



ORGANIZATIONAL UNIT PROPOSAL FORM

DIRECTIONS: *Use this form when proposing a new organizational unit, center, institute, department, school, or college.*

DATE OF REQUEST: March 28, 2017

Date of AAC Approval:

June 7, 2017

INSTITUTION: University of Nevada, Las Vegas

NAME OF PROPOSED UNIT: International Center for Gaming Regulation

Date of Board Approval:

DATE OF IMPLEMENTATION: Upon approval

PART 1

A. Action requested

The Boyd School of Law and the Vice President for Research and Economic Development's International Gaming Institute (IGI) seek to establish the International Center for Gaming Regulation (ICGR).

B. Brief description and purpose of proposed unit

The International Center for Gaming Regulation will serve as the world's top academic resource for gaming regulatory research, education, and policy advocacy.

Today, gaming ownership, management, technology, and business practices span local and international borders. However, the regulation of gaming, whether in the terrestrial or online gaming sectors, is generally sequestered within each jurisdiction, leading to differing and often conflicting responses to regulatory challenges. While these differences can result from tailoring regulations to conform to specific policies, economic and fiscal objectives, concerns and cultures, more often it results from policy makers and regulators not having the knowledge and information necessary to achieve optimum regulatory goals.

With this in mind, the establishment of a university-based International Center for Gaming Regulation is aimed at bringing about pioneering change in the way that gaming policy regulation is approached, a change which furthers global and local collaborative efforts to enhance the rigor with which regulation is approached. The Center will promote research into understanding and improving regulation, work with regulators and other stakeholders worldwide to ensure they have the information, knowledge and tools to analyze and improve gaming policies and regulation in their jurisdiction, and promote appropriate policies, legislation and regulatory standards which are proportionate and consistent with international best practices.

The International Center for Gaming Regulation will be a thought center serving all stakeholders affected by gaming regulation worldwide. It will be a knowledge forum and educational portal open to the policy makers, legislators, regulators, gaming lawyers, the law enforcement community, the gaming industry, the gaming media, the academic community, service and product providers to the industry, and the problem gambling community. The Center will offer the highest levels of information, research, knowledge, networking, and instruction available on gaming regulation to a global audience.

C. Outline plans for the success of the proposed unit

This Center enjoys the strong support of an enthusiastic and multi-disciplinary campus community, the State Legislature, and state's leading industry. It aligns the university system's finest gaming resources with the Governor's vision of creating a "global intellectual capital of gaming" at UNLV, during a crucial historical moment when the gaming industry faces new challenges in technology, global competition, and policy/regulation. It has already been awarded funding from the Nevada State Legislature for \$500,000 per year, and also has raised \$1 million in donor support. It will be housed within the globally-recognized UNLV International Gaming Institute (IGI) and equally supported by the Boyd School of Law (BSL) -- in a true "50-50" partnership that represents a fruitful outgrowth of the university's initiatives designed to encourage multi-disciplinary thinking. See attached letters of support from industry leaders and UNLV stakeholders.

PART II

A. Mission statement

The International Center for Gaming Regulation will serve as the world's top academic resource for gaming regulatory research, education, and "best practice" policy advising/advocacy.

B. Goals and objectives

i. Teaching

Develop and Deliver Cutting-Edge Educational Programs

- o Create programs to train and educate regulators, attorneys, and policy makers from states, tribal governments, and world jurisdictions based on their individual needs. The curricula offered will enable regulators to analyze current issues, use progressive problem-solving skills, exchange ideas with other regulators specific to their areas of interest, and obtain a wider spectrum of knowledge in their fields. A certificate program will be a hallmark of professional achievement for regulators.

ii. Research

Become a Beacon for Thought Leadership

- o Offer a think tank environment to evaluate regulatory policies and practices across jurisdictional boundaries
- o Incubate and facilitate independent, nonpartisan, evidence-based research in issues encompassing the wide-ranging topics surrounding regulated gaming
- o Provide fellowships to top researchers – with a strong focus on emerging researchers – in this new field of study

iii. Service

Serve the Global Regulatory Community as a Convening Space

- o Open lines of communication between legislators, operators, regulators, vendors, and gaming lawyers, leading to the harmonization of gaming regulations and regulatory procedures
- o Develop a networking platform to facilitate the communication of information across jurisdictional boundaries
- o Convene stakeholders at Center Summits, hosted at the UNLV International Gaming Institute
- o Provide expert and independent testimony/advisory services for national legislative bodies, state/provincial legislatures, and regulatory bodies.

