

September 3, 2020

Chancellor Dr. Melody Rose
Nevada System of Higher Education
4300 S. Maryland Parkway
Las Vegas, NV 89119

Re: President, University of Nevada, Reno

Dear Chancellor Rose and Members of the Search Committee:

Please accept this letter as my application to serve as the University of Nevada, Reno's ("UNR") next president. The presidency of UNR is an exceptional and exciting opportunity to lead a proud Land Grant University with an established Carnegie R-1 standing. I know from personal experience that UNR's extraordinary campus consists of students, faculty, staff, alumni and tradition that are closely linked with Nevada's rich history, economy and future.

As UNR's next president, I wish to elevate the university's already strong reputation, ensure the success of all students, continue the culture of shared governance and faculty collegiality and jointly develop solutions with students, faculty, staff, alumni, elected and appointed officials, the business community and the people of Nevada for the critical issues facing UNR in the 21st century.

INTRODUCTION

My vision for UNR is to make it one of the finest and most respected public research universities in the nation. UNR has benefitted from principled and steady leadership during the service of President Marc Johnson. I would like to continue the university's efforts to improve student achievement and faculty accomplishments, enhance UNR's research mission and Carnegie standing and finish or exceed the fundraising effort for "The Campaign for the New Nevada".

I would also like to position UNR for inclusion in the Association of American Universities, help build and implement a strategic plan to address diversity and inclusion on campus and ensure that a college education remains affordable and accessible for all students. In order to fulfill the promise of a New Nevada, UNR must continue to evolve and meet the challenges of the 21st century, which will require rapid adaptability in technology, the sciences, arts and humanities – and a deepening of the recognition that the student body, like the entire Nevada family, is diverse and in need of more equitable outcomes.

The next president of UNR must have a proven record of leadership, experience, trust, fundraising ability and accomplishment, with a skill set to promote private and public partnerships and alumni engagement. The next president will also have to guide UNR through an unprecedented pandemic and state budget crisis.

With my extensive public and private sector experience, it is my hope that I am the right person, at the right time, to lead this great university. I have had the privilege to serve in all three branches of government, and possess an intimate knowledge of the state, its processes and its people. I also have a proven record of providing leadership in difficult times and setting a plan and vision for the state, national organizations and large businesses.

Perhaps most important, I have had a lifetime relationship with the university and am a proud graduate of UNR (my personalized Nevada license plate is GOPAK). This position represents a

“dream job” for me, that would be the apex in my public and private career, which I am pleased to share with you below.

PROFESSIONAL BACKGROUND/EXPERIENCE

During my public and private career, I have had many responsibilities and leadership roles in Nevada that enhance my ability to serve UNR if I am selected as its next president:

Nevada Assembly

From 1994-98, I served two terms as a Nevada assemblyman. I served on multiple committees and interim committees and sponsored fourteen bills that became law, including measures affecting Native American children, the environment and the criminal justice system. I also reviewed and approved hundreds of pieces of legislation and the Nevada budget. My experiences at the Nevada legislature provide me with an intimate knowledge of the legislative process.

Nevada Gaming Commission

Gaming is the leading industry in Nevada. In 1998, I was appointed by Governor Bob Miller to serve as a member of the Nevada Gaming Commission, which is responsible for adopting regulations to implement and enforce the state laws governing gaming. In 1999, I was appointed by Governor Kenny Guinn to serve as the Commission’s chairman, becoming the youngest person in Nevada’s history to serve as Nevada’s chief gaming regulator. While I was chairman, the Commission considered issues regarding diversity in management in the gaming industry, adopted regulations restricting child-themed slots, promulgated regulations regarding betting on college sports and sponsored the state’s first legislation on interactive gaming.

Tahoe Regional Planning Agency (TRPA)

Lake Tahoe is one of the world’s great treasures, for which I have a strong affinity. The TRPA plays a major role in preserving Lake Tahoe’s famous water clarity and mountain environment. From 1998 to 2001, I was appointed as Nevada’s at-large member of the TRPA. The TRPA is a bi-state agency that governs planning, zoning and environmental issues at Lake Tahoe and works with UNR researchers extensively. While I was a member of the TRPA governing board, the board adopted important regulations that addressed air, water and land use issues at Lake Tahoe.

