

# NSHE MGM College Opportunity Program: A Status Report

**December 2025**

Prepared by  
**Department of Academic and Student Affairs,  
Workforce Development**  
in conjunction with the  
**MGM Resorts Public Policy Institute at UNLV**



**MGM RESORTS  
INTERNATIONAL®**



## **BOARD OF REGENTS**

Mr. Byron Brooks, Chair

Mrs. Stephanie Goodman, Vice Chair

Mr. Joseph C. Arrascada

Mr. Aaron Bautista

Mr. Patrick J. Boylan

Mrs. Susan Brager

Ms. Heather Brown

Ms. Amy J. Carvalho

Mrs. Carol Del Carlo

Dr. Jeffrey S. Downs, Ph.D.

Mr. Carlos D. Fernandez

Mr. Pete Goicoechea

Ms. Jennifer J. McGrath

Ms. Keri D. Nikolajewski, Chief of Staff

## **OFFICERS OF THE NEVADA SYSTEM OF HIGHER EDUCATION**

Mr. Matt McNair, Chancellor

Dr. Chris Heavey, President  
University of Nevada, Las Vegas

Mr. Brian Sandoval, President  
University of Nevada, Reno

Dr. Amber Lopez, President  
Nevada State College

Dr. Stacy Klippenstein, President  
College of Southern Nevada

Dr. Amber Donnelly, President  
Great Basin College

Dr. Jeffrey Alexander, President  
Truckee Meadows Community College

Dr. J. Kyle Dalpe, President  
Western Nevada College

Dr. Kumud Acharya, President  
Desert Research Institute

## TABLE OF CONTENTS\_Toc213151048

EXECUTIVE SUMMARY .....	1
MGMC COLLEGE OPPORTUNITY PROGRAM (COP).....	1
BACKGROUND.....	1
IMPLEMENTATION.....	2
MANAGER OF CORPORATE RELATIONS AND PARTNERSHIPS.....	3
NSHE COP ONLINE DEGREE PROGRAMS AND DECISION GUIDE .....	3
<i>Figure 1 MGM COP Decision Guide .....</i>	4
INITIAL ELIGIBILITY.....	4
CONTINUING ELIGIBILITY .....	5
MGMC COP PARTICIPANTS .....	5
ENROLLMENT.....	5
<i>Figure 2 MGM COP Participant Enrollment Fall 2019 to Spring 2025.....</i>	6
DEMOGRAPHICS.....	6
<i>Figure 3 MGM COP Participant Race/Ethnicity, Fall 2024 .....</i>	6
TYPE OF DEGREES PURSUED.....	7
<i>Figure 4 MGM COP Type of Degrees Pursued Fall 2024 .....</i>	7
<i>Figure 5 MGM COP Type of Degrees Pursued Spring 2025 .....</i>	7
GRADUATION METRICS.....	8
GRADUATION.....	8
<i>Figure 6 MGM COP Graduates Spring 2020-Summer 2025.....</i>	8
FEE SCHEDULE AND REVENUE .....	8
FEE SCHEDULE.....	8
REVENUE .....	8
<i>Table 1 MGM COP Revenue, Fall 2019-Spring 2025 .....</i>	9
PROGRAM ACCOMPLISHMENTS AND GOALS FOR THE UPCOMING YEAR.....	9
INCREASED ONLINE DEGREE PROGRAM OFFERINGS.....	9
INCREASE ENROLLMENT FOR THE COP .....	9
MGMC PUBLIC POLICY INSTITUTE EVALUATION AND IMPACT .....	9
CONCLUSION .....	10
MGMC COP STUDENT VOICE: TESTIMONIALS FROM MGMC COP STUDENTS AND GRADUATES.....	11
APPENDIX A: MGMC RESORTS INTERNATIONAL AND NSHE MOU AGREEMENT .....	14
APPENDIX B: MGMC COP FEE SCHEDULE .....	22
APPENDIX C: MGMPPI COP EVALUATION 2019-2021.....	23
APPENDIX D: MGMPPI COP EVALUATION 2024.....	25

## EXECUTIVE SUMMARY

Established in September 2018, the MGM College Opportunity Program (MGM COP) is a partnership between MGM Resorts International (MGM) and the Nevada System of Higher Education (NSHE). This program provides eligible MGM employees with the opportunity to pursue approved online degrees or certificates at NSHE institutions at a discounted rate. MGM covers registration and other mandatory fees for up to 3 online courses/10 credits per semester, as well as required textbooks and proctoring exam fees after financial aid is applied.

The first MGM COP cohort started in Fall 2019 with a total of 252 MGM COP participants. Due to the COVID-19 pandemic that started during Spring 2020, MGM initiated layoffs and hiring freezes, which resulted in a drop in enrollment to 209 participants in the Fall 2020 semester and subsequently to 147 participants in the Spring 2021 semester. MGM Resorts International has continued to experience many factors that have affected enrollment in the past five years. These factors include financial and recruitment hardships, as well as restructuring due to economic impacts affecting tourism across the country. Yet, the company continues to fund its employees' education and allows new employees to participate in the program. As a result of this decision, 100-150 MGM employees apply each year to the COP, and enrollment continues to remain steady each academic year.

Since the inception of the program, NSHE institutions conferred awards to 168 MGM COP participants. This is not only a result of hard work by the individual students, who often work full-time while pursuing their educational objectives, but also the collaboration between NSHE institutions, the NSHE Manager of Corporate Relations and Partnerships, and the MGM Shared Services team. Continuous efforts from the institutions' MGM Points of Contact have eased the application and enrollment processes, contributing to student success.

## MGM COLLEGE OPPORTUNITY PROGRAM (COP)

### Background

The MGM COP is a partnership between MGM and NSHE to provide eligible employees of MGM with the opportunity to enroll in designated online degree or certificate programs at any NSHE college or university. In September 2018, MGM Resorts International and the Board of Regents signed a Memorandum of Understanding (Appendix A), giving both parties the green light to build an innovative educational program to meet the needs of the hospitality industry workforce in Las Vegas and across the United States.

The MGM COP may be used by eligible MGM employees to cover registration and other mandatory fees associated with pursuing an associate, bachelor's, or master's degree or certificate, including graduate certificates. Doctoral degrees are not covered by the MGM COP program. An employee may only apply to one degree program at a time, and the degree program must be a higher degree than previously earned. Under the MGM COP, MGM covers tuition and other mandatory fees for up to 3 classes/10 credits per semester. MGM also pays for up to one course per summer session if the employee has taken courses in a previous semester during the

same academic year. In addition, MGM will cover required textbooks, proctoring exam fees, and graduation fees. MGM pays all expenses in these defined categories after any financial aid for which the participant is eligible is applied to the student account. The only cost for the participant is the institutional application fee. Finally, MGM COP participants who would like to continue with the program and pursue a higher degree are not required to reapply but simply notify the NSHE Manager of Corporate Relations and Partnerships when ready to transition to another online degree program.

## Implementation

Initial planning took place between October 2018 and March 2019, when all NSHE institutions started coordinating and finalizing their online degree offerings and designated a point of contact to assist eligible MGM COP participants with the application and enrollment process.

Additionally, each institution created its own MGM COP website with pertinent information on the program. In April 2019, the NSHE Manager of Corporate Relations and Partnerships (*formally known as the Senior Learning Concierge*) began to coordinate the logistics of the project in preparation for the first MGM COP cohort to begin enrollment in the Fall 2019 semester.

