



Kate Marshall (née Soltero) was elected Lieutenant Governor of Nevada in 2018. She was previously elected to two terms as Nevada's State Treasurer, during which she helped manage the state's finances through the Great Recession. Prior to that she served as a trial attorney for the Department of Justice's antitrust division, and as a Senior Deputy Attorney General in Nevada.

Kate grew up in San Francisco, and both her Mexican-born grandfather and her father were proud members of the Teamsters. She was the first in her family to go to college. Kate Marshall has spent her career focused on creating a level playing field and economic opportunity for all.

SELECTED ACCOMPLISHMENTS

- Led a collaborative effort to establish a campus commuter bus system to provide underserved communities a safe and direct method of transportation between their communities and colleges in the Las Vegas area as the Vice Chair of the State Transportation Board
- Created the College Kick Start program, the first statewide program of its kind, seeding college savings accounts for every public-school kindergartener in Nevada
- Built Nevada's first in-state private equity fund with over \$50 million dollars in capital funding to increase private-equity investments
- Received the Institute for Financial Literacy EIFLE Award in 2013 for financial literacy pilot program that taught over 4,000 ninth graders in Clark County

Kate Marshall

PRINCIPAL

**OFFICES OF KATE MARSHALL
RENO, NV | 2023-PRESENT**

WORK EXPERIENCE HIGHLIGHTS

**EXECUTIVE OFFICE OF THE PRESIDENT,
OFFICE OF INTERGOVERNMENTAL AFFAIRS
Washington, D.C**

**Special Assistant to the President and Senior Advisor to Governors
2021-2023**

**THE STATE OF NEVADA
Carson City, NV
Lieutenant Governor | 2019-2021**

**THE STATE OF NEVADA
Carson City, NV
State Treasurer | 2007-2015**

EDUCATION

**UNIVERSITY OF CALIFORNIA, BERKELEY
Juris Doctorate**

**UNIVERSITY OF CALIFORNIA, BERKELEY
B.A. Political Science and English**

ADDITIONAL INFORMATION

**Western Region Chair | National Lieutenant Governors
Association | 2020 – 2021**

**Honorary Chair of NV Chapter | Million Women Mentors STEM
Initiative | 2019 – 2021**

**Board Member | United Way of Northern Nevada and the Sierras
2016 – 2021**

**Book Co-Author | Nevada's Great Recession: Looking Back,
Moving Forward | 2017**

President | National Association of State Treasurers 2012

Teacher | Peace Corps, Kenya | 1983 – 1985





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COVER LETTER

May 14, 2023

Nevada System of Higher Education
Chancellor Search Committee

Dear Regent Arrascada and members of the search committee:

I am both humbled and honored to be invited to apply for the position of Chancellor of the Nevada System of Higher Education (NSHE). I have the leadership skills, experience, and personal attributes to support NSHE's reputation as one of our state's most valued assets. My experience in building and maintaining relationships, creating consensus with stakeholders of widely divergent views and interests, designing, and successfully executing short- and longer-term strategies, managing state budgets, successfully navigating legislative sessions, and fundraising make me uniquely qualified to serve the Board and our greater Nevada community in this position.

I have a strong record of building consensus by enhancing connections. As the White House liaison to Governors, my job was both to help Governors resolve issues they needed federal help with and to build their support in executing on the White House's priorities. I was successful because I listened, I was responsive, and I was respectful of each Governor's own challenges. The skills I used to be a successful liaison for President Biden are the skills needed to work with NSHE institution presidents, support them in resolving their issues, and to facilitate the Regents' ability to successfully execute their policies and directives.

I enjoy engaging with Nevada's community leaders, hearing their concerns and their views of what opportunities and challenges we are facing as a state. This engagement has always helped me keep my finger on the pulse of our state as a state-wide elected official. Maintaining and expanding those relationships are a crucial part of this job. State leaders are deeply concerned about education and workforce development, and this provides an opportunity for me to serve as envoy for the Board of Regents to facilitate a wider statewide conversation that helps connect the dots between NSHE and a vibrant future for Nevada and its residents. NSHE is a highly valued and very engaged partner for the greater Nevada community, and we need to a better job highlighting the research of our universities and the job skills taught by all our institutions, as well as demonstrating the clear path from student success to a robust Nevada economy.