Nevada Attorney General

In 2002, I was elected as Nevada’s first Hispanic Attorney General. I led a staff of over 350 people and managed a budget of over \$30,000,000. As Attorney General, I was the state’s chief law enforcement officer, led the fight against the proposed Yucca Mountain project and sponsored legislation on domestic violence, human trafficking, cybercrime, consumer protection and drug abuse. I also served as a member of several state boards and commissions, authored multiple Attorney General Opinions and enforced Nevada’s Open Meeting law.

United States District Court

In 2005, I was nominated by President George W. Bush and unanimously confirmed by the United States Senate to serve a lifetime appointment as a U.S. District Court Judge for the District of Nevada. As a federal judge, I was responsible for the management of a large caseload of complex civil and criminal cases in Reno and Las Vegas, including discrimination,

immigration, intellectual property and environmental matters. I also presided over U.S. citizenship ceremonies, engaged in settlement conferences and sat as a visiting judge on three occasions on the 9th Circuit Court of Appeals.

Nevada Governor

In 2009, I resigned from the federal bench to become a candidate for Nevada Governor. At the time, Nevada was in the middle of its worst recession in modern times, with 14% unemployment (the highest in the U.S.) and a \$2 billion budget deficit on an \$8 billion dollar budget. Nevada also led the nation in bankruptcies and foreclosures, had the worst high school graduation rate in the country and the lowest percentage of people with health insurance in the nation.

As Governor, I was responsible for building and presenting an \$8 billion dollar budget to the Nevada Legislature, including the NSHE budget, leading 17,000 state employees in multiple departments, setting the plan and vision for the state of Nevada and managing state government on a daily basis.

Upon being elected, I engaged in many difficult budget decisions and conversations, including with representatives of NSHE. I worked closely with the Regents, Chancellor, presidents, faculty and students to craft a plan that would minimize the fiscal reductions to the NSHE budget.

I know the NSHE budget well and worked closely on all four of my budgets with the Board of Regents and the Chancellor to craft budgets that adopted NSHE's intent and increased university funding for faculty salaries, student services and capital improvements. I also supported millions of dollars of grant funding for numerous research and service programs sponsored by UNR, UNLV, DRI and the community colleges. I fully funded the Millennium Scholarship, created the Knowledge and Catalyst Funds for the universities and community colleges to realize and commercialize research, and created an economic development plan with NSHE in mind as a fundamental partner in my vision of creating the "New Nevada."

I assisted the Regents, Chancellor and President of UNLV to establish funding for the UNLV School of Medicine, construction of the UNLV College of Hospitality and Engineering buildings and promoted the UNLV College of Engineering to partner with Tesla for battery research. I also worked with the Dean of the UNR Engineering School to establish state funding for the new building for the College of Engineering, developed legislation with UNR faculty for autonomous systems, and worked with the University of Nevada School of Medicine to fund a new graduate medical education program to create more residency programs for graduate medical students.

Along with Regents, Presidents, Deans and faculty, I led multiple trade missions to six continents and seventeen countries, meeting with the chief executives of Canada, Australia, Poland, Italy, Japan, Chile, Ghana and Peru, elected officials, ambassadors and the leaders and students of several foreign universities. These trade missions have resulted in several collaborations with foreign universities and Nevada's universities and community colleges.

During my two terms as Governor, I held several leadership positions, and served as the Chairman of the National Governors Association, The Western Governors Association, The Education Commission of the States and the Council of State Governments. In each of these positions, I was responsible for a Chairman's initiative and fundraising millions of dollars.

I also managed the state through several crises, including the Great Recession, fires, floods, the largest mass shooting in American history, school shootings, the Air Races and Amtrak tragedies, drought and other devastating events that required leadership, empathy and compassion.

UNLV Boyd School of Law, Coeur Mining and USC

Currently, I serve as a Distinguished Fellow of Law and Leadership at the UNLV Boyd School of Law, where I taught a Law and Leadership Course in January and June 2020 and led symposiums at Boyd with former governors, senators and the judiciary. I meet often with groups of law students on issues associated with gaming, public education in Nevada, public service and governing.