In April 2019, NSHE first received employee data that consisted of all MGM COP eligible employees approved to participate in the program. This data was securely disseminated to the appropriate MGM Points of Contact at the institution to start the process of working with eligible MGM employees. For MGM COP employees who were undecided as to which institution and/or program to apply, the NSHE Manager of Corporate Relations & Partnerships provided prescriptive and developmental advice to assist in choosing an online degree program that would best fit prospective participants' education and career goals.

In June 2019, the Board of Regents approved a discounted fee schedule for 2019-2021, the first two years of the program (Appendix A). In addition, it was agreed by both parties that all eligible MGM COP employees must complete the Free Application for Federal Student Aid (FAFSA) as one of the requirements to participate in the program. If the employee qualifies for scholarships and/or grants, MGM would then be billed for the remaining balance. All participants in the MGM COP are billed at discounted rates, regardless of whether MGM or financial aid covers the costs. Also, while participants may choose to take a student loan, this does not impact their eligibility for funding from MGM. At the same time, MGM is not responsible for covering the cost of student loans taken by its employees.

In preparation for the first MGM COP cohort, all eligible MGM COP participants were required to be enrolled at least seven days prior to the start of the Fall 2019 semester. The first cohort had 252 MGM COP participants at NSHE institutions. After the institutional 50 percent refund date, MGM received from the NSHE Manager of Corporate Relations and Partnerships a semester report with updates on program participants, as well as invoices from all NSHE institutions

## **Manager of Corporate Relations and Partnerships**

The NSHE Manager of Corporate Relations and Partnerships was created as a liaison between the NSHE institutions and MGM and has managed the logistics of the project since it began in 2019. During the first year, the main goal was to recruit and assist all eligible MGM COP employees with the application and enrollment process. With assistance from the Senior Learning Concierge and the institutions' points of contact, over 670 applications were submitted to NSHE institutions for Fall 2019 admission. Once the first cohort began, it was agreed that systems and procedures needed to be revised to ensure the MOU was being honored by both parties. The NSHE Manager of Corporate Relations and Partnerships assumed the responsibility for creating systematic procedures, including securing accurate data transfers between MGM and NSHE; billing and reporting measures compliant with the Family Educational Rights and Privacy Act (FERPA); and accessibility of program information to all interested MGM employees. With the assistance of the SCS IT team, MGM COP transfers employee data daily in a secure manner, and billing and reports to MGM remain accurate.

During the second year of the project, the NSHE Manager of Corporate Relations and Partnerships worked with NSHE's web developer and the Vice Chancellor of Community Colleges and Workforce Development to create an online NSHE Decision guide for MGM employees to explore all online degree programs offered under the MGM COP. In addition, MGM employees who are undecided may submit a *Help Me Decide* Form that is transmitted directly to the NSHE Manager of Corporate Relations and Partnerships, who then reaches out to assist them in selecting an online degree program. As of 2022, the MGM COP webpages received over 20,500 visits and 507 Help Me Decide form submissions since the website went live.

In the third year of the project, the NSHE Manager of Corporate Relations and Partnerships coordinated virtual recruitment and information sessions for all MGM employees across the country. The Manager of Corporate Relations and Partnerships and representatives from all seven NSHE campuses hosted eleven virtual sessions. Because they were so well received, these virtual sessions will continue to be offered to MGM employees in future semesters.

During the last three years of the project, the NSHE Manager of Corporate Relations and Partnership's role has continuously served to ensure the sustainability of the COP. As the main liaison between MGM Resorts International and MGM, the Manager of Corporate Relations and Partnerships has continued to coordinate and host 15 virtual information sessions during the academic terms and summer sessions, manage all 3<sup>rd</sup> party bills and reports from the institutions, and serve as a resource to both parties.

## **NSHE COP ONLINE DEGREE PROGRAMS AND DECISION GUIDE**

One of the goals for the program was to increase online degree programs for the COP. With the support of the NSHE institutions, the COP now offers 155 online degree programs, vs. 113 online degree programs back in 2022. MGM employees can research these programs through our newly developed NSHE MGM COP Decision Guide, which was redesigned in 2025 to

provide more user-friendly features for MGM employees to navigate information on the COP. In addition, employees can submit “Help Me Decide” requests, which are then sent directly to NSHE’s Manager of Corporate Relations and Partnerships (Figure 1)

The image shows two screenshots of the MGM COP Programs website. The left screenshot is the homepage, featuring a dark blue header with the MGM COP logo and a large banner with the text 'MGM COP Programs'. Below the banner are three main sections: 'Find Your Path to a New College Degree', 'Decisions About Your Future Can be Overwhelming. Let Us Help', and 'More Information About the Types of Degrees You Can Earn'. Each section has a brief description and a 'Browse Our Programs' button. The right screenshot is a 'Program Listing' page, showing a grid of program cards for various fields of study. Each card includes the program name, a logo, a brief description, and 'See More' and 'Apply Now' buttons. The fields of study include Accounting, Anthropology, Addiction Treatment, and Applied Business Management.

Figure 1 MGM COP Decision Guide

## Initial Eligibility

The MGM COP is available to MGM employees working within the United States. An eligible participant must be a full-time or part-time employee (on-call employees are ineligible to participate in the COP) with six months of service prior to the application deadline for the initial semester of enrollment. In addition, as of the application deadline, the participant must not be under discipline at a suspension level or above and cannot be on an active Performance Improvement Plan (PIP). The employee also cannot participate in the MGM COP while on a leave of absence from MGM employment.

To participate in the MGM COP, an employee must apply during the eligibility enrollment period, which takes place twice per year. They are also required to submit a request through their MyMGM portal, which is managed by MGM's Shared Services Department. Once the MGM employee is approved for the program, the NSHE Manager of Corporate Relations and Partnerships receives an updated MGM COP eligibility list through nightly data transfers, after which information is disseminated to the appropriate NSHE institution for recruitment purposes. The MGM COP participant does not have to reapply for eligibility once approved to participate in the program.

## **Continuing Eligibility**

In addition to the initial eligibility requirements established by MGM, the COP participant must continue to follow all policies and procedures required by NSHE and the respective institution. The MGM COP student must adhere to the enrollment policy of up to 3 courses/10 credits each semester and maintain good academic standing within their respective college or university. If a participant receives more than one fail, audit, incomplete, or withdrawal during the academic year, their eligibility status will be reviewed on a case-by-case basis by MGM's Project Director and NSHE Manager of Corporate Relations and Partnerships. Annually, the participant must submit a FAFSA application and a FERPA authorization form for NSHE to share their academic information with MGM.

## **MGM COP PARTICIPANTS**

### **Enrollment**

In Fall 2019, NSHE institutions received over 600 applications from MGM COP eligible employees. Of these applicants, 252 participants enrolled at NSHE institutions during Fall 2019 and 251 in Spring 2020. Due to the COVID-19 pandemic, MGM administered a significant number of layoffs and hiring freezes across its properties, resulting in a decrease in enrollment for NSHE institutions in Fall 2020 and Spring 2021. Since 2022, MGM has approved 100-150 new COP participants each academic year. As a result, enrollment has remained steady across all NSHE institutions.