I have experience successfully working on issues that require both collaboration and strategic execution of broader goals. For example, when I started my first term as Treasurer Nevada families had an abysmally low rate for college savings. To reset the conversation on saving for college, I established the nation's first statewide college savings account program (called the College Kick Start), opening a 529 college saving account for every kindergartner in public school in Nevada with \$50 per account and inviting the families and relatives of the children to continue to save for higher education through the program. The amount of money was small, but it served as seed money for parents, and sent a message to their children that college or another post-high school plan was a real option.

To successfully implement the program, I worked with the state's Department of Education, the superintendents of each of the 17 school districts, their respective school boards, and many school



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principals to persuade them to commit time and resources to the program. We had to resolve issues associated with poor student data collection, incompatible software programs between the state and the school districts, FERPA, and the false assumption of some that my goals were primarily political. We helped coordinate parent school nights my staff and I could attend to promote the program across the state, and I also coordinated with both United Way of Southern Nevada and Junior Achievement of Northern Nevada to facilitate communication in the classrooms. By gathering the support of these different constituencies and being both tenacious and humble, I was able to succeed.

The largest percentage of families that had added their own additional savings to their college 529 accounts by the end of my two terms were from Title I schools. This was due to the successful execution of a collaborative strategy between my office and various nonprofit groups, principals, teachers, and administrators at Title I schools in Washoe and Clark to engage and support family participation. Implementing the College Kick Start program is an achievement close to my heart.

Working on the College Kick Start program also gave me a window into the many challenges that parents and students face to access higher education, or even to believe that furthering their education is possible. I wholeheartedly support programs to increase access for first generation students, and I am committed to advancing the goals of diversity, equity, and inclusion. Part of our job is to reach K-12 students to assure them that higher education has a place for them, and to work with the K-12 teachers and administrators to ensure that the path to higher education is clear whatever the student's goals may be.

For another example, one of my top priorities as Lieutenant Governor was to find a solution that would make public transportation affordable and accessible to higher education students in southern Nevada. Information collected through focus groups found that a bus ride to get to college in southern Nevada could take up to two hours, require at least two transfers, and a mile walk to a bus stop each way. Students without reliable transportation were also unable to participate in the many programs our colleges offer that are geared toward academic success. This inability to participate in activities outside of the classroom often meant that a student was removed from the college experience, which lowered their sense of accountability and added to the likelihood that the student would drop out. We found that access to reliable, efficient, and affordable transportation was key for many students to their academic progress and success.

Collaboration was crucial to creating a direct, rapid, micro-transit option solely for college student use. We joined with staff and leaders from Nevada State College, the College of Southern Nevada, the Regional Transportation Commission of Southern Nevada, and Clark lines of communication open, and recognizing the value of everyone's inputs, we succeeded. In today's environment it is always a challenge to assure that a public entity has the financial resources it needs to carry out its mission. As chancellor I would feel comfortable in my ability to work with the Governor and the Legislature to obtain necessary financial resources for the mission of the Board of Regents. I understand the need to nurture relationships and build trust to reach a public entity's financial goals. I have extensive experience in state budgeting, getting legislative approval for my budgets and other bills. In fundraising for my own races and for nonprofits, I have been successful using long-term strategies, messaging, and communication to further an awareness of mutual interests, donor cultivation and relationship building beyond the 'ask'.

As a first-generation college graduate from a Latino working-class family, my entire life trajectory changed because I was able to attend college. I am deeply passionate about the value of education, and I believe that the success of NSHE as a public education institution is integral to the success of Nevada



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and Nevadans. College was the first offer of hope that I, too, could reach for an American dream. To be Chancellor would be the ultimate opportunity to say, thank you.

Regards,

Kate Marshall

PHILOSOPHY STATEMENTS

I. Leadership

To paraphrase Andrew Carnegie, a great leader knows that she cannot do it all herself, and that long term success requires giving credit to deserving colleagues. To build the groundwork for success I have found that being trustworthy, ethical, open minded and respectful of all persons creates the path for me to build consensus and support for a shared vision.