I also serve as a member of the Coeur Mining Board of Directors, a publicly traded mining company with operations in Lovelock and Beatty, Nevada, as well as other North American locations. As a director, I advise the company on matters of finance, governance, operations, strategy, personnel, environmental issues, legal, regulatory and state and national affairs.

I was also recently appointed as a Senior Fellow at the University of Southern California Center on Communication Leadership & Policy. In that capacity, I am assisting in a Voter Communication Task Force, which focuses on addressing the issue of what states and counties can do to ensure that voters know when, where and how to vote, particularly in this time of unprecedented change.

MGM Resorts

My most recent employment position was serving as the President of Global Gaming Development for MGM Resorts, the largest employer in the state of Nevada. In that capacity, my responsibilities included leading a team to secure a license to operate an integrated resort in Osaka, Japan. In this position, I met and made presentations to several Japanese government, business and education officials and visited several Japanese prefectures, companies and educational institutions.

Non-Profit Associations

I currently serve as a Special Advisor to the Tahoe Fund, a nonprofit group that raises funds for environmental projects around the Lake Tahoe Basin. I also serve as a board member for the Kaiser Family Foundation, a national, non-profit organization dedicated to trusted, independent information on national health issues.

I am also a member of the Western Governor's Foundation, a bipartisan group of former western governors dedicated to promoting the welfare of the West, and serve as a volunteer for the United Way of Northern Nevada "Delivering with Dignity" program, delivering high quality meals to the most vulnerable families and seniors in the community.

BUDGET EXPERIENCE

If I am selected as the president of UNR, I will bring all of my experience to lead the university in what is likely one of the most challenging times it will ever encounter. UNR is working through the Coronavirus pandemic, updating its plan for diversity, equity and inclusion and submitting its budget for the next biennium. With the Nevada legislative session a few short months away, an intimate knowledge of the state budget and the Nevada legislative process and a relationship with the current administration and local, state and federal representatives is

critical. My experience, reputation and relationships would be invaluable to help guide UNR during these uncertain times.

FACULTY, STAFF AND STUDENT RELATIONS

As part of my due diligence for this position, I have met or communicated with all of the UNR Deans, members of the faculty, the University Diversity and Inclusion Officer, the Vice President of Research and Innovation, the Vice President of Student Services, the Executive Director of Marketing and Communications, the Director of University Police Services, the Vice President of Administration and Finance, the Coordinator of Social Services, the Interim Executive Director of the UNR Foundation and the Athletic Director, to learn more about their goals and strategic plans for UNR.

I have a long history of working with representatives of Nevada higher education, including the Chancellor, presidents, students, faculty and staff. I have also had the privilege to teach a Law and Leadership course at the Boyd School of Law and have made presentations at The Ohio State University College of Law, Stanford University, the University of California Berkeley School of Law, UNLV and UNR. As a federal judge, I authored hundreds of legal decisions that decided the outcomes of multiple legal matters and made presentations at law conferences and The National Judicial College.

I fully understand that I am not a traditional candidate to lead an academic institution. If I am selected as the next president of UNR, I am committed to shared governance with students, faculty and staff, and having a collaborative and welcoming leadership style with constant contact with the university community.

Moreover, I will appoint a Provost who comes from the Academy and ensure that she or he has a long academic history and a broad understanding of academic disciplines and university functions. I know my strengths, and I have a record of appointing or hiring others with different skill sets that complement my own.

DIVERSITY AND INCLUSION

The next president of UNR must make it a top priority to continue the realization and sustainment of a diverse, inclusive and welcoming campus for the entire university community, including appreciation for multiple identities based on race or ethnicity, gender, sexual orientation, culture, socioeconomic status age, or disability. I have reviewed the recent climate survey that was completed by the university and met with the newly appointed UNR Diversity and Inclusion Officer to learn more about the results of the survey and her plan and efforts to accomplish her strategic goals.

As a person of Hispanic heritage, I have a personal appreciation for the importance of diversity and inclusion and a clear record of supporting diversity and inclusion in the workplace, education, law, and business. This work would not just be a priority of the office of the president, it would be personal for me as well. I understand the privilege I have, and I'm dedicated to ensuring that all UNR stakeholders – regardless of background – have access to the resources to complete their personal journey.

