

9-8-2009

# The Brookings Mountain West Initiative Announcement at UNLV

Brookings Mountain West

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## THE BROOKINGS MOUNTAIN WEST INITIATIVE ANNOUNCEMENT AT UNLV

William Boldt (Vice President for Advancement, UNLV): Well good morning everybody. I'm Bill Boldt, Vice President for University Advancement, and I am so pleased to be here. And just look around the room. Look at your program. I just love this partnership. Brookings and UNLV. Isn't that terrific? Love thatâ€|yes. You know we have a very exciting program planned for you, but perhaps the last month has been the most momentous in the history of UNLV. First, we started with the Lincy gift, and that I think that is one of the most important gifts that we've had. And of course the Greenspun family also came through with a very important gift for us too, so building the organization. Building the University, just terrific. Will follow that up with a freshman class that is not only the largest but the brightest in terms of GPA, so that's terrific. That's our future. And think about our football team. We've had one game and we're undefeated, undefeated. And we're going to announce I think one of the most significant partnerships in the history of UNLV. And we just appointed a new president, who is going to start out our program: UNLV's 9th president, Neal Smatresk.

Neil Smatresk (President, UNLV): Thank you Bill. Well I just gotta to say that it is a very very exciting day. I mean look at us here. We have a wonderful wonderful new facility. Thank you again, Brian. This is just a terrific venue. We have, last week, announced a \$14 million gift from the Lincy Foundation for the Lincy Institute. Thank you, Jeff. Thank you, Lindy. And today we get to announce what I think is a high watermark in terms of the academic and scholarly progress of this institution and something that will make impact in the community around us. And that would be our partnership with the Brookings Institution for the Brookings Mountain West Initiative. This is really exciting. Joining me on the platform today is Bill Antholis, the Managing Director of the Brookings Institution. And in case you don't know what a Managing Director is, think provost. He gets to do a lot of the hard stuff, the heavy-lifting, the dirty work. Actually this is the good stuff, Bill. This is the good stuff today. And along with that we have Brian Greenspun, Chairman and CEO of Greenspun Media and also a Brookings Institution Trustee. Coincidence? I don't think so. And Lindy Schumacher, Director of Nevada Giving for the Lincy Foundation. Just two weeks ago again she joined us with a \$14 million gift announcement, and we anticipate that The Lincy Institute, which is newly formed, and the Brookings Mountain West Initiative will have a wonderful partnership together, serving in a hand-in-glove fashion, not only to bring the best of the world to Las Vegas but to have that research be transformative to this region. Our other special guests here today are our chancellor, Dan Klaich, members of the Board of Regents, Regent Cedric Crear, Regent Kevin Page, Regent Michael Wixom, and I'm pretty sure I saw Regent Jack Schofield here. Okay, he stepped out, but I'm sure he's bowing as we speak his name. And former regent Thalia Dondero. And now I'd like to ask Regent James Dean Leavitt, who's the Chairman of the Board of Regents, to say a few words of welcome to you.

James Dean Leavitt (Chairman of the Board of Regents): What another exciting and historic day at UNLV. This seems to be a habit here at UNLV, and what a habit to have. I was going to talk to you a little bit about the UNR football game but we're gonna skip right over that. It was a fantastic experience. In fact all of it other than the score so. You know in 1950 the Nevada Legislature decided that it wanted the Board

of Regents to be a non-partisan institution. And that was one of, I thought, one of the wisest decisions that Nevada Legislature ever made. And when you think about the Brookings Institution, you're talking about not only non-profit but non-partisan. And the significance of that for me is that just demonstrates the absolute non-partisanship, the integrity, the fact that it is looked at so broadly and so widely respected. I think a lot of that has to do with its non-partisan nature so. We are thrilled today to be part of this partnership. I understand that we're going to be making—we're gonna do some studies. We're then going to be doing some recommendations in fact, and I hope that the Brookings Institution stays around long enough that they can actually help us with the implementation. So we are thrilled with the first two and hope that they can join us in the third, but on behalf of the Board of Regents, President Smatresk, it's an absolute honor to be part of this. It makes the Board proud. It's fantastic for UNLV, for the entire state, for the entire inter-mountain region. So we look forward to these announcements, and we look forward to the announcements in the future where we talk about the solutions and the implementations. So this is going to be a multi-year project, and we hope the partnership continues and is around for a long, long time. Thank you very much.