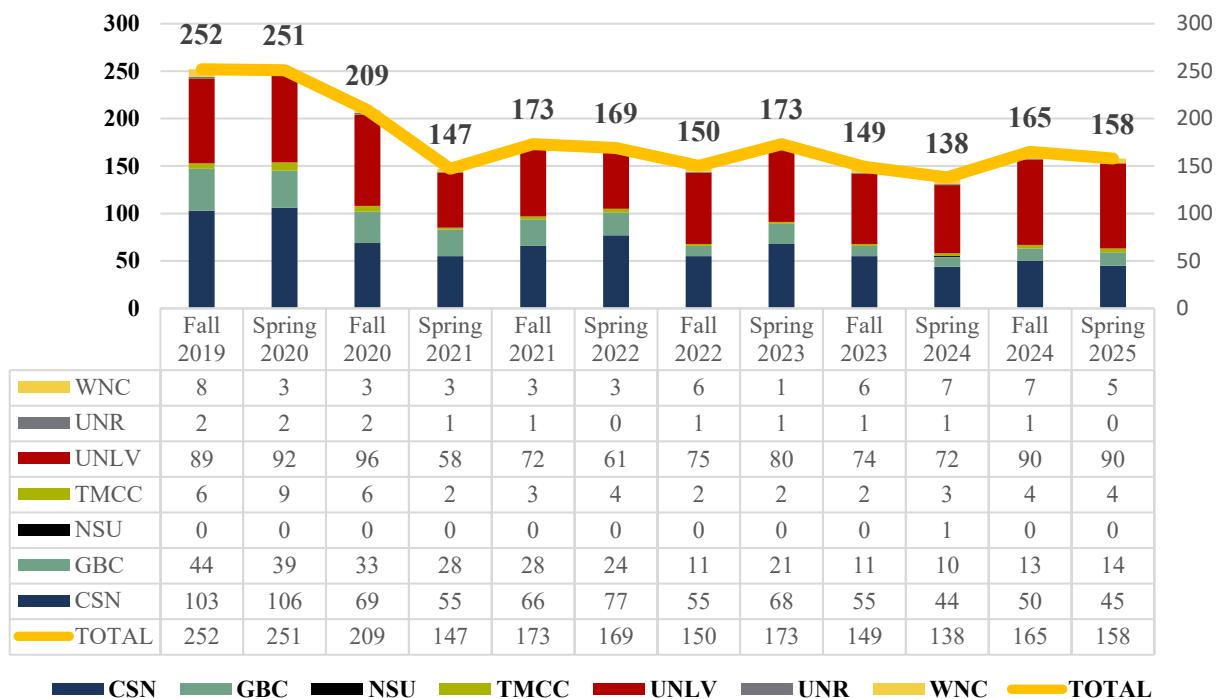


Figure 2 MGM COP Participant Enrollment Fall 2019 to Spring 2025

## DEMOGRAPHICS

Based on the demographics for the Fall 2024 semester, 63 percent of the MGM COP student population identified as female. It is also worth noting that in both fall and spring semesters, the majority of the MGM COP participants identified as Hispanic, followed by White (Figure 3)

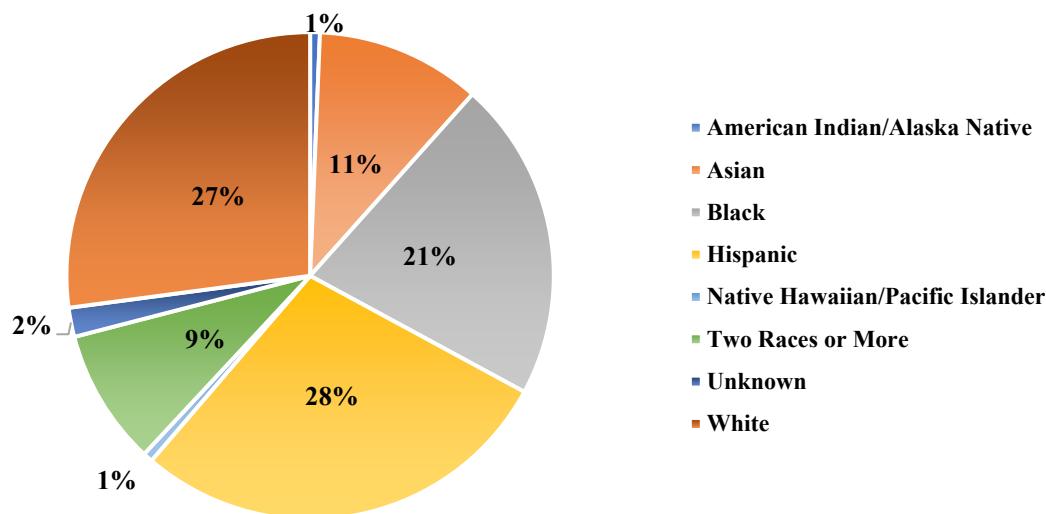


Figure 3 MGM COP Participant Race/Ethnicity, Fall 2024

## Type of Degrees Pursued

During the Fall 2024 and Spring 2025 semesters, 68 percent of participants pursued an undergraduate degree program. During each semester, the most prevalent program of study pursued was an associate degree at one of NSHE's four community colleges (Figures 4 & 5). Most participants came in with transferable credits to apply toward their degree programs.