C. Major participants or collaborators

i. Internal to campus

André Wilsenach is the Executive Director of International Center for Gaming Regulation. His first appointment in the field of gaming regulation was a monumental and historic one: in 1995, he was appointed to a Commission aimed at advising the newly-formed Mandela government on the legalization of gaming in South Africa. Following this, he was asked to lead one of the South African provincial gaming boards as CEO, whilst also serving on the National Gambling Board of South Africa.

In 2002, he was appointed as Executive Director of the Alderney Gambling Control Commission as the UK government helped launch the internet gaming era, and he served in this position until coming to the UNLV campus.

In his capacity as gaming regulator, Wilsenach was instrumental in promoting regulatory best practices around the world, from land-based casino development as a nation-building strategy (based on his experiences in South Africa) to the novel means of gambling introduced via the internet. Given this experience, he was a natural keynote speaker at the first international eGambling Summit held in the United Kingdom in 2006. In 2007, he provided testimony to the Financial Services Committee of the US House of Representatives concerning the introduction of the Internet Gambling Regulations Enforcement Act. He was also a keynote speaker at the American Gaming Association's 2008 Global Gaming Summit in Las Vegas, and in 2012 he provided testimony to the UK Culture, Media and Sport Select Committee regarding their new regulatory framework.

Wilsenach is a former President of the International Association of Gaming Regulators and is an active member of the International Masters of Gaming Law and the International Association of Gaming Advisors. A graduate of the University of Pretoria in South Africa, Wilsenach also worked in academe at the University of Pretoria's Africa Institute of South Africa, as well as the Development Bank of Southern Africa, Ernst & Young, and in various roles in the South African government prior to his longstanding career in gaming.

Mr. Wilsenach is backed by a strong, globally-experienced team. UNLV boasts the finest physical and intellectual assets in the academic gaming world, providing faculty and students with world-class "homes and hubs" for their work.

Housed within the Office of the Vice President for Research and Economic Development, the International Gaming Institute (IGI) is a "university center of excellence" that boasts outstanding facilities for both primary research and the presentation of this research through classes and conferences in its home at the Stan Fulton Building (SFB), located on a community-facing corner of campus. Among its many resources, the SFB houses the world's top academic lab in this field, the Konami Gaming Lab, which has 10,000 square feet of research and teaching space. The IGI also publishes the field's top business-oriented peer-reviewed journal, UNLV Gaming

Research and Review Journal. In addition, the IGI is home to both the world's most prestigious academic conference dedicated to gambling research (The International Conference on Gambling and Risk Taking) and the world's most prestigious Executive Education program in gaming (The Executive Development Program, co-hosted with UNR in Lake Tahoe each year). Each of these projects enjoys a strong relationship with our friends at UNR, where the field's "founding father," Dr. William Eadington, helped launch each of these initiatives before handing them over to a team of NSHE experts to continue building this collaborative legacy. In sum, gaming is an academic field in which both the northern and southern campuses work alongside one another, in a highly collaborative and productive environment.

The Boyd School of Law is an equal partner in this program, and BSL boasts the world's top gaming law program. Faculty and staff host frequent seminars on gaming law, including an Annual Conference and the Faiss Lecture, which brings top gaming law minds to campus. It also includes the world's first Gaming Law LLM, which welcomed its second class to campus this past fall. Finally, it publishes UNLV Gaming Law Review, the only journal dedicated to this area of legal and regulatory scholarship, as well as several widely-consulted books on gaming law (including *Regulating Internet Gambling and Regulating Land-Based Casinos*). The UNLV Technology Transfer and Development Office has generously dedicated staff to gaming innovation, which will be explored in regulatory contexts by this center. The IGI partners with the UNLV School of Architecture to examine the implications of the modern casino-resort -- now and in the future. Finally, the UNLV Center for Gaming Research (CGR) develops and maintains the world's finest collection of library resources related to the study of gaming, and provides students with a vast array of research.

ii. External to campus

The IGI has long enjoyed a productive research and educational relationship with the global gaming industry's business and government leaders -- in fact, this project epitomizes these collaborations. For this project, the IGI collaborated with several important industry entities, and several of these entities provided letters of support for the successful legislative request (and these letters are included here). In addition, \$1 million has been raised from industry donors in support of this important project.

