**Nevada Commission For Women**
**c/o Nevada Department of Administration**
515 E. Musser St. Suite 313
Carson City, NV 89701

June 21, 2016

The Honorable Brian Sandoval
Governor of the state of Nevada
State Capitol Building
101 N. Carson Street
Carson City, NV 89701

**RE: Request for FY18/19 special appropriations**

Dear Governor Sandoval:

The Nevada Commission for Women, created by NRS Chapter 233I, was under review for possible termination by the 2013-2014 Sunset Subcommittee of the Legislative Commission due to its inactive status since the 1990's. However, you supported the notion that the Commission for Women played a vital role in championing women's issues in Nevada and decided that it should be reactivated. All of the women you appointed to serve on the Commission are very appreciative of the opportunity and are eager to make a difference for the betterment of women in our state.

The Commission for Women is comprised of 10 members with equal representation from the north and south, as well as balanced political party representation. The Commission has the duty to study the changing and developing roles of women in society, including the recognition of socioeconomic factors that influence the status of women, and recommend proposed legislation.

In order to diligently fulfill our duty, the Commission needs current research data and analysis. I am writing to request special appropriations from the fiscal year 2018/2019 budget to pay for a research report on the status of Nevada women which was approved unanimously at the Commission's June 17, 2016 meeting. The report (option #4 of the enclosed proposal) will be produced by the Kenny Guinn Center for Policy Priorities and is a much needed document to study trends, identify pertinent issues, and provide data-driven proposed legislation.

When the newly appointed Commission for Women members held its first meeting February 25, 2016, we had a carryover budget from the mid-'90's of $1,500. This fund will be depleted in less than 22 months after paying the required worker's comp quarterly fee of $177.90.

In addition to the request for special appropriations, the Commission is committed to seeking funding from multiple sources in order to sustain and grow its efforts. We have selected

Commissioner Brenda Hughes as a point-person to research and identify funding resources from the federal government, public foundations, and private donors. She will enlist the assistance of fellow members to write grants, solicit potential donors, vet funding opportunities, and conduct other fundraising work as needed. Conversations with grant-making foundations and other funding organizations are already underway.

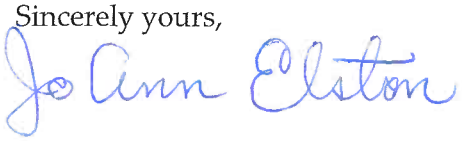
Please find below a breakout of the Commission's funding request for special appropriations. We are primarily requesting funds to cover the cost of the Status of Women research report, but also need funding for travel, worker's comp, and office supply expenses. Worker's Comp is a required expense; the office supplies are needed for correspondence and meeting materials; and travel is needed for members to meet once a year in-person.

| **Item:** | **Amount FY 2018:** | **Amount FY 2019:** | **Total** |
|---|---|---|---|
| **Report from Guinn Center** | $50,000 | $0 | $50,000 |
| **Workers Compensation** | $711.60 per year | $711.60 | $1,423.20 |
| **Travel:**<br>*Annual face-to-face meeting. Alternating North and South. Cost for 6 members to travel between Las Vegas and Reno Via Southwest. No overnight. Approximately $300 per person for airfare & car rental.* | $1,800 per year | $1,800 | $3,600 |
| **Office Supplies:**<br>*1 Box of Paper (10 reams) - $26*<br>*1 Box of #10 Envelopes (500)- $14*<br>*1 Black Toner Cartridge - $55*<br>*1 Box of 100 Business Cards $15.75 for each member 10 x $15.75 = $157.50*<br>*Postage $0.49 each for 200 pieces = $98* | $350 per year | $350 | $700 |

**Total FY18/19 Biennium Funding Request:** **$55,373.70**

Thank you in advance for your consideration of this request. If you would like any additional information, please do not hesitate to contact me.

Sincerely yours,



JoAnn Elston, Chair,
Nevada Commission For Women
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*Enclosure*: Kenny Guinn Center for Policy Priorities Research Report Proposal

Guinn Center
For Policy Priorities

6795 Edmund Street, Suite 300/Box 10
Las Vegas, NV 89118

June 13, 2016

Nevada Commission for Women
c/o Mary Woods
Department of Administration
515 E. Musser Street, Room 300
Carson City, Nevada 89701

Dear Members of the Nevada Commission for Women:

Background

Thank you for the opportunity to provide you with a formal proposal from the Kenny Guinn Center for Policy Priorities to support the work of the Nevada Commission for Women whose duties are as follows (per Nevada Revised Statute 233I.060):

1. The Commission shall study the changing and developing roles of women in society, including the recognition of socioeconomic factors that influence the status of women, and recommend proposed legislation.

2. The Commission may collect and disseminate information on activities, programs and essential services available to women in Nevada.

We believe that the Guinn Center, a state-wide bipartisan research center, is important to Nevada individuals and decision makers given its commitment to provide independent, data-driven analysis and solutions to decision makers in the public and private sector about the complex policy challenges facing our state, including the well-being of women (and their families).

We are pleased to provide the following options for your consideration.

