



Nevada

Nevada State University

RESILIENT CAMPUS EXPANSION

Henderson, Nevada | Technical Assistance Panel
May 18–20, 2026

About

Urban Land Institute

Urban Land Institute is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide. ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 80 countries.

Cover photo: Nevada State University, in Henderson, Nevada, sits at the edge of the Sloan Canyon National Conservation Area. (ULI)

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ULI Randall Lewis Center for Sustainability in Real Estate

The ULI Randall Lewis Center for Sustainability in Real Estate (the Center) leads the real estate industry in creating places and buildings where people and the environment thrive. In collaboration with ULI members and partners, the Lewis Center drives industry transformation, cultivates leaders and champions, and helps foster solutions for sustainable, resilient, healthy and equitable cities and communities. The Center pursues these goals via cutting-edge research, global convenings, community technical assistance, and other strategies. The Center's main programs are Decarbonization, Urban Resilience, and Healthy Places.

California-Nevada Technical Assistance Leadership Exchange

The ULI California-Nevada Technical Assistance Leadership Exchange advances innovative solutions to regional land use and climate resilience issues through collaboration between local governments, public sector leaders, and the real estate industry. The program facilitates connections, dialogue, and expert exchange to explore strategies for creating resilient and sustainable communities through land use and real estate interventions.

Seven public agencies in California and Nevada were selected to participate in this program. Working in tandem with their closest ULI District Council, each of these agencies hosted a Technical Assistance Panel focused on a specific challenge related to land use and resilience in their communities. The fundamental goal of the effort is to provide concrete ideas and strategies to public sector leaders to advance resilience in the built environment. Through its work, the program will create resources to help all ULI members accelerate resilient land use in their communities.

ULI Nevada

ULI Nevada is a community of more than 200 people from diverse professional and personal backgrounds from across the state of Nevada. As a nonpartisan organization, ULI has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development. ULI's local program of work includes more than 50 educational forums, mentorship programs, and technical assistance interventions annually. ULI Nevada's education and outreach is focused on four core areas including: housing affordability, transit, community engagement, and fostering leadership.

ULI Nevada Leadership

Debra March

Debra March Ventures
Former Mayor, City of Henderson

Tara Harvey

Coordinator, ULI Nevada

Technical Assistance Panel (TAP) Program

ULI harnesses its members' technical expertise to help communities solve complex land use, development, and redevelopment challenges. TAPs provide expert, multidisciplinary, unbiased advice to local governments, public agencies, and nonprofit organizations facing complex land use and real estate issues in the region. Drawing from its seasoned professional membership base, ULI offers objective and responsible guidance on various land use and real estate issues ranging from sitespecific projects to public policy questions. The sponsoring organization is responsible for gathering the background information necessary to brief the panel about the topic and challenge at hand. TAP members spend two days developing an understanding of the problem and discussing the range of viable solutions. The process culminates in a presentation of the panel's findings and recommendations to the sponsoring organization.

ULI Nevada TAP Advisers

Daigo Ishikawa

Senior Director of Real Estate
Nevada Hand, Inc.

Richard Serfas

Advisor, RTS

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About

Technical Assistance Panel

Panel Chair

David Greensfelder
Managing Principal
Greensfelder Real Estate Strategy

Panel Members

Julie Cleaver
Former SVP, Strategic Planning
The Howard Hughes Corporation

Ryan Holden
Nevada Business Lead
The Concord Group

Nic Irwin
Director
UNLV Lied Center for Real Estate Research

Andrew Kilduff
Senior Vice President
Logic Commercial RE

Debra March
Debra March Ventures
Former Mayor, City of Henderson

Eric Midby
Principal
The Midby Companies

Ralph Murphy
President & CEO
RailPort Industries

Brett Robillard
Principal/Design Director
Gensler

Rick VanDiepen
Principal
GRN Vision

ULI TAP Advisers

Lisa Corrado
Assistant City Manager
City of Henderson

Vic Redding
Nevada State University

Project Staff

Tara Harvey
Director, ULI Nevada

Victoria Oestreich
Director, Advisory Services Program,
Urban Land Institute

Kelly Annis
Report Writer, Branch Communications



University leaders provided the ULI panelists with an in-depth briefing to help set the stage for their study.



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Executive Summary

As one of the fastest-growing universities in the state, Nevada State University is considering how to best leverage its 452 acres of expansion land to best serve its growing student population.

Located along the McCollough Range outside of Henderson, Nevada, Nevada State University (NSU or the University) presently spans 60 acres and features a campus environment that embraces and complements the surrounding Mojave Desert ecosystem. At the same time, the attributes that make the University's desert environment so distinctive are also making new development on campus particularly challenging. Of particular note, the water purveyance system in the area requires a significant redesign to support a more efficient use of undeveloped land and meet the water pressure requirements for future campus developments.. Heat mitigation is a challenge across the region, and the University is not immune to the additional demands the intense heat places on it. And finally, with an eye on a warming climate, the University is also focused on both reducing its energy consumption and shifting more completely to renewable energy sources.

To assist the University in determining how to best approach its development in light of these particular development challenges, Nevada State University turned to the Urban Land Institute (ULI) Nevada District Council for guidance. With support from ULI's California Nevada Technical Assistance Leadership Exchange,

which brings together communities across both states to address pressing real estate and resilience issues, ULI convened a panel of real estate and land use professionals with the expertise needed to help guide the University in its development and resilience pursuits. Using its trusted and objective technical assistance panel (TAP) program— which included a campus and community tour and interviews with University leadership and area stakeholders—the ULI panel provided recommendations for NSU to consider as it evaluates the best possible paths forward. The recommendations were organized into four primary categories: vision, governance, development and resilience, and financing.

Vision

Following a review of the University's recent master plan and interviews with University leadership, the panel identified four early goals for NSU's development work:

- Establish a sense of arrival that welcomes students and the community to NSU's special campus;
- Strengthen community connections and working relationships with the City of Henderson;
- Embrace the unique desert environment as a brand; and
- Promote the campus as a worthy destination.

The following actions will support these development goals and foster greater campus vibrancy.



NSU is located on 512 acres in southeastern Henderson.

Create a "signature street" and front door for the university. With a half-mile of Nevada State Drive between Interstate 11 and the campus, the University has an excellent opportunity to create an undeniable entrance and a sense of place by incorporating lush desert landscaping, multi-modal trails and well-positioned signage along the main roadway into campus. A grand entry drive and signature buildings can create an arrival experience and an unmistakably NSU "front door" that complements the campus's design aesthetic.

Embrace the desert landscape as a brand. The Mojave Desert is a brand identifier that should be respected and elevated across the campus and within the University's marketing and branding activities. The

surrounding trails and open spaces should blend into the campus and extend between buildings and across parking areas where possible, inviting connections into the surrounding landscape and helping to preserve view corridors into the natural areas beyond campus. These extensions will foster pedestrian connectivity and help reduce the reliance on vehicle movement across campus.

Strengthen NSU's brand identity and college town vibe. NSU should boost its brand in the community and across the region, further elevating and differentiating itself in the market. In addition to its low student-to-teacher ratio and leadership that care deeply about students, NSU's brand awareness campaign should also highlight the campus's distinctive environmental amenities and its connectivity to Henderson, Las Vegas, and beyond.

Strengthen the NSU and Henderson connection. NSU helps define Henderson as a place of higher learning, deeper thought, and innovation across a number of important fields. Streetscape design and wayfinding signage will help lead visitors to the campus for learning, connection, and community. The City of Henderson's economic development efforts should include the University, reinforcing the messaging that NSU and Henderson together have much to offer companies considering locating in the area. A formal City-NSU partnership can turn two separate growth stories into one powerful regional identity.

Create a destination campus. NSU is a place where students, local residents, and other community members should feel equally welcome. The campus should be treated like a destination that the whole valley would want to embrace. In addition to the existing dual-enrollment program for Henderson's high school students, a new indoor track and field facility could also benefit NSU and Henderson jointly, providing key practice and track meet facilities for NSU athletes and indoor conditioned event space for Henderson's larger events.

Governance

Development on the NSU campus is currently led by the Nevada State Campus Lands Corporation (NSCLC or Lands Corp). The Nevada System of Higher Education (NSHE) Board of Regents has authority over the Lands Corp and requires reporting of all development activities. As a 501(c)(2) corporation, proceeds from Lands Corp transactions must be transferred to a 501(c)(3) organization in order to maintain tax-exempt status. The Nevada State College Foundation was designated as the sole member of the Lands Corp for this purpose, as there was an existing financial relationship between NSU and the Foundation. Although progress has been made to enable an efficient development process within this framework, the system is not functioning as efficiently as the market requires, and development interest in campus projects has been limited.

Shift development responsibilities and leadership to a development corporation.

The panel recommends modifying the existing Lands Corp structure to function more as a development-focused entity. This updated structure should equip the University with a development team with professional development experience and a long-term asset management approach necessary to solicit growth opportunities. This updated structure would also allow new development opportunities to originate with either the development corporation or NSU leadership (rather than the current requirement that the Lands Corp originate deals) and could position the development corporation as an active champion for campus development in broader spaces. The panel also recommends that the updated development corporation consider operating as a separate entity from the NSU Foundation. The Foundation would remain a trusted and important partner, but the separation could help reduce administrative burdens affecting both entities and help speed development activities. The development corporation updates will require leadership buy-in and alignment across the University, Board of Regents, and Nevada System of Higher Education and have unified land oversight across campus.