D. Evidence of contact within and between affected academic units

As indicated in section (C.i.) above, the ICGR features collaborations with faculty and staff in both the UNLV International Gaming Institute (which focuses on the business applications of these gambling products) and the UNLV Boyd School of Law (which focuses on intellectual property applications and issues). Each of these entities is providing letters of support and collaboration.

E. Proposed physical location

The Center will be housed in the Stan Fulton Building, and will include third-floor offices for the Executive Director, Associate Director, Operations Director, one Program Coordinator, and one graduate assistant.

F. Proposed organizational structure (include organizational structure within the campus)

a. Organizational chart is attached. The primary functions/contributions of the Executive Director are to oversee all functions of the Center, including teaching, research, and service/advising functions. The primary functions/contributions of the Associate Director are to provide additional substantive expertise in the field of gaming regulation, and to use this expertise to inform all teaching, research, and service/advising functions. The primary functions/contributions of the Operations Director are to run the actual programmatic and research deliverables of the Center, including proposal writing and program delivery of all educational programs. The primary

functions/contributions of the Program Coordinator are administrative, in support of each of the activities listed above. The primary functions/contributions of the graduate assistant are to provide additional research and academic expertise in law, policy, and/or gaming management areas.

b. Identify all projected permanent positions by FTE, title, function, and salary for the first three years the Unit will be in operation. The total number must agree with the numbers provided on the budget sheet.

See attached budget sheet.

c. Provide the projected number of graduate assistants and post-doctoral scholars to be assigned to the unit during its first three years of operation.

We anticipate that two graduate assistant per year (one from the International Gaming Institute, and one from the Boyd School of Law will contribute during the first three years of operation.

G. Activities to be sponsored (e.g. courses, seminars, research, and outreach) – indicate if courses or seminars will be offered through the proposed unit. Please specify if they will be offered for academic credit and applicable to a degree program. Give estimated enrollment.

Courses: The Center will deliver 4-6 custom educational programs per year, to an audience of global, national, and local government regulators. These programs will typically be delivered to an audience of 10-20 regulators -- however, we already have programs that serve upwards of 50 attendees. In addition, the Center plans to offer a Regulatory Development Program, modeled on the IGI's Executive Development Program, which will be a ten-day, immersive leadership seminar for approximately three dozen global gaming regulators.

These courses will not be offered for academic credit, as they are for external constituencies. However, both BSL and the William F. Harrah College of Hotel Administration offer courses in gaming regulation, and it is anticipated that Center faculty will assist with teaching in both colleges.

Research: In addition, we anticipate a significant market for contracted research and advisory services. The audience here will be global and governmental, as a variety of jurisdictions lack the expertise to develop "best practice" policies on their own.

H. Resource Analysis – source of funds necessary for the proposed change (enrollment-generated state funds, reallocation of existing funds, grants, other state funds)

Three primary revenue streams have been identified for this Center:

- 1) Legislative support from the State of Nevada. This State Legislature has provided \$500,000 per year this biennium, and has indicated that further support for this initiative will be welcomed and encouraged.
- 2) Revenues from educational programs. In the attached budget, we outline anticipated revenues from these kinds of programs, based upon more than 20 years' experience of offering these under the International Gaming Institute (but which now will be moved to the new Center).
- 3) Revenues from advising domestic and international governments on regulatory policy. As gaming regulation is a field that lacks large numbers of experts (or any educational institution providing research-based advice), and given historical trends of governments seeking advice from the International Gaming Institute on these types of issues, we anticipate that this will also represent a significant revenue stream.

In addition, the donor funds (\$1 million) provide the Center with an appropriate endowment and "cushion" should additional needs arise.

I. Projected Budget – identify portions of costs which will require state resources, grants, gifts and/or contracts

See attached budget sheet.

Please attach any supporting documentation (i.e. support letters from community, industry).