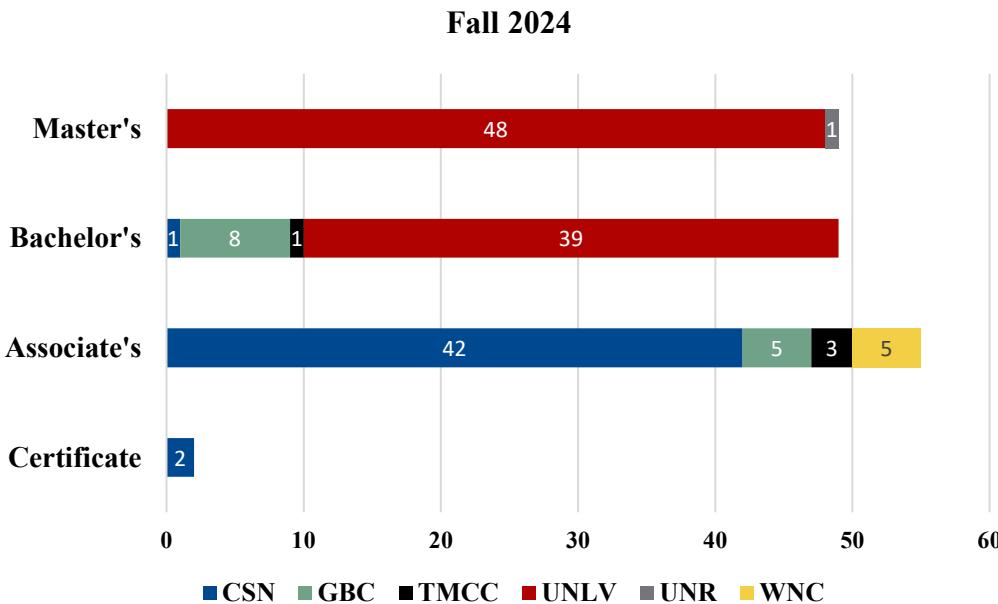


Figure 4 MGM COP Type of Degrees Pursued Fall 2024

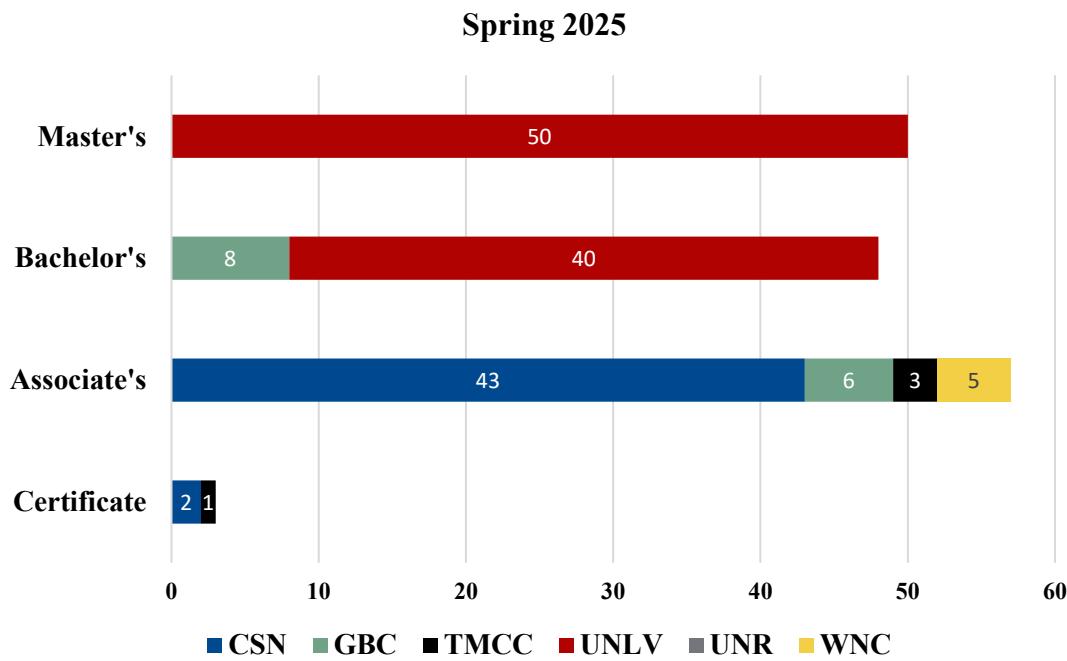


Figure 5 MGM COP Type of Degrees Pursued Spring 2025

Throughout the past six years, there have been several contributing factors (i.e., the COVID-19 pandemic, lay-offs, and economic uncertainties) that have affected enrollment across all NSHE institutions. Yet, each year, MGM and NSHE have allowed MGM employees to apply for eligibility to participate in the MGM COP. Since 2023, MGM has approved 100-150 new COP students each academic year.

## GRADUATION METRICS

### Graduation

Since the program began in Fall 2019, NSHE institutions conferred 168 awards to MGM COP participants at NSHE institutions. Undergraduate degrees or certificates comprised 63 percent of these awards, while 37 percent were master's degrees (Figure 4).

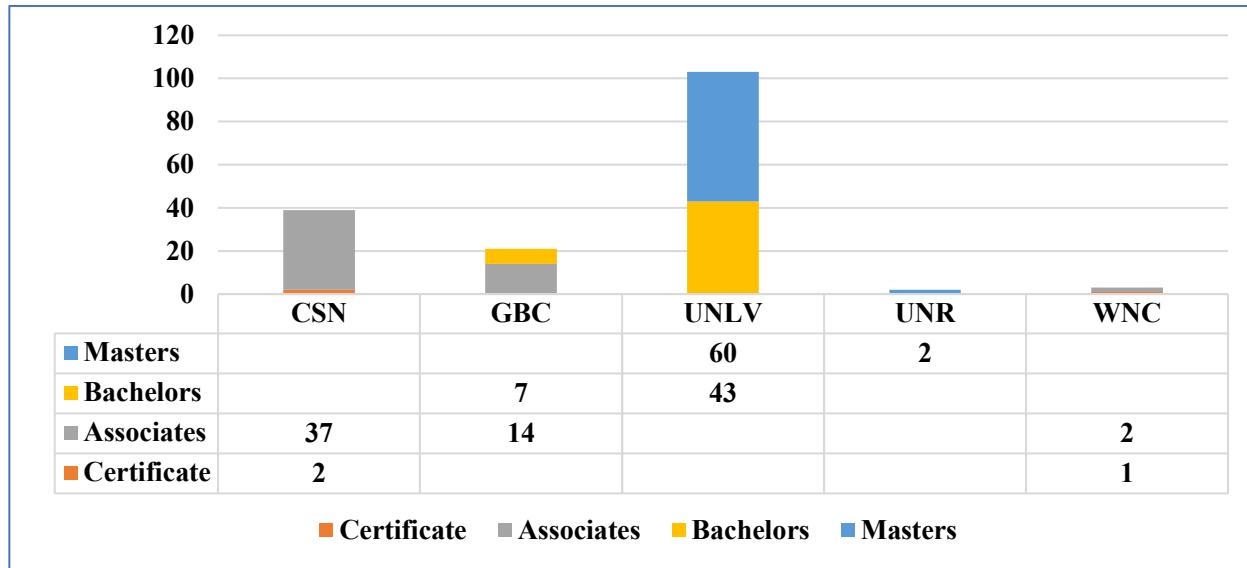


Figure 6 MGM COP Graduates Spring 2020-Summer 2025

## FEE SCHEDULE AND REVENUE

### Fee Schedule

As part of the MOU between MGM Resorts International and NSHE, standardized discount percentages were established for the base registration fee and most of the other per-credit and semester fees (Appendix A). The approved fee schedule and the discounted fees are listed in Appendix B.

### Revenue

Over the course of three years, NSHE has earned \$5,074,951.00 in revenue from the MGM COP project. Between Years 4-6, revenue has increased each year (Table 1).

Table 1 MGM COP Revenue, Fall 2019-Spring 2025

Academic Year	Total Financial Aid Disbursed	Total Amount Billed to MGM	2019-2025 Total
Year 1: Fall 2019-Summer 2020	\$161,774.00	\$862,735.00	\$1,024,509.00
Year 2: Fall 2020-Summer 2021	\$101,187.00	\$716,693.00	\$817,880.00
Year 3: Fall 2021-Summer 2022	\$178,680.00	\$560,218.00	\$738,898.00
Year 4: Fall 2022-Summer 2023	\$117,939.00	\$640,009.00	\$757,948.00
Year 5: Fall 2023-Summer 2024	\$128,810.00	\$654,919.00	\$783,729.00
Year 6: Fall 2024-Summer 2025	\$115,588.00	\$836,408.00	\$951,987.00
<b>Total</b>	<b>\$803,978.00</b>	<b>\$4,270,982.00</b>	<b>\$5,074,951.00</b>

\*For summer only, participants are limited to one course per summer session and have the option to pay for additional courses out of pocket.

## PROGRAM ACCOMPLISHMENTS AND GOALS FOR THE UPCOMING YEAR

### Increased Online Degree Program Offerings

Throughout the last three years, forty-two new online degree programs have been added to the COP. These online degree programs include Great Basin College- Certificate of Achievement- Data Analytics, TMCC's Bachelor of Applied Business Management, UNLV's MBA program, UNR's Bachelor of Science in General Business, and Master of Arts – Strategic Public Relations and Advertising. The COP will continue to add online degree programs to keep up with the demands of MGM's workforce.

### Increase Enrollment for the COP

A continuous goal of NSHE and its institutions is to increase enrollment across all NSHE institutions. The COP strategic plan is to evaluate the degree programs that are in demand at each institution and solicit more institutional involvement to promote these degree programs to MGM's workforce. In addition, NSHE would like to create communication channels between MGM supervisors and employees to support educational benefits provided by MGM.

## MGM PUBLIC POLICY INSTITUTE EVALUATION AND IMPACT

The [MGM Public Policy Institute](#) (MGMPPI) at UNLV has conducted multiple evaluations of the MGM College Opportunity Program (COP) to measure effectiveness and long-term outcomes for participating employees. These studies provide critical insight into the program's

role in promoting access to higher education, workforce development, and employee advancement.

The 2019–2021 evaluation (Appendix C) found that COP participants reported high levels of satisfaction with course delivery and instructional quality, with over 90 percent indicating that faculty responsiveness and online course design supported their learning. The study also noted strong impacts on job satisfaction, workplace engagement, and confidence, with more than half of respondents indicating they would not have pursued college without the COP.