Expand ground lease terms (up to 99 years) to match the market. The development corporation should be equipped with ground lease options that are consistent with market practices and contemporary public-private

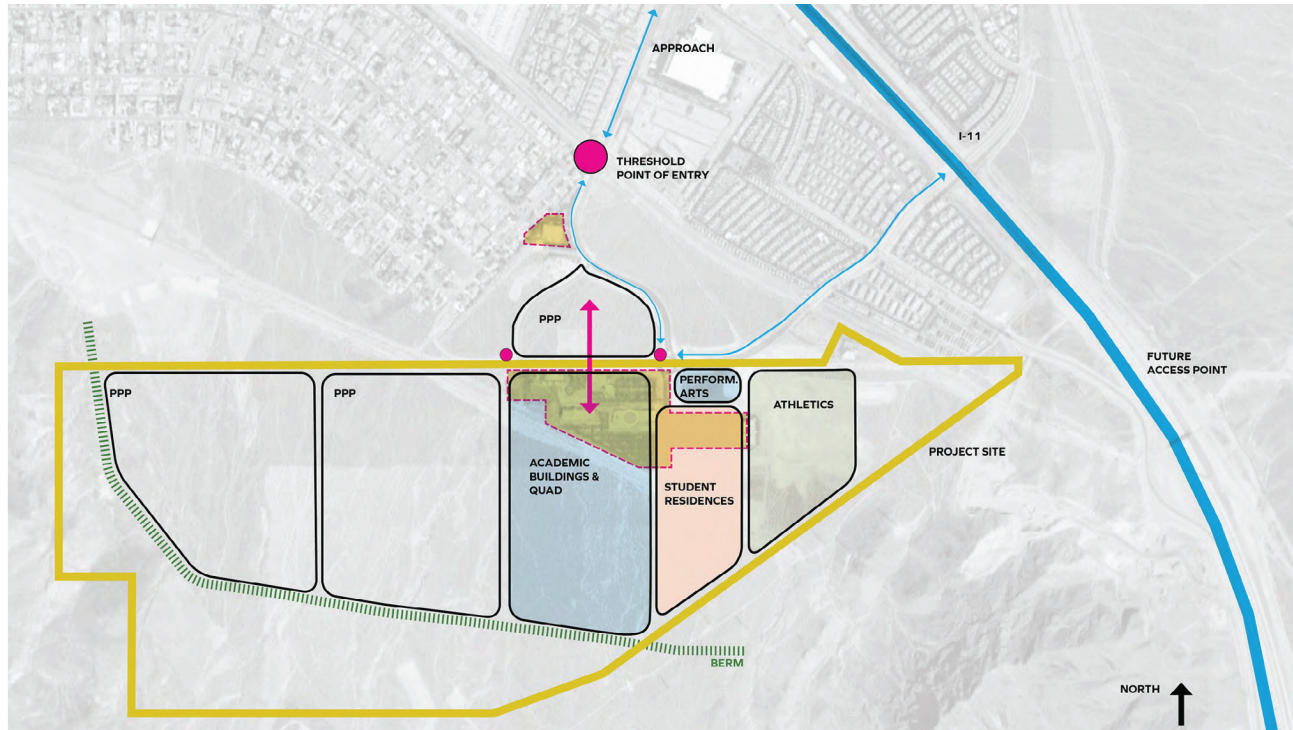
partnership (P3) standards. Specifically, the development corporation must be able to readily engage in leases up to 99 years.

Conduct due diligence to set the table for development. Infrastructure investments will be needed to attract new development to NSU. In the coming months, the University is encouraged to identify parcels that are generally ready for development now, identify the parcels that will require a known investment, and order preliminary title reports and identify easements for all undeveloped parcels. Additional due diligence will likely include ordering utility reports, an access and traffic study, and a power study.

Development and Resilience Measures

The University's 2023 master plan is highly detailed and features important guidance on design and sustainability measures. At the same time, the plan's detailed nature can make it difficult to easily identify the campus's growth goals. Simplifying the site plan into a small number of key elements, as shown on the map to the right, will help clarify the University's goals and opportunities for developers and support messaging for stakeholders who would like to champion the plan on the University's behalf.

Facilitate development with early actions. A comprehensive development timeline, including key infrastructure improvements and a phasing schedule, can help guide expansion efforts and facilitate development



The panel envisioned a simple site plan that could help guide future expansion and development on campus.

interest. Early improvements should include identifying water needs and timelines and addressing future vehicular and transit access points and improvements.

Support campus life. The panel encourages the University to support its commuting population while also investing in improvements that will attract additional resident students. Actions such as improving walkability on campus, extending housing to alumni and graduate students, creating a distinctive quadrangle or "quad," and encouraging students to linger on campus can create a more welcoming, vibrant, and full-time campus vibe.

Foster community integration. NSU wants to be welcoming to both students and the broader Henderson community.

- To facilitate greater community integration, NSU should pursue a partnership with the City of Henderson (the City) to develop the "Hershey's Kiss"—the 80 acres of City-owned land directly north of campus. Connecting this parcel to campus could be achieved by creating a quad that spans City and NSU land and crosses the roadway. Future uses on this City-owned land could include live-work-play opportunities that could support a University-partnered innovation

hub. The urban design of the City-owned land can be used to encourage and enhance area walkability, and the panel recommends further study of the desired scale for the 80 acres. Development is presently conceived on a *block scale* and is not particularly walkable, yet it represents the potential to create an exciting and compelling destination with a pedestrian scale and intersections between market opportunities, the City's vision, and NSU's programs. Given the Hershey's Kiss's location (i.e., against the current gravity pull in the market), attention will need to be given to how it differs from other destinations and why visitors should want to come to visit.

- Additionally, connecting to the area's trail network and creating more and larger gathering spaces on campus, with consideration for protection from sun and wind, will give community members more reasons to visit and enjoy NSU's vibrant campus life.

Create campus synergy. NSU has a design aesthetic that complements its desert environment. That aesthetic should be extended into new developments through material selection, terraced landscapes, tiered connections, and building scales that create a more human and walkable environment. Shaded plazas, shading devices, building orientation, and wind protection will also support more walking on campus, as will the inclusion of more public art and placemaking.

Use districting and simple site design to guide development. A simplified districting plan can embrace the 2023 campus master plan concepts, but should instead denote uses in large blocks, leaving more specific urban design elements open and flexible. Using this framing, the area on the east side of campus would be designated for athletics. Student housing and academic buildings would expand further south from current locations. Blocks of undeveloped land in the middle of campus and to the west would be designated for future P3 development. A performing arts venue could create a signature entrance to campus, and the land's topography could be leveraged to create campus connectivity and a quad near the heart of the existing campus.

Incorporate water security measures. While plans are in place for a new water line to serve the upland portions of the University's land holdings, new construction in the immediate future will require water pumps. Even with the new water line in, however, water conservation remains a key priority in this desert environment. On-site water treatment for irrigation use, low-impact development strategies for stormwater management, high-efficiency fixtures, and leak detection and irrigation submeters can help the University conserve its resources and use water judiciously.

Create a sustainable development and operations plan. To help the campus improve energy efficiency, resilience, and sustainability, the panel provided the following priority recommendations:

- Develop a campus Sustainable

Development and Operations Plan and set campus-wide decarbonization goals.

- Explore utility-scale renewable energy and leverage Power Purchase Agreements with renewable energy companies to bring additional renewable resources on campus.
- Incorporate energy conservation and above-code building performance targets into requests for proposals. Additionally, energy modeling and electrification could be required for all new construction.
- Consider a district-wide geothermal heat exchange system alongside central plant expansion.
- Consider Infrastructure-as-a-Service agreements with energy service companies to help fund central plant expansions and upgrades.

Incorporate heat mitigation measures. To help reduce the urban heat island effect, NSU can require the following design measures in new construction:

- Cool and reflective (high solar reflective index) roofing.
- Covered garages and structures pre-wired for future solar PV installation.
- Reduced or eliminated parking minimums in particular areas.
- Deep shade at building entrances, spaces oriented to maximize shade, and shadow studies to guide new building orientation.
- Shade structures along all primary walkways and in public spaces.

Create a resilience hub. The University can designate a campus building as an Extreme Heat Community Resource Center to provide emergency relief and resources during heat emergencies. The surrounding Henderson community could also be invited to participate in on-campus programming featuring information on strategies such as home energy retrofits and renewable energy options.

Finance

To help facilitate development on campus, the panel recommends starting with a developer prospectus and pursuing public-private partnerships.

Create a developer prospectus. A developer prospectus should outline the unique attributes and benefits of NSU and provide insights into the current campus development environment and potential costs associated with new projects on campus. The University can help lower development risk by identifying known costs, such as utility improvements, and estimating the costs of other potential investments, such as roadways. The prospectus should also include information about future academic programs, the current and projected NSU population, the alumni population, and the demographics of the surrounding community.

Identify the intersections between campus land use, academic programs, and community needs. Points of intersection between campus offerings and community

needs could provide exciting co-benefits and create additional financing streams for NSU. Large corporations, healthcare institutions, and the local school district may offer partnership opportunities for NSU, providing graduates with employment or offering future NSU students a clear, viable on-ramp to higher education. Finally, a mixed-use indoor athletics facility on campus could benefit the students and the surrounding Henderson community.



Leverage public-private partnerships (P3s). P3s can allow NSU to leverage its land resources by leasing parcels to developers and receiving income from those leases. Market-rate leases with 99-year terms are likely required to attract development attention and institutional-quality P3 partners. NSU will need to adjust to meet the market and be ready with its prospectus information, or partners and tenants will go elsewhere.

Conclusion

Nevada State University is in an enviable position: it is a strong institution led by a team of passionate, knowledgeable, and dedicated professionals, and it has a vast land holding upon which to build the university's future. It is incumbent on the University to manage development in a manner so that it will be self-sustaining and an economic driver in the long run. While the University's development challenges have largely been identified, they are not generally of the University's making. A warming climate and the University's desert location create sizable challenges with managing water resources and mitigating heat. With careful planning today, it is possible to create a future campus environment that is vibrant and welcoming to students, faculty, administrators, staff, and community members, featuring spaces that serve as beacons of learning and workforce development across the state of Nevada and beyond.



Introduction and Background

Nevada State University, in Henderson, Nevada, is on an exciting growth trajectory. Situated on 512 acres along the foothills of the McCullough Range within the Mojave Desert ecosystem, the University is within easy reach of nature, recreation, and all that Henderson has to offer, as well as Las Vegas and its amenities beyond.

Established in 2002, Nevada State University (NSU or the University) is a mid-tier, teaching-focused, student-centered institution that serves a diverse, largely underserved statewide population. With a 2026 enrollment of over 8,200 undergraduate students and over 100 graduate students, the University has found its footing serving a predominantly female and largely Hispanic student population. Nearly half of the University's students are dually enrolled high school students who plan to matriculate to college, many of whom choose NSU.

The University has goals of more than doubling its enrollment and expanding academic offerings, student housing, and amenities to match a broader student base. With 60 acres of its campus built out, NSU has approximately 452 acres of undeveloped land it is considering for these future student offerings. In 2023, the University completed a master planning process for the undeveloped land and established the nonprofit Nevada State Campus Lands Corporation (NSCLC or Lands Corp) to participate in public-private partnerships and generally advance the development of the 452 acres.