NEW ORGANIZATIONAL UNIT PROPOSAL

Personnel					
Include faculty, staff, GAs, wages		Year One	Year Two	Year Three	Three Year
Position Title	%FTE	Total	Total	Total	Total
Executive Director	1	\$255,000	\$260,100	\$265,302	\$780,402
Associate Director	1	\$127,500	\$130,050	\$132,651	\$390,201
Operations Director	1	\$91,800	\$93,636	\$95,508	\$280,944
Program Coordinator	1	\$61,200	\$62,424	\$63,672	\$187,296
Graduate Assistant		\$10,000	\$20,000	\$20,000	\$50,000
Total Salary (including 2% COLA ea. year)		\$545,500	\$566,210	\$577,133	\$1,688,843
Total Fringe		\$134,665	\$136,828	\$138,850	\$410,343
Total of Salary and Fringe		\$680,165	\$703,038	\$715,983	\$2,099,186
Travel		\$60,000	\$80,000	\$100,000	\$240,000
Hosting		\$5,000	\$5,000	\$5,000	\$15,000
Operations/Other					
Equipment & Furniture		\$5,000	\$6,000	\$7,000	\$18,000
Office Supplies		\$8,000	\$9,000	\$10,000	\$27,000
Other Materials		\$65,000	\$85,000	\$95,000	\$245,000
Voluntary Transfers Out		\$97,706	\$50,000	\$50,000	\$197,706
Research Fellows		\$40,000	\$60,000	\$80,000	\$180,000
Instructional Program Expenses		\$144,100	\$294,300	\$444,300	\$882,700
A/V and photography		\$3,500	\$4,500	\$5,500	\$13,500
Student competition awards		\$0	\$0	\$0	\$0
GA tuition & fees		\$0	\$0	\$0	\$0
Legal Fees & outside contractors		\$0	\$0	\$0	\$0
Total Direct Costs		\$1,108,471	1,296,838	\$1,512,783	3,918,092
Sources of Funding		Year One	Year Two	Year Three	Three Year
		Total	Total	Total	Total
State Funds		\$500,000	\$500,000	\$500,000	\$1,500,000
Grants & Contracts		\$0	\$0	\$0	\$0
Current		\$0	\$0	\$0	\$0
Projected		\$0	\$0	\$0	\$0
Federal Appropriations		\$0	\$0	\$0	\$0
Proceeds from F & A		\$0	\$0	\$0	\$0
Private Donations		\$300,000	\$350,000	\$350,000	\$1,000,000
Other (list)		\$0	\$0	\$0	\$0
Support from IGI		\$0	\$0	\$0	\$0
Projected revenue from programs		\$322,664	\$532,425	\$798,637	\$1,653,726
Total three-year revenue projection		1,122,664	1,382,425	1,648,637	\$4,153,726
Negotiated Indirect Cost Return					
List percentage the Unit will receive from the college's F&A allocation for grants received by the Unit					

Organization Chart 2017

International Center for Gaming Regulation



Executive Director

The Executive Director heads the International Center for Gaming Regulation. The incumbent has experience of international gaming regulation. The Executive Director takes strategic decisions and manages the rendering of advice to regulatory authorities, the training of development of regulatory staff and the conducting of research to promote regulatory excellence.

Email: andre.wilsenach@unlv.edu

Associate Director

The Associate Director works alongside the Executive Director for the International Center for Gaming Regulation, with primary responsibility for developing, managing, and executing research and training functions for the Center.

Email: jennifer.roberts@unlv.edu

Operations Director

The Operations Director works with the Executive Director and the Associate Director along with other staff to provide administrative support for processing business transactions, reports, producing publications, and obtaining resources to meet program needs within established budgets. The incumbent is also responsible for scheduling and managing all resources for event implementation including instructors, materials, site reservations and operations, catering, parking, transportation, tours, evaluations, certificates, etc.

Email: robert.horgan@unlv.edu

Program Coordinator

The Program Coordinator provides high level professional administration and management support for the International Center for Gaming Regulation. Reporting directly to the Executive Director, the incumbent resolves problems, provides guidance to staff on university policy and procedure, and makes independent choices daily to maintain the mission of the Center. The Program Coordinator manages all accounts for the Center including state funded accounts, gift accounts, and all grant accounts, and is responsible for coordinating all activities for the Center.

Email: sara.phillips@unlv.edu



INTERNATIONAL GAMING INSTITUTE

WILLIAM F. HARRAH COLLEGE OF HOTEL ADMINISTRATION

February 24, 2017

To whom it may concern:

I am writing this letter in enthusiastic support of the International Center for Gaming Regulation's (ICGR) application. This is my twentieth year of teaching at the university level here at UNLV, and I have worked closely with more than a dozen centers over that period. I also have served on the Council on Centers and Institutes, and understand the importance of fully vetting these applications. I believe that this application is as strong, and as potentially important, as any we have reviewed or implemented during my tenure.