**A. Option #1: Full Report on The Status of Women in Nevada**

This report would replicate the content and scope of the Institute for Women's Policy Research's (IWPR) 2004 *Status of Women in Nevada* report. Using publicly available data, this report would compare the status of women over the period 2000 and 2010.[1] The report would also compare Nevada to its Intermountain West neighbors.

[1] The Guinn Center is unable to replicate any IWPR proprietary calculations contained in the Status of Women Report. That said, we will include the raw data and calculate our own measures, as deemed appropriate and relevant.

This full report would include information on the following seven categories: Work and Family, Employment and Earnings, Poverty and Opportunity, Health and Well-Being, Violence and Safety, Reproductive Rights, and Women's Political Participation.[2]

Under this option, the Guinn Center would assume the role of project coordinator and work closely with Dr. Joanne Goodwin of the University of Nevada, Las Vegas (UNLV) to coordinate the work of the UNLV faculty team who have expressed an interest to collaborate on this project. The Guinn Center would oversee the scope of all faculty-authored papers and their alignment to the Status of the Women report.

Cost of the report $40,000. Time of completion: 6 months

**B. Option #2: Policy Briefs on Selected Topics**

The Guinn Center could narrow the scope of its research and analysis to a select number of topics among the complete list of seven categories outlined above (e.g., Work and Family, Employment and Earnings, Poverty and Opportunity, Health and Well-Being, Violence and Safety, Reproductive Rights, and Women's Political Participation.)

Cost of each policy brief: $5,000. Time of completion: 2 months

**C. Option #3: Fact Sheets on Selected Topics**

The Guinn Center could compile a Fact Sheet on a select number of topics among the complete list of seven categories outlined above (e.g., Work and Family, Employment and Earnings, Poverty and Opportunity, Health and Well-Being, Violence and Safety, Reproductive Rights, and Women's Political Participation.) The Fact Sheets contain information on the raw data. The Fact Sheets do not include any analysis or recommendations.

Cost of each Fact Sheet: $2,000. Time of completion: One month

**D. Option #4: Report on the Status of Women and Policy Outreach**

This report would replicate the content and scope of the Institute for Women's Policy Research's (IWPR) 2004 *Status of Women in Nevada* report. Using publicly available data, this report would compare the status of women over the period 2000 and 2010.[3] The report would also compare Nevada to its Intermountain West neighbors and its other relevant peers.

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[2] Here we list a selection of some of the indicators that will be used: Work and Family, Employment and Earnings (e.g. ratio of men's earnings to women's earnings, women's labor force participation), Poverty and Opportunity (e.g., percent of women above poverty, women's business ownership), Health and Well-Being (e.g., mortality from cancer), Violence and Safety (e.g., intimate partner violence and statistics), Reproductive Rights (e.g., mandatory consent, restrictions on public funding), and Women's Political Participation (e.g., voter registration, voter turnout).

[3] As stated earlier, the Guinn Center is unable to replicate any IWPR proprietary calculations contained in the Status of Women Report. That said, we will include the raw data and calculate our own measures, as deemed appropriate and relevant.

This full report would include information on the following seven categories: Work and Family, Employment and Earnings, Poverty and Opportunity, Health and Well-Being, Violence and Safety, Reproductive Rights, and Women's Political Participation.

Under this option, the Guinn Center would assume the role of project coordinator and work closely with Dr. Joanne Goodwin of the University of Nevada, Las Vegas (UNLV) to coordinate the work of the UNLV faculty team who have expressed an interest to collaborate on this project. The Guinn Center would oversee the scope of all faculty-authored papers and their alignment to the Status of the Women report. This report would include detailed, specific recommendations and draw on best practices from other states.

Under this option, the Guinn Center would produce 1-2 (additional) policy briefs that would use the data and the analysis contained in the full Status of Women report and refer to upcoming legislative priorities, as identified by the Commission for Women. As an example, if the Legislature were to consider pay equity legislation, the Guinn Center could write a policy brief that includes some of the information in the Employment and Earnings section while analyzing the specific legislation.

In addition, following the final release of the report, the Guinn Center would be available to prepare standard presentations that the members of the Commission for Women could use to share the information contained in the report.

Cost of the report $50,000. Time of completion: 7 – 9 months

## Appendix A: About the Guinn Center

Vision

The Kenny Guinn Center for Policy Priorities seeks to be the most trusted and reliable resource for high-quality policy research and analysis to support a thriving and prosperous 21st Century Nevada.

Mission

The Guinn Center is a nonprofit, independent policy research center focused on delivering relevant, fact-based and well-reasoned analysis of critical policy issues that advance solutions toward a vibrant Nevada and region.

The Guinn Center for Policy Priorities provides policy analysis that informs the public debate, and expands public engagement. Our primary areas of research include: education (P-16), tax and fiscal policies, economic development, and natural resource security.