As the University considered where to begin the development process, early development considerations—including infrastructure, particularly water service; potential phasing decisions; and climate and resilience measures—needed to be evaluated and addressed before serious

development conversations could take place. To assist the University in this process and to help it prioritize the development potential of its broader land holdings, NSU turned to the Urban Land Institute (ULI) Nevada District Council (ULI Nevada) for guidance. ULI Nevada connected NSU leadership with an

TAP Study Questions

As Nevada State University contemplates its new master plan framework, designed to meet the anticipated doubling of enrolled students in the coming years, the University turned to ULI for guidance with plan execution, specifically asking ULI to answer the following questions.

1. **Economic Engine and Financing.** What public-private partnership (P3) structures, financing mechanisms, and credit-enhancement tools can Nevada State leverage to activate its land assets while preserving institutional control and long-term flexibility?
2. **Phased Development and Value Capture.** How should early-stage development be sized and sequenced across the 452-acre campus to generate momentum, create value, and support future phases of growth?
3. **Destination and Placemaking.** How can the campus evolve from a primarily commuter-oriented environment into a vibrant, walkable destination that supports student life, attracts residents, and strengthens its regional identity—and is this transition feasible given current land use and mobility patterns?
4. **Climate Co-Benefits.** How can infrastructure investments—such as energy systems, water management, and site design—simultaneously reduce long-term operating costs and enhance environmental resilience for both the campus and surrounding community?
5. **Water Security.** What development standards and systems, including water-neutral strategies and reuse infrastructure, are necessary to ensure long-term growth within Southern Nevada's water constraints?
6. **Extreme Heat Mitigation.** What design strategies and built environment interventions are required to create a campus that is usable, comfortable, and safe year-round in an extreme desert climate?

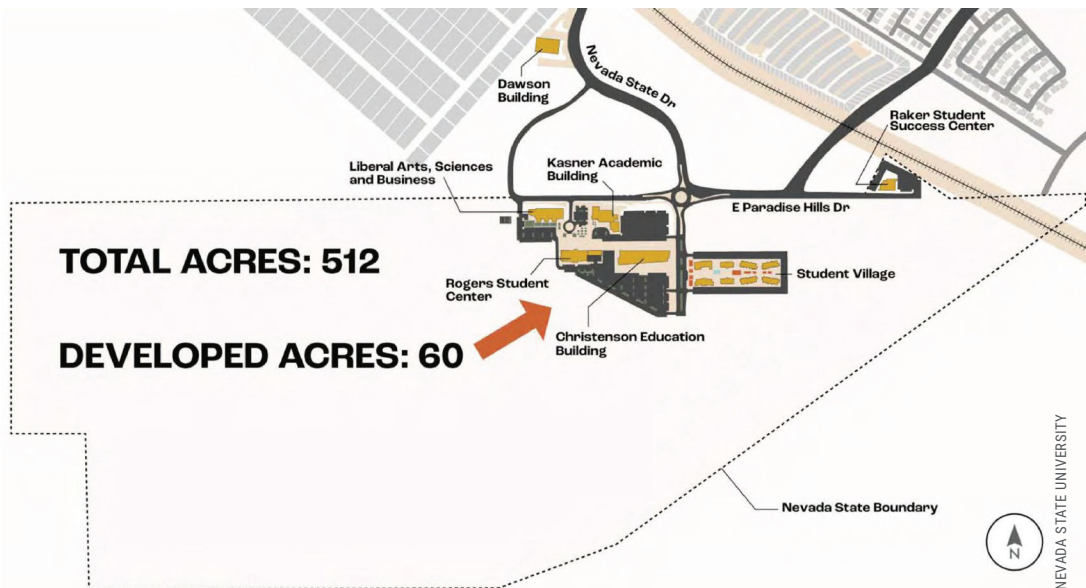
Urban Land Institute initiative spanning Nevada and California, in which ULI member leaders and municipalities or organizations gathered as a cohort over several months to explore strategies for creating resilient and sustainable communities through land use and real estate initiatives.

Using its trusted and objective technical assistance panel (TAP) program, ULI convened a panel of real estate and land use professionals to assist NSU with its campus development planning efforts. The panel met over the course of two days, receiving briefings from University leadership, touring the campus and surrounding areas, and interviewing a wide range of campus and community stakeholders.

What the Panel Heard

The panel interviewed leaders and staff from University departments, University-affiliated organizations, developers, industry experts, student leaders, and City of Henderson municipal staff who shared this feedback:

- The University is in a planned growth mode, and NSU leaders intend to double the student population in the coming years.
- The University has developed 60 of its 512 total acres and has plans to use the undeveloped land to meet future campus needs.
- Most of NSU's student population commutes to campus, and approximately 350 students live on campus.
- NSU has a strong nursing program, with other programs, like education and applied sciences, also receiving considerable attention. These programs could provide potential development and partnership opportunities.
- The Lands Corp's current development agreements feature 50-year leases, which limit development interest.
- The lack of water pressure in some areas of campus is limiting development and must be addressed through a new water service. In the near term, any new project will require adding water boosters.
- Vehicular access to and from campus is limited to two roads, both of which have pinch points and are impacted by rail service that blocks them daily.



The University's current facilities cover 60 of the 512 total acres held by NSU, leaving considerable room for new development on the remaining 452 acres.



University leaders guided the panel on a tour of NSU's campus and surroundings, beginning with this bird's eye view of the University's land.

- There are compelling opportunities to align potential new development with NSU curriculum. Examples include senior housing aligned with the nursing program, law enforcement facilities aligned with the law enforcement baccalaureate degree in Public Administration, etc.
- Additional on-campus services are needed, particularly for commuters.
- The University's North Las Vegas campus will expand NSU's reach deeper into the community and provide greater access to campus resources.
- NSU students frequently stay in the region upon graduation.
- The campus would benefit from a stronger "college town vibe," more gathering spaces that are comfortable year-round, a quad, and opportunities to draw the community onto campus.
- The campus does not yet have a ceremonial front door along Nevada State Drive, which is a missed opportunity for placemaking, branding, and wayfinding.
- There are opportunities to reduce the urban heat island effect, made more pronounced by campus buildings, paved plazas, and parking lots.
- The campus offers impressive mountain views and proximity to recreational trails, the desert and canyon, and a dark night sky unmarred by light pollution. These attributes create a unique opportunity for the campus to embrace and preserve its desert and mountain aesthetic.

Areas of Focus

Following its information-gathering phase, the panel deliberated its findings and provided the University with recommendations in the following four categories.

- **Early development vision.** By taking key steps early on, the University can encourage campus development in line with its mission.
- **Governance.** Changes are recommended for the structure by which campus development is managed.
- **Development and resilience measures.** Development should follow a simplified campus master plan, phasing, and key resilience recommendations.
- **Financing.** In addition to leveraging public-private partnerships, the University will need to explore a range of potential financing tools and resources.





"Excellence fosters opportunity." This aspect of the University's mission inspired the panel to consider how early, University-led infrastructure improvements could foster development opportunities across the NSU's undeveloped land.

The following near-term development goals can assist the University with its delivery of an accessible, affordable education that supports economic mobility and community advancement in Nevada.

- Create spaces that welcome students and the community to NSU's special campus.
- Embrace the unique desert environment as a brand.

- Strengthen connections with the city of Henderson.
- Make the campus a destination.

Create a Sense of Arrival

Nevada State Drive is the primary entry point for the University's main campus. With a direct connection from Interstate 11, a half-mile of roadway between the interstate and campus could serve as a canvas for University wayfinding and placemaking, creating an undeniable entrance and a sense of arrival at a special place. A grand entry drive, landmark buildings, or other signature gateway structures or placemaking installations would establish

a defining arrival experience for students and visitors. This arrival experience can create a lasting impression, help shape the institutional brand, garner community pride, boost student retention, and drive student and faculty recruitment. Using elements that are in keeping with the rest of the campus's design aesthetic, this new front door would create a bold, authentic, and unmistakably NSU welcome experience.

Embrace the Desert Landscape as a Brand

The panel recognized the natural environment surrounding the campus as an important, defining, and unique asset

Nevada State University's guiding vision and mission are centered on the idea that "excellence fosters opportunity." The university emphasizes accessible, affordable education that supports economic mobility and community advancement in Nevada.

How do you manifest this vision into reality?



The panel used a variety of digital design tools to envision how the University's existing design aesthetic could be translated further across the campus and into the surrounding areas that form the public approach to campus.

for the University. They considered the Mojave Desert not a liability for the school, but a brand identifier that could be elevated across the campus and the University's marketing and recruitment activities.

As one panelist noted, "A campus that embraces its environment is memorable. A campus that fights it is forgettable."

The natural features surrounding campus—the desert trails, wash features, and native landscaping—could be welcomed onto the campus, extended across open spaces, and used to connect buildings, replacing the mundane impervious concrete and instances (however limited) of high-maintenance imported grass and turf.



AI / ULI PANEL

The University's desert surroundings could be infused into the campus design aesthetic.

Similarly, the trails and open spaces that surround the campus could be pulled across NSU, replacing concrete sidewalks and parking lots as campus connective tissue, fostering pedestrian activity, and minimizing the predominantly vehicular infrastructure in place today.

Ultimately, the desert aesthetic should be viewed as a recruiting tool to be embraced visually, architecturally, and culturally.

Leverage the Brand Identity and College Town Vibe

Embracing the desert aesthetic, NSU has an exciting opportunity to boost its brand in the community and across the region. NSU's physical setting and the beauty of the desert are themselves differentiators and should be both protected and promoted to those considering visiting or attending the University.

NSU's brand is what makes it different than other places and educational institutions. Branding professionals can help the University develop its vision along with the brand in a manner that is strategic, forward-looking, and aspirational. Leveraging that brand, the panel recommends an awareness campaign for NSU that highlights the unique attributes the University offers. The beauty of the desert, the safety students feel on campus, and the proximity of the campus to Henderson, Las Vegas, and the international airport are all important characteristics worth promoting.

As one student described

“

The University of Arizona made Tucson. Rice made Houston's Medical Center. NSU can do the same for Henderson's southeast corridor.

—ULI PANELIST



University students seek connections with one another. Providing spaces for gathering is important to campus vibrancy.

it, NSU is "safe and tucked away without being remote." NSU's brand story needs to be told loudly and consistently by a champion whose role is to keep everyone on track with the vision.

Another key aspect of the NSU experience is its small class size and accessible University administration. The student-to-teacher ratio averages 22 students for each instructor, creating a superior learning environment and helping students feel seen and valued. Similarly, the University is led by a team of professionals who deeply value the student population and strive to remain accessible

to students throughout their college experience.

NSU and Henderson Connection

The presence of a major university in a city like Henderson can provide both entities with important co-benefits.