Building on those findings, the 2024 evaluation (Appendix D) examined the experiences of 123 program graduates and confirmed the program's sustained value in developing leadership, communication, and job-specific skills. Eighty percent of participants reported significant professional and personal growth, with graduates citing the program's flexibility and affordability as key contributors to their success. The report also highlighted that ongoing supervisor recognition and structured career pathways within MGM enhance the long-term return on investment for both employees and the company.

Together, these evaluations demonstrate that the MGM College Opportunity Program not only expands educational attainment among employees but also strengthens Nevada's workforce by fostering advancement opportunities and supporting a culture of lifelong learning.

## **CONCLUSION**

As we begin Year Six of the project, the Nevada System of Higher Education and its institutions remain committed to helping MGM COP employees pursue their higher education goals. The MGM COP has proven to be a successful educational model to provide the Nevada and U.S. hospitality workforce with a school and work-life balance, while relieving financial costs to the employee. It is anticipated that more industry partners will adopt a similar educational model to provide their employees with access to higher education to create a more diversified workforce.

## MGM COP STUDENT VOICE: TESTIMONIALS FROM MGM COP STUDENTS AND GRADUATES

The following testimonies are from MGM COP participants across the NSHE system who benefited from the MGM College Opportunity Program (COP).



*Being part of the MGM College Opportunity Program was an incredibly rewarding experience. It gave me the flexibility and support I needed to complete my degree while growing personally and professionally. The experience provided me with valuable skills and confidence that I carry forward.*

*—Sara Kiros, UNLV Undergraduate -B.A. Psychology – December 2024*

*My name is Blanca Summers, I am currently a Security Assistant Manager at Bellagio, and 2022 is my first year with CSN through the MGMRI College Opportunity Program. I feel very fortunate to be part of the select few that can take advantage of this program. I have had a positive experience so far with the process and procedures. In addition to the easy sign-up process, my liaison Stephanie Chen has been extremely helpful with my questions and has gone above and beyond to make sure I am set up for success.*

*- Blanca Summers, College of Southern Nevada MGM COP Student*





*I'm set to complete the College Opportunity Program next year to earn my associate degree in accounting, and I am incredibly thankful to MGM for making it possible to pursue my education. The COP has provided me with valuable knowledge that I've been able to apply directly to my role, helping me grow both personally and professionally. This is an amazing benefit that everyone should take advantage of, no matter where they are in their career*

*– Amara Eng, Great Basin College, Class of Spring 2026.*

*After a 27-year hiatus from my academic journey, I made the decision to join the COP program to pursue the master's in hospitality. Admittedly, after being away from school for so long, I was incredibly nervous and intimidated by the endeavor, but Rhonda and Dr. Butler, Lateka, the librarian, and of course, all the professors were so helpful and encouraging throughout the process to this point. As I approach the halfway point of the program, I often reflect on the sense of accomplishment that I felt after completing the first course and the obstacles that I overcame. I am excited about completing the program, but equally excited about all the steps remaining and the relationships that will be formed between now and then. My experience so far is solid evidence that the journey of a thousand miles begins with taking that first step!*



*- John Collins, MGM COP Graduate Student*



*The MGM College Opportunity Program has truly been life-changing. It has allowed me to earn both my bachelor's and master's degrees at UNLV while participating in incredible opportunities, including winning the President's Innovation Challenge and engaging in other impactful university programs. The support and flexibility of the program have given me invaluable experience and connections, helping me grow personally and professionally, and I'm grateful for the company's investment in education and the confidence it has given me to keep striving toward my goals*

*- Jennifer Tidwell, Multidisciplinary Studies BA- graduated in spring 2023  
Executive Master of Hospitality Administration- graduating Fall 2025.*



*The MGM College Opportunity Program is another great benefit of working for MGM. I have always wanted to further my education but was unable to do so for financial reasons. The MGM COP allowed me to obtain my master's degree. I probably wouldn't have been able to do so otherwise. The staff who run it were knowledgeable and extremely helpful.*

*- Francis Lute, UNR MGM COP Graduate Student*

## APPENDIX A: MGM RESORTS INTERNATIONAL AND NSHE MOU AGREEMENT

### MEMORANDUM OF UNDERSTANDING MGM COLLEGE OPPORTUNITY PROGRAM

This Memorandum of Understanding ("MOU") is acknowledged by and among the Board of Regents of the Nevada System of Higher Education ("NSHE") and MGM Resorts International Operations, Inc., a Nevada Corporation ("MGM"). For purposes of this MOU, NSHE and MGM may be referred to individually as a "Party" and together may be referred to as the "Parties." This MOU shall become effective when executed by MGM and approved by the Board of Regents of the Nevada System of Higher Education (the "Board of Regents") at a publically noticed meeting (the "MOU Effective Date").

#### RECITALS

**WHEREAS**, MGM Resorts International is the largest employer in the state of Nevada and aims to provide viable and affordable high quality educational opportunities for its employees employed in Nevada and at MGM's operations in other states.

**WHEREAS**, NSHE and MGM recognize it is mutually beneficial to provide a structured corporate discount to MGM employees wishing to enroll in distance and other education programs at NSHE institutions, which will allow MGM to attract and retain talented employees while demonstrating NSHE's commitment to significantly improving Nevada's college attainment rate.

**NOW, THEREFORE**, by way of this MOU the Parties set forth the objectives and specification of the **MGM College Opportunity Program** ("COP") and state various other requirements of the Parties and the COP (collectively the "Terms of Understanding").

#### TERMS OF UNDERSTANDING

1. **Objectives and Specifications**. The Parties acknowledge the following objectives and specifications of the COP.

1.1 **Potential Eligibility**. MGM in conjunction with NSHE will establish formal eligibility requirements including, but not limited to:

- a) Minimum MGM service requirements before being eligible for reimbursement by MGM;
- b) Minimum MGM service requirements after completion of courses and/or certificate or degree programs reimbursed.
- c) Participation may be limited to individuals who do not already have a degree at the level they are seeking. (Ex: an employee with a bachelor's degree may not pursue a second bachelor's degree. An employee with an Associate degree may not pursue a second associate but could pursue a bachelor's degree.)

- d) Employees will be required to enroll in a certificate or degree program, and not just take random courses, in order to be eligible.
- e) Minimum and maximum number of credits participants may enroll in per semester.
- f) Participants may be required to take placement tests to determine college readiness.

NSHE and MGM shall establish a participant preapproval process whereby MGM approves employee participation and NSHE institutions are aware of said approval prior to the institution's acceptance of a participant's application.

#### 1.2 Minimum COP Requirements

- a) Employee must have received MGM approval to participate, apply to any NSHE institution and enroll in an online degree program as permitted by MGM.
- b) Employee must complete the Free Application for Federal Student Aid (FASFA), complete all required documentation as requested to determine aid eligibility, and complete any other documents required by MGM or the NSHE institution. NSHE institutions will process the applications for federal and other financial aid using the standards, processes and procedures generally applicable to other students.
- c) Prior to starting classes, the employee must complete an orientation provided by the NSHE institution.
- d) Employee must meet with an advisor from the institution to map out a path to certificate or degree completion.

#### 1.3 Reimbursement

- a) After the employee is admitted and meets all other eligibility requirements, the institution's financial aid office will award federal and other financial aid for which the student is eligible.
- b) Any remaining costs would be paid by the employee/student and MGM will provide conditional reimbursement directly to the employee.
- c) MGM, in its sole discretion, shall determine the terms of reimbursement and set forth a process of said reimbursement internal to MGM and its employees.

