College of Southern Nevada Institutional Advisory Council  
Meeting Minutes  

Wednesday, November 1, 2023  

Welcome, call to order, roll call and the pledge of allegiance were carried out. Quorum was established. (Agenda items 1 through 3)  

The regular meeting of the Institutional Advisory Council was called to order at 1:40 pm.  

Roll was called:  

PRESENT  
Chair Randy Robison  
Vida Chan Lin  
Federico Zaragoza  
Dr. Nancy Brune  
Jaime Cruz  
Shaundell Newsome  
Jose Solorio  
Maria Jose Gatti  
Patrick Villa (Ex Officio)  
Pio Rejas (Ex Officio)  

ABSENT  
Vice Chair Peter Guzman  
Paul J. Moradkhan  
Jesus Jara (Ex Officio)  
Tim Buchanan  

President Zaragoza, Chancellor Patty Charlton, Chief of Staff Lawrence Weekly, VP Juan Avalos, General Counsel Debra Pieruschka, VP Clarissa Cota, VP James McCoy, CAI Margo Martin, AVC/NSHE Natalie Brown, ED Frank Woodbeck, CSN Foundation Danita Simons, DPD Raymond Defilippis, CIO Mugunth Vaithyalingam, VPPSS Adam Garcia, Jim Ferrence, CHRO India Barton, Luis Ortega, Police Officer Summerlin, MGR GA PO Lise’ Wyman, EA PO Annette Lord, VP ADV, Flecia Thomas, Director CS, Jonathan Wright.  

4. PUBLIC COMMENT  
Chair Robison called for public comment. There was no public comment received in written or verbal form.
5. **APPROVAL OF MINUTES**

Jose Solorio moved to approve the prior meeting’s minutes. There was a 2nd by Shaundell Newsome. There was no discussion on this matter, a vote was taken, and the minutes were approved unanimously.

6. **BOARD CHAIR REPORT**

Chair Randy Robison had nothing to report at this time and that it had been a quiet couple of months. He mentioned that he suspected that would change in the future.

7. **NSHE REPORT**

Chairman Robison introduced Chancellor Patty Charlton. Ms. Charlton introduced herself also and her position with NSHE. She thanked everyone for the time and opportunity to speak with the IAC. She mentioned that it was wonderful to see so many friends that have been with this council either in person or remote, since really the day one, when this started.

She stated that today I am here, and then I’m also joined by Dr. Natalie Brown who will give a couple of updates following my conversation with you.

She mentioned we are very grateful for all of the service that Dr. Zaragoza has provided to the college and that he had informed the board of his intention to not seek renewal of his contract.

She mentioned as part of that process that Dr. Zaragoza and I have been in very close contact regarding this, there is a process that is required under the Nevada System of Higher Education Code that requires both the chancellor and the board chair to come and have conversations with the institution. She pointed out that we’re also working with Annette Lord to do some scheduling. She pointed out that IAC was part of this fabric.

And we would love to seek your input. She also told the IAC members what we will be asking is if you have anyone within the college or within the community that you believe might be appropriate to serve as acting or an interim… or should we start a search because we are running a little bit out of time to have a search, but at the same time, we do need to get that process started? She further pointed out that Annette will be reaching out to you to schedule some time, but it can be just representatives of this body of the IAC.

She mentioned that she will be having conversations with other internal and external stakeholders that’s prescribed by what we call the code and commencing that process. She thanked Dr. Zaragoza for his input and conversations during that process. Then she asked for questions.

Jose Solorio inquired if there was time to do a national search or if this was just for an interim President.

Vida Chan Lin and Dr. Brune asked some procedural questions.

Ms. Charlton said that the way the process works is that we come to have a conversation and again as myself and the chair of the Board of Regents, we’ll come and ask constituents, internal and external stakeholders questions.

We will ask if there is someone that might be appropriate to serve in as an acting… and just for your clarification an acting is someone that can serve for a period that is not eligible to apply for the position. She further stated that the named party would be brought back as a recommendation to the Board that could serve for a minimum of a year but up to three years but could also be eligible for appointment or
to apply for the position. Also, that the BOR may still even have an interim and determine that they want to do a national, local, or regional search; that would be a decision at the board. So, what we're here to do, what we will be doing is gathering input on potential individuals or the process itself and then that will get brought back to the full board as a recommendation. The Chancellor said, we are gathering input on potential individuals for the process itself, and then that will get brought back to the full board as a recommendation. And so, we'll be gathering information that will be implemented on a future day, we will bring it to the Board of Regents, and I will make that recommendation on behalf of our input that we received.