Nevada's system of higher education is foundational for the economic success of our state, as a partner with our business community, as a leader in the community as a whole, as the steppingstone for our students' success, and for the development of our workforce at large. As chancellor, my role would be to help ensure that NSHE is recognized as key to what makes Nevada great and funded accordingly.

Our students have choices. Part of the job of chancellor is to get more of Nevada's students into college, and to foster long lasting relationships with our alumni. Our alumni are our most active supporters and the connective tissue to the different communities and varied interests of our state. Meeting with business and government leaders around the state, I often find that every single person in the room is a graduate of either UNLV or UNR. Other people in all walks of life are alumni of our other institutions like CSN or GBC. By actively engaging with and sustaining long term relationships with each of the stakeholders identified above, we show that we are committed to the success of our students, their faculty, and the communities they live in.

It is important as a leader to take time to fully absorb the Board of Regents' vision and priorities including the Board's short term and long-term goals. From this understanding, I can build relationships, listen to interested parties, and create a framework for immediate, medium term and longer-term success. A chancellor should also support the Board of Regents by ensuring the Board has information and options regarding opportunities for sustainable progress. The Board of Regents should feel that they are supported by and can rely on the chancellor for the inputs they need to make the best decisions going forward.

We are in a time of disruptive opportunities and challenges to our education system, including our students, faculty, and staff. At the same time Nevada has not seen the growth in financial resources needed to meet these challenges. It is important as a public leader to engage and involve the business community, the state legislature, our congressional delegation, and alumni in a shared vision for the future success of NSHE to create future funding opportunities or to strengthen existing ones.

The Nevada System of Higher Education is our state's jewel. As chancellor and as a leader I would bring the highest degree of ethics, professionalism and respect to a position, which is all about letting that jewel shine.



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II. Management

The core tenet of management in a public agency is to remember that our staff work for the public, not for us. Managers are given a trust by the public to act on their behalf, and we need to serve them. Like foremen in a large factory, those who manage state institutions need to work collectively instead of in silos, so we can be more effective public agencies.

To create an environment of collaboration and collective success, communication and approachability are vital. Our stakeholders must trust that I am working towards their best interests and towards the broader mission of the agency. We build that trust through transparency, through listening intentionally, asking questions, and facilitating the success of our co-leaders within the organization. From there, we can build out solutions that support the best possible outcomes for the agency.

When I first became State Treasurer, for example, there was a mutual distrust between NSHE, the Legislature, and the Treasurer's office over the financial models that forecast the solvency of the Millennium Scholarship. All three had their own models, they refused to share data, and they doubted the projections from the other entities. To break this impasse, I provided open access to my office's model, sharing our underlying assumptions and asking for everyone's input before the legislative session started. I made no assumptions about which models were best or who owned the data and did not insist on reciprocity. Instead, I offered weekly meetings so that the Legislature and NSHE could use our model to improve their outputs. This open approach, which treated other leaders as equals, helped to build trust. Soon a consensus emerged, and we all publicly supported a single approach.

It is important to empower those I manage to succeed. We first lay out a positive vision for our goals regardless of the challenges we may expect to encounter, and we make good plans. I often tell my team, "We start from a place of yes." They need the freedom to be innovative and find alternative solutions. When we decided to tackle the transportation challenges of students from East Las Vegas attending NSC and CSN, for example, we were told that all possible options that had been tried had failed. We pulled everyone into a room to see if we could all even agree that a problem existed. Reaching that agreement established the foundation for a solution.

It helps to have a talented team, and there are few teams more talented than those involved in a state system of higher education. Inspiration and good incentives can help to create a positive environment in which staff are able to align their personal goals with those of the organization. Smart people can accomplish amazing things if they believe their efforts really matter, if they are able to make decisions about how best to accomplish the work they have been assigned, if they know that people are paying attention, and if they are recognized for their accomplishments.