Accomplishments

The Guinn Center opened its doors in February 2014 and boasts the following accomplishments:

- Established a formal Memorandum of Understanding with the UNLV Boyd School of Law to collaborate on mutual issues of interest
- Drafted several policy recommendations that informed recent legislation (in areas of education and tax policy)
- Launched a full website that contains various policy reports
- Published a weekly electronic Legislative update during the Legislative session
- Published 23 informative, full-length policy reports on topics ranging from education, tax policy, school finance, development incentives, mental health, and demographic changes
- Published a series of 2-page "Silver State Snapshots" documents that summarize policy issues (e.g. taxes, charter schools, and K-12 and higher education finance)
- A series of infographics/photo essays that visually display information on various policy issues
- Organized and/or appeared at 25 community, business, legislative or academic events during which the Guinn Center presented its research
- Organized three public forums for candidates running to serve on Nevada's education boards (Clark County School District Board of Trustees, Nevada State Board of Education, Nevada System of Higher Education Board of Regents)
- Authored nine op-eds (carried in Las Vegas and Reno), and had 25 media appearances throughout the state (radio, TV and print)
- Received national media coverage for Guinn Center report on mental health governance
- Submitted legislative testimony and appeared before legislative/government committees on more than 40 occasions during the 78th Legislative session (2015)
- Recorded that Guinn Center research was discussed and/or referenced in 40 news outlets around the State and U.S.
- Had media coverage in both the northern and southern regions of Nevada, in both rural and urban areas, and in both English and Spanish news media

- Sponsored a policy seminar attended by community stakeholders, including Las Vegas Mayor Carolyn Goodman, dedicated to discussing policy issues related to the growing Latino population in the Intermountain West
- Sponsored three information sessions for local business leaders and their employees and other stakeholders on legislative tax policy proposals and the 2014 Education Initiative (Margin Tax)
- Published Fact Sheets on two 2014 ballot initiatives
- Established a collaboration with Arizona's Morrison Institute to establish a Disability Research Initiative for the Intermountain West
- Successfully applied (in collaboration with other community partners) for a competitive Robert Wood Johnson/Pew Charitable Trust grant to conduct Nevada's first state-wide health impact assessment
- Asked to support the SAGE Commission and present before the Technical and Advisory Committee on the Reconfiguration of the Clark County School District, and
- Successfully applied for two grants from the Nevada Governor's Council on Developmental Disabilities.

Our Recent Work

Below is a sample of the Guinn Center's recent reports and policy briefs.

- Human Capital Expenditures in Nevada's K-12 System
- Nevada School Facilities Construction and Maintenance
- Integrated Implementation of Nevada's New Literacy and Intervention Programs
- Breaking Up is Hard to Do: Issues for Consideration in the Reconfiguration of CCSD
- Mental Health Governance: A Review of State Models and Guide for Nevada Decision Makers
- Nevada's Mental Health Workforce: Challenges and Opportunities
- The State of Latinos in the Intermountain West
- The Business License Fee: What We Still Don't Know- Questions for Legislators
- Comparison of 2015 Tax Proposals
- Development Incentives: A Guide for the Nevada Legislature (Tesla Motors)
- Development Incentives Revisited: A Guide for Legislators (Faraday Future)
- Fact Sheets on Question 2 and Question 3

Impact

The Guinn Center is proud to share that several of our policy recommendations informed legislative debate and were incorporated into new legislation (on literacy and professional development).

During the 78th Legislative Session, both Democratic and Republican legislators, Nevada Department of Education senior officials, trade association representatives, and community groups referred to Guinn Center analysis in floor debates and testimony.

During the Legislative Session, the Guinn Center sent out a weekly electronic update. We received word that this legislative update was referred to by professors, Legislative Council Bureau staff, community leaders, and the general public.

In recent weeks, the Guinn Center has been asked by the Nevada Department of Education to help with the implementation and evaluation of several of new education-related bills.

During and following the conclusion of the Legislative Session, the Guinn Center received the following testimonials about our impact.

- The Guinn Center is proud to share that several of our policy recommendations informed legislative debate and were incorporated into new legislation.
- During the 78th Legislative session, both Democratic and Republican legislators, Nevada Department of Education senior officials, trade association representatives, and community groups referred to Guinn Center analysis more than two dozen times in floor debates and testimony.
- During the Legislative session, the Guinn Center sent out a weekly electronic legislative update. This legislative update was used and lauded by professors, lobbyists, Legislative Counsel Bureau staff, community leaders, and the general public.
- During and following the conclusion of the 78th Legislative session, the Guinn Center received the following testimonials about our impact.
- U.S. Senator Richard Bryan stated, "Nevada's long-term growth is inextricably linked to our ability to foster and support strong political and civic institutions. The Guinn Center honors Governor Guinn's legacy of bipartisanship and a commitment to higher education. It has become an important player in our civic landscape by providing independent research and informing public discourse in a way that recognizes the importance of civility."
- Ms. Dema Guinn wrote, "Kenny always said, 'education is not on my agenda, it is my agenda.' He would be so proud of the Guinn Center and the excellent, fair-minded policy work they are doing for education as well as the many other very important topics facing our fellow Nevadans."
- Former Chief of Staff to Governor Guinn, Marybel Batjer stated, "Kenny Guinn ran for Governor because he cared deeply about the health and welfare of every Nevadan. It was always the policy that drove his desire for good outcomes, never the politics. The Guinn Center is bringing well-researched, thoughtful, and pragmatic approaches to the public policy discourse in Nevada- a fine legacy for a great Nevadan."
- One Republican Senator remarked that the Guinn Center's education policy briefs "were the only honest education documents."
- A senior Democratic Senator stated "that were it not for the Guinn Center, the Legislature would have had no credible policy source this session."
- A group of education advocates around the State gathered to debrief the Legislative Session and commented that "the clarity of analysis and narrative of the Guinn Center policy briefs were some of the critical factors that enabled the landmark investments and reforms of the 2015 session."
- A Tweet from journalist Jon Ralston: "Nancy Brune of @guinncenter, which has done great work this session analyzing tax plans, testifies in support [of Governor's tax plan]. This, too, should matter."
- The Executive Director of Charter School Association of Nevada wrote, "I wanted to again extend a thank you [to the Guinn Center] for the charter school funding/policy report. It came in extremely handy for me last week as I was looking at money spent on categorical funding across