Jaime Cruz mentioned he agreed with the process and Jose Solorio also commented as such.

The Chancellor was thanked by the chair, some IAC members, and the President as she had to leave to go to a Celebration of Life event and the floor was then turned over to Dr. Brown from NSHE to continue the report of NSHE.

It was asked by an IAC member if this was an agenda item or topic for the IAC and it was pointed out that no, the action comes from the BOR. However, IAC members can certainly give their input at different levels.

Dr. Brown began her presentation. Her discussion began with workforce initiatives. She brought up Senate Bill 375 and in nursing AB 428. She thanked everyone for their support and talked about the whirlwind of legislation and different initiatives going on.

On November 30th, the Board of Regents during the Workforce Committee, will be hearing a presentation that gives a sampling of some of the workforce initiatives happening here in CSN, in particular, there's different grant opportunities that are coming together with the Governor's Office of Energy, the strengthening Community College grant really spearheaded by the offices here at CSN. She was thankful for all of that.

Dr. Brown pointed out it's been great seeing all the community colleges come together on these different initiatives related to development. Some of the other big projects that are occurring now are our Senate Bill 375, our nursing expansion program. So that is something that we are looking at--proposals, with some of our institutions that have started moving on some of those pieces because two years comes and goes very quickly. We have AB 428, which is our feature pipeline. I will be reaching out to our various institutions. I will be reaching out to our various institutions and what we are doing with CCSD and NDE and the Academy.

The Chair asked if there were any questions from the council at this point in time, and it was asked that a clarification be made that this was a Workforce Committee from NSHE and not CSN.

Dr. Brown pointed out that each institution will be presenting a sampling of their workforce initiatives occurring as well as any incentives, legislative or otherwise and there will be updates at the BOR meeting regarding the status of these situations.

President Zaragoza and Chair Robison thanked Dr. Brown for her informative presentation as well as several members of IAC.

8. CSN PRESIDENT'S REPORT
President’s Report Items

1. Vice President Kamala Harris visit to CSN
2. American Association of Community Colleges Trustees
3. Southern Nevada Diversity Summit
5. Debra March Advanced Manufacturing Center of Excellence
   Short Video #1: https://drive.google.com/file/d/1HLBTbcvj2XvzDZlhyl663oCtwIwmj95/view
6. Enrollment Growth Trends
7. Student Success Trends
8. CSN Student & Staff Highlights
9. Dramatic Increase in Grants
10. Budget and COLA Considerations

Who We Are

CSN Student Age Range

Minority Serving Institution

Hispanic Serving Institution

Minority Students

Source: CSN Institutional Research

The chair introduced President Zaragoza and then President Zaragoza proceeded to give his report and a PowerPoint presentation that ensued as follows.
Diversity Trends — Demographic Pipeline

College of Southern Nevada

- American Indian/Alaska Native
- International
- Native Hawaiian/Pacific Islander
- Two or more races
- Unknown/Other
- Asian
- Black/African American
- Hispanic
- White

CCSD

Clark County

5-Year Fall Enrollment by Race/Ethnicity

Source: https://www.sou.edu
Source: https://www.gobankingrates.com
Source: https://nces.ed.gov
Division of Workforce and Economic Development (DWED) Apprenticeship

Organized Labor Apprenticeship Current Enrollment for 2022–2023
- Southern Nevada Laborers Training Trust, JATC 19
- Heat and Frost Insulators
  Local IMD JATC, 38
- Southern Nevada Bricklayer’s and Allied Craftsmen, JATC 22
- Southern Concrete and Allied Trades, JATC, 418
- Electrical Joint Apprenticeship and Training Committee for Southern Nevada, 231
- Ironworkers Local 433, JATC, 365
- Southern Nevada Operating Engineers JATC, 50

Operating and Maintenance Engineers Apprenticeship and Training Trust 323
- Platers and Cement Masons, JATC, 56
- Local 656 Plumbers and Pipefitters
- Local HVAC Technicians JATC, 150
- International Union of Painters and Allied Trades JATC, and Affiliated Trades, 150
- Southern Nevada Roofers and Waterproofers, JATC, 40
- Sheet Metal Local 89 JATC and Its Affiliated Training Committee, 134
- Southern Nevada Teamsters 551 Convention Training Trust, 328