I am known for my inclusiveness and believe that when we recognize that we are co-leaders and build on our trust and relationships then the best options will be laid on the table and properly vetted. The decisions that come out are then better aligned with the goals and needs of the entire community and the agency itself is positioned for greater success and an increased reputation.

III. Education

In law school, my constitutional law professor told us that he had been denied admission to Harvard because he was Jewish. This affected him deeply and was part of his reason for arguing on behalf of UC Davis in the famous Bakke affirmative action case. I still remember that his exam called for an essay



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challenging settled law and providing legal reasoning in support. My essay argued that education is a fundamental right, and I still believe it.

Of course, education is not listed as a fundamental right in the U.S. Constitution. It is also unequally provided, as our reliance on property taxes often means that richer neighborhoods have better-funded K-12 schools, which in turn affects the pipeline into college. A public college education is increasingly expensive for many students, particularly those without means. Furthermore, education is sometimes used to advance partisan agendas instead of pushing for outcomes that actually benefit students. But without access to a decent education, people don't have equal opportunity. It is why I believe that our state's education system from K-12 through higher education should always be treated as one of our most valued assets.

Nevadans recognized the importance of education in our origins. It is written into our state constitution to provide not only a classical education, but a practical one as well. State law envisioned a free college education for all Nevadans. The Nevada System of Higher Education is a public education institution, and this is a mission I take seriously.

As Kofi Annan stated, "...education is the premise of progress in every society, in every family." I also know it is hard work. As a public education institution, we teach the children of parents who are well-educated and well-off. We also teach first generation college students who may need to work long hours while also taking classes to pay their living expenses. And we position ourselves to meet students where they are. I recognize the value and hard work by faculty to motivate, inspire, teach, and sometimes demand more of their students than they think they are capable of. I view part of the job of Chancellor and the educational administration to provide faculty what they need to succeed at an often times difficult job so that we can continue to be a student-centered institution.

I believe our education system is in the process of great change and stress, accelerated and exacerbated by the pandemic. New technologies have disrupted teaching methods, opening opportunities, but also making some things harder. Student and teacher expectations are also in flux. To address these changes, I believe we will need to work collaboratively and gather ideas from many points of view. I think in these changing times it is important for a Chancellor to be a trusted partner with open lines of communication.

In our effort to balance the costs of high-quality faculty with the goal of an affordable education when state funds are limited, we often end up debating whether to prioritize community colleges or universities, rural or urban institutions, northern locations or southern ones, or a practical education over a classical one. But if we consider education as an essential right, it should be a big tent designed to achieve success for all students willing to work for it, even though they may have wide disparities in educational achievements and interests.

I believe in providing an education that meets all our students where they are, gives them the skills, and fuels their aspirations to forge a future here in Nevada. We need our public institutions, and all Nevadans to work together, and to use all tools at our disposal to ensure that the education we provide is competitive and accessible, that we are a center of innovation and aspiration, while opening real world doors for our students.



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IV. Diversity, Equity, and Inclusion

I believe our academic institutions have both the opportunity and the obligation to intentionally provide inclusive and equitable learning environments so that our students can both learn and see the value of diversity and equity reflected in our teaching and in our hiring. Our commitment to diversity and inclusion also presents a real opportunity for Nevada's future and for our students' futures. Today, Nevada is a majority minority state: only Hawaii and California are more diverse. The more our academic institutions can engage with our communities to secure the value of an education the better off we will be as a state and as individuals.

My commitment to diversity and inclusion is also personal. My maiden name is Soltero, and growing up the Mexican half of my family would celebrate birthdays by hanging the pinata in the garage, shutting the doors so our neighbors were not exposed to our culture. We learned that silence was our best option, and "passing" a blessing. In law school, however, I learned that the time for silence had ended, as I watched my close friend respond politely but firmly to a professor's derogatory comments about her Mennonite faith.

I remember watching one of my father's client's rants about all things Mexican, not six inches from my father's face. My father remained polite. Afterwards, my teenage rage was sternly silenced until we reached the car, where my father turned to me and said, "He was not born that way, he was taught it." His comments in that moment, resonate in me to this day. What we teach our children is essential to creating a more just society.