Neil Smatresk (President, UNLV): Thank you Chairman Leavitt. Also with us today are a number of important people from Nevada's System of Higher Education: presidents and officials, including former UNLV presidents. We're represented today by Jenny Chapman, who's representing President Steve Wells of the Desert Research Institution. Jenny, give a wave. President emeritus Pat Goodall is here. President emerita Carol Harter will be joining us for the lectures and former President David Ashley is here today. We also have a number of elected officials with us. And I hope that I get everybody, and if I don't, I hope that I catch you as I scan the audience. We have today, first, Shannon Rayborn, representing Senator Harry Reid. And she—would you care to come up and offer your remarks from the Senator? Shannon doesn't often get podium time, so we wanted to bring her up.

Shannon Rayborn (Staff Assistant to Senator Reid) I was just saying that I just am Senator Reid with a different face. Senator Reid, as you all know, had to go back to Washington and start the next work period and wanted to extend his congratulations to UNLV and to Brookings Institute for this fantastic new venture. So on behalf of Senator Reid, congratulations.

Neal Smatresk (President, UNLV): We also have number of other people with us here today. And I'm looking into the audience and I haven't seen some of them, so if I shout out and you aren't handy, will you please come forward a little, so you can wave. We have State Senator Steven Horsford. State Senator Bob Coffin — I could be wrong. State Assemblyman John Ocegüera. I'm now three for three. I know this one's gonna work. State Assemblyman Mark Conklin. State Senator David Parks. And Assemblyman Joe Hogan. Now is Chair of the County Commission Roy Reid here? Oops. And of course, State Assemblyman and UNLV Professor Emeritus Paul Aizley. Okay, now I know I missed somebody. But Nancy's not looking nervous, so it must be okay. On behalf of Jim Gibbons, we're also pleased to have with us today Anthony Choki. Anthony, would you care to represent the proclamation from the Governor?

Anthony Choki: Morning. On behalf of Governor Jim Gibbons, he sends me

with this certificate and his regrets that he can't be here today. The certificate congratulates UNLV and the Brookings Institution on this joint initiative. The Governor sends his best and wishes everybody a great day because today is a marvelous achievement for both UNLV and the Brookings Institution.

Neil Smatresk (President, UNLV): Now there are a number of people, so introductions take up most of the time here because everybody in this room has had something to do with this gift, with this activity, this partnership, and with the university. We have members of UNLV's leadership team from the cabinet, faculty senate, undergraduate and graduate student bodies, professional staff committee and classified council. Would you all stand up and let us applaud you? Come on. It's okay. And, of course, we have board members for the UNLV Foundation and the Alumni Association along with a number of other donors and alumni. Please stand up and let us recognize you. Well, thank you for joining us today. It's been a long time getting to this point, and I couldn't be more excited. Before we launch with the rest of the speechifying, we're going to have an introduction from someone who is a long time faculty member, political scientist, and now a Washington insider, our own congresswomen Dina Titus who's prepared a video welcome to kick off the events here today. And so if I could have the video please.