Apprenticeship Students 2018–2023
- 2018–19: 1,895
- 2019–20: 1,237
- 2020–21: 1,872
- 2021–22: 2,217
- 2022–23: (Projected)

Division of Workforce and Economic Development (DWED)

NEW INITIATIVE — The Ability to Benefit Program

Program Framework
- Creates Dual-Enrollment access for Adult Learners
- Increases pathways for Adult learners and
- Addresses the need for
- Applies evidence-based approaches to education and training needs
- Aligns with MAPS and Perkins
- Provides an affordable pathway to Student Federal Aid via Pell Grant

Academic Pathways
- Caviar and Information Technology (SCIT)
- Advanced Manufacturing
- Education K-12 additionally includes early Childhood
- Health care

Student Pipeline
- Students aged 18+ with less than High School Graduation
- Ties Southern Nevada Population with less than HS diploma at 40.5%
- Students included as of June 30, 2023
- Projected enrollment for the current Academic year: 130

Benefit to Adult Learners
- Participation in college courses while earning HS General Education Diploma
- Access to Pell allows students to work fewer hours
- $5,495 equivalent to 20 hours/week

CSN Foundation Historic Annual Scholarship Awards

<table>
<thead>
<tr>
<th>Total Number of Scholarships</th>
<th>Value of Scholarships Awarded</th>
</tr>
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<tbody>
<tr>
<td>FY ’19</td>
<td>$231,020</td>
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<tr>
<td>FY ’20</td>
<td>$377,406</td>
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<tr>
<td>FY ’21</td>
<td>$303,646</td>
</tr>
<tr>
<td>FY ’22</td>
<td>$310,923</td>
</tr>
<tr>
<td>FY ’23</td>
<td>$261,633</td>
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</tbody>
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Statistics show significant increase in the number of scholarships awarded from FY ’19 to FY ’23, with a notable peak in FY ’21.
The President thanked the Council for the opportunity to provide them with an update on what's happened since our last meeting.

He pointed out that, there's ten items listed here that reflects a lot of activity that's occurred between now and last time we met.

And probably the most exciting part of this presentation is that on October 12, CSN hosted Vice President Kamala Harris as she held a National Town Hall meeting at our College here at CSN at North Las Vegas campus; and it was attended by over 500 participants. He mentioned that if you haven't seen the Horn Theater overflow, you would have seen it then and it was just an amazing sight.

The forum gave our students an opportunity to be heard and that was really the focus of the Vice President's tour. There were only 6 colleges & universities throughout the country that were selected for this privilege and honor and CSN was in fact selected. People know that some of the work that we're doing here at CSN is of great consequence. But I think it was really about our students and I want to acknowledge, “Pio” for an excellent presentation, because he's the one that introduced the Vice President-- and I tell you, he was sharp.
He did an amazing job of representing our students and of beginning the dialogue that we heard from the Vice President to our students. It was just a great opportunity for us. If any of you saw 60 minutes, you probably saw CSN because it was a backdrop to some of her interviews. And again, it just kind of speaks volumes of the kind of exposure that we got and a very good relationship with the White House and with the administration in general. So again, I wanted to kind of thank all of you that might have connected to bring her a tour here to Las Vegas.

In addition to that on October 9th, we hosted the American Association Equity College Trustees--and I need to tell you this is the driver in the driver component if you will, for the policy side of the Community College system nationally. These are the trustees and Carol O., by the way is on the executive committee and she is now going to be one of the incoming chairs. It was an amazing opportunity for us.

Our Mariachi Plata performed and as always, I mean they were just amazing. We also had a great representation from Chancellor Charlton.

We all gave introductory remarks, again giving CSN a lot of exposure. We also hosted a tour of the trustees, and we got this positive feedback.

We, we also had the opportunity to have a peer institution to peer institution session with Cuyahoga Community College and they're one of the most auspicious and one of the most recognized in the workforce area. They came here to learn from us and at the end of the day, we learned as much from them as they did from us. But it was that kind of sharing opportunity that we had and again, I just found it very exciting to have the opportunity to be in that national spotlight with the trustees of the Community College system.