The ICGR was "battle born" with support from the Nevada State Legislature (and Senator Mark Lipparelli), which allocated \$1M per biennium to its creation. In addition, the Center already has attracted significant industry support, in the form of donations from leaders in the operator (Wynn), manufacturer (AGEM), and testing lab (GLI) sectors. The International Center for Gaming Regulation (ICGR) will promote, disseminate, and advocate for international best practices in gaming regulation through:

- Conducting cutting-edge research, regulatory evaluation, and data collection, and
- Providing world-class educational programs for government and industry

The center is a happy partnership between UNLV's [International Gaming Institute \(IGI\)](#) and the [William S. Boyd School of Law](#), building on the unique expertise of these two premier academic institutions. A few notes on what has already been accomplished:

- Executive Director **Andre Wilsenach** is a former president of the International Association of Gaming Regulators (IAGR). Mr. Wilsenach is widely known for his pioneering work in the Mandela government to develop and oversee a governance system for casino regulation in support of South Africa's nation-building efforts, followed by his pioneering work in helping invent systems to regulate the new forms of internet gambling while working in the UK government.
- This past summer, Associate Director **Jennifer Roberts** was hired, alongside Director of Programs **Rob Horgan**. A protégé of legendary gaming attorney Bob Faiss, Ms. Roberts has played a large role in developing and delivering the UNLV Boyd School of Law's gaming law program. Mr. Horgan joined the team from MGM Resorts, where he led Corporate Executive Development initiatives.
- On the **research** front, the ICGR has conducted a competitive, peer-reviewed evaluation of applications for the Center's first Fellows: **Dr. Melissa Rorie**, a professor in UNLV's Department of Criminal Justice, and **Dr. Simon Planzer**, a Lecturer in Law at the University of St. Gallen (Switzerland). Dr. Rorie's research applies, for the first time, regulatory scholarship from other academic fields to gaming – with a specific focus on legalization objectives and regulatory outcomes that meet those objectives. Dr. Planzer's research focuses on Anti-Money Laundering (AML) and specifically the comparative implications of AML efforts in Europe and the U.S.

- On the **teaching** front, the Center worked with the AGA to deliver a ground-breaking day-long **Regulator Roundtable at G2E**, convening more than 50 international regulators to our first major event – focusing on the vital intersections of innovation and regulation.
- The Center now hosts regularly scheduled **educational programs for the world’s regulators** in key areas of need, including Pre-Licensing/Background Investigations; Gaming Audit, Compliance, and Enforcement; Sports Betting; and Essentials of Gaming Law & Regulation.
- In addition, the Center is developing comprehensive “fundamentals” courses with major regulator and industry organizations in gaming, such as IMGL, IAGA, NAGRA, and the AGA.
- IGI and Center faculty have already delivered **keynotes and educational programs** at major events in Macao, Australia, Singapore, Brazil, Miami, the UK, Canada, and the U.S.
- The Center also hosted **week-long custom programs** for the new jurisdiction of Saipan, as well as the existing jurisdiction of Panama – and is pursuing similar programs for Germany/Europe, Japan, South Africa, and Brazil.

In sum, this Center is proceeding exactly as planned – as a go-to thought leader in gaming regulation and policy, which of course is so crucial to the successful operations of many of Nevada’s largest companies, and which supports Governor Sandoval (and UNLV’s) efforts to establish UNLV as the “global intellectual capital of gaming.” We thank you for your consideration.

Very sincerely yours,



Bo J. Bernhard, Ph.D.
 Philip G. Satre Chair
 Professor
 UNLV Department of Sociology & William F. Harrah College of Hotel Administration
 Executive Director
 UNLV International Gaming Institute
 bo.bernhard@unlv.edu

February 21, 2017

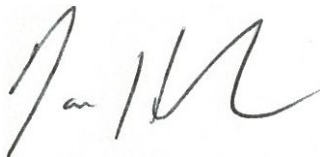
The William S. Boyd School of Law strongly supports the creation of the International Center for Gaming Regulation (ICGR). The ICGR is a natural complement to the law school's gaming initiatives, including the many gaming courses offered in the JD and LLM degree programs. As a partnership between the International Gaming Institute and the law school, the ICGR extends UNLV's gaming expertise and resources to broader constituencies, including regulators and policy makers across the United States and around the world.