the school districts. I am very thankful that there is a group like the Guinn Center to provide these resources for legislators and for smaller groups that don't have the resources themselves to navigate the data."

- The president of a major trade association in Nevada wrote, "[Our] board agrees that you [Guinn Center] provide excellent analyses and a much needed independent voice on significant policy issues."
- A senior executive of a major global company with operations in Nevada stated, "The Guinn Center is the little engine that could! This remarkable think tank is advancing the legacy of Kenny Guinn by offering centrist, practical and informed policy solutions to the challenges that face Nevada. With quiet efficiency they are on the scene and making a difference."
- Following the publication of the Guinn Center's 2015 policy brief, Development Incentives Revisited: A Guide for Nevada Legislators, AP journalist Riley Snyder tweeted, "As usual, @GuinnCenter has an excellent overview of Faraday tax deal and best practices for #nvleg to consider." Journalist Jon Ralston added, "Only credible think tank in Nevada thoroughly analyzes Faraday deal, has good suggestions, and is supportive."

List of Governing Board Members

**Philip G. (Phil) Satre (Chair)** actively serves in leadership & director roles with a wide variety of public companies and not-for-profit organizations. Mr. Satre, 63, retired in January 2005 as Chairman of the Board of Harrah's Entertainment, Inc., after 25 years with the company. Mr. Satre joined the company in 1980 as vice president, general counsel and secretary of Harrah's, at a time when the company had just two Nevada casinos and a casino under development in Atlantic City. He was named President and Chief Executive Officer of Harrah's gaming division in 1984 and to the company's board of directors in 1988. In 1994, Mr. Satre became CEO of Harrah's Entertainment, Inc. and in 1997, he was elected Chairman of the Board of Harrah's Entertainment, Inc. In January 2003, Mr. Satre stepped down as CEO, and on January 1, 2005, he retired as Chairman of the Board. Since retiring from Harrah's Entertainment, Inc. Mr. Satre has divided his time between service on not-for-profit and for-profit boards. He was Chairman of the Board of NV Energy from 2005-2013. Mr. Satre is a director of fashion retailer Nordstrom, Inc.; and Chairman of the Board of International Game Technology (IGT), a global gaming company specializing in the design, manufacture and marketing of electronic gaming equipment & systems products. In the not-for-profit sector he is the President of the National Center for Responsible Gaming; a Trustee (Chairman 2009 – 2011) of The National World War II Museum Board of Trustees; and a member of the Stanford University Board of Trustees.

**Tom Gallagher (Vice President)** has served as the CEO of a Fortune 500 company, chief administrative officer and general counsel of another such company, chief executive of a private holding company for a well-known entertainment entrepreneur, and as a senior partner in one of the world's premier law firms. In his 35-year career as a businessman and lawyer, he has been a trusted adviser to domestic and foreign government bodies and international investors, as well as to elected officials at federal and state levels. Mr. Gallagher founded and currently serves as head of a private real estate development and management firm in Las Vegas. In 2004, Mr. Gallagher was nominated by the Democrats of Nevada's 3rd Congressional District to serve in the U.S. House of Representatives. Mr. Gallagher received his JD degree with honors from Harvard Law School and graduated magna cum laude from the College of the Holy Cross.

**Stephanie Tyler (Vice President)** is President of AT&T Nevada, is an accomplished external affairs executive with 30 years of multi-state experience in corporate management, government relations, communications, campaign management and public service. Currently, Ms. Tyler is responsible for external affairs for AT&T Nevada including; state and local government relations, community affairs, regulatory and legislative activities. She also oversees external affairs operations in Utah, Idaho and Montana. Ms. Tyler is a former Nevada State Senator. She has also run several statewide and district campaigns in both Nevada and California. After spending six years lobbying the California Legislature, Ms. Tyler took a one-year leave of absence from AT&T at the request of Governor Arnold Schwarzenegger to serve as Political Director to his successful re-election campaign. A native Nevadan, Ms. Tyler spent the early years of her career in a variety of political jobs including serving as staff to U.S. Senator Paul Laxalt in his capitol and district offices. She is an active member of numerous community boards and commissions in both Reno and Las Vegas. Ms. Tyler serves as Treasurer of Jobs for Nevada's Graduates, Vice Chair of the Desert Research Institute Foundation Board of Trustees, and Secretary of the Girl Scouts of Sierra Nevada. Ms. Tyler is a graduate of the University of Nevada Reno.