1.4 **Costs.** Participating employees in the COP will pay a discounted fee schedule as compared to the base registration fee and other fees charged both system-wide as well as on an institution by institution basis. NSHE has agreed upon standardized discount percentages, applied to the base registration fee and majority of other per credit and semester fees, at the following rates as compared to a Nevada resident attending classes on campus:

20% for UNR and UNLV

15% for Nevada State College

10% for CSN, TMCC, GBC and WNC

For the 2019-2020 academic year, said fees for undergraduate students shall be structured as follows:

	<i>UNLV</i>	<i>UNR</i>	<i>NSC</i>	<i>CSN</i>	<i>GBC</i>	<i>TMCC</i>	<i>WNC</i>
Base Undergrad Registration Fee 2019-20	\$233	\$233	\$168	\$103	\$103	\$103	\$103
Other Fees*	\$107	\$100	\$40	\$21	\$11	\$13	\$7
Total Fees per credit hour**	\$340	\$333	\$208	\$124	\$114	\$116	\$110
Assumed Credits per semester	6	6	5	4	4	4	4
MGM Discount	20%	20%	15%	10%	10%	10%	10%
Less Discount per credit hour	\$68	\$67	\$31	\$12	\$11	\$12	\$11
Total MGM cost per credit hour	\$272	\$266	\$177	\$112	\$103	\$104	\$99

**NOTE:** All amounts denoted on a per credit hour basis with the exception of "Assumed credits per semester" and "MGM Discount"

\*Includes per semester charges such as use of the Academic Success offices. The total semester fees were divided by the assumed number of credits taken by student per semester which is noted above.

\*\*Total fees do not include one-time fees such as application fees, graduation fees, etc. These are generally less than \$15 each and are only charged to each student one time during their course work.

Any participating employee who is not a resident of Nevada will have their non-resident tuition waived.

The Parties contemplate that financial aid (including, but not limited to, Pell Grants and military education benefits) will be an essential element of the COP and will cooperate to the extent feasible to enable employees to use appropriate aid sources to assist with tuition and fee payment. Such cooperation will include coordinating services and communications to educate employees on how to apply for financial aid and identify potential sources of financial aid.

Certain self-supporting degree programs such as the UNR executive MBA program will be limited as to the number of MGM students able to participate per semester, with discounts to be negotiated on a case by case basis. A full list of all degree and certificate programs will be agreed upon between NSHE and MGM prior to the launch of the COP.

1.5 **Roles and Responsibilities.**

**The Nevada System of Higher Education and its institutions will pledge to:**

- a) Develop a website, in collaboration with MGM, that includes all relevant COP material and links to available degree and certificate programs.
- b) Offer an exclusive or non-exclusive advisor from each participating college to meet, either in person or via video or other means, with every employee to develop an academic plan for their progression. Students would be required to complete this step.
- c) Develop additional online degree and certificate programs aligned with MGM Resorts workforce needs.
- d) Assist MGM with development of marketing materials for the COP.
- e) Institutional designees will make best efforts to attend outreach/admission events for MGM employees interested in participating in the COP.
- f) Promote the COP with joint press releases and other media and internal/external outreach.
- g) Provide outcomes data specific to MGM employees if FERPA requirements and/or waivers can be met. The parties acknowledge and agree that confidential Title IV information will not be shared by the institutions and each participant will need to provide any such information to MGM as agreed upon between MGM and participant.

**MGM will pledge to:**

- a) Provide NSHE with a single point of contact for the day-to-day operations and support of the Program.
- b) Determine the eligibility of employees to participate in the COP at its sole discretion.
- c) Cooperate with NSHE and provide assistance as reasonably requested by NSHE to support NSHE in the performance of its duties under this MOU.
- d) Cooperate with NSHE to develop coursework that is relevant to the career needs of eligible participants as necessary.

1.6 **Proposed Timeline.** The parties anticipate eligible MGM employees will begin participation by Fall 2019. Following the Fall 2019 implementation, NSHE institutions will begin to work with MGM to develop additional online degree and certificate programs aligned with MGM workforce needs.

1.7 **Application for Admission Deadlines.** The parties agree and acknowledge that participants should apply for admission and complete their FAFSA no later than April 15, 2019, to realize maximum financial aid benefits for fall 2019 Admission. However, many institutions do accept applications beyond this date.

2. **Discretionary Approvals.** MGM acknowledges that the discretionary approval of the Board of Regents may be required for items including, but not limited to, changes in program/certificate offerings, costs and fees, and that said approvals may include additional terms and conditions not currently contemplated or later determined necessary pursuant to existing financial, legal and contractual obligations of NSHE.

3. **Non-binding MOU.** The Parties acknowledge that this MOU is not a binding and enforceable contract and shall not give rise to any obligations on the part of any Party. This MOU establishes the framework to commence the COP, which may be further defined by a Program Agreement at a later date. In no event shall either Party or any of their individual officers, employees or agents in any way be liable or responsible for any obligations contained in this MOU, whether express or implied; nor for any statement, representation or warranty made in connection with this MOU.

4. **Not a Partnership.** It is expressly understood that, by reason of this MOU or otherwise, none of the Parties is or becomes in any way a partner of the other in the conduct of its business, or a joint venture with the other, or an agent of the other.

5. **No Third-Party Beneficiary.** This MOU is not intended to create, nor shall it be in any way interpreted or construed to create, any third-party beneficiary rights in any person not a Party unless otherwise expressly provided.

6. **Marks.** MGM shall not use the name of the "Nevada System of Higher Education" or "NSHE", or the marks, seals, logos, or any other related name (collectively the "NSHE Marks"), in the performance of its services, in its advertising, or in the production of any materials related to this MOU, without the prior written consent of NSHE or its institutions pursuant to an approved licensing or other agreement between the Parties. Likewise, NSHE shall not use the name "MGM Resorts International" or the names of any of its hotel/casino operations, or any other MGM-related intellectual property (collectively the "MGM Marks"), in the performance of its services, in its advertising, or in the production of any materials related to this MOU, without the prior written consent of MGM pursuant to an approved licensing or other agreement between the Parties.

7. **Term and Termination.** This MOU shall be effective for two (2) years from the MOU Effective Date, except as may be extended by mutual agreement. Any Party shall have the right to terminate this MOU for any reason by providing the other Party ten (10) days' written notice. Said notice shall be deemed to have been given: (i) when delivered personally, (ii) the next Business Day, if sent by a nationally-recognized overnight delivery service (unless the records of the delivery service indicate otherwise), or (iii) three Business Days after deposit in the United States mail, certified and with proper postage prepaid. For purposes of this section, the Chancellor of NSHE is authorized to extend this MOU for an additional term of not more than two (2) years.

8. **Effect of Termination.** Upon termination or expiration of this MOU, the enrolled employees will continue to receive the benefits contemplated by this MOU and the COP until they

earn their degree or certificate, withdraw from the COP or are removed pursuant to the NSHE Handbook or the respective institution's standing policies. Termination of this MOU will not relieve MGM of its obligation to pay or reimburse any amounts contemplated under this MOU.

9. **Notices.**

To MGM: MGM Resorts International  
Attn: General Counsel  
3600 S. Las Vegas Boulevard  
Las Vegas, NV 89109

To NSHE: Michael Flores  
NSHE Chief of Staff  
4300 S. Maryland Parkway  
Las Vegas, NV 89119

10. **Counterparts; Signatures.** This MOU may be executed in duplicate counterparts, each of which shall be deemed an original and both of which together shall constitute but one and the same instrument counterparts may be executed in either original, faxed or PDF form, and the parties hereby adopt as original any signatures received via facsimile or PDF.