In the last quarter we had the Southern Nevada Diversity Summit for CSN, and I want to recognize Dr. Weekly because he was one of the chairs that put together a statewide conference with a national component. It was a hybrid.

It was our first national conference on diversity, and it was very timely and as most of you know 22 states have already introduced anti-diversity legislation in their state houses. So, it's an area of great concern. Dr. Zaragoza pointed out that the timing was important for us as it gave us the opportunity to hear from some national experts and some best practices. He also commended the leadership of CSN for making this happen and hosting our peer institutions and creating that national lens on the work that is occurring at CSN. He pointed out that the diversity issue is not going to go away, and he feels we should be at the forefront. We are also going to be hosting the International America’s Education Conference. This is the first time this conference comes to the US. It was last in Chile. The organization consists of some colleges and universities from the Americas. Our chancellor will also be in attendance. You will see a lot of representation from Nevada. This is showing leadership from CSN and other NSHE institutions.

President Zaragoza discussed the progress at the Center for Excellence and the grand opening.

A short video was shown but unfortunately there were some technical difficulties with the video. He encouraged folks to tour the facility. The honorable Debra March talked on the video about her major priority for herself as mayor had been economic development and diversification, bringing in good jobs and industries.

Also, when he had the opportunity to talk to the folks at Haas Automation to bring them and attract them to our community, we knew that we needed to also provide educational support for that industry.
She mentioned it is really a true honor to have her name on the side of this building as the center of excellence.

Dr. McCoy talked on the video about how we've been working on the curriculum here for the center of excellence and for advanced manufacturing pathway for over 2 years from short term accelerated skill certificates to one year certificate of achievements to two-year associate degrees in automation and the machining to a pipeline to project management bachelor's degree.

He mentioned it's this whole stackable credential of curriculum approach with connectivity to the employer; every step of the way, in that design that we believe creates the actual product that our employers are looking for. This is the economic engine for the state of Nevada with 72% of our population here.

He mentioned it's critical that we diversify here in Southern Nevada as young people are beginning to be exposed to today's advanced manufacturing with robotics, automation, and these sorts of things. This is the 21st century and having these young people in high school be exposed to curriculum at the college level, integrated for high school and college credit at the same time.

He stated that after these students transition after high school, coming into CSN now full time finishing off their credentials, earning their degrees.

It was then stated that the beautiful part again about this ecosystem is there's real jobs waiting for right here in Southern Nevada with all the different manufacturing companies that have been attracted now by the ecosystem of workforce development. So, it really is this cadre of all the people. Dr. Zaragoza gave some good points and said hopefully folks got a sense of the kind of high-tech education that is being offered. All the machine building will be great for some 3000 people that can be employed with these programs.

Dr. Zaragoza mentioned that at the grand opening of the center, these great things were happening.

The demand has already been out there and even before Haas came into town, this was already in demand, the occupation and demand field.

The President mentioned he thought it's going to do wonders for economic development when companies now come into the area, and they say we want to expand in manufacturing.

He also mentioned it’s a little bit different than our traditional credit programs because this is the customized curriculum specific to industry and it'll move as fast and at the speed of industry as the customized programs, we’re already doing the trainer programs for CCSD instructors. He pointed out that they're going to be using kind of the same career pathways that we've developed in a curriculum site. Therefore, it will create that pathway into our programs and we're already looking at possibilities in the dual credit area, he pointed out. He said all of this is very exciting for us in that I think that this is an area that CSN needed to develop a capacity and now we've got amazing capacity in that space. Dr. Zaragoza then thanked the team for all their hard work. Doctor McCoy has been the architect of the curriculum with this team, and it just has all of the elements of what you would expect in terms of an advanced center.

President Zaragoza then brought up the “metrics” presentation, to give the council a kind of a quick snapshot of CSN and our enrollment here, our annual enrollment is 47,000.
He mentioned it's important for all of us, although we hear a lot of numbers. He wanted the council to have an idea of how the numbers were distributed and you see that 41,000 of our enrollments are for degrees, saving our credit students and about 7000 are in the non-degree area. And a lot of those are kind of the literacy, they're the individuals that might be kind of learning English to be able to complete their credentials for high school, etcetera. So, we're serving a lot of the population within the non-credit area apprenticeship programs and then some very specific customized programs will also be in that space.