It is not enough to treat people of all backgrounds with respect and dignity. Our students need to see people like them to imagine themselves in similar roles. When my eldest daughter graduated from Berkeley, for example, her search for a research job in molecular science gradually turned from excitement into anxiety. She never encountered young women like herself in the interviews, and so ultimately chose a different path.

Our commitment to diversity, equity and inclusion should not be the sole responsibility of our faculty of color but should be the shared responsibility of all members of our academic community. This commitment starts with the Chancellor in her treatment of people, her support of collaborative dialogue and in ensuring there are resources dedicated to supporting the diversity policies established by our Regents. In this way the Chancellor follows through on expectations both internally and externally that are set by the NSHE Board.

It helps to identify problems one at a time, and fix what we can. For example, I became aware that transportation was an obstacle to accessing higher education for low-income, primarily first-generation college students, living in East Las Vegas, a predominantly Latino neighborhood. In response, I pulled several NSHE institutions together with the regional transportation commission to create a pilot shuttle service. I refused to let the program disappear after the pandemic shut it down and was able to secure \$465,000 of ARPA funding to restart the project this coming fall semester. Even when our work is incremental, such as the pilot shuffle service, it can be life changing for some of our students. At its core, that is what a public education institution is all about.

As stated above, our collective work to advance the values of diversity, equity and inclusion are also reflective of and important to our state. Our success in educating all Nevadans depends on our ability to successfully advance our commitment to diversity, equity, and inclusion in our hiring processes, in our



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curriculum, in our research outcomes, and in our interactions with our community partners. I remain committed in intention and action to achieving these goals.

RESUME

Relevant Experience

Principal | Offices of Kate Marshall 2023 – Present: Reno, NV

- Provide policy and strategic advice to nonprofit clients seeking to advance state legislation. Specifically focused on lowering prescription drug costs, paid family leave, pre-natal and postpartum care for the uninsured and consumer protection for Nevadans with student debt.

Special Assistant to the President and Senior Advisor to Governors

Executive Office of the President, Office of Intergovernmental Affairs 2021 – 2023 Washington, DC

- White House liaison to governors. Facilitating and supporting a collaborative environment between state governors and the Biden-Harris Administration to operationalize programs and priorities of the administration and address problems and issues as they arose across the country, respond to immediate needs, and address longer term solutions. This included implementing the Bipartisan Infrastructure Law, addressing pandemic related issues, supporting regional economic development and sustainability issues such as drought, wildfire, and offshore wind, addressing domestic issues related to foreign affairs, e.g., the invasion of Ukraine and the blocking of ports of entry along our international borders. Working as part of a team to address supply chain issues, including short term crises such as infant formula shortages and longer-term problems of port and rail congestion.
- White House liaison to the Council of Governors, a council of 10 governors appointed by the President to advise the administration on matters related to the National Guard, civil support missions and emergency preparedness within states.
- White House liaison between state attorneys general, lieutenant governors, treasurers, and the administration.

Lieutenant Governor | State of Nevada 2019 – 2021: Carson City, NV

- Elected to serve as second in command to Governor Sisolak, with a focus on programs and policies related to rural economic development, financial security, small business development and entrepreneurship, transportation, and tourism.
- Reviewed and approved economic incentive packages for companies relocating and expanding in the state of Nevada and attend prospect meetings with regional economic development agencies as a board member for the Governor's Office of Economic Development.
- Expanded tourist visitation to rural jurisdictions by supporting marketing grant programs, infrastructure projects, and community relations as Chair of the Nevada Commission on Tourism.
- Led a collaborative effort to establish a campus commuter bus system to provide underserved communities a safe and direct method of transportation between their communities and colleges in the Las Vegas area as the Vice Chair of the State Transportation Board.
- Organized stakeholders to create the Division of Outdoor Recreation to foster Nevada's outdoor recreation industry and join the multi-state confluence focused on economic development, conservation, education, and public health as Chair of the Advisory Council on Outdoor Recreation.