The staff of the ICGR brings international gaming experience and expertise. With a dedicated staff of gaming experts, including long-time gaming regulators, lawyers, and instructors at UNLV, the ICGR delivers a high-quality, educational product to a diverse audience not limited to degree-seeking students. The ICGR will create a variety of workshops for gaming professionals. Already, the ICGR has brought programs to Saipan as well as hosted a delegation from Panama here in Las Vegas. These workshops, ranging from a weekend to two-week sessions, directly influence gaming regulation around the world because policy makers are in the room as students.

In addition to its teaching activities, the ICGR supports cutting-edge research around the world. This research connects the university's strengths in experimentation and theory with the on-the-ground challenges faced by government and industry. As part of a university community, the Center maintains a reputation as an independent voice, unconstrained by perceived bias arising from funding or profit motives.

I am excited that the law school can contribute to this ICGR partnership. The law school enthusiastically supports ICGR and I believe the Center is a significant addition to UNLV and to the international gaming community.

Sincerely,



Daniel W. Hamilton
Dean, William S. Boyd School of Law

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Testimonials

The International Center for Excellence in Gaming
Regulation

UNLV | INTERNATIONAL
GAMING INSTITUTE
WILLIAM F. HARRAH COLLEGE OF HOTEL ADMINISTRATION

UNLV | WILLIAM F. HARRAH
College of
HOTEL
ADMINISTRATION

UNLV | WILLIAM S. BOYD
SCHOOL OF LAW

A global team of gaming regulatory leaders

The UNLV International Center for Excellence in Gaming Regulation has united a remarkable group of stakeholders behind a common vision for the world's first academic center dedicated to the study and dissemination of gaming regulatory best practices.

On campus, the stars are aligned, as **UNLV President (and former Boyd Gaming CEO) Don Snyder stands behind UNLV Harrah Hotel School Dean Stowe Shoemaker, UNLV Boyd School of Law Dean Dan Hamilton, UNLV International Gaming Institute Executive Director Dr. Bo Bernhard, and UNLV Boyd School of Law Vice Dean of Gaming Law Ngai Pindell.**

The Center owes its existence to two "founding figures" who are among the most respected in the world in this field: **Mark Lipparelli and Tony Cabot** - both of whom view this legacy project as personal and professional missions, and who have co-authored a white paper on the topic.

It is off campus, however, where the most remarkable bridges have been built in support of this ground-breaking project. What follows are testimonials from leaders of virtually every major organization that is relevant to the goals and objectives of this Center:

The Gaming Standards Association is extremely supportive of UNLV's planned International Center for Excellence in Gaming Regulation. GSA welcomes the opportunity to share with the center and policy-makers our 16 years of deep, industry-wide experience establishing sound technical standards for gaming. The vision of Bo Bernhard, Tony Cabot and Mark Lipparelli to establish such a powerful collaborative educational resource for the benefit of regulators, students and industry leaders is certain to bring enormous benefits to all levels of gaming.

-- Peter DeRaedt, Executive Director, Gaming Standards Association

As a current Trustee and former President of the International Association of Gaming Regulators, I am excited about the prospect of an International Center for Excellence in Gaming Regulation. An academic regulatory studies center focused year round on identifying what is and isn't working in gaming regulation and advocating for excellence will benefit regulators and the industry alike in new and existing gaming jurisdictions around the world. IAGR's mission is to improve the effectiveness and efficiency of gaming regulation and IAGR looks forward to working collaboratively with the center to advance these important goals.

-- Susan Hensel, International Association of Gaming Regulators

I am a big personal supporter of UNLV and this new Regulatory Center. This is an idea whose time has come, this is just the team to achieve these ambitious goals, and as a regulator, I am especially appreciative of the opportunities that this center will create

as a learning and research center to guide all of the world's regulators as we seek enhanced harmonization and best practices.

-- A.G Burnett, Chairman, Nevada Gaming Control Board

The International Center for Excellence in Gaming Regulation has great potential to help streamline a maddeningly duplicative and burdensome regulatory process. The AGA looks forward to working with the Center to modernize gaming regulation in the United States and around the world.