**Missy Young (Secretary/Treasurer)** is the Executive Vice President of Colocation at Switch. As a partner at Switch, she is responsible for all sales and engineering with respect to potential clients, including solution architecture and contract negotiations. Her expertise is centered on helping clients understand the unique technology ecosystem that is Switch. Prior to becoming a partner at Switch, Ms. Young was the Director of VoIP services for Mpower Communications. Her portfolio of experience also includes senior sales engineering positions at ICG Communications, InteleNet Data Centers, and Firstworld Communications. Ms. Young is Cisco, Microsoft, and Novell certified, and first got her start back in the dotcom days of the mid-90s. Ms. Young is dedicated to helping diversify Nevada's economy and serving the local community through philanthropic endeavors. She served as the Chairman for the Las Vegas Global Economic Alliance, sits on the IT Sector Council for GOED, the Foundation Board of Opportunity Village and is a Desert Research Institute Foundation Trustee.

**Deane A. Albright**, C.P.A. is the senior partner of Albright, Persing, and Associates, Ltd., a large CPA firm in Reno, Nevada, which he founded in 1976. The firm specializes in all facets of accounting, taxation, auditing, and forensic accounting for large and medium businesses, nonprofits and individuals. In addition, Mr. Albright is an investor in several Nevada businesses and venture capital enterprises. Mr. Albright is a member of WIN, EDAWN, and the Reno Chamber Of Commerce. Mr. Albright is currently involved in several organizations that promote Nevada as a place for startup companies highlighting Nevada's favorable tax environment, lifestyle and cost of living. He is secretary treasurer of the Reno Tech Hub project and played a significant role in working with the business group that attracted Apple Inc. to choose Reno as the site of their iCloud data center. Mr. Albright is a graduated from the University of Nevada, Reno with a degree in accounting.

**Dr. Joe Crowley** is retired from the University of Nevada, Reno where he was Professor of Political Science, Regents Professor, and for 23 years the institution's president. He has been a member of the governing boards of the National Association of State Universities and Land Grant Colleges, United Way of Northern Nevada, Economic Development Authority of Western Nevada, Nevada Humanities, Collegiate Women Sports Awards, National Consortium for Academics and Sports, and the National Collegiate Athletic Association. He served a two year term as NCAA president. Dr. Crowley is the author of several books. He and his wife have lived in Reno for 47 years.

**Dr. Jill Derby** began her career as a cultural anthropologist with a specialty focus on Middle Eastern cultures, but early on she turned her focus to higher education policy, serving eighteen years on the Nevada Board of Regents. As Board Chair she helped guide an expanding higher education system and led the effort to establish Nevada State College, providing expanded access to Nevada students seeking careers in teaching and nursing, In 1999, Dr. Derby became an academic governance expert working nationally and internationally with higher education governing boards to enhance their performance and

address the changing needs of higher education in the 21st century. In 2011 Dr. Derby received a U.S. Senate appointment to serve on the prestigious National Advisory Committee on Institutional Quality and Integrity, which oversees the U.S. accreditation process, and advises the U.S. Secretary of Education on higher education policy.

**Dr. Daniel W. Hamilton** is the fourth dean of the UNLV William S. Boyd School of Law. He assumed the deanship in July 2013 and joined the Boyd School of Law faculty as the Richard J. Morgan Professor of Law. He joined UNLV from the University of Illinois College of Law where he was the Associate Dean for Faculty Development and Professor of Law and History. Dean Hamilton received his Ph.D. in American legal history in 2003 from Harvard University. He received his J.D. from George Washington University and his B.A. from Oberlin College. Dean Hamilton researches and writes primarily on American property ideology and the legal and constitutional issues raised by the Civil War. He has written numerous articles and reviews on American legal history, including works in Civil War History, the Chicago-Kent Law Review, the Journal of Supreme Court History, the Journal of American History, the Journal of Southern History, the Journal of Interdisciplinary History, the Journal of National Security Law, and the Law and History Review. His book, The Limits of Sovereignty: Property Confiscation in the Union and the Confederacy During the Civil War, was published by the University of Chicago Press.

**Dr. Carol Harter** recently retired as the head of the Beverly Rogers, Carol C. Harter Black Mountain Institute (BMI). During her tenure, she helped BMI grow into the chief outlet for literary arts programming in southern Nevada and secured over $10 million in gifts and pledges for BMI's programs. Dr. Harter was UNLV's seventh and longest-serving president (1995-2006), overseeing the creation of more than 100 new degree programs and five new professional schools. She was instrumental in raising more than $550 million for the university, quadrupling the institution's external research funding, and initiating the construction of seventeen new buildings. Prior to her arrival at UNLV, she served as president of SUNY Geneseo for six years and spent almost nineteen years at Ohio University. Dr. Harter holds a Ph.D. in literature from SUNY Binghamton.

