a Bachelor of Arts in mathematics from Vanderbilt University and a Master's of Business Administration from the University of Texas at Austin. In the community, he serves on the boards of the YES Prep Public Schools, The Make-A-Wish Foundation and The Endowment Fund. He is also a member of the Young Presidents Organization. He and his wife, Becca, both native Houstonians, are the parents of sons, Corbin and Charley and daughter, Cara.



## SUZIE THOMAS

**EXECUTIVE VICE PRESIDENT, GENERAL COUNSEL AND  
CHIEF ADMINISTRATIVE OFFICER**

Suzie Thomas joined the Houston Texans and the McNair Group in March 2000. She oversees the legal, human resources and business administration functions for both groups and holds positions with various other entities in The McNair Group.

Thomas previously served as general counsel and vice president of human resources of Corporate Brand Foods America, Inc., a meat processing business that was subsequently purchased by Tyson Foods. Prior to CBFA, Thomas spent 16 years at Weatherford International, Inc., an international energy service and manufacturing company, the last 12 years as senior vice president and general counsel. She started her legal career as an associate attorney at Baker Botts L.L.P. in Houston.

Thomas earned her law degree from the University of Houston's Bates College of Law and her undergraduate degree in Spanish from the University of Texas. Thomas is a member of the State Bar of Texas, where she served as Chair of the Corporate Counsel Section from 1994-95. Thomas received the 2004 University of Houston Law Center's Corporate Sector Award and the 2005 Houston Business Journal Award for Best General Counsel with a staff of two to ten. Thomas also serves as the Chair of Child Advocates, Inc.

Ms. Thomas resides in Houston.





## **JOHN SCHRIEVER** **SENIOR VICE PRESIDENT, TICKETING AND** **EVENT MANAGEMENT**

John Schriever is in his 13th year with the Texans and his 28th in the professional sports industry. Schriever has been part of the sales and service of more than 38 million tickets to sporting events during his career. He started with the Texans in July 2000 as Director of Ticket Operations and was promoted to Vice President, Ticketing and Event Management in July 2003, and Senior Vice President, Ticketing and Event Management in June 2011. Schriever oversees all aspects of ticketing and event services for the Texans and Lone Star Sports and Entertainment.

Schriever began his sports business career with the Texas Rangers Baseball Club in 1984 as a season ticket sales intern. He became a full-time staff member in the spring of 1985 and was promoted to director of ticket operations prior to the 1989 season. The Rangers underwent a variety of changes during Schriever's 12-year tenure with the franchise: the team was purchased

by an ownership group headed by George W. Bush, acquired pitcher Nolan Ryan, closed Arlington Stadium, opened The Ballpark in Arlington and hosted the 1995 Major League Baseball All-Star Game.

During the summer of 1996, Schriever worked with the Atlanta Committee for the Olympic Games at the Summer Olympics. He worked in ticketing as a customer service manager at Fulton County Stadium and Olympic Stadium.

Following the Olympic Games, Schriever joined the Texas Motor Speedway in Ft. Worth as director of tickets. He was part of the management staff that opened the Speedway in the spring of 1997 to a debut crowd of more than 200,000 for its inaugural Winston Cup race.

Schriever is a graduate of Stephen F. Austin State University, where he earned a degree in business management. He and his wife, Dana, who holds a degree in teaching from the University of Texas, have two children, Nicholas and Sarah.



## **GREG GRISSOM** **VICE PRESIDENT, CORPORATE DEVELOPMENT**

Greg Grissom was named Houston Texans Vice President, Corporate Development in April 2012 and has been a part of the team's business operations staff since the inaugural 2002 season. He first joined the Texans as a corporate sales manager before being promoted to director of corporate development in 2006, and senior director of corporate development in May 2011.

Grissom oversees the Texans' corporate partnerships, sales of all related properties, contract negotiations and account services of the team's partners. He has nearly two decades of experience in sports sponsorship sales, planning, execution and event marketing.