For Henderson, NSU helps define the city as a place of higher learning, deeper thought, and innovation across a number of important fields. This story needs to be reflected along the corridor leading to NSU and at nearby intersections. Streetscape

design, signage, and wayfinding, even far outside of the traditional campus perimeter, can help lead visitors to the campus for learning, connection, and community.

Henderson's growth narrative and NSU's growth narrative can complement one another—growing in alignment with the needs of the Henderson community. Aligning this with the City of Henderson's economic development messaging and initiatives can support both the municipality and the University in their respective and partnered marketing and expansion efforts. Taken in the context of future campus development, these aligned messages become even more important, helping support the value of investments by entities new to southern Nevada. Every major employer, healthcare system, and manufacturer landing in Henderson should see NSU as a potential workforce partner from day one. A formal City-University partnership can turn two separate growth stories into one powerful regional identity.

Destination Campus *Make the Drive Worth it*

Through interviews with University leaders and community stakeholders, the panel recognized a compelling opportunity to support the University's vision and goal of making the campus a community amenity—a place where students, neighborhood residents, and other community visitors feel equally welcomed. With that perspective, the panel recommends programming the campus



Additional visuals contemplated by the panel depict how outdoor gathering areas could blend into the surrounding natural and built environments on and around campus.

like a destination, turning existing and future trails, food halls, retail, and cultural events into experiences the whole valley wants to enjoy. Other ideas included a world-class public lecture series that could become a recurring reason to visit the campus—TED meets the desert.

The direct educational benefits of embedding the University in the city are likewise compelling. The existing dual enrollment and early college programs make NSU the natural next step for every high school student, and a STEM magnet high school on or adjacent to campus could build an even more direct enrollment pipeline into campus classrooms while deepening Henderson's public education capacities. This physical alignment of a high school on or adjacent to the University's campus can also create an important visual connection for Henderson students—university studies are no longer a far-flung dream, but are instead an accessible next step in any Henderson student's educational journey.

Finally, the University's successful women's track and flag football teams provided the panel with inspiration for development. With the addition of an indoor track and field facility, the University could provide exciting co-benefits to Henderson on campus. NSU could build the facility and retain ownership of the complex. It could then program the space year-round, with practices, meets, and games for NSU's athletes and, on days when



This visual storyboard brings some of the panel's ideas together into a cohesive visual narrative, depicting potential future campus experiences.

the University does not require the space, expanding access to other sports teams, groups, meetings, and events.

The panel encourages the University to think less like a commuter school and more like the center of the community, where learning, fun, and community building happen.



The development potential across the NSU campus is significant and exciting. It is also carefully managed and governed by the Nevada State Campus Lands Corporation (NSCLC or Lands Corp), which was established expressly for this purpose. While the Lands Corp has a clear charge and early efforts were designed to enable a more efficient development process, there has been only limited interest in development opportunities on campus.

Interviews with TAP stakeholders revealed two key opportunities relating to governance of the University's undeveloped land. At present, there are critical gaps in known information about the land, namely utilities and related capacity. Additionally, the Lands Corp does not have the authority or the mandate to actively develop land assets; any opportunities are instead pursued reactively, rather than proactively, leaving the University in a position of responding to the ideas that come in the door rather than pursuing the uses it would like to add to the campus.

The Lands Corp Model

At the time of this study, the Lands Corp was operating in a position in which development ideas came to NSU leadership, who then presented the ideas to the Lands Corp for approval. Given the range of unknown development conditions, the Lands Corp members are unable to fully leverage their expertise to benefit the University's development pursuits. With so much unknown, it is difficult to know how and where to advise activity.

An operational shift is required. The entity leading the campus development work should operate like a regular development organization, with defined powers, predetermined guardrails, and a mission and forward-looking approach that empowers proactive and assertive actions. The entity would have experienced staff and consultants and be guided by an advisory board with expertise in real estate development, leasing, entitlement, community relations, and asset management. Board members would also be selected for their ability to connect NSU to the broader real estate industry, the university system, financing professionals, and those with experience shaping and leveraging public-private partnerships (P3) for development.

This re-envisioned advisory board would work hand in hand with empowered staff—either an individual or an entity—who have development experience and are able to "run point" on the important work ahead.

A Development Corp Model

The panel recommends transitioning the Lands Corp to a development corporation.

This approach positions the University's development interests in an active role. Opportunities can originate with either the development corporation or NSU leadership—with either fully empowered to generate ideas, interest, and proposals from the market.

In this new framing, the development corporation becomes the champion of new

development on the University's land and serves as a liaison between NSU and the Nevada System of Higher Education (NSHE), its Board of Regents, and private partners.

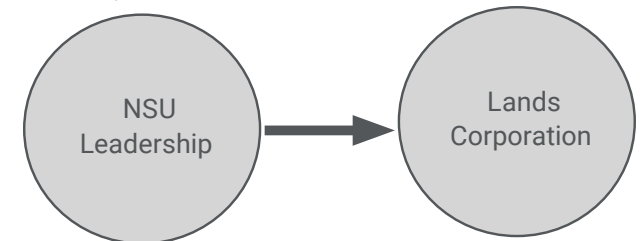
In addition to leadership restructuring, the development corporation model would benefit from program management for University leadership, staff, and students, as well as for external partners and the community in and around Henderson.

Organizational changes are required.

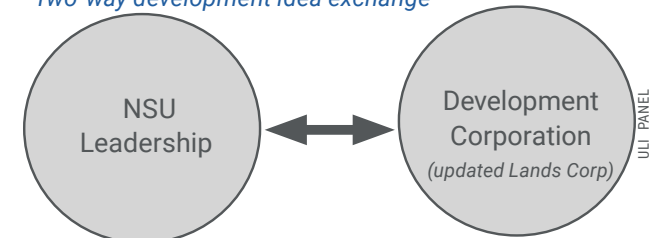
Certain organizational modifications will be required to empower a new institutional development corporation.

Transitioning from a Lands Corp Model to a Development Corporation

Existing Operational Model *One-way development proposal*



Recommended Operational Model *Two-way development idea exchange*



ULI PANEL

Terrapin Development Company

College Park, Maryland

Established as a joint venture between the University of Maryland, College Park and the University of Maryland College Park Foundation, the Terrapin Development Company (TDC) is working to create a "vibrant, diverse and walkable community that attracts the best faculty, staff and students, and galvanizes a culture of research and entrepreneurship."

The development company uses real estate strategy development, property management, and placemaking to enhance the University of Maryland's faculty, staff, and student recruitment efforts.

Projects include a 297-room hotel, market-rate residential units, mixed-use buildings (student housing and retail), and a five-acre innovation hub, featuring research, office, collaboration and retail space, plus 200-250 multifamily units.

Additionally, the TDC, the University of Maryland, and the City of College Park partnered to develop a new city hall building for the City of College Park. In addition to housing City administrative offices, the University occupies two floors of the building and the TDC manages the first floor retail space.

- **Update the bylaws.** The organization's bylaws will need to be restructured to establish the development corporation (former NSCLC) as an active champion of development.
- **Actively pursue the mission.** The development corporation should be positioned to actively protect, promote, and pursue the University's development mission, which would be articulated in a revision to the campus master plan.
- **Originate deals.** The passive nature of the Lands Corp will need to shift to an organizational position that has authority to originate, evaluate, and advance potential development opportunities.
- **Transact for NSU.** The development corporation should have the power and autonomy to enter into transactions that support mission-aligned growth across the campus.

The organizational nesting of the Lands Corp under the NSU Foundation made good operational sense in the early days. Today, however, as both entities mature and seek to accelerate their work, separating these operations into distinct organizational entities will serve each and the broader University more effectively. The NSU Foundation should remain a valued partner in the development work and continue to play a role in the real estate development mission.

In addition to leveraging the existing expertise of the Lands Corp for the advisory board of the new development corporation, the

panel strongly recommends identifying and recruiting additional advisors with relevant subject matter expertise to support this more direct and active real estate development mission and approach.

Characteristics of a fully realized development corporation.

When fully built, the development corporation will have the following elements firmly in place.

- **Unified land oversight.** The development corporation should have oversight of all NSU land and a complete picture of every parcel, including current status, infrastructure needs, and intended use, as identified in an updated campus master plan. Due diligence, described further on page 18, is critical to this oversight function.
- **Expanded ground lease terms to match the market.** The development parcels need to offer leases of up to 99 years, consistent with contemporary P3 standards. Limiting lease terms to 50 years eliminates a majority of finance options, with only the most expensive options remaining. This results in far fewer potential developers who may be willing to shoulder the effort for a narrow window in which to realize a return.
- **Broader leadership buy-in and alignment.** The development corporation will only be effective once all entities with leadership oversight at NSU—including the University, the Board of Regents, and NSHE leadership—are aligned on the future

of the land and agree on the path to success.

Due Diligence *Setting the Table for Development*

To attract potential development to the 452 acres of undeveloped NSU land, it will be critical for the University and the development corporation to identify potential investments in advance. Whether these investments are shouldered by the University to catalyze development interest

or by the developer as part of its work, it is imperative that the development corporation understand what is needed and what these improvements will likely cost.

The panel identified the following key areas that will require early attention.

- Identification of parcels that are generally ready for development and that only require a known intervention or investment, such as a water pump to address the current low-pressure environment.

- Preliminary title report and easements for all undeveloped parcels.
- Additional studies and due diligence will need to be completed to characterize the land in order attract any developer. These include, for example, an existing water report, an existing sewage report, an access and traffic study, which may be available through the Regional Transportation Commission of Southern Nevada, and a power study, which may be available through the local energy utility.



A development corporation could more actively pursue and promote development on campus, seeking partners who can help bring new amenities and resources to the University community.



The University's existing solar array is a good visual representation of the institution's commitment to sustainability and energy resilience.



Development and Resilience Measures

Early conversations with NSU leadership centered on the 2023 campus master plan, designed to facilitate development of the University's 452 acres of undeveloped land. With this plan in hand, the panel carefully evaluated how it could help guide development and found several challenges that may instead be making development opportunities more opaque.

The current master plan is rich in detail, specifying future building needs, circulation plans, and design guidelines. The campuswide focus on sustainability is also particularly impressive and will prove beneficial going forward. At the same time, the specificity of the information presented and the range of building uses and placements make it difficult to identify where, how, and in what order the University wants the campus to grow, and they make it challenging for the private market to easily understand the University's development objectives and pathway. These factors combine to limit outside interest in development on the University's land.