**Dr. Michael "Mick" Hitchcock** is Senior Advisor at Gilead Sciences, Inc. He has been with the company for over 22 years and has held a variety of positions, including Vice President with responsibility for project and portfolio management, strategic planning, medical affairs, and research. During his tenure, he oversaw the growth of the company from a small, 100-person biotech startup to the 5th largest (by market capitalization) pharmaceutical company in the world. The company has introduced life-changing treatments for HIV and Hepatitis C. Prior to Gilead, Dr. Hitchcock spent 12 years with Bristol-Myers Squibb. He has held two post-doctoral positions at the Georgetown University School of Medicine and Dentistry and the National Institute of Health. A resident of Reno since 2009, Dr. Hitchcock serves as a Trustee on the University of Nevada Reno Foundation and as a member of the College of Science Advisory Council. Dr. Hitchcock received his Ph.D. from the University of Melbourne, Australia and Bachelor and Masters of Science degrees from the University of Manchester Institute of Science and Technology in England.

**Kenneth G. Ladd** served as executive vice president and head of commercial banking for U.S. Bank until December 2012. A Nevada resident since 1982, Mr. Ladd has more than 35 years banking experience, with more than 27 years at U.S. Bank. He has built an extensive background in commercial lending, credit administration, gaming finance, branch management and bank operations. Mr. Ladd has been an active participant in the Las Vegas community. He has held director's positions with agencies such as United Way Services, Sunrise Children's Foundation and Nevada Development Authority. He is past Chairman of the Desert Research Institute Foundation, the Nevada Development Authority and the United Way. A 1983 graduate of the Pacific Coast Banking School, Mr. Ladd earned his MBA from the University of Utah and his Bachelor of Science degree in Business Management from Weber State University.

**Dana Lee** is a 1988 graduate of Brown University with a B.A. in Art History. In 1993 she received a Master of Arts Management from The School of Public Policy & Management at Heinz College, Carnegie Mellon University. While in graduate school, Ms. Lee worked for the Andy Warhol Museum in Pittsburgh. She later returned to Manhattan as foundation manager for the Solomon R. Guggenheim Museum. Shortly thereafter, Ms. Lee became a consultant for Landor Associates. Her husband, Gregory, led her move to Las Vegas in 1997, where Ms. Lee worked in corporate advertising for Mirage Resorts, overseeing the branding and identity program for Bellagio Resort & Casino. Ms. Lee has served on the boards of The Meadows School, The Webb Schools of California, The Nevada Ballet Theatre, and The Las Vegas Art Museum. She is a founder, board member and past president of The Nevada Women's Philanthropy, a pooled-fund large impact grant making organization that supports critical needs in Southern Nevada. Ms. Lee currently serves on the boards of Communities In Schools Nevada, The Nevada Women's Philanthropy, and is a member of Teach for America Las Vegas Valley's advisory board.

**Chris Roman** is President and Chief Executive Officer of MundoFox affiliates KMCC-DT Las Vegas and KYVV-DT San Antonio. Prior to heading MundoFox, which has stations in Las Vegas and most recently San Antonio, Texas, Mr. Roman held senior leadership positions at Entravision, most recently as the Senior Vice President of Integrated Marketing Solutions. Mr. Roman is an active member of the Nevada community and sits on the board of United Way of Southern Nevada, the Nevada Broadcasters Association, and Nevada Succeeds, a non-profit, non-partisan coalition of business leaders committed to improving the state's education system. He is also an Advisory Board member of UNLV's Greenspun College of Urban Affairs.

**Douglas R. Seastrand** has a great love for the state of Nevada having been born and raised in Las Vegas. He attended Brigham Young University and then graduated from the University of Nevada Las Vegas (UNLV) with a Bachelor's degree in Computer Science. He continued his post-graduate studies at UNLV by working on an MBA and a Master's degree in Computer Science. Mr. Seastrand works for National Security Technologies (NSTec), a federal contractor to the Department of Energy. Mr. Seastrand has worked for the U.S. Environmental Protection Agency and as a contractor to the U.S. Department of Defense. In the private sector, Mr. Seastrand served as the Vice President of Research and Development for eRoomSystems and helped take the company public in 2001. He has been a technology business consultant and general manager of a commercial construction company. Mr. Seastrand was also twice elected to serve as a University Regent for the state of Nevada and had the honor of serving as the Chairman of the Board.

Staff Bios

**Dr. Nancy E. Brune** is the Executive Director of the Kenny Guinn Center for Policy Priorities, a statewide policy research center providing independent, data-driven analysis on issues of tax and fiscal policy, education, economic development, and natural resource security. She also serves as a Senior Fellow at the UNLV William S. Boyd School of Law. In April 2016, President Obama appointed Dr. Brune to the President's Advisory Commission on Educational Excellence for Hispanics. She is the author of over 60 peer-reviewed journal articles, reports, essays, blogs, and op-ed pieces on topics ranging from economic security, health outcomes, energy security, homeland security, public sector reforms, education, and natural resource security. Her work has appeared in the *IMF Staff Papers*, *Social Science and Medicine*, *Foreign Policy Analysis*, and *Americas Quarterly*. Dr. Brune received her Ph.D., Master of Philosophy and Master of Arts degrees from Yale University and her Master of Public Policy and B.A. degrees from Harvard University. She has held research fellowships at Princeton University and the University of Pennsylvania.