Dina Titus (Congresswomen for Nevada's 3rd District) Hello, I'm Dina Titus, Congresswomen for Nevada's 3rd District. Thank you so much for inviting me to participate today. I just wish that I could be with you in person but due to legislative business I have to be back in Washington. As a long time UNLV professor of political science and proud member of the UNLV community, along with my husband Tom Wright in the History Department, I'm so pleased to see this special partnership between the Brookings Institute and the University. And I'm confident that it will be the beginning of a long and prosperous relationship, building on resources brought to bear by both institutions. I want to first congratulate our new President Neal Smatresk on the announcement of this collaboration, which comes on the heels of the news that the University is receiving 14 million dollars to establish the Lincy Institute to improve quality of life in Nevada. What a great way to start a new administration. Congratulations Neil. With an impeccable reputation for quality research, the Brookings Institute is a leader in fostering innovative and practical policy recommendations that will strengthen our nation and increase economic opportunity for all Americans. And the University of Nevada, Las Vegas, has earned the reputation for understanding the issues facing western states, as the population in our region has boomed. For years now the students and faculty of UNLV have been researching and studying the implications of this tremendous growth and its impact on sustainability throughout the West. They are experts on what has worked in the past and on how we can improve in the future. They bring their personal expertise in science and technology, education, the arts and social sciences. With each family joining our community and each tourist visiting our unique city, we must meet new challenges and new demands, including an expanded need for water, electricity and social services. I'm confident that this partnership will provide effective policy recommendations not only for Las Vegas but for many of the fast-growing cities in the American West. This collaborative effort between UNLV and the Brookings Institute will produce policy recommendations that can and will guide our local and

national policymakers in improving the lives of current and future residents of the Mountain West environmentally, economically, socially, and culturally. Despite the current economic downturn, our region is expected to see continued significant population growth, so we have a real opportunity to build a model American city -- one that uses our natural resources, such as solar energy to power the city. And we can build an efficient and green mass transit system, which will reduce both traffic and pollution. The combination of research and data, intellectual discourse, and public will can produce policy recommendations that will help transform Las Vegas into the model 21st century metropolitan area. By matching the regional knowledge of UNLV students and faculty with the national perspectives provided by the Brookings Institute this partnership will be influential in guiding policy not only for the West but for our country as a whole, as we move to compete and excel in the global society. So congratulations again to UNLV and the Brookings Institute on this important partnership. And I look forward to seeing the wonderful accomplishments that this will no doubt lead to. So please call on my office if I can ever be of assistance. Thank you so much.

Neil Smatresk (President, UNLV) Well, we're here today to launch a new partnership, and new partnerships are not always birthed easily. This one started about a year ago. And it started with "What were you guys thinking? You think Brookings in going to come out to UNLV?" That not from anybody at Brookings by the way. After all, we're an upstart young institution. We're 50 years old. We're in the middle of a somewhat of an economic crisis here in our state. And of course we have not yet the kinds of research build out in Las Vegas that many of the other Intermountain West states have. But when we saw the mega-cities report that Mark Muro and Rob Lang drafted, we saw ourselves reflected in that report in ways that were profound. We just finished a strategic planning exercise, and that planning exercise committed us to embracing our Las Vegas-ness in ways that were significant. Think of us as a rapidly growing city this has been said before, and it will be said again before the day is over. A rapidly growing city built with a large immigrant workforce. A rapidly growing city with all the attendant problems of trying to create a solid infrastructure while growing at an extraordinary pace. A rapidly growing city in the middle of the desert where water resources are scarce and where we may have Hoover Dam and energy resources but they're not be adequate to fuel our region. So think of all those challenges. Challenges in hard infrastructure. Challenges in human capital. Challenges in economic diversification. And we read the Mountain Megas reports, and it hit us between the eyes like a thunderbolt. And we said, that's what we're saying. That's what we're saying about Las Vegas. And that's what we're saying about the role that we can play here at UNLV. In helping to recognize those challenges and create solutions that are practical, in order for us to deal with them not only as a city but as a region. And so we began to talk. And as we talked so many people in this room were involved in those discussions that it is difficult to highlight all of them for you. Pat Mulroy, where are you Pat? Wave. We brought Pat to the table. Michael Saltman sitting next to Pat came for a Mountain Megas conference last October. Tony Sanchez was there. Michael Yackira was there. We had partners from all over. Thom Riley and many others who basically came and said, "What is it that we're going to do? How are we going to engage this topic? And what can we do going forward?" And so a buzz