The panel's review of the master plan also revealed that the man-made stormwater berm currently running diagonally through campus near the existing buildings remains a development consideration. While the master plan authors knew that the berm would be relocated further south, closer to the hills, the plan and campus design elements reflect a continuing built presence in its existing location, with elements designed around the soon-to-be-extinct feature.

Simplify the Plan

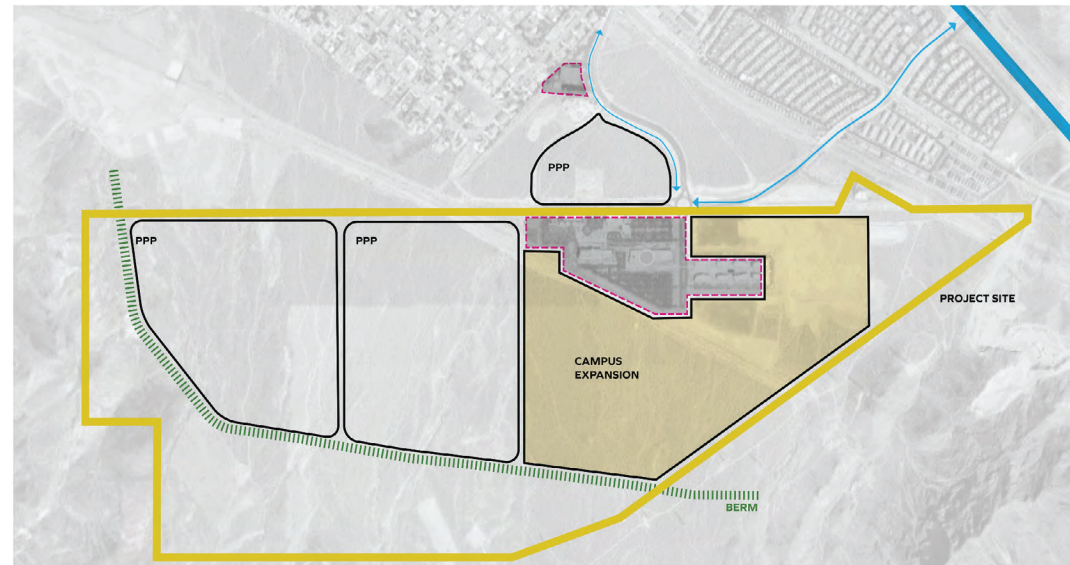
To envision how the master plan could take shape through new development on campus, the panel first distilled the plan into a few key service elements. This simplification—in the

plan and its guiding vision—will permit all stakeholders to more effectively champion the campus plan and more easily articulate the University's anticipated growth in the coming decades.

The 2023 campus master plan provides a great amount of detail regarding future building placement and street alignments within the University's 512 acres, represented by the gold border.



The panel simplified the master plan into a basic site design that indicates where development should initially focus and which areas are primed for P3 development.



Facilitate Development with Early Improvements

As envisioned by the panel, the NSU development corporation will act as a land development company for the University. Early actions can include the planning and subdividing the land, installing key infrastructure, and conveying shovel-ready (or at minimum fully characterized parcels) to developers who will undertake the construction and leasing.

To provide guidelines for anticipated expansion activities, a comprehensive development timeline should be established early. With this framework in hand, the following infrastructure improvements should be addressed.

- **Set an improvement phasing schedule.** A phased approach to improvements, particularly utility and street improvements, will facilitate early connectivity in priority areas.
- **Identify water needs and timelines.** The University will need to confirm the schedule for addressing water pressure in order to provide developers with a timeline for the new service and thus a timeline during which any new development will require the addition of a building-specific water pump.
- **Address vehicular access points.** Future vehicular access points need to be integrated into the plan, specifically addressing a new emergency access road from the west, a new access point from the

east at the forthcoming Interstate 11 intersection, and the location of a transit station on the City-owned land north of campus (the "Hershey's Kiss") to enhance connectivity to and from campus.

Support Campus Life

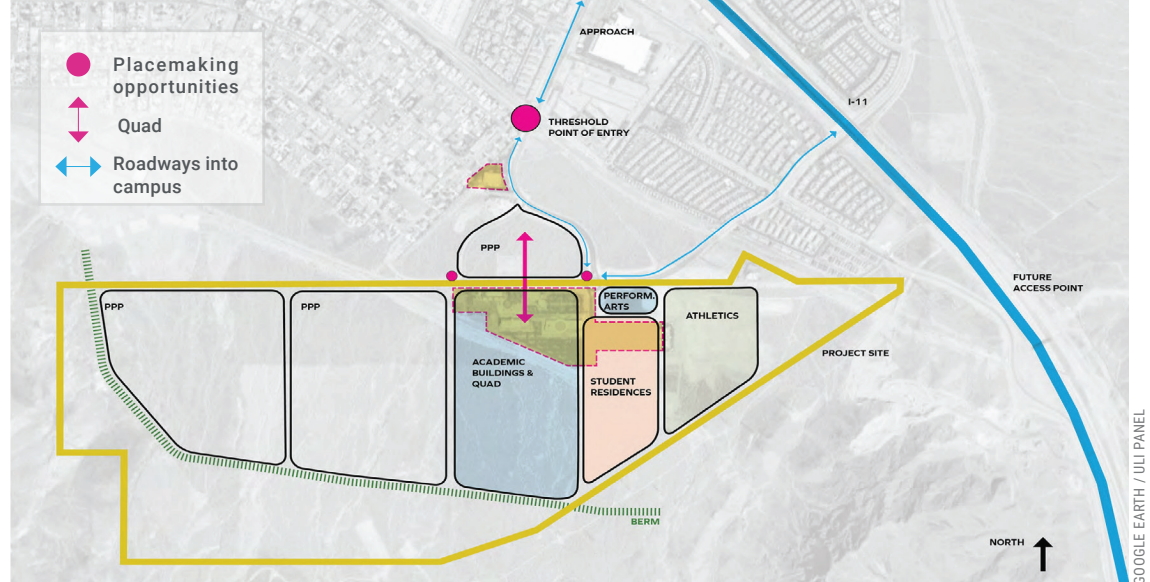
Public perception of NSU is that it is a commuter campus with only a small number of students living on campus. The University has a vision for the campus that shifts that dynamic, making it a campus of choice for those who want to live and learn in the same environment. To facilitate that shift while also supporting the University's current student population, the panel recommends the following measures.

- **Inspire lingering.** The University is encouraged to create inviting spaces and programming that inspire students to stay on campus for longer periods of the day and during their free time.

- **Make resources walkable.** Bringing essential community resources within walking distance of campus can help reduce the need for students to drive to points farther afield for key services and goods. Identifying these resources, with input from the student population, can help the university begin to envision how the private sector or P3 development might help bring these resources closer.
- **Extend housing to graduates.** In addition to NSU providing housing for current undergraduate students, it is encouraged to extend housing opportunities to graduate students and recent graduates as well. As these older students launch their careers, they can do so in stable housing on a campus where they are known. This expanded population can also fill new housing units while the University works to recruit more undergrads who will choose to live on campus.



- **Consider a regional park.** NSU may want to explore funding under the Southern Nevada Public Land Management Act (SNPLMA) to create a regional park on campus that could benefit students and the broader community. Not only could a park of this nature provide a welcome amenity for students, staff, and faculty, but a regional park could also become a broader draw for residents and visitors from across Southern Nevada, elevating the University's profile and supporting new retail on campus and in the surrounding area. The park could also help preserve the surrounding natural environment and protect the stunning desert and mountain views that the panel recommends incorporating into NSU branding elements. The incorporation of a park of this nature could also be a model for other universities with similar natural resources.
- **Cater to commuters.** Commuters are an important population within NSU's student body. Commuting students have slightly different needs than those who have housing within walking distance. A commuter student center near commuter parking (perhaps relocated with other parking away from the center of campus) could support these students' sense of belonging. It could also provide the type of support (retail, rest) they may need to allow them to spend more time on campus, both before/after class, adding further vibrancy to the campus.



Drilling down further into the simplified site plan, the panel envisioned where placemaking could occur to help direct and welcome visitors to campus and where on campus a new quad could be located.

Seek Community Integration

NSU recognizes the importance of a good working relationship with the City of Henderson. More than that, the University is searching for ways to further invite the surrounding community onto campus, to welcome them in community spaces, and further activate key public and learning areas with friends and neighbors from Henderson. To facilitate greater community integration, the panel recommends that NSU consider the following steps to further draw the community onto campus.

- **Develop the "Hershey's Kiss."**
NSU should seek to partner with the City to develop a vibrant commercial center on City-owned land north of campus. This parcel, the "Hershey's Kiss," could serve as an important gateway to the University and, with careful planning, could

serve both students and the surrounding community equally well, providing an important connection between the two. The panel noted that a P3 may be needed to develop this area—to facilitate both community-serving and University-based uses and add to the gravitational pull of this part of town, which is not in the path of Henderson's anticipated trade area growth trajectory.

- **Create a quad.** At several points during its study, the panel noted the lack of a central gathering space on campus. A campus quad between the Liberal Arts & Sciences and Kasner Academic Buildings could provide this type of gathering space. Bridging the space across Paradise Hills Drive to connect the Rogers Student Center with the commercial center on the City-owned land to the north could expand its potential even further. Rather than a

physical bridge across the roadway, paving materials, streetscape elements, and traffic management devices could turn the area into a pedestrian-first zone, thereby improving campus walkability, connection, and safety. Shifting parking to the edges of campus will free up space for these public realm improvements and support improved walkability in the heart of campus.

- **Facilitate gatherings.** Students expressed a desire for a comfortable, shaded gathering space to play, rally, and celebrate events like graduation. This type of large gathering space could also be used by community organizations or the City to host large celebrations, such as 4th of July fireworks displays, Day of the Dead celebrations, and more. These community-focused events can also help

facilitate a community perception of the University as public space to be enjoyed by the greater Henderson population.