Prior to joining the Guinn Center, she was a Senior Policy Analyst at Sandia National Laboratories, where she worked on issues of national security, energy security, homeland security, water-energy-security nexus, and technology and policy. In addition, Dr. Brune served as an Adjunct Senior Fellow at the Center for A New American Security, a bipartisan national security think tank. Previously, she was the Director of Research and Policy, as well as the Director of the Energy Security Policy Initiative at UNLV's Institute for Security Studies. Dr. Brune has consulted for the Harvard School of Public Health, JPMorgan Chase, the Overseas Private Investment Corporation, and the World Bank. She has taught at the College of Southern Nevada, Nevada State College, and the University of Nevada at Las Vegas.

The product of a Mexican father and an English mother, Dr. Brune was raised in a household that emphasized public service. She is very active in her southern Nevada community. Dr. Brune serves on the Knowledge Fund Advisory Council, an initiative of the Nevada Governor's Office of Economic Development, as well as the Chair of the Institutional Advisory Council of the College of Southern Nevada. She was appointed by Governor Brian Sandoval to sit on the English Mastery Council and the Jobs for America's Graduates-Nevada board of directors. She is a member of the Blue Ribbon for Kids Commission, the Clark County Department of Social Services Community Advisory Committee, and has served on the Clark County Committee on Community Priorities, the Clark County Citizen Review Board, the Clark County School District's School Comparison Report Committee, and the Advisory Council on Science, Technology, Engineering and Mathematics (STEM). Dr. Brune is on the board of Southern Nevada Public Television, the Discovery Children's Museum, the Outside Las Vegas Foundation, KIDS COUNT Nevada Executive Committee, and Goodwill Industries of Southern Nevada. She has served as a bilingual CASA (Court Appointed Special Advocate) and as a bilingual mediator with the Neighborhood Justice Center, and on the Yale University Graduate School Alumni Association Executive Committee. Dr. Brune is a member of the Council on Foreign Relations, the U.S. Global Leadership Coalition, the Climate and Security Working Group, the International Institute for Strategic Studies, the International Women's Forum, and the Pacific Council on International Policy, and is a Truman National Security Project Fellow. In 2015, she was named a "Woman Who Means Business" by the Las Vegas Business Press. In 2016, Dr. Brune was selected as a Gard Jameson Fellow.

**Dr. Erika R. Marquez** is the Director of Social Policy for the Kenny Guinn Center for Policy Priorities. Dr. Marquez has devoted the last decade of her career to working on local issues focused on housing quality, housing-related health concerns, and housing equity. In May 2016, Governor Sandoval appointed Dr. Marquez to the Board of Registered Environmental Health Specialists. She was instrumental in transitioning the Clark County Childhood Lead Poisoning Prevention Program into an integrated Healthy Homes approach through the development of the Nevada Healthy Homes Partnership, which subsequently received multiple years of federal funding to improve the quality of housing in Clark County. Dr. Marquez earned her Bachelor of Science degree from San Francisco State University, and completed her Master of Public Health degree in Epidemiology and Biostatistics and her Ph.D. in Public Health with a focus in Social Behavioral Health at the University of Nevada, Las Vegas. Dr. Marquez has conducted research at each of these institutions as well as Stanford University. Her research interests include the built environment, the impacts of substandard housing, social determinants of health, healthcare infrastructure, health access, and ways to approach public health policy and programs utilizing systematic approaches, including Health Impact Assessments. Dr. Marquez also serves as an instructor for the UNLV School of Community Health Sciences.

Prior to joining the Guinn Center, she served as the Project Manager for several Centers for Disease and Control and Prevention and the U.S. Department of Housing and Urban Development-funded grants. Dr. Marquez has also served on various committees, including the National Center for Healthy Housing Coalition, the Nevada Healthy Homes Partnership, the Clark County Childhood Lead Poisoning Prevention Program and the National Council of La Raza – Affordable Care Act Health Summit. Dr. Marquez is passionate and committed to improving the lives and health of the residents of Nevada.

**Megan K. Rauch** joins the Guinn Center for Policy Priorities as its new Director of Policy Outreach and Associate Research Director after living and working in Las Vegas for several years. She is looking forward to building community engagement for the Center and lending a hand in data-driven analysis on social issues affecting Nevadans. Ms. Rauch has extensive experience working in a variety of media, including print, radio and video. Most recently, she worked as a producer and writer for A Beautiful Encore, a documentary that chronicles the demographic changes of downtown Las Vegas, and she also worked on the pilot seasons of two Vegas-based entertainment television shows. Some of Ms. Rauch's other work has been featured in U.S. News & Work Report, The Military Times, and Medill Reports. She has reported on a variety of topics, including: early childhood education, technology in the classroom, STEM education, socialization for senior citizens, and sexual assault in the military.