began. And the buzz was wouldn't this be the right place for us to announce a Mountain Megas initiative? Wouldn't this be the right time for a partnership and an outpost far from the East Coast or should I say the right coast? And over here a little bit on the West Coast where things are different. Perspectives are different. The challenges are different. And they're not always amenable to solutions from Washington insiders. They sometimes need boots on the ground and someone to be paying attention here in the local arena, so that we can get something done that makes a difference here. And the other piece we realized was that what Brookings would bring to bear would be something that completed us in profound ways. We have many wonderful, wonderful faculty studying content areas here. Content areas -- what's that? If you're an economist, Nasser. Nasser's an economist over there. Nasser would be studying the impacts of certain types of land development on the real estate development in the region, generating scholarly works that we think make a difference. Others in the audience are doing similar kinds of studies. The trouble is just like with climate change. I could study climate change. I could tell you the Earth is heating up. I could tell you exactly how that's happening and how it's impacting coastal climates. I could tell you which mosquitoes will fly north the fastest. But that doesn't solve the problem of climate change. Because in order to solve a real world problem, we need to bring together a content area with a business model and with policy and politics, and those create real world solutions. So what an incredible opportunity to begin to take an integrated view of very complicated problems and bring those integrated viewpoints and solutions that could actually be impactful to this region. And I believe that the partnership between UNLV, The Lincy Institution, the Harry Reid Center, and everything we do with the Brookings Institution will create possibilities for this city and this region that we would have only and would have only dreamt about in the past. And so I believe that today is the start of something incredibly special for this university. It's an opportunity, it's a gift, and I think it's a challenge for us all as we move forward to now learn how to be impactful, learn how to take our work and transform it into regional change in a way that wasn't possible a year ago. And so with that I wanted to say to you we are so happy that Bill Antholis is here. He'll be bringing, there's two prongs to this, and I'm sure you'll be hearing about it later. The first prong is the one that Robert Lang will be heading up as the Research Director for the Brookings Mountain West Program. And that will be bringing the Intermountain West policy pieces from Metro, which is another one of the Brookings programs headed up by Bruce Katz, a very dynamic individual, to Las Vegas but not just for Las Vegas but as the hub of the five-state Intermountain West. So that cogent policy, cogent research on the ground, interactions with our students and faculty can help to make that difference we're talking about, but that's not all. We also get the best that Brookings has to offer. Brookings fellows -- think senior tenured faculty of Brookings Institution. The finest scholars from Brookings will be coming to visit. We will have approximately ten coming to visit this year -- about two to three per month sharing global viewpoints, world viewpoints, and national viewpoints with us here, working with our students, working with our research faculty, interacting with The Lincy Institution. And interacting in fundamental ways to help improve what we do, deepen our scholarship and make this difference that we've been talking about. I also want to say that the vision of this activity didn't actually start with either our strategic plan or with Brookings. There's someone in the room who has been working on this for years and

hasn't necessarily gotten his name up in lights quite as much as he should have for his foresight. And I want to brag a second about Ron Smith, our VP for Research. And I know he's putting his head down. Ron actually deserves the podium time much more than I do, as the newcomer here. Ron had a vision many years ago, and he is, as he describes himself, a fuzzy-headed sociologist, but he's an urban sociologist and someone who cares deeply about this region and about solving problems. Ron has in fact brought to the table with him the Urban 21 Initiative and the Urban Sustainability Drive, and sustainability not simply in the physical infrastructure or hard infrastructure, although that's part of it, sustainability as a city and all that that involves. And Ron you've done incredible work and you have to be proud today to see that work culmination in this partnership.