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- Initiated and mobilized a food delivery service called “Delivering with Dignity” in Northern Nevada in May of 2020 during the COVID-19 pandemic, which has since delivered 60,000 fresh meals to high-risk households and sustained jobs at local restaurants.

Task Force Member | Biden-Sanders Unity Task Force on Immigration 2020: Reno, NV

- Worked alongside seven other task force members and senior campaign officials to draft policy recommendations for a 21st Century immigration system.
- Advanced critical issues for Nevada’s immigrant communities to the national level to solidify support in an important voting bloc in the state.
- Served as a Vice Chair of the 2020 Democratic National Convention.

Founder & Executive Director | Opportunity Alliance 2015 – 2016: Reno, NV

- Founded a non-profit to produce programs and policy initiatives to improve the financial security of low- and moderate-income families.
- Launched Nevada’s first volunteer financial coaching certification program in partnership with social service agencies and faith-based organizations.
- Advocated for the adoption of a state sponsored retirement program for private sector employees resulting in the creation of legislation modeled after the Obama administration’s Automatic IRA proposal.

State Treasurer | State of Nevada 2007 – 2015: Carson City, NV

- Oversaw the state’s investment portfolio of approximately \$3 billion dollars, the issuance of debt obligations, and the protection of state’s bond rating during the Great Recession and subsequent economic recovery.
- Managed 40+ staff members and an annual operating budget of \$2.5 million dollars.
- Structured the financing for two Nevada State College buildings: the Nursing, Science and Education building, and the James E. and Beverly Rogers Student Center.
- Created the College Kick Start program, the first statewide program of its kind, seeding college savings accounts for every public-school kindergartener in Nevada.
- Built Nevada’s first in-state private equity fund with over \$50 million dollars in capital funding to increase private-equity investments.
- Established the Nevada Women’s Money Conferences to promote financial stability for women, including the nation’s first Spanish-only conference for Latinx families.
- Received the Institute for Financial Literacy EIFLE Award in 2013 for financial literacy pilot program that taught over 4,000 ninth graders in Clark County.

Principal | Law Offices of Kate Marshall 2002 – 2006: Reno, NV

- Private practice representing clients such as AT&T and GE Capital in antitrust cases before federal and state enforcement agencies.

Executive Director | Advanced Telecom Group Inc. 2000 – 2002: Reno, NV

- Represented the company before the FCC, U.S. Department of Justice, Congress, and State Public Utilities Commissions on administrative, regulatory, and enforcement issues.



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Senior Deputy Attorney General | Nevada Attorney General's Office 1994 – 2000: Reno, NV

- Established the antitrust enforcement unit for the State of Nevada and modernized the state's antitrust statutes.
- Analyzed and investigated potential antitrust violations such as price-fixing, bid-rigging, exclusive dealing, tying arrangements and mergers.

Trial Attorney | U.S. Department of Justice, Antitrust Division 1994 – 1997: Washington, DC

- Telecommunications Task Force Trial Attorney responsible for antitrust enforcement and competitive analysis of telecommunications markets.
- Involved in all aspects of civil merger and non-merger investigations, including preparation and negotiation of Civil Investigative Demands, depositions of fact and expert witnesses, planning litigation strategy and settlement negotiations.

Trial Attorney | U.S. Department of Justice, Antitrust Division 1990 – 1994: San Francisco, CA

- Focused on antitrust enforcement and criminal prosecution under the Sherman Act.
- Participated in all stages of trial work from the initial complaint through the investigation, indictment or filing of a complaint or consent decree, trial, and sentencing.

Education

Juris Doctorate | University of California, Berkeley 1990

B.A. in Political Science and English | University of California, Berkeley 1982

Additional Information

Western Region Chair | National Lieutenant Governors Association 2020 – 2021

Honorary Chair of NV Chapter | Million Women Mentors STEM Initiative 2019 – 2021

Board Member | United Way of Northern Nevada and the Sierras 2016 – 2021

Book Co-Author | Nevada's Great Recession: Looking Back, Moving Forward 2017

President | National Association of State Treasurers 2012

Teacher | Peace Corps, Kenya 1983 – 1985