-- Geoff Freeman, Executive Director, American Gaming Association

Modern gaming is now a global industry. As a former Chairman of the Nevada Gaming Control Board and current gaming consultant, this center would fill a gap that exists in respect of best practices for gaming regulators and practitioners. The UNLV International Gaming Institute has long been a leader in assisting regulators with best practices, but it has been done in a one off fashion with other interested groups and universities. To have one program that can provide a "one stop shop" for regulators and others regarding education in respect of best practices together with leadership programs and a database/repository would be a welcome enhancement. I look forward to the progress of the Center and using it as a practical tool in today's ever evolving gaming world.

-- Dennis Neilander, Former Chairman, Nevada Gaming Control Board

I am one of the founders of the International Masters of Gaming Law(IMGL) and a past president of the organization. From a humble beginning in 2002, the IMGL was grown to 350 members from all over the world. The IMGL is committed to the promotion of gaming law as a legal discipline and gaming law education. As an example, IMGL co-sponsors the UNLV Gaming Law Journal, publishes four gaming law magazines with focuses on Europe, United States, South America and Canada, annually hosts two International conferences and co-sponsors speaker tracks at multiple international conferences. While these efforts provide significant opportunities to debate best practices in gaming law and regulation, the organization is not designed to be the catalyst for promoting best practices across jurisdictions, they are not enough alone to inspire change, which requires dedicated personnel, scholarly research, academic resources, and implementation plans. At its most recent November conference, IMGL discussed the possibility of not only working collaboratively with the new center for excellence in Gaming Regulation, but also the help financially support the center. Many members see this as a unique opportunity to use our organizations vast knowledge of gaming law and regulation with the new center's research and organizational skills to effect real progress in the best practices in gaming regulation worldwide. The enthusiasm of our leadership toward the new center is genuine and significant

-- Tony Cabot, International Masters of Gaming Law Co-Founder

The National Center for Responsible Gaming (NCRG) supports the proposal for the establishment of an academic regulatory center at UNLV. Preliminary research conducted at Harvard Medical School demonstrates that there is a vast territory to be explored by scientists and regulatory experts. We are especially interested in how to promote evidence-based regulations that focus on disordered gambling and would welcome collaboration on such research projects.

-- Christine Reilly, Director, National Center for Responsible Gaming

This Center is an outstanding idea, and of course I'm in and happy to help support in any way possible. It will fill an important role in global discussion of best practices in gaming regulation, bringing together UNLV's strong reputation of scholarship, objectivity and integrity with some of the most thoughtful and prominent international authorities in gambling law, policy, regulation and research.

-- Keith Whyte, Director, National Council on Problem Gambling

We believe there is a need for an academic center that will make important educational, research and advocacy contributions to the gaming industry. Wynn has made a significant financial commitment - and recently increased that commitment -- in our belief that a research and educational institute, staffed with a full-time team of academic professionals, will be useful to regulators, government officials and other stakeholders. The UNLV International Center for Excellence in Gaming Regulation will create a new academic field by developing evidenced -based best practices and then advocate to ensure such best practices are widely adopted. We invite all of our colleagues to join us at this table, as we strive to develop the world's first truly global body dedicated to an issue so important to the gaming industry.

-- Kim Sinatra, General Counsel, Wynn Resorts

I believe that creating an International Center for Excellence in Gaming Regulation is critical to the gaming industry at this time. As an academic center dedicated to teaching the world's regulators, and standardizing regulatory practices when possible, this is exactly what is needed in the often chaotic and rapidly globalizing field of gaming regulation. The Center will provide the world's first world-class research resource dedicated to studying regulation, and the UNLV team has the knowledge, skills and business acumen to get this important project accomplished.

-- Jan Jones, Executive Vice President, Caesars Entertainment

Finally, we have formed a Gaming Law and Regulation Advisory Board that stands ready to dedicate infrastructure, support, and intellectual capital to this project. Members of this body have signed the following letter of support for this new Center:

The International Center for Excellence in Gaming Regulation will promote research into understanding and improving regulation, work with regulators and others worldwide to ensure they have the information, knowledge, and tools to analyze and improve gaming regulation, and promote consistent standards where appropriate. It will be a thought center serving all stakeholders affected by gaming regulation worldwide. It will be a knowledge forum and educational portal open to the gaming industry, the academic community, service and product providers to the industry, gaming lawyers, regulators, policymakers, and the problem gambling community. The Center will offer the highest levels of information, research, knowledge, networking, and instruction available on gaming regulation to a global audience.