Before joining the Texans, Grissom worked for Enron Corp. as a sports marketing specialist and spent more than four years with the Houston Astros as an account services manager and later as the club's promotions coordinator.

Grissom represents the Texans on the Board of Directors of the Gulf Coast Chapter of the Juvenile Diabetes Research Foundation. A native of Austin, he attended Baylor University. He lives in Houston with his wife, Jamie, and their daughter, Campbell, and son, Sam.





## MARILAN LOGAN VICE PRESIDENT AND CHIEF ACCOUNTING OFFICER

Marilan Logan is in her 12th year with the Houston Texans and serves as the franchise's Vice President and Chief Accounting Officer, managing all aspects of financial matters for the Texans and Lone Star Sports & Entertainment organizations. Logan joined the Texans as the team's controller in February 2000 and was promoted to vice president and controller in April 2007 before assuming her current position in September 2011.

Logan came to the Texans after serving as controller/treasurer for the Houston Aeros Hockey Club, Aerodromes Ice Rinks, and the Houston Aeros Foundation for two seasons.

Prior to joining the Houston Aeros, Logan was the controller for the Houston Oilers (now Tennessee Titans) from 1978-97. Her responsibilities included accounting for player contracts, maintaining the club's financial records and aiding club management with special projects. Prior to the Oilers, she was a cost accounting specialist for Reed Tool Company.

Marilan and her husband, Rick, have a daughter, Sandy; two sons, Jeff and Roy; and two grandsons, Kyle and Todd. The couple resides in Humble.



## CHRIS OLSEN VICE PRESIDENT, FOOTBALL ADMINISTRATION

Chris Olsen is in his sixth season with the Texans and third as the team's vice president of football administration. Olsen's primary responsibility with the Texans is to work closely with General Manager and Executive Vice President Rick Smith on negotiating player contracts and managing the salary cap.

Prior to joining the Texans' staff, Olsen spent 13 years working at the National Football League office in New York. Olsen served as the manager of labor operations with the NFL Management Council from 1999-2006. He was responsible for reviewing and analyzing player contracts to ensure teams were in compliance with the Collective Bargaining Agreement (CBA) and salary cap, and also provided assistance to club executives pertaining to player-related areas of the CBA. He also served as a League liaison to the NFL Players Association regarding player contract matters, as a national game representative and as an instant replay communicator.

Olsen began his tenure with the NFL in 1994 as an analyst in the player personnel department. He was promoted to coordinator in 1998 and became responsible

for all facets of the player petition process on special eligibility for the NFL Draft (underclassman prospects), including coordinating player evaluations for the College Advisory Committee. He produced annual reports for the Competition Committee and reviewed player contracts to ensure their compliance with the NFL's Constitution and By-Laws.

Olsen began working in professional sports during his senior year in college with the Springfield Indians Hockey Club of the AHL in 1989-90, where he served as a public relations/marketing intern. After spending a brief time working for Ark-Asset Management Company, a financial services firm in New York City, he continued his sports career in 1992 while in graduate school by serving as a public relations/marketing intern for the Hartford Whalers of the NHL. Prior to joining the NFL, he worked for the New Jersey State Golf Association.

Olsen is a native of Little Silver, N.J. He earned his degree in business administration from Western New England College in 1990 and earned a master's degree in sports management from Springfield College in 1997. Olsen and his wife, Kim, reside in Houston.



## **GREG WATSON** **VICE PRESIDENT, FINANCE**

Greg Watson joined The McNair Group and the Houston Texans in November 1999 after working as an international finance associate in the energy industry. In his current position as vice president of finance, Watson is involved in all aspects of the team's debt and equity financing activities, long-range financial forecasting and special project analyses.

His other responsibilities include deal sourcing, due diligence and deal structuring for The McNair Group private equity investments.

Watson earned his bachelor of arts in political science from Vanderbilt University and his MBA with a focus on finance and entrepreneurship from the University of Texas. He and his wife, Cathy, both native Houstonians, live in Houston with their children, Claire, William and Gardner.



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