FUNDRAISING/COMMUNITY AND ALUMNI RELATIONS

A key responsibility of a university president is to take the mantle of “fundraiser-in-chief” in advocating for the institution in federal, state and local budget forums, with private donors, corporate entities and alumni. My knowledge of the state budget process and my relationships

in Nevada are presented in this application. Personally, I have raised several millions of dollars for campaigns and to fund my leadership initiatives, and have established relationships with people, businesses and foundations in Nevada and throughout the United States. As a proud alumnus of UNR, it will be exciting and inspirational to meet with my fellow alumni in all settings, in the U.S. or abroad. I have and will continue to immediately connect with our alumni and celebrate their successes.

ECONOMIC DEVELOPMENT

The president of UNR must also be intimately familiar with the necessary relationship between the university and economic development in Nevada, and the demands and opportunities for research, development of intellectual property and the graduation of students to complement economic opportunities here and elsewhere. Having personally prepared Nevada's economic development plan and its relationship with higher education, as well as having worked with with the Economic Development Authority of Western Nevada, The Las Vegas Global Economic Alliance and other developers, I will seek to create even more research, development and employment opportunities for UNR's faculty and students.

STUDENT ACHIEVEMENT/RESEARCH

Page 4 of the Leadership Profile is clear in its expectations of the new president regarding student achievement and research. As president, it would be my highest priority to invest in programs that improve student retention and graduation rates, especially for low-income, first generation students. This effort would include efforts to retain and hire more full-time faculty to maintain low student-faculty ratios, provide more student advisors and resources and improve research capacity.

Regarding research, my goals are to secure and strengthen the university's designation as a "R1" institution, increase research expenditures, develop the environment for more faculty, undergraduate and graduate student research, and graduate more doctoral students. As president, I would strive to work with the Deans and faculty to obtain even more state and federal research opportunities for UNR through interaction with the private sector, Nevada state agencies and our federal delegation.

CONCLUSION

As noted above, I am no stranger to UNR. I visited campus often as a youth and young adult and graduated from here in 1986 with a Bachelor of Arts in English and a minor in economics. As a student, I served as the ASUN Student Legal Director, was selected to serve as a legislative intern for then U.S. Senator Paul Laxalt, was a member of the Blue Key Honor Society and received the Henry Albert Public Service Award.

Later, I served as a member of the UNR Alumni Council from 1997-2001. In 2004, I received the UNR Alumni of the Year Award, and in 2019, I received the UNR Distinguished Alumni Association Award for the College of Liberal Arts. In 2020, I received the Distinguished Nevadan Award from the Board of Regents, one of my life's greatest moments. I am also a lifetime member of the UNR Alumni Association and a season ticket holder for Wolf Pack Football and Basketball. My mother, brother, daughter, and wife, Lauralyn, all received their degrees from UNR.

The University of Nevada, Reno is a special campus with a proud history and tradition. It has reached new heights and is on the threshold of becoming one of America's great universities. The next president of UNR must be a proven leader, visionary and collaborator who has the

reputation, commitment and experience to enable the university and its students to reach their highest potential.

With my unique life experiences, relationships and passion for my alma mater, I will serve UNR as its next president with distinction and will produce meaningful, long-lasting results in its pursuit of academic excellence and student achievement.

It would be the greatest honor and privilege of a lifetime to serve as UNR's next president. Thank you for considering my application. Go Pack!

Sincere regards,

A handwritten signature in dark ink, appearing to read "Thaddeus", is positioned on the left side of the page. The signature is fluid and cursive, with a large initial 'T'.

Brian Edward Sandoval

EDUCATION

The Ohio State University, Moritz College of Law

J.D., 1989

Member, Student Government

Judicial Extern, The Honorable A. William Sweeney, Supreme Court of Ohio

University of Nevada, Reno

B.A., English, minor, Economics, 1986

ASUN Student Legal Director

Blue Key Honor Society

Recipient, Henry Albert Public Service Award

EMPLOYMENT

Distinguished Fellow of Law and Leadership, UNLV William S. Boyd School of Law, 2019-present

- Organize and facilitate law symposiums with federal, state and judicial officials
- Develop curriculum and teach Law and Leadership course to law students
- Meet and consult with Dean, students and faculty on legal, government, state and national affairs