He then went on to talk about the distribution of our CSN family, you're seeing that the academic faculty is significant at almost 1200 employees in that space. And you'll see that the issue here for us is that we want to have a workforce in general that represents the students that we have.

70% of our students are minority students and when you look at the faculty component, you're seeing that 70% of our faculty is white.

So, this is an area that I call an opportunity for improvement where we really want to talk about that earlier conversation of diversity, how do we diversify the classrooms at the College of Nevada, our administrative faculty is not quite there either.

Here we see a scenario where we're at about 45% white and 54 minority, but you see that it's moving in the right direction. And then our classified council, it is almost 50-50.

And again, the goal for us would be to have a workforce that represents the kind of students that we have 73% of our students attend part time and that's a critical number that you want to keep in mind.

And again, as I've I said it before, we are both a minority serving institution and a Hispanic serving institution and we'll give you more data as move forward.

Another element here is that we're getting younger but we're still at about age 27 which has been consistent from previous years.

So, you you're seeing that our two major cohorts are the 18 to 24, half of our students are young and then you've got that 25 and older 35% and then under 18 which is primarily our dual enrollment component is about 60%. We are very diverse in terms of age, very diverse in terms of gender. Then you talk about diversity, you need to look at the pipeline and here's the pipeline for CSN. For example, 40% of our students are Latino, CCSD is at 48%. We're going to continue to see that cohort grow, then you see the Asians are 6% of the population at CCSD is Asian, 10% of CSN.

You see that that for the Asian community CSN is indeed a pathway to continue their higher education or to get into the workforce.

And then our African American component, we're 11%, we were 10% a year ago, 15% of CCSD. We're going to continue to become more diverse as we move on.

The following slide shows that the white population diminished. The green slide, that is your Latino population and you're seeing how that's increasing.

Dr. Zaragoza continued to detail the slide presentation as listed above. All interested parties can look at each printed slide for more detailed statistical data as listed above. There were various questions and comments by some council members that Dr. Zaragoza answered in detail.
The Chair, at his point asked if there were any more questions for Dr. Zaragoza. Hearing none, the chair moved to agenda item #9. Prior to that, President Zaragoza was complimented by many on his fine work for CSN.

9. NOMINATING COMMITTEE REPORT

The chair said that the committee was not ready to give a report, but he talked to the subcommittee chair, and they would be ready to give a report at the next meeting. Per Mr. Newsome. It was mentioned that there is excitement about bringing the new folks on to the committee. The Chair urged those present to send any nomination names to Mr. Newsome for consideration. It was also mentioned that the list of open spot areas was distributed at the prior meeting and if anyone needed another copy, they could request that. This concluded item number 9 on the agenda.

At this point in the meeting, many people complimented Dr. Zaragoza for all his hard work for the college, including Mr. Cruz, Mr. Solorio. Brune and Ms. Lin.

A few additional questions were asked and answered by President Zaragoza of his slides presented earlier. We do have a 92-page written transcript for any parties who wish to review any additional details. Mr. Cruz and Solorio stated additional positive comments on President Zaragoza’s work all these years and all of his efforts on behalf of CSN. Especially, some of his great work in the workforce connection area. Dr. Nancy Brune was interested in any additional outreach to those in the community and this issue was addressed. This is regarding finding diverse faculty and the efforts in practice to do so.

Dr. McCoy stated in spring of 2023, we established an Academic Affairs Diversity, Equity and Inclusion Task Force and it’s made from representatives from across our academic faculty, our Office of Diversity, Equity Inclusion and Dr. Weekly's leadership, our members of our Nevada Faculty Alliance and our Human Resources Division. He noted further that Andrea Brown, one of our faculty members, and our members, laid out various tactics and strategies to address this question that you've just stated the fundamental elements of this, and we'd love to get into a deeper presentation on it, but the fundamental elements of it is understanding what the diversity of our faculty represent today, broken up by departments, further making sure that we've got strategies in place to recruit deeper and more diverse pools of potential faculty for us. So that when our search committees are gathering, they review candidates who represent a variety of diversity elements. We spent the spring semester shopping for some language across the various stakeholder groups at CSN, from our faculty Senate to the President's Cabinet and others. Dr. Nancy Brune asked Dr. McCoy to speak on this topic at a future meeting and he plans to do so at the next meeting. Mr. Solorio made some comments on this effort also.