You will hear later today not only from Rob Lang, by the way, and I'll announce one of our newest faculty members in sociology, an incredible hire. The first senior fellow we've brought on board. You will also hear from Mark Muro, and Mark and Rob are a dynamic duo. Mark will be staying in Washington. Rob will be out here. And I think that combination of a one-two punch, keeping connected to the mother ship while still making sure that the research is going on that needs to happen is going to be an incredible experience for Brookings, as well as UNLV. So we're excited about what we have on the table in front of us. They're a lot of other people who need to talk today, and I'm afraid we're going to go over. But I think it's worth going over just a little bit, Bill. Okay, you should've. And so with out further ado I like to bring up one of the primary architects of this deal. Someone who has been a terrific partner, delightful to work with and who also likes to come out and visit Vegas, and he can tell you a little bit more about what this initiative means from the perspective of the Brookings Institution: Bill.

William J. Antholis (Managing Director, Brookings Institution): Well, it is a real pleasure to be back. As in most successful marriages, the story of how the couple met always has a different perspective depending on who you talk to. In many ways this marriage started five years ago when our Metro program did a story called Infrastructure something 2020. And they looked at this four state region. At the time these four states and North Carolina and South Carolina as the two fastest-growing parts of the country. And at the time we were doing our own strategic planning, and our strategic planning had really two parts to it. One was started with a set of core of values, who are we as an institution, and so when you go to our website you'll see quality, independence, impact. The quality is that on think-tank row in Washington, we're the only one with ".edu." We want to do top university quality research. The independence responded to what a prominent person in Washington said about think-tanks. It's like the game show Jeopardy. They start with the answer, and then everyone tries to figure out what question fits, and then the person paused the conservative commentator said, "Brookings is different. I think they actually start with the questions. I never know what answer they're gonna get." And we take that to heart. That's core to who we are. But then impact, when you've actually come up with an answer don't let it sit on a shelf. Turn it into real life. So that was one part of our strategic planning but the other part was thinking about these five research programs that we have. The oldest is government studies goes back to 1916 but then economic studies, foreign policy. Our Metro Program which is about 10 years old and our Global

Economy and Development program. And we realized that one of our core strengths is being able to go from the local to the national to the global and then back again. And as we thought about these two fast-growing places, we said we need to be in those places. And so in the run up to the 2008 elections, we decided to take our board of trustees to visit those places. And of course Brian Greenspun said you have to come to Vegas. So our first visit here was in the Spring of 2007 to plan for a November 2007 board meeting, which coincided with a Democratic presidential debate, which happened I don't know may be 300 yards from here, a long par 3. And I think in that moment we realized this is a place that brings together the local, the national, and the global. And we were really excited about it. And so when Neal approached us less than a year ago after we'd done our Mega Mountain report, we had actually been looking at this place and at this university a lot longer than the university and the place may have realized. And so for us it really is something that is central to where we want to go as an institution. And we're just delighted to be here.

We've also learned that at UNLV we have a natural partner not just in those core values of quality, independence, and impact but also in some the keys areas that people here are interested in looking at. So as we try to reach across Brookings and keep our five stovepipes from being hard silos, we looked at issues like energy, at urban sustainability, at social issues, migration, education, competitiveness. And we found similar attention to issues here. And so in thinking about how to structure a partnership and selecting the scholars that we wanted to make a part of this campus life and also help introduce this campus to things going on in Washington, we prioritized those issue areas. And so I think over the course of the next year, as Brookings people start invading your space, we hope that you see them as natural partners in what you want to do because that's how we've tried to do it.

So let me just quickly thank four groups of people that made this happen. First, The Lincy Foundation. We were delighted not just to get to know them here but that Lindy and Jeff were able to come to Washington in June to meet with our trustees, to meet with some of our scholars, and to get a sense of who we are. And we've just found them to be wonderful partners, and we're really thrilled to be sharing a space with them and for their support in making this happen.

And I should also say that since I was here for the launch of The Lincy Institute two weeks ago, the enthusiasm and excitement in that was extraordinarily reinforcing to me that we had picked to right place to be. And then of course the UNLV team, starting with Neal but also certainly Ron Smith. President Ashley who welcomed us when we came in the Spring. But also people like Nancy Flagg and Becky Bolton and Fred Tredup. The whole support team has really made this very seamless for us. And I speak on behalf of everybody back at Brookings to thank them, because this has really been as easy as it could possibly be.