Member, Board of Directors, Coeur Mining, 2019-present

- Service with publicly traded mining company, with assets in Pershing and Nye County, Nevada, in finance, governance, operations, strategy, personnel, environmental issues, legal, regulatory, state and national affairs

Senior Fellow, University of Southern California Annenberg Center on Communication Leadership and Policy, April, 2020-present

- Participate in The USC Voter Communications Task Force, a nonpartisan initiative designed to proactively communicate reliable information to registered voters about where, when, and how to vote in the 2020 elections and beyond

President, Global Gaming Development, MGM Resorts International, January, 2019 – March, 2020

- Led development team for establishment of an Integrated Resort in Japan
- Advised and consulted on gaming and sports betting/government relations in multiple states
- Advised and consulted on state and national gaming regulatory issues
- Met with high level public officials, including state and prefectural elected officials
- Met with higher education officials in Japan regarding curriculum and work force issues
- Managed multi-million dollar budget and staff

29th Governor, State of Nevada, 2011-2019

(Please see attached Nevada State Report Card 2010-2017)

- Served as the Chief Executive Officer for the State of Nevada
- Prepared/managed State budget of over \$8 billion for eight years
- Led 17,000+ state employees from multiple departments, including Education, Economic Development, Tourism, Energy, Taxation, Employment, Training and Rehabilitation, Gaming, Homeland Security,

- Transportation, Health and Human Services, Veterans Services, Conservation and Natural Resources, Corrections, National Guard, Public Safety, Administration, Agriculture and Business and industry
- Sponsored and supported legislation to improve Nevada's K-12 education system by creating and/or supporting Zoom Schools, Victory Schools, full-day kindergarten, expanded pre-kindergarten programs, Read by Grade Three, expanded gifted and talented programs, expanded technology in schools, Jobs for America's Graduates programming, continued funding for the Millennium Scholarship, Teach Nevada Scholarship, Breakfast at the Bell, increased funding for students with special needs, a modern funding formula for Nevada schools, social workers in schools, increased per pupil spending, Silver State Opportunity Scholarship, Nevada Opportunity Scholarships
 - Supported funding for UNLV Medical School, funding for the UNLV College of Hospitality building, funding for the UNLV College of Engineering building, supported UNLV use of Allegiant Stadium for intercollegiate football and funding for UNR College of Engineering building
 - Supported \$10 million in funding for graduate medical education
 - Created Governor's Office of Science, Innovation and Technology and supported funding for over \$1 million in grants to Nevada's community colleges and other providers for workforce development programs
 - Created Governor's Office of Workforce Investment in the New Nevada to drive a skilled, diverse and aligned workforce in Nevada
 - Created the Knowledge Fund with \$10 million to spur research and the commercialization of research at Nevada universities
 - Signed a memorandum of understanding establishing WGU Nevada, an online, competency-based university that expanded access to higher education for Nevadans in four high demand areas
 - Prepared and implemented extensive legislative agenda and priorities, including education, health care and economic development
 - Sponsored numerous pieces of legislation for active duty military personnel and veterans, including education initiatives in cooperation with NSHE
 - Worked with public and private sector unions
 - Developed Nevada anti-bullying laws
 - Set Nevada policy on numerous matters including finance, construction, maintenance and employment
 - Worked with numerous citizens, groups, businesses, faith based organizations, nonprofits, faculty, students and government officials from multiple backgrounds, from Southern, rural and Northern Nevada on multiple issues
 - Led State economic development efforts in conjunction with Nevada's citizens, universities, community colleges, economic development organizations, elected officials and business community from Northern, Southern and rural Nevada
 - Worked with Native American community to preserve Stewart Indian School, included Native American representation on the Governor's Cabinet and Governor's Economic Development Board
 - Led international trade missions to Canada, Mexico, South Korea, China, Japan, Australia, Panama, Chile, Peru, England, Ireland, Germany, Poland, Italy, Spain, the Basque Country, Ghana, South Africa, Israel and Morocco and met with heads of state, elected officials, higher education officials and business groups on each mission
 - Appointed Executive staff, including chief of staff, legal counsel, policy advisors and support staff
 - Served as Commander-in-Chief of the Nevada National Guard (visited Nevada soldiers in Iraq, Afghanistan, Kuwait and the United Arab Emirates on three Department of Defense missions)
 - Managed State preparedness for emergencies and disasters
 - Appointed department heads and hundreds of members of boards and commissions
 - Signed or vetoed thousands of pieces of legislation passed by the Nevada Legislature
 - Authored and issued numerous Executive Orders on multiple policy matters
 - Authored 93 veto statements (zero overrides)
 - Sponsored and supported multiple pieces of legislation regarding education, tax policy, health care, veterans issues, equal rights, anti-discrimination, renewable energy, the environment, and many more
 - Participated in annual Tahoe Summits with the California Governor and federal delegations
 - Led delegations to universities in China, Japan, Poland, Germany, Canada, South Korea, Australia, Israel, Mexico and other foreign nations
 - Visited over 100 communities in Nevada
 - Visited over 200 Nevada K-12 schools, universities and colleges