11. **Student Educational Records.** The Parties recognize that certain student educational records may be protected by the federal Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g). To the extent that it obtains records that are subject to FERPA, MGM and NSHE each agree to comply with FERPA.

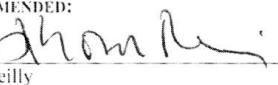
12. **Governing Law.** The laws of the State of Nevada without reference to conflicts of laws principals shall govern the validity, construction, interpretation, and effect of this MOU.

[SIGNATURES PAGE FOLLOWS]

The Parties hereby acknowledge the terms of this MOU as stated above.

**BOARD OF REGENTS OF THE NEVADA SYSTEM  
OF HIGHER EDUCATION**

**RECOMMENDED:**

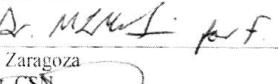
By:   
Thom Reilly  
Chancellor

By:   
Marta Meana  
President, UNLV

By:   
Marc Johnson  
President, UNR

By:   
Joyce Helens  
President, GBC

By:   
Karm Hilgersom  
President, TMCC

By:   
Federico Zaragoza  
President, CSN

By:   
Bart Patterson  
President, NSC

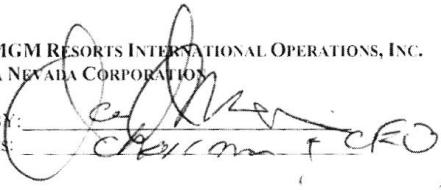
By:   
Vincent Solis  
President, WNC

APPROVED BY THE BOARD OF REGENTS AT A  
NOTICED PUBLIC MEETING:

By:   
HON. KEVIN J. PAGE

CHAIRMAN OF THE BOARD OF REGENTS

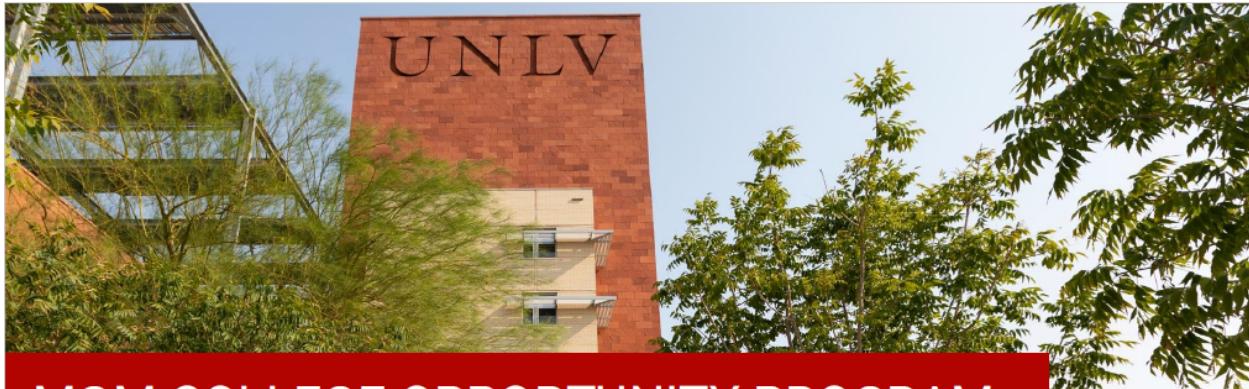
MGM RESORTS INTERNATIONAL OPERATIONS, INC.  
A NEVADA CORPORATION

By:   
Its: CEO

## APPENDIX B: MGM COP FEE SCHEDULE

Description	Discount
<b>NSHE Procedures &amp; Guidelines Manual, Chapter 7, Section 1:</b>	
Registration Fees, Universities (undergraduate) - per credit	20%
Registration Fees, Universities (graduate) - per credit	20%
Registration Fees, NSC (undergraduate) - per credit	15%
Registration Fees, NSC (graduate) - per credit	15%
Registration Fees, Community Colleges (upper-division) - per credit	10%
Registration Fees, Community Colleges (lower-division) - per credit	10%
Non-Resident Tuition	Waived
Part-Time Non-Resident Tuition	Waived
Distance Education Tuition	Waived
<b>NSHE Procedures &amp; Guidelines Manual, Chapter 7, Section 11:</b>	
Academic Success Initiatives Fees (undergraduate) - UNLV, UNR - per semester	20%
Academic Success Initiatives Fees (undergraduate) - TMCC - per semester	10%
Academic Success Initiatives Fees (undergraduate) - WNC - per semester	10%
Academic Success Initiatives Fees (graduate) - UNR - per semester	20%
Student Association Fee (undergraduate) - UNLV - per credit	20%
Student Association Fee (undergraduate) - UNR - per credit	20%
Student Association Fee (undergraduate) - TMCC - per credit	10%
Student Association Fee (graduate) - UNLV - per credit	20%
Student Success Fee - GBC - per semester	10%
Student Success Fee - NSC - per credit	15%
Technology Fee - Regular - UNLV - per credit	20%
Technology Fee - Regular - UNR - per credit	20%
Technology Fee - Regular - NSC - per credit	15%
Technology Fee - Regular - CSN, TMCC - per credit	10%
Technology Fee - Regular - GBC - per credit	10%
Technology Fee - Regular - WNC - per credit	10%
Technology Fee - iNtegrate - UNLV, UNR - per credit	20%
Technology Fee - iNtegrate - NSC - per credit	15%
Technology Fee - iNtegrate - CSN - per credit	10%
Technology Fee - iNtegrate - GBC, TMCC, WNC - per credit	10%

## APPENDIX C: MGMPI COP EVALUATION 2019-2021

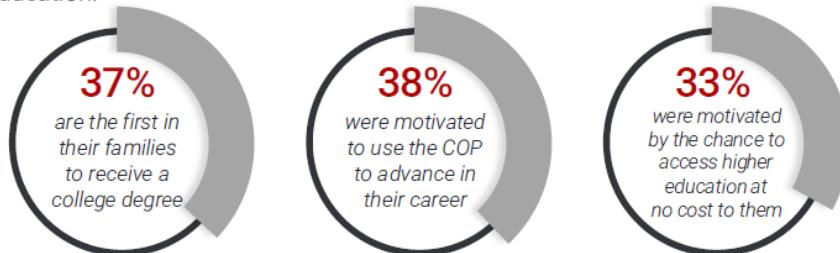


### MGM COLLEGE OPPORTUNITY PROGRAM

The MGM College Opportunity Program (COP) is a partnership between the Nevada System of Higher Education (NSHE) and MGM Resorts International (MGM) that provides MGM employees with tuition assistance to achieve educational and career goals. Employees who utilize the COP can enroll in a variety of online degree and certificate programs across seven colleges and institutions across Nevada at no cost to them. Ultimately, the COP's mission is to help employees develop and enhance adaptable workforce skills to take on new challenges in their careers, increase satisfaction and engagement within the workplace, and facilitate opportunities for career advancement and stability.

#### COLLEGE OPPORTUNITY PROGRAM METRICS

The first COP students entered NSHE institutions in the Fall of 2019, and as of Fall 2021, over 200 MGM employees on average utilize the COP to access higher education each semester. Students are motivated to participate in the COP for a variety of reasons including career advancement, upskilling or accessing higher education.



75% of COP students were enrolled at UNLV or CSN

**54%** of students indicated they would not have gone to college without the COP program

COP students can select which certificate or degree program they want to enroll in, including areas such as Entrepreneurship, Communication Studies and Hospitality Administration. In addition, COP students can enroll in graduate level degree and certificate programs, such as Urban Leadership.