And then of course my colleagues at Brookings who really embraced this idea. I've worked at another think-tank before and even worked in another think-tank that had office across Europe and worked in government where people are spread out across the country and across the world. Getting people to move out of comfortable spaces is not often and easy thing to do. And I was really encouraged in the run up to this and in the meeting we had earlier this week with the enthusiasm on the



part of my colleagues. I don't want to set expectations so high for them, but when I think that when they arrive out here you'll see a group that's really excited about being here. So in their place I want to thank Mark Muro who really has been the driving force in the Metro Program and I know you've seen a lot of Mark in the last two years. And we'll see a lot of him and also Rob Lang, who has been non-resident at Brookings who is part of our trustees meeting here two years ago and who's going to be resident here and going to be vital to keeping the relationship together. And the lastly, the dynamic duo that connected all these dots for us: Myra and Brian Greenspun. Both of them have been real leaders at Brookings. Certainly in bringing us to Las Vegas, but they've traveled around the world to the Middle East, to China, to India, and all parts in between. They've engaged in all of our research programs. Tom Mann who has been here, who has also traveled with Myra and Brian is one of UNLV's biggest fans. And none of this could've happened without them. So as we stand in Greenspun Hall, special thanks to Brian and Myra. And with that I think I'm supposed to turn the podium over to Brian.

Brian Greenspun (Chairman & CEO, Greenspun Corporation): It's about time. Thank you very much, Bill. Talk about plans. Of course the problem with coming up to the podium second, third or fourth is that everyone is thanked and included everyone that should've been thanked and included. So you have to make an adjustment before you come up here. First of all, Chairman Leavitt you talk about the three-legged stool so to speak and the third one you weren't sure of the longevity of the program. I can only tell you that the Marshall Plan -- and we all know what the Marshall Plan is, right? This isn't a Jay Leno show -- the Marshall Plan was conceived at Brookings. And so far that institution has stayed around long enough to make sure it works. So I have high hopes. My perspective is a little bit different than President Neal's or even Ron's. Yours was five years. My perspective is twenty years. I grew up in a household with a father who used to tell all of us that the one way to stay young is to have a twenty-year plan. Always have a twenty-year plan. And I had no idea what he was talking about. The other thing he used to tell us was anybody can do it with money. The trick is to do it without money. So twenty years ago pretty much twenty years ago when my father was very very ill, my family decided that we would create the Hank Greenspun School of Journalism. And the idea was to create a school that had an impact not only on this side of Maryland Parkway but frankly had greater impact on the other side of Maryland Parkway. In other words a school of journalism and of media that would become and would be relevant to the people of this community. And that was our goal. It sounded like a pretty lofty goal at the time. I didn't understand it, but the people at UNLV told me it was good, so I said okay. And I didn't know it was gonna take twenty years, frankly. You know at certain ages twenty-year plans become oh my goodness. I was in my forties, and I was looking at five-year plans. Now that I'm twenty years older, I guess I should be looking at twenty-year plans to stay young to stay vital. But when I look at Brookings Institution and UNLV today clasping hands, I'm actually looking at a forty- or fifty- or sixty-year plan at the very least. This is the opportunity I see. There was a quote in the paper: what Cleveland Clinic is gonna do for medicine by partnering with the Ruvo Brain Institute/Brain Center I am convinced that's what Brookings will do for UNLV for higher education and for the growth of Las Vegas. It is a quantum leap forward. Thank you. I used to joke with Myra when we would go back to the Brookings

meetings three or four times year. I mean those people are smart. And you know the scholars would come and make presentation at our meetings. Everybody would ask these incredible questions -- two, three four parters that actually meant something. And Myra would turn to me every once in a while or often and say do you have any idea what you're doing here. And my stock answer was yes. Every year they send a fund raising letter, and then I know what I'm doing here. But as Bill has told you we have taken great advantage of that relationship and that opportunity.