The Chair, at his point asked if there were any more questions for Dr. Zaragoza. Hearing none, he mentioned that he needs to go out of order of the agenda as he had to leave for a mandatory meeting and would pass the chairmanship over to Dr. Zaragoza after he discussed the next agenda couple of items.

11. ASCSN PRESIDENT’S REPORT

Pio Rejas was about to give his report. President Zaragoza mentioned, these reports have always been one of the highlights of our meetings—just to hear not only what's going on, but from the perspective of both the staff and our students.

Pio talked about the successful Monster Mash Halloween event. Also, the opportunity to take part in the 37th Annual Conference of Hispanic Associations and Universities. He was delighted to partake in the
Congressional Black Legislative Conference by Blackstone. The Southern Nevada Division Summit, the Academic Advisor and Tuition awards were also great highlights. He was thrilled to be able to meet and introduce the VP of the United States, Kamala Harris. It was an honor to be part of her College Tour. The NV Student Alliance is doing great things.

Very excited about so many things and opportunities at CSN, he pointed out.

President Zaragoza thanked Pio for his excellent report.

12. **CSN FACULTY SENATE PRESIDENT’S REPORT**

Patrick Villa, CSN Faculty Senate Chair discussed current and future meetings of the senate. He gave a brief summary. He made sure to mention that everyone is welcome. He mentioned he was going to have a light agenda as it was hard to change things overnight. He mentioned he is trying to get more interest in folks for serving as chair, and that it was not that difficult as a job. He went into quite a bit of detail on this topic area. He is working very hard to try to get more participation, he mentioned. He mentioned he feels he has a good working relationship with students, faculty, and the administration. He pointed out that he meets with Dr. Zaragoza on a regular basis and is happy about that. There was also discussion on recruiting faculty and how hard that can be. He was thankful for the support on the COLA raises and said that the faculty really appreciated them. Looking forward to the increases next year also. He was pleased to mention that he also meets with Dr. McCoy regularly in his position. He is trying to get the senate to be more active. He pointed out that there was a concern from faculty that CCSD teachers with less education, make more than experienced professors and that we need to be more competitive to attract more applicants. President Zaragoza thanked Patrick for his report. It was then stated that we were going back now to item 13.

13. **PROPOSE FUTURE MEETING DATE**

The chairman moved out of order at this time to item #13 on the agenda, since he had to leave a bit earlier and passed the chair position on to Dr. Zaragoza. Before doing so, there was discussion of the next meeting date for the IAC meeting. There were discussions by the chair and members as to which dates and time are preferable with the understanding that all members can’t make all meetings. It was then ultimately decided to be scheduled for 1/11/24 at 1:30 in the afternoon. After comments and discussion there was a motion by Jose Solorio and a second by Shaundell Newsome. There was a vote and the motion passed with the date and time confirmed.

10. **NORTHWEST CAMPUS UPDATE**

Please see the detailed power point presentation as discussed by Vice President James McCoy and Chief Garcia. Lieutenant Summerlin, who is involved with the police Academy, was also present. The Chief discussed the Academies’ and where and how they operate. He went through their scope of operations and training components. There was discussion of training recruits while in high school. EMS Trainings were also discussed. Chief Garcia was quite detailed in discussing all the great plans for the program.

Please click on the PDF icon below to open the PDF. This will enable the reader to read/see items brought up more specifically on the subject matter.
Dr. Weekly, Frank Woodbeck and Jim Ferrence as well as Raymond DeFillippis spoke as a team and discussed the current progress which was basically the same status as the last meeting, as they are all awaiting word from Public Works to move forward with an architect, etc. Also discussed were the User Committee and the Recognition plans for the gold Ribbon Committee of elected officials and other supporters in the community. Due to the upcoming holidays, there are not a lot of changes currently. Many community officials and supporters were thanked for their support of CSN, like the last IAC meeting.

14. NEW BUSINESS

None.

15. PUBLIC COMMENT

None.

16. ADJOURN

There was a motion to adjourn by Mr. Solorio and there was a second from Mr. Cruz. It passed unanimously at 3:50 pm.

Respectfully submitted,

Lise' Wyman, MA
Manager

COLLEGE OF SOUTHERN NEVADA

Government and IAC Affairs

Office of the President