Almost half of COP graduates from Fall 2019 to Fall 2021 were Master's students at UNLV



## COP COMPLETION AND BENEFITS

Once enrolled, COP students gave very high ratings for their level of satisfaction with program delivery:

**95%**  
Gained Relevant Knowledge

**93%**  
Online Course Easy to Navigate

**91%**  
Faculty Member Responsiveness

**87%**  
Course Content Challenging

**60%**  
Course Relevant to Work

*Percent rating four or five on a five point scale*

As of Fall 2021, 53 NSHE students have earned a degree or certificate through the COP program, with most students completing either a Master's degree or Associate's degree.

MGM employees have expressed a greater commitment to the company, have personally benefited from the program, have increased satisfaction and engagement with their work, and have reported developing relevant skills:

- *95% report that the COP has helped them continue to learn new skills for work or personal interests*
- *66% indicate their degree enabled them to take on new responsibilities and challenges at work*
- *64% believe pursuing a degree or certificate has improved their satisfaction with work*
- *60% report that COP enrollment has increased their engagement at work*

### COP GRADUATES

- 26 Master's Students
- 8 Bachelor's Students
- 10 Associate's Students
- 2 Certificate's Students

*As of Fall 2021*



In addition, employees they have gained confidence in themselves and are strong advocates for the program:

*"I feel more equipped for management roles now that I have a degree."*

*"I am taking skills I have learned in the program and implementing them. It helps me consider a more diverse audience."*

*"This program has the flexibility for working adults. I would encourage anyone considering getting their degree to take the same path as mine."*

All NSHE institutions have a COP liaison that works with students to address a wide range of issues including applying to the program, or support throughout their degree. Due to the size of current enrollments, UNLV is the only institution to have a dedicated staff member for the COP. Other NSHE institutions may want to consider having a dedicated liaison that focuses solely on COP students and issues they encounter.

## APPENDIX D: MGMPI COP EVALUATION 2024



### MGM COLLEGE OPPORTUNITY PROGRAM

In 2018, MGM Resorts International (MGM) and the Nevada System of Higher Education (NSHE) launched the MGM College Opportunity Program (COP), an innovative partnership providing an opportunity for MGM employees to enroll tuition-free in any public college or university in Nevada. This first-of-its-kind collaboration between a Fortune 500 company and a statewide higher education system was designed to expand educational access, enhance workforce development, and support long-term employee success. The program welcomed employees from across the organization, including those working at MGM Resorts outside of Nevada. The degree programs were delivered online, making the program accessible to working adults.

#### PROGRAM EVALUATION OVERVIEW

The current study focuses exclusively on individual graduates that successfully completed a degree or credential through the COP as of Spring 2024. The evaluation employed a two-phase, mixed methods design to gather both qualitative (personal interviews) and quantitative (survey responses and information from NSHE). A total of 123 graduates provided information for this evaluation.

#### DEGREE SOUGHT AND PROGRAM ASSESSMENT

Employees were free to choose any academic major as long as it was an online program. By the Spring of 2024, 123 students had completed at least one degree, with seven earning a second degree. Five of the seven NSHE institutions were represented across the 123 graduates. Students earned degrees across all educational levels.

There were no restrictions placed on students as to the relevancy of the degree to their current job position. This proved to be a highly valuable characteristic of the program. While one might question the utility of this approach, more than one graduate described the benefit.

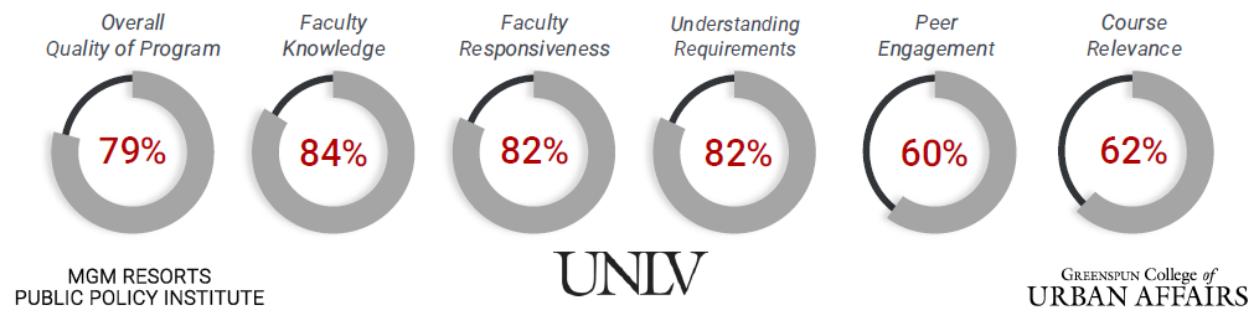
*"Several positions, like manager roles, usually require a four-year degree or equivalent experience, and it doesn't specify what the degree has to be in. I think participating in the company-sponsored program has improved my candidacy for promotions. It helps me stand out as a candidate."*

#### COP 2024 GRADUATES

- 35% Associate's degree or certificate
- 35% Bachelor's degree
- 30% Master's degree

#### PERCEPTIONS ABOUT PROGRAM, COURSEWORK, AND FACULTY

Overall, graduates have had a positive experience in the COP, with high ratings (extremely or very satisfied) on institutional quality and instructional effectiveness:



# COP BENEFITS AND ACHIEVEMENTS

Forty-three graduates participated a survey where they answered a series of questions concerning the utility of coursework for their *professional development* (17 items) and personal benefit (*eight items*).

## PROFESSIONAL DEVELOPMENT DOMAINS

Through statistical analysis, it was determined that 11 of the seventeen items within the professional development questions formed three dimensions:

**Skill Development:** leadership development, enhancing communication skills, and job specific skills

**Workplace Engagement:** confidence to work with others, increase satisfaction with work, ability to take on additional responsibilities, and increase engagement at work

**Professionalism:** better understanding of the hospitality industry, networks with professionals, and optimism about professional future

**80%** of students indicated strong perceived gains in leadership, communication, and job-specific skills

Skill Development was the most consistent and highly rated outcome within the professional development domain. This suggests that the degree and certificate programs offered through the COP are effectively building core competencies that employees value and can apply in their work.

## PERSONAL BENEFIT DIMENSIONS

The eight items used to measure personal benefit of the COP program created two domains:

*"I find it really interesting that being part of this program has given me the opportunity to mentor my own daughter. If I weren't part of this opportunity, I wouldn't have the chance to be an example to her. Hopefully, we can both graduate at the same time. That would be such a monumental life experience to share with future generations."*

**Personal Efficacy:** increased adaptability, pride and fulfillment, better personal communications, resilience

**Interpersonal Confidence:** positive example for family, increased confidence, ability to make new friends, engagement in the community

The Personal Efficacy dimension was particularly important for employees in nonsupervisory positions: 82% of participants supported the notion that it enhanced their personal efficacy.

## ROLE OF MGM RESORTS INTERNATIONAL IN GRADUATE DEVELOPMENT

### Recognizing Graduate Achievements

Supervisor recognition following program completion can contribute to more positive perceptions of both professional and personal outcomes, particularly for graduates' professional outlook. Among employees whose achievements were recognized, 80% reported that their program was very or extremely helpful in enhancing their professional outlook and networking skills, compared to 43.5% of those whose achievements were not recognized.

Recognition for achievements is significant, but it is only one element of professional growth. When asked about the opportunity for career guidance at MGM Resorts International, 65% of survey respondents indicated they did not have the opportunity or they would like the opportunity for career guidance and development.

While the COP is well aligned with building relevant job competencies, its long-term benefits for both the employee and the corporation hinges on what MGM Resorts International does strategically for COP graduates upon completion of their degree.