And I now know why I went on the Brookings Board of Trustees ten years ago. It was for this moment. Because ever since that time these are the things that have happened: beyond the Journalism School, Dr. Carol Harter came to us to the family. I don't know six, eight, ten years ago whenever it was -- who can remember with an idea for even getting closer to the other side of the street by creating the Greenspun College of Urban Affairs. I mean we're in the middle of urban affairs. And we said okay well that fits the vision of getting across the street becoming relevant to the community, so we did that. And then Dr. Harter and Jim Rogers and then Dr. Ashley said well as long as you're gonna get to do something across the street you might as well plant a building as close to the other side of street as you possibly can. We said sure. It's a good thing they caught us a couple three four years ago. It never would've happened today. But it seemed to fit the mission. And so it was because of those folks with coming to us with their ideas, and we just latched onto those ideas as they were consistent with our vision, so go back to this twenty-year plan, it was just a vision. And then about two years ago, I think give or take was the opportunity to bring the Brookings Board out here to Las Vegas. Something I had been pushing every since I'd been on the Board, because I was really tired of running back there in the middle of winter. I suggested all those folks most of whom, you'll correct me if I'm wrong, Bill, had never been to Las Vegas and would nether deign to go here. Is that about right? Most. Oh, except for the scholars. No, look, they couldn't wait. When we broached the idea -- took a little while and of course it caught fire. And they had a Board of Trustees meeting out here a couple years ago and every single one of them, every time we had a meeting, the question is when are we going back? Well, we all new that was going to happen, right? People who come out here, we know what happens. After that comes the Mega Mountain report. Mark and Rob and Bruce Katz. And I run into Ron Smith at an energy conference a year or two year ago two years ago almost two years. And he says we gotta talk. And it was like listening to myself, but he was putting flesh around the idea. I had no idea that it would come that way, and I said what a grand plan. And so we went to work. And Myra and I the next time and the next time and the next time we went back to Washington we had a purpose and we had a goal, and it was not just to open that fund-raising letter once a year. We knew somehow we just knew that Brookings and UNLV had to come together. It was the right answer. And the only thing we were missing to harken back to my father's plan -- anyone can do it with money. It takes a little courage and some brains to do it without money. We needed the courage and brains. And when Ron and Neal and Dr. Ashley's urging came together and said in the middle of all this stuff that's going on around us, when we're cutting budgets 10, 20, 30% or more, we have a great idea on how to do this. Enter Lindy and Jeff from the Lincy Foundation. It was the way to do it. It wasn't with our money, UNLV's money. It wasn't with state money. It was with really smart, courageous money. And when that happened all the pieces came together. And it was just a matter then of getting the right folks here, getting the right plan.

And it never would've happened by the way without this young man who happens to like Las Vegas. You know if you got someone who wasn't so keen on this place, it probably wouldn't have happened. But Bill saw the vision, and he also likes the golf and the shows and that kind of stuff. And so it was tripartite agreement if you will. It was Lincy Foundation. It was UNLV, and it was Brookings. And as my father used to say, that's how the row ris. All I can say is how thrilled I am to be here on behalf of my family to be, if nothing else, just a little catalyst to leave you with these wonderful inspiring words "Don't you just love it when a plan comes together!" Thank you.

Neil Smatresk (President, UNLV) Wow, Brian. Thank you for everything you've done. Certainly, we know that this venture this brave new bold new thing we did with no money would not have happened without the support of you and Myra, and again you're just amazing partners for our university, and I can't tell you enough how meaningful it is that you're a part of our family. And there's new member to the family. Our final speaker Lindy Schumacher is here representing The Lincy Foundation. And while Jeff is in the audience, he's on the podium in principle and in spirit, we wanted her to be part of this announcement because we see The Lincy Institute as the connector. The thing, that shoe that had to drop before everything else came together. And what a happy convergence it has been. And so without further ado I'd like to say that The Lincy Institute will help us with the human capital pieces of a broad vision for this institution. But The Lincy Institute in turn is going to be I think one of the most impactful things we have ever done as an institution, connecting us to our partners in the community, making a difference in the lives of people, offering think-tank and policy kinds of services, as well as guidance to the many of us who are here trying to find our way through the fog and trying to figure out how we're going to make Nevada that place that it should be. Make the Intermountain West the place it should be. For a sustainable, prosperous future for all of our citizens. So again, Lindy, would you please come to the podium and say a few words?