- Raised millions of dollars nationally and in Nevada
- Appeared at multiple forums and community events throughout rural, Southern and Northern Nevada
- Chaired the Nevada Board of Examiners, Board of Finance, Executive Audit Committee, Board of Transportation, Homeland Security Commission, Board of Prison Commissioners, Pardons Board, Economic Development Board and the Gaming Policy Committee
- Chairman, National Governors Association, Western Governors Association, Education Commission of the States and the Council of State Governments; Chairman's initiatives included technology and innovation ("Ahead of the Curve"), drought and English language learners

Of Counsel Attorney, Jones Vargas Law Firm, 2009-2010

Article III U.S. District Judge, U.S. District Court for the State of Nevada, 2005-2009

- Nominated by President George W. Bush, confirmed unanimously by U.S. Senate
- Presided in federal courts in Reno and Las Vegas
- First Hispanic federal judge in Nevada
- Served as visiting Judge on three panels for the 9th Circuit Court of Appeals
- Managed a large docket of complex criminal and civil matters
- Presided over U.S. Citizenship ceremonies
- Authored numerous legal decisions
- Presented to law conferences and the National Judicial College at the University of Nevada, Reno
- Presided over multiple jury trials in criminal and civil matters

30th Attorney General, State of Nevada, 2003-2005

- Chief legal officer for the State of Nevada
- First Hispanic Attorney General in Nevada
- Prepared/managed \$30+ million budget
- Managed statewide staff of 350
- Argued before the Nevada Supreme Court
- Legal counsel for all State agencies
- Enforced Nevada Open Meeting Law
- Authored, reviewed and issued numerous Attorney General's opinions
- Led the legal fight against the storage of nuclear waste at Yucca Mountain
- Managed Nevada Office of Consumer Protection
- Member, National Homeland Security Commission
- Created the Public Integrity Unit within the Attorney General's Office
- Sponsored and passed legislation regarding increasing penalties for domestic violence, human trafficking, cyber crimes, and drug abuse
- Member, Nevada Pardons Board, Nevada Committee on Domestic Violence, Nevada Sentencing Commission, Nevada Board of Examiners, Nevada Transportation Board, Nevada Executive Audit Committee, Nevada Board of Prisons, Nevada Cyber-Crime Task Force and the Prosecutorial Advisory Council
- Appointed by President George W. Bush to serve as a member of a delegation representing the United States at the Organization of American States meeting in Quito, Ecuador

Attorney, Sandoval Law Office, 1999-2002

- Represented clients in contract, litigation, adoption and administrative law matters before Nevada courts, the Nevada Public Utilities Commission and Nevada State Board of Pharmacy

Member, Chairman, Nevada Gaming Commission, 1998-2001

- Youngest Chairman in Nevada history
- Responsible for all licensing, regulatory, discipline and policy matters for the Nevada gaming industry

- Testified before the U.S. Congress regarding wagering on college sporting events
- Chairman, Nevada Gaming Policy Subcommittee on Neighborhood Casinos
- Member, Nevada Gaming Policy Committee
- Sponsored legislation regarding interactive gaming before the Nevada legislature
- Promulgated regulations addressing problem gaming, wagering on intercollegiate sports, child themed slots, and other matters affecting the gaming industry
- Presented and appeared at several gaming conferences in Nevada and Canada