Ms. Rauch's professional journey in Las Vegas began when she served a corps member in Teach for America. She taught twelfth grade English and was the yearbook advisor at Mojave High School in North Las Vegas. During that time, she earned her Masters in Education from the University of Nevada, Las Vegas. Ms. Rauch also holds a Masters in Journalism degree from Northwestern University and a B.A. in English from Boston College.

**Senior Fellow Dr. Ken Turner** has led educational change efforts in the United States and abroad. In the U.S., he provided leadership for an award-winning school, a high-performing district, a reform-minded state system of 800,000 students, and the fifth largest district in the nation.

Recently affiliated with The Lincy Institute in Nevada, Dr. Turner's efforts have chiefly focused on designing and implementing a pay-for-performance program for a large urban district and on developing value-to-cost ratios to gauge the effectiveness and efficiency of schools, programs, and departments. From 2011-2014, Dr. Turner led efforts to apply performance management tools in a district of 316,000 students; this included guiding the launch of a growth model and School Performance Framework. A year and a half after joining Clark County School District, the graduation rate increased and scores rose in 11 of 14 areas of state assessment. This occurred despite a $550M reduction over a three-year period in an annual operating budget of $2.1B. In that time, the graduation rate improved from 59 to 71.5 percent. Dr. Turner also led and supported district efforts to: (a) reduce disproportionality by race/ethnicity with respect to expulsion; (b) develop models to anticipate facility failures that can halt teaching and learning or impact fund balance; (c) institute a process so schools gain flexibility in budget, staffing, and programming in return for greater accountability for improved student performance.

From 2007-2010, Dr. Turner was Deputy Commissioner of Education in Colorado. There he directed the revision of state standards for 13 subjects, guided reorganization of accreditation, and launched an academic growth model, which has informed similar models in 20 states. Dr. Turner has played an important role in other efforts. In 2009, he served on a 12-member team that advised the National Governors' Association on a national assessment system. In 2006, he was a founding trustee of AdvancED, an agency that accredits 30,000 schools in 70 nations. From 2008-2011, he served on the Education Committee of International Baccalaureate Board of Governors and helped shape IB programs in 3,600 schools in 146 countries.

Dr. Turner earned his doctorate at Harvard in 1991. A year later, Harvard, Columbia, and the University of Pennsylvania named him recipient of the Goldie-Anna Trust Award for dissertation of the year in the field of education.

**Senior Fellow Dr. Leslie Strasser Murdock** is the owner of the ELM Educational Consulting Firm, a firm dedicated to ensuring that children receive the best possible education for their unique learning styles and needs. Under ELM, Dr. Murdock represents children and families looking to obtain necessary school services and also represents the Clark County Department of Family Services (DFS) where she acts as the Educational Liaison between DFS and the Clark County School District. She is currently an adjunct

professor at Nevada State College and at the University of Nevada Las Vegas William S. Boyd School of Law where she teaches education advocacy and law courses. Dr. Murdock obtained a Ph.D. in Educational Psychology and a J.D. in Law at the University of Nevada Las Vegas, a Masters of Arts in Learning Disabilities from Columbia University, and a BA in Sociology and Elementary Teaching Certification from the University of Colorado at Boulder.

Dr. Murdock serves on several organization's community advisory boards including the Clark County School District, Women's Research Institute of Nevada, Anti-Defamation League of Nevada, Jewish Federation of Southern Nevada, and Jewish Community Center. Dr. Murdock was selected as a member of the 2015 Las Vegas Metro Chamber of Commerce's Leadership Las Vegas Class. Before opening her educational consulting practice, she worked for several years at the Legal Aid Center of Southern Nevada (LACSN) in the Special Education Program and at UNLV's Kids Court School. While at LACSN, Dr. Murdock helped develop and launch LACSN's Educational Surrogate Parent Program, which trains volunteers to become parents for educational purposes for children with disabilities in the foster care system. Before moving to Las Vegas, Dr. Murdock was an elementary school teacher and the Director of Education of the Holocaust Center for Humanity in Seattle, Washington.

**Senior Fellow Dr. Carrie Sampson** is an Assistant Professor of Educational Leadership at Arizona State University's Mary Lou Fulton Teachers College. Her educational leadership, policy, and community organizing research has been published in Teachers College Record, Urban Education, and most recently, in the edited book Law & Educational Inequality: Removing Barriers to Educational Opportunities. Dr. Sampson's current research project is on the role of school boards in addressing equity-oriented policies in the U.S. Mountain West. Dr. Sampson earned her Ph.D. in Public Affairs from the University of Nevada, Las Vegas (UNLV), where she was also a UNLV Foundation Fellow. She received M.S. in Cultural Foundations of Education from Syracuse University, a UNLV graduate certificate in Women's Studies, and a B.S. in Economics from University of Nevada, Reno. Dr. Sampson has also taught courses in education, public administration, women's studies, and leadership.