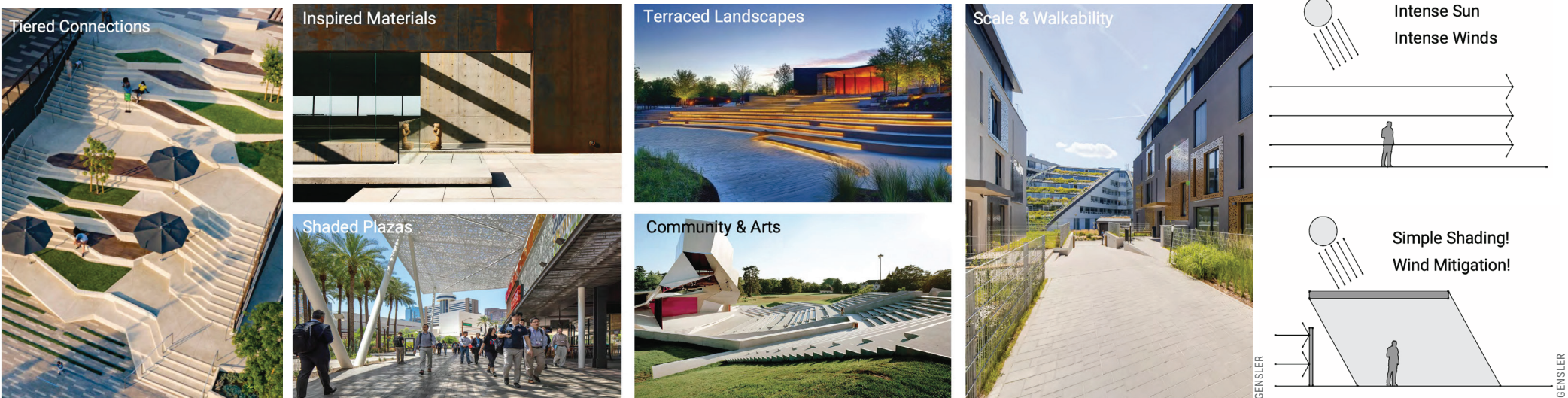
- **Develop trails for interim use.** Until vacant acreage has firm development interest, the land could be activated with hiking, biking, and horse trails to engage the community and invite visitors to spend time on the campus. Although it may be challenging to pull back "parkland" once the public has viewed it as such, the large tracts of undeveloped campus land could be put to good recreational use as development on northern parcels takes hold. These additional, if temporary, trails could connect into the surrounding canyons, providing trail users with access to additional parking and retail services on or near campus.

Create Campus Synergy

NSU has created a memorable landscape of buildings within a memorable landscape of desert and mountains. Extending that design aesthetic and building configuration across the campus through new development will take focus and commitment. The result will be well worth the effort.

Continue to use inspired materials. To date, the building materials found across campus blend into the surrounding desert landscape while also standing apart with their straight lines and colorful accents. Taking further inspiration from the natural landscape, future buildings can create synergies both with existing buildings and Henderson's natural environment.

Leverage the terraced landscapes and tiered connections. The hillside created by



The panel provided a series of inspirational images depicting how shading, art, topography, and building scale can create welcoming and visually interesting spaces that draw people in and encourage lingering.

Building and structure placement can create helpful shading and protection from the wind, making outdoor spaces more inviting and comfortable.

the McCullough Range extends north into campus, gently sloping to the commercial areas and neighborhoods beyond. The University can leverage this slope by creating terraced spaces, forming gathering and play areas, and installing amphitheater-style seating for outdoor performances.

Enhance the human scale and walkability of the campus. Shifting the NSU campus from an auto-centric environment to one in which walking is the first natural choice will take time. The scale of buildings and spaces—including plazas, streets, and sidewalks—will affect how safe pedestrians feel crossing campus and their perception of the distance between destinations. Small blocks with ample opportunities for building and environmental variation can enliven the walking experience and encourage more pedestrian activity.

Create shaded plazas, use shading devices, orient buildings, and provide wind protection. The Nevada sun is intense, even in cooler months, and the area's wind is

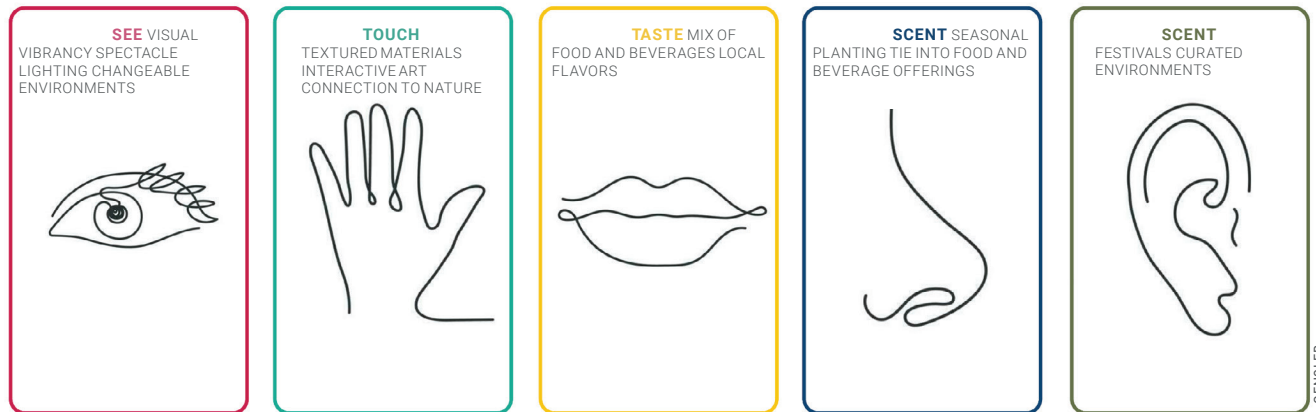
similarly constant. The built environment and landscaping can help reduce the sun's intensity by providing shade through purpose-built devices and by casting shade through thoughtful building placement. Similarly, building orientation and thoughtful walkway and plaza designs can put the built structures to use as wind screens. The 2023 campus master plan provides excellent guidance on how buildings can create welcome shade as the sun moves across the sky throughout the year. Without adequate shade and wind mitigation, students, staff, and faculty will find ways to avoid walking between destinations, and the community will not find the campus experience inviting.

Welcome the community with art. Art can become a platform for creating community. Whether through performing arts experiences or public art installations, the community may be more inclined to visit NSU through arts-based experiences designed for the public. While the students, staff, and faculty should collectively create

the first audience for these arts experiences, the opportunities to welcome visitors to campus through art are nearly endless.

Vibrancy. People create vibrancy, and vibrant places attract people. This circular relationship must start somewhere, and on a campus that desires greater vibrancy, elements such as landscaping, design interventions, color, and more can draw people in.

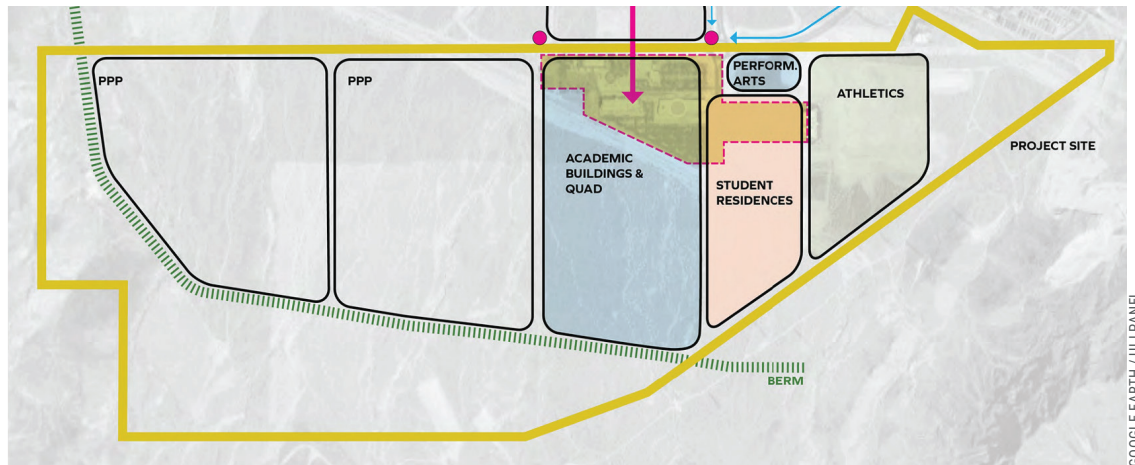
Use experiential placemaking. Placemaking, at its simplest, creates spaces where people want to spend time. Planning, design, and place management contribute to the experience and eventual success of a public space and placemaking. The goal of placemaking is to encourage people to pause and experience delight in the space. Beyond visual elements, the panel recommends that campus placemaking engage all senses: sight, touch, taste, smell, and hearing.



Experiential placemaking extends beyond what people see and instead creates spaces and experiences that also appeal to senses of touch, taste, smell, and hearing.



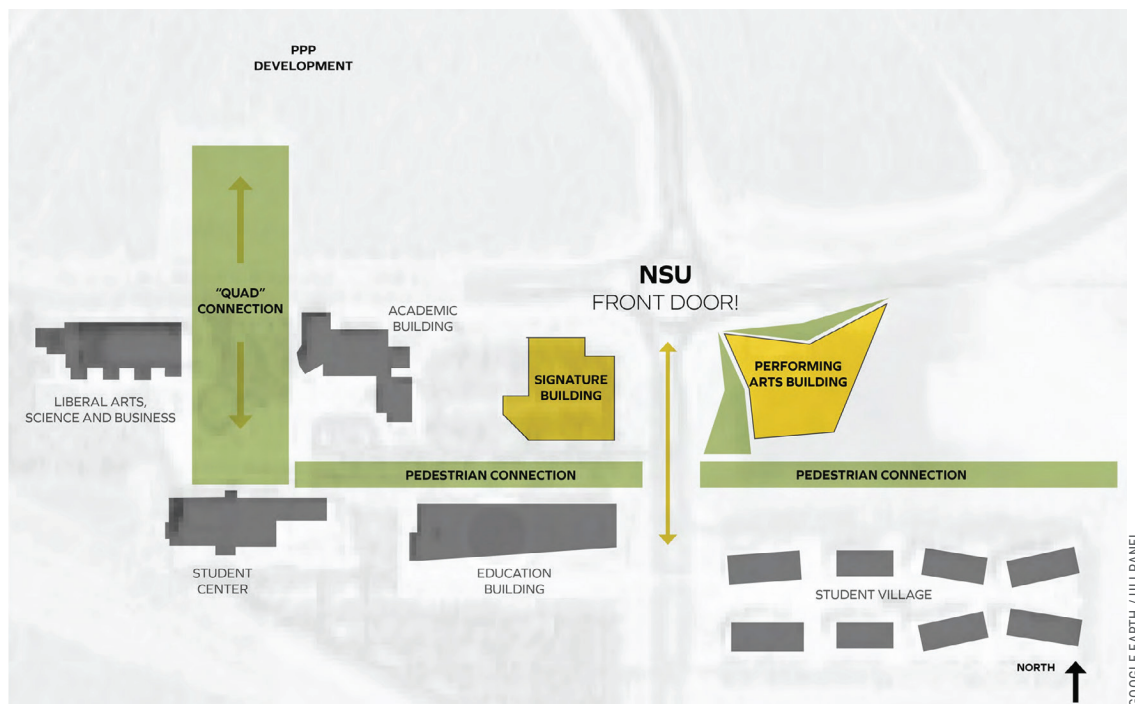
Color, patterns, and variation combine to create a space that feels alive and activated, even when only a few people can be seen in the area.