Member, Tahoe Regional Planning Agency (TRPA) Governing Board, 1998-2001

- Appointed as Nevada at-large member of the TRPA Governing Board, a bi-state board with California that leads the cooperative effort to preserve, restore and enhance the unique natural and human environment of the Lake Tahoe Region
- Promulgated regulations regarding land, air and water quality issues at Lake Tahoe
- Cooperated with local, state and federal California and Nevada officials

Attorney, Gamboa, Sandoval and Stovall Law Firm, 1997-1999

- Represented clients in adoption and civil matters before Nevada and California courts and administrative proceedings before the Nevada Public Utilities Commission and Nevada State Board of Pharmacy
- Represented clients in immigration matters before the U.S. Immigration courts

Nevada Assemblyman, Nevada State Legislature, 1994-1998

- Member, Committees on Judiciary (Vice-Chairman in '95), Taxation, Labor and Management and Natural Resources, Agriculture and Mining
- Reviewed and approved Nevada state budget as well as hundreds of pieces of legislation
- Sponsored 14 bills that became law
- Member, Interim Committees on Tahoe Regional Planning Oversight and Legislative Commission
- Served on Advisory Commission on Sentencing, Juvenile Justice Commission and the Advisory Council on Community Notification of Sex Offenders

Associate Attorney, Robison, Belaustegui, Robb and Sharp, 1991-1993

- Represented clients in civil and criminal matters before state and federal courts in Nevada and California

Associate Attorney, McDonald, Carano, Wilson, 1989-1991

- Represented clients in civil matters before state and federal courts in Nevada and California
- Appointed by Reno City Council to serve on the Board of Adjustment and Citizens' Policy, Planning and Advisory Commission

Current Board Service

- Vice Chair, Western Governors' Foundation
- Member, Kaiser Family Foundation Board of Directors
- Member, Tahoe Fund – Council of Special Advisors
- Senior Fellow, USC Annenberg Center on Communication Leadership & Policy

Crisis Management

- Great Recession budget crisis

- Reno Air Race crash
- Fallon Amtrak crash
- Carson City IHOP shooting
- Nevada Test Site explosion
- Sparks Junior High School shooting
- Bomb explosion in Panaca, Nevada
- Bundy Standoff
- Ebola health crisis
- Caughlin Fire
- Carpenter Fire
- Rainbow Canyon flood
- Little Valley Fire
- October 1, 2017 Las Vegas shooting

Awards

Recipient of numerous awards from various organizations, a sample to include:

- Hispanics in Politics "Broche de Oro Award"
- Anti-Defamation League "Torch of Liberty Award"
- Nevada State Bar "Access to Justice Public Lawyer Award"
- Latino Coalition "Most Influential Hispanic in the U.S. Award"
- University of Nevada "Alumnus of the Year Award"
- Latino Coalition "Excellence in Leadership Award"
- Governing Magazine "Public Official of the Year" Award
- The Ohio State University Moritz College of Law George Voinovich Public Service Award
- UNR College of Liberal Arts Alumnus of the Year Award
- Board of Regents Distinguished Nevadan Award
- School Social Work Association of America's Legislator of the Year Award
- Water Environment Federation Public Official Award
- Western Resource Advocate Kelley Green Conservation Leadership Award
- Public Education Foundation Education Hero Award

Licenses

- Licensed to practice law in Nevada, California (inactive) and the District of Columbia (inactive)
- Admitted to practice law before the U.S. Supreme Court, Federal District Court of Nevada

Speeches and Other Public Appearances

- Prepared and delivered four biennial State of the State addresses
- Made hundreds of public speeches and presentations before local and national audiences, including foreign dignitaries and national associations
- Visiting speaker at The Ohio State University, Moritz College of Law, UNR, UNLV, University of California Berkeley School of Law and Stanford University
- Commencement speaker at UNLV Boyd School of Law, The Ohio State University College of Law, Western Nevada College, Western Governors University, Churchill County High School, Fernley High School, Mineral County High School and Job Corps
- Responded to print and video media inquiries throughout public service career; proficient at media relations and on-camera interviews

References available on request