The undersigned enthusiastically support this partnership between the UNLV International Gaming Institute and the William S. Boyd School of Law to create this important and timely Center.

*Frank Schreck
Brownstein Hyatt Farber Shreck LLP*

*Yvette Landau
W.A. Richardson Builders LLC*

*Katie Lever
Bally Technologies*

*Scott Sherer
Holland and Hart (former NGCB)*

*Jacqui Krum
Wynn Resorts*

*Kim Sinatra
Wynn Resorts*

*Jan Jones Blackhurst
Caesars Entertainment*

*Maren Perry
Ballard Spahr LLP*

*Jennifer Roberts
Duane Morris*

*Jeffrey Silver
Gordon Silver*

*Anthony Cabot
Lewis Roca Rothgerber*

*Mark Lipparelli
Gioco Ventures*



SUSAN HENSEL, TRUSTEE
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Officers

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April 8, 2015

Honorable Brian Sandoval
The Governor's Office of Economic Development
555 E. Washington Avenue Suite
5400
Las Vegas, NV 89101

Re: The Knowledge Fund/Center for Gaming Regulation

Dear Governor Sandoval:

The International Association of Gaming Regulators (IAGR) is an organization comprised of more than 300 regulators from 60 gaming jurisdictions throughout the world. Our common bond is that we are all public employees entrusted by our respective governments to oversee legalized gaming operations in our jurisdictions. I have had the great good fortune of recently serving as IAGR's President for two terms and have been a member of its Board of Trustees since 2007.

As a current Trustee and former President of IAGR, I am enthusiastic about the prospect of a Center for Gaming Regulation. An academic regulatory studies center focused fulltime on identifying what is and isn't working in gaming regulation and advocating for excellence will benefit regulators and the industry alike in new and existing gaming jurisdictions. This is particularly true today as regulators must work harder to keep pace with an industry that is evolving at an unprecedented rate. In addition to new jurisdictions coming online globally, technological advancements are changing where, how and what games are being played. Regulators are challenged to stay abreast of the new developments and to efficiently evaluate the best regulatory practices to apply to the developments. Regulators are also interested in identifying methods to optimize their day-to-day oversight of the many existing forms of legal gaming activities. A Center for Gaming Regulation to assist with these efforts would be welcomed by regulators throughout the world.

The pace of change, limited government resources, time and travel constraints, and competing priorities are just a few of the issues that make it impossible for regulators by themselves to accomplish what a Center dedicated to the study and advancement of gaming regulation could achieve. Further, placing the Center in an academic environment ensures unbiased recommendations driven by evidence-based research. In my opinion, there is no more appropriate academic environment in which the Center can flourish than the UNLV International Gaming Institute.



March 25, 2015

Governor's Office of Economic Development 555
E. Washington Avenue, Suite 5400
Las Vegas, NV 89101

Re: The Knowledge Fund

I am writing to support the UNLV International Center for Gaming Regulation request to the Knowledge Fund program for support of their program. This innovative Center will promote research into understanding and improving regulation, work with regulators and others worldwide to ensure they have the information, knowledge and tools to analyze and improve gaming regulation in their jurisdiction, and promote consistent standards where appropriate. As gambling expands and evolves worldwide the need for the Center-a forum offering the highest levels of information, research, knowledge, networking, and instruction available on gaming regulation to a global audience- is greater than ever.

I believe the Center it will fill an important role in global discussion of best practices in gaming regulation and management, bringing together UNLV's strong reputation of scholarship, objectivity and integrity with some of the most thoughtful and prominent international authorities in gambling law, policy, regulation and research.

The National Council on Problem Gambling was founded in 1972 and is the national advocate for programs and services to assist problem gamblers and their families. Our vision is to improve health and wellness by reducing the personal, social and economic costs of problem gambling. We lead state and national stakeholders in the development of comprehensive policy and programs for all those affected by problem gambling.

I strongly support the Center's application to the Knowledge Fund. Please feel free to contact me with any questions.

Sincerely

A handwritten signature in blue ink, appearing to read 'Keith Whyte', is written over the typed name.

Keith Whyte
Executive Director
National Council on Problem Gambling