Focus on Site Design

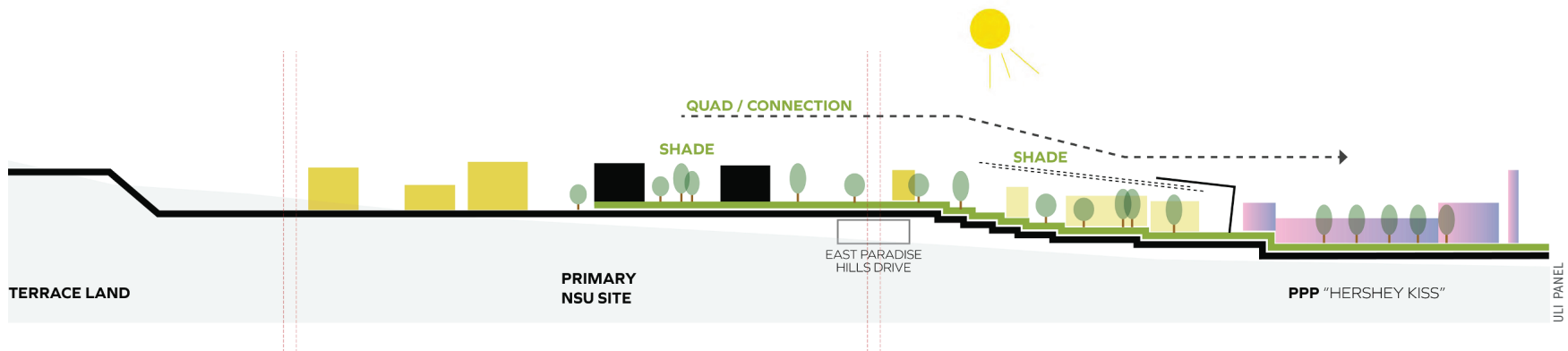
When considering how the University can best approach development across its undeveloped land, the panel began with a simplified districting plan that starts to address and plan for improved connectivity within the developed areas and surrounding assets. This simplified site design leverages the area's topography to create inviting, connected spaces for people to wander into and around, gather, and linger.

Focus on key districting elements. Within the simplified master plan, the panel identified a small number of discrete use areas that provide a framework for campus expansion, meet the University's projected needs, and allow for flexibility to meet future needs yet to be defined. The plan generally follows the use elements in the 2023 campus master plan, but instead uses large blocks to denote use areas while leaving building placement, street alignment, and other more detailed urban design elements to be determined. The far eastern edge is dedicated to campus athletics. The student housing expands further south in the next quadrant, west of the athletic area. Academic buildings likewise expand to the south. Blocks of undeveloped land in the middle and far west of the site, and north of the proposed new berm area, are designated for future P3 development opportunities.



The revised site design features a new community quad space that connects across East Paradise Hills Drive. It also envisions signature, public-facing buildings at the southern corners of the roundabout at the intersection with Nevada State Drive.

The portions of campus along East Paradise Hills Drive offer the best opportunities for community-facing uses and for inviting



This section view of the campus illustrates how the site's natural topography could be used to create a connection across East Paradise Hills Drive and connect down into the City-owned land to the north.

people to visit NSU and enjoy the campus's amenities.

- **Use a performing arts venue to create a signature entrance.** Placing a performing arts venue along Paradise Hills Drive and at the southeast portion of the roundabout with Nevada State Drive can create a signature entrance to the campus and an easy point of entry for patrons.
- **Support connectivity and embrace the site's topography.** Building the "quad connection" to bridge across East Paradise Hills Drive at grade can likewise blur the edges of campus and create welcome connectivity between the campus and the commercial areas to the north.
- **Leverage the approach.** The sections of Nevada State Drive between the interstate and the railroad tracks should be considered an important approach to NSU and used to visually reinforce the campus's presence beyond.

Incorporate Sustainability, Resilience, and Water Security Measures

The limited availability of water in the area, and particularly in the upland undeveloped portions of the University's land holdings, creates a significant development constraint.

The lack of water pressure caused by the current inadequate pumping capacity adds costs to new development, primarily in the form of additional on-site pumping mechanisms, and limits development interest generally, with developers opting for other sites with greater infrastructure and water capacity already in place.

As the University looks to a future where additional acres are developed, expanding from 60 to 512 developed acres, water conservation, use, and reuse become increasingly important. To help the University plan ahead with sustainability and resilience in mind, the panel provided the following recommendations:

- Incorporate on-site water treatment to bring water to non-potable standards for use in landscaping irrigation.
- Apply low-impact development strategies and best management practices for on-site stormwater retention and pretreatment.
- Require high-efficiency plumbing fixtures, including 0.8-gallon/flush toilets and 1 pint/flush or waterless urinals.
- Incorporate leak detection and irrigation submeters tied to a central building management system to detect and repair leaks early and prevent water loss.
- Direct roof stormwater runoff to vegetated swales to help manage the stormwater on campus, reduce wasted runoff, and reduce irrigation needed to sustain plants.

These strategies work best at scale, so advance planning and early infrastructure improvements are important. A facilities management district can help manage these improvements on the University's behalf.

Follow a Sustainable Development and Operations Plan

Net Zero by 2050

To help NSU identify opportunities to improve campus sustainability, resilience, and approach carbon neutrality, the panel provided the following priority recommendations across five key categories.

Create a plan and set goals. NSU is encouraged to develop a campus Sustainable Development and Operations Plan, including a long-term zero-carbon emissions transition strategy. The University should also establish campus-wide goals for decarbonization, energy conservation, and water conservation, aiming to create a netzero campus environment by 2050.

Use infrastructure as a service. There are interesting opportunities to use Infrastructure-as-a-Service agreements with the area's energy service company to help fund central plant expansions and upgrades. This can help the University achieve longterm cost savings, lower emissions, and reduce deferred maintenance.

Pursue renewable energy. The University is encouraged to expand its on-site clean energy production to proportionally offset the energy use and emissions of all new buildings. It may be possible for NSU to leverage Power Purchase Agreements with renewable energy companies to eliminate potential upfront capital costs, facilitating



Several campus buildings already feature large overhangs, which create welcome shading for the building's interior spaces.

the development of additional renewable resources across campus.

Consider a geothermal system. The University should consider a district-wide geothermal heat exchange system alongside its central plant expansion. The panel estimates that a geothermal system can cut energy use by up to 50 percent and may qualify for 30 percent direct-pay tax credits under the Inflation Reduction Act.

Track building performance. The University should consider incorporating Energy Conservation Measures and above-code building performance targets into requests for proposals (RFPs) for new construction, energy retrofit, and electrification projects.

NSU may also want to require energy modeling for all new construction projects to optimize performance from the start, and to incorporate retro-commissioning for optimizing energy and water use in existing building retrofits. Additionally, the University can specify electrification for all new construction, positioning the campus for an eventual net-zero energy transition.

Heat Mitigation and Resilience Hub Resources

Mitigating heat in a desert environment is a particularly challenging task. The following recommendations can help NSU leadership mitigate the campus's island effect.

Specifically, the University can include mandatory design measures, such as those listed below, in new construction RFPs to actively reduce the heat experienced on campus:

- Specify cool and reflective (high solar reflective index) roofing.
- Transition surface parking area to covered garages and pre-wire all covered parking structures for future solar PV installation.
- Minimize the University's parking footprint by applying zoning variances where beneficial to reduce or eliminate parking minimums where feasible.
- Provide deep shade at building entrances and orient new buildings, patios, and

plazas to maximize natural shade during busy campus hours.

- Install shade structures, fabric shade sails, and/or plant tree arcades along all primary walkways, plazas, courtyard areas, and between residential buildings.
- Consider using reflective (high solar reflective index) traffic coatings or light colored pervious concrete pavers for non-drive aisle parking areas.

In addition to creating a more sustainable campus, the University is committed to enhancing the resilience of its campus and the people using its spaces. The University has an opportunity to also support broader community resilience by opening its doors

to Henderson. The University can be a community leader by designating a campus building as an Extreme Heat Community Resource Center to provide emergency relief and resources during heat emergencies. Taking the work further, NSU can host community and neighborhood events with demonstrations of home energy retrofit measures and renewable energy options. The University is also encouraged to create a section on its website for posting this type of information—both resilience hub and energy resources—for broader community consumption to facilitate greater adoption of energy efficiency measures across the student population, their families, and the broader region.

CAMPUS SUSTAINABILITY

Sustainable Development & Operations Plan

Net Zero
by 2050

 Plan & Goals	 Building Performance	 Renewable Energy	 Geothermal System	 Infrastructure Services
▪ Long-term zero-carbon transition strategy ▪ Campus-wide decarbonization, energy & water targets ▪ Energy modeling required for all new construction	▪ Energy Conservation Measures (ECMs) & above-code targets in all RFPs ▪ Require full electrification for new construction ▪ Retro-commissioning for existing buildings	▪ Utility-scale PV farm on south berm ▪ Power purchase agreements (PPAs) to eliminate upfront capital costs	▪ District-wide heat exchange evaluation ▪ Up to 50% energy reduction potential ▪ 30% IRA direct-pay tax credit eligible	▪ Infrastructure-as-a-Service model for central plant upgrades ▪ Long-term savings & reduced deferred maintenance

ULI PANEL



A sustainable operations plan for the University can help clarify the development and operations measures NSU is pursuing across the campus.

Examples of University-Led Public-Private Partnerships

These specific multi-component P3 developments utilize ground leases of public or university land to seamlessly blend academic, commercial, and residential spaces.

uCity Square

Drexel University / City of Philadelphia
Philadelphia, Pennsylvania

- Land and Partnership: A joint venture between Drexel University, the University City Science Center, and master developers Wexford Science & Technology and Ventas.
- Housing: The district includes major residential high-rises like 3737 Chestnut and VUE32, offering market-rate and university-affiliated housing.
- Office/Academic Space: One uCity Square provides 400,000 square feet of state-of-the-art lab and corporate office space, anchored by Drexel's College of Nursing and Health Professions alongside private biotech firms.
- Retail Amenities: Active street-level retail includes grocery stores, community spaces, fitness centers, and restaurants.