Lindy Schumacher (Director of Nevada Giving, The Lincy Foundation) Good morning. As many of you know, the vision of The Lincy Institute to establish a formal link between academia and the philanthropic communities of Nevada. We are excited that we found our home here at UNLV. Now symbolized by the events of today, we look forward to the opportunity to working closely with the leadership and scholars of the world renowned Brookings Institute. When people are new to town, I normally start off by saying, to know Nevada is to love Nevada. Fortunately, Brookings studied us. They knew us before we knew ourselves, and at times I believe they know us better than we know ourselves. They could've gone to a different state and a different university, but they chose us after they knew us. Nevada has provided a self-sufficient and growing economy for most of our history. We are proud of our past and may be considered the last frontier. I believe Brookings has called us the last frontier. Yet the current economic downturn has impacted Nevada strongly, possibly more than any other state. As our state made unprecedented education cuts, UNLV flourished with opportunity. The non-profit world is usually the one that is hit the hardest. But the strongest are not only surviving; they're keeping programs alive and taking care of our people. As our unemployment rate soars, we're on the

verge of watching City Center opening and employing 11,000 new employees. As I said, to know Nevada is really to love Nevada. The Lincy Institute, UNLV, and the Brookings Institute will help our community work towards a more prosperous future -- a future where our community is sustainable, where the entrepreneurial process is amplified, and systems lead towards creating the best quality of life for all Nevadans. Today we take on a new stage and a new journey, while never forgetting to respect what we have accomplished. We can create the next dreams and the next prosperous generation. So today it is with great pride that we welcome the Brookings Institute to Nevada -- the last frontier.

Neil Smatresk (President, UNLV) Well, we've gone on some. But what you've heard today was that we're happy. That we have hope. And that things will get better, despite the condition that the state is in momentarily. I want to say to all of you that while we are so thankful for a partnership that came together and worked and converged around UNLV, Brookings, The Lincy Institute, that none of this can or will work without participation from those of you in the university who are the geese that lay the golden eggs -- our scholars and our students. So first of all you're all invited in to play. And secondly, it can't work unless community is a part of the effort, takes pride in what we're doing, and helps us to keep it real. So we also say to those of you who come as community partners, thank you for your support. We want you here. We want you as a part of this university. And we will count on you to help us keep it real. And so with that today is a wonderful wonderful day. It was meant to be a day of substance. And it will be a day of substance. We're going to follow it with some discussion from Bill Antholis, Mark Muro, Rob Lang. And, of course, Ron Smith wearing not only his urban sustainability hat but his emcee hat will be helping us to introduce to you what exactly it is that we can do, the take on the region now, and a look and a glimpse at the future for Nevada and the five state Intermountain West. I want to before I go just say, as you know, events like this don't run themselves. They are just made to feel that way. I'd like to make sure I thank my chief of staff Fred Tredup wherever you are. He's probably out running around fixing things. Nancy Flagg and Schyler Richards. The entire advancement team: Bill Boldt, Lisa Arth, Dave Tonelli, Ernest Phillips, Tori Klein, Josh Rankin, and Geri Kody. Thank you. Sue DiBella and Carole Hoefle from the Division of Research and Graduate Studies. Thank you guys. Laurie Fruth and Dan Grimes of UNLV TV. I hope some of you got to have our students interview you. I'm sure some of those will appear on YouTube and other embarrassing places. And the many others who slaved away: catering, parking, reprographics. And again we have a great team here. This was great team effort. I couldn't be more excited. I invite you to join us for the rest of the day's festivities. Thank you all. The lectures will commence at 10.