University of South Florida Mixed-Use District

USF / City of Tampa
Tampa, Florida

- Land and Partnership: A large-scale P3 project covering 27 acres of university land leased to developer ACE Fletcher.
- Housing: The master plan specifically addresses student housing deficits with multi-story residential buildings.
- Office/Academic Space: Provides critical research capacity, university office space, and incubation areas for private companies

partnering with USF faculty.

- Retail Amenities: Ground-floor retail, cafes, and public squares are woven beneath the housing and office spaces to generate recurring revenue.

Novus Innovation Corridor Arizona State University **Tempe, Arizona**

- Land and Partnership: Built on 330 acres of tax-exempt, university-owned land leased long-term to Catellus Development Corporation.
- Housing: Features multiple dense multifamily residential complexes (like 777 Tower and The Piedmont) designed for professionals, graduate students, and faculty.
- Office/Academic Space: Integrates Class-A commercial office space where ASU research teams, corporate partners, and tech firms co-locate.
- Retail Amenities: The main spine of the district features pedestrian-friendly main streets packed with retail, dining, and athletic-adjacent entertainment.

Technology Square **Georgia Institute of Technology** **Atlanta, Georgia**

- Land and Partnership: Developed across multiple phases on land assembled by the Georgia Tech Foundation and the City.
- Housing: The district and its immediate edges feature high-density student apartments and corporate housing options

tailored to the tech corridor.

- Office/Academic Space: Houses corporate innovation centers (like NCR and Anthem), the Advanced Technology Development Center (ATDC incubator), and Georgia Tech's Scheller College of Business.
- Retail Amenities: Anchored by a massive university bookstore, the Georgia Tech Hotel & Conference Center, and extensive casual dining options lining 5th Street.

USC Village

University of Southern California Los Angeles, California

- Land and Partnership: A \$700 million, 15-acre urban project where USC partnered closely with the City of Los Angeles for zoning and community infrastructure.
- Housing: Upper levels host six residential college buildings housing over 2,500 students.
- Office/Academic Space: Includes academic advising hubs, study spaces, honors program offices, and university administrative footprints.
- Retail Amenities: The expansive ground floor acts as a regional commercial center, complete with a Trader Joe's, Target, sit-down restaurants, and a fitness center.



The real estate development potential at Nevada State University is exciting, and the opportunity to leverage partnerships to bring development to life holds great promise. The University's experience with P3s will serve it well in the coming years, and, to support those efforts, the panel offered a number of additional financing recommendations that University leadership and NSU partners can explore to further support the efforts.

Create a Developer Prospectus

The University is encouraged to create a developer prospectus that clearly outlines the unique attributes and benefits of NSU development. The prospectus should provide insights into the campus development environment and the potential costs that the University anticipates may be associated with new development.

Address the utilities. Utility investments can sound like a black hole to developers, a situation made worse in NSU's case by the current utility unknowns. The University can help lower development risk by identifying the known utility costs and estimating the potential investments required. The following steps should be taken at a minimum.

- Clearly articulate the currently available infrastructure.
- Gather estimates for mitigating the shortcomings of the current infrastructure.
- Establish a timeline for future utility improvements.

Plan for roadways and access. NSU's undeveloped land is a blank slate. The prospectus should also include information on planned/needed roadways, including emergency and other access points, and on how the University envisions financing and constructing those improvements.

Identify future academic programs. Future academic programs will drive much of the building mix on a large section of the campus. Developers will benefit from understanding today what future offerings NSU is considering and what the anticipated response and capacity needs might entail.

Describe NSU's current and potential future population. Information about NSU's current and projected student, staff, and faculty populations will also be helpful as developers consider campus opportunities. Population profiles and general demographic information should be included.

Include surrounding community demographics and projections. In addition to information on the campus population, data on the surrounding neighborhoods and the broader Henderson community will also be helpful for potential developers. The vacant land immediately outside the campus perimeter will likely yield higher-than-average growth rates and, when combined with campus development, will benefit from an informed and generally supportive surrounding community.

Include alumni profiles and demographics. Finally, the demographics of NSU alumni can also come into play as developers and the

University consider potential new buildings on campus. Providing reasons for alumni to continue engaging with the University through ongoing programming and financial support or gifts can help shape the spaces needed and boost activity on campus.

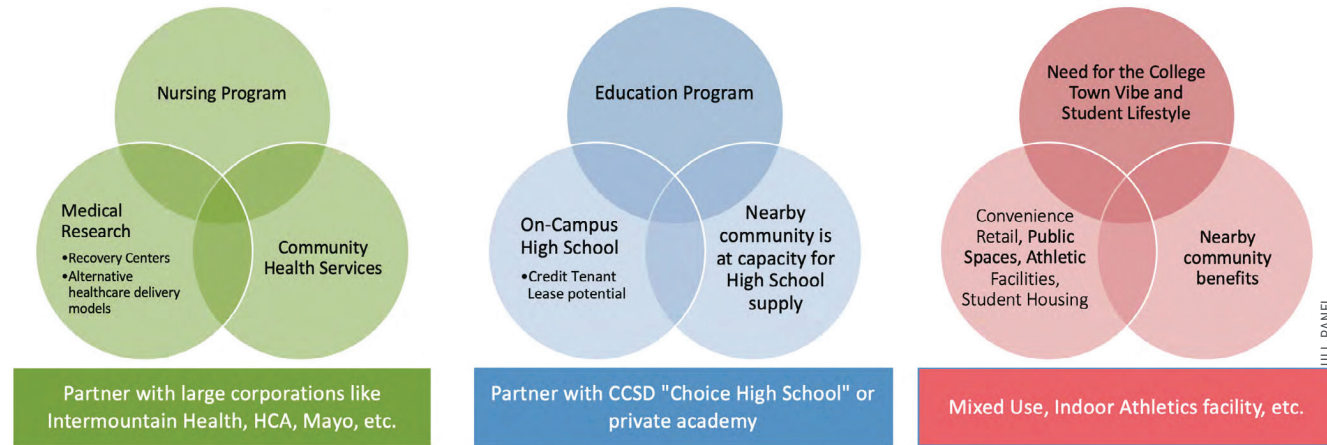
Identify Intersections

Building on the idea of partnering for development success, the panel contemplated how the University might maximize potential investment and revenue streams by identifying intersections between campus land use, University academic programs, and needs that may exist, or are projected to exist in the city. These points of intersection might yield exciting co-benefits across all communities and create additional financing streams to help bring projects to life.

The southeastern section of Henderson is expected to expand in the coming years. Development opportunities might be found at the intersections of public service needs, academic programs that lead to workforce development, and places where companies can invest in creating facilities to serve the company, the city, and NSU students. Large corporations, such as Intermountain Health, HCA Healthcare, Mayo, and others, might be excellent entities with which to explore these potential partnerships. These intersections can bring together NSU's nursing program, community health services, and important medical research.

Similarly, partnering with the Clark County School District and its School Choice program or with a private academy can open avenues to partnerships that combine the University's education program with a K-12 school, perhaps resulting in a new on-campus high school for the community.

Finally, the panel considered partnership opportunities that could create a mixed-use indoor athletics facility. In addition to providing the Scorpions with on-campus practice and meet facilities, this type of development could benefit the Henderson community and potentially bring additional retail, event spaces, and housing opportunities to the area.



There are a number of potential intersections between NSU educational offerings, workforce needs, and community benefits that could be explored further as the University considers where and when it will expand its campus and how it might pay for those expansion activities.

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Unleash the power of land development and public private partnerships!

—ULI PANELIST

Public-Private Partnerships (P3)

NSU is no stranger to public-private partnerships. Maximizing the University's ability to attract successful P3 partners will serve the institution well and help ensure that the students of the future have

the campus resources, amenities, and built environment needed to support their learning journey.

At its most elementary level, a P3 can allow NSU to leverage its impressive land resources by leasing parcels to developers and receiving income from those leases. The developments deliver the needed facilities, providing academic buildings or housing for NSU students while also benefiting the surrounding community through other related amenities such as retail, community spaces, and more.

To facilitate these mutually beneficial partnerships and attract developers, NSU must be able to offer market-rate leases through its P3s. Without this type of long-term structure and earning potential, developers will seek other opportunities

with leases that extend to a meaningful term. Securing Board of Regents approval for 99-year ground lease terms will be a prerequisite for attracting institutional-quality P3 partners and is both a market and a practical expectation. NSU should engage the Regents proactively on this important modification and include peer institution benchmarks in the discussion.

Potential Financing Tools

The panel considered the wide range of potential financing tools that may be available to the University and/or its development partners in the pursuit of new projects on campus. The tables on the following pages list some of the tools that may be available and should be explored further.

P3 Financing Options		
Tool	Best Use Case	Key Advantage
Tax Credit Bond Financing	Any capital project via non-profit entity	Reduces borrowing cost through the sale of federal tax credits
HUD Financing	Micro/senior housing (post-graduation)	Long-term, low-rate — structured per unit, not per bed
New Markets Tax Credits	Projects in qualifying census tracts	Significant gap financing tool for mixed-use development
C-PACE	Sustainability features in new construction	Covers meaningful percent of project cost; no upfront capital required
Tenant Credit	Federal institutional tenants (e.g., FBI, federal agencies)	Tenant's federal credit rating enables significantly below-market financing rates

State & Federal Economic Development Tools		
Tool	Best Use Case	Key Advantage
SNPLMA	Parks, trails, public infrastructure	City can lease NSU land to access dedicated federal funding
EDA Grants	Tech commercialization, entrepreneurship infrastructure	Ongoing federal program — NSU-eligible and currently underutilized
USDA Community Facilities Loans	Rural-adjacent education, medical, and public safety facilities	Confirm eligibility — Henderson's growth may affect rural classification
State Infrastructure Bank (SIB)	Roads, utilities, infrastructure improvements	Subordinated debt and credit enhancement lower financing costs
State Workforce Development Grants	Academic programs and research hospital concepts	Directly aligned with NSU's workforce mission and P3 partnerships

Note: Tool applicability depends on project type and site eligibility. The University will need to confirm USDA and SNPLMA qualification given Henderson's urbanization trajectory before including in developer materials.



Next Steps



With 452 acres of undeveloped land and a detailed master plan in hand, it would seem that Nevada State University's next step could be in any direction. With direction from the panel and a simplified land use framework—including activating land to leverage growth, increasing enrollment, expanding programs, and creating a community resource—the following action items can better position the University for the development opportunities ahead.

Bring all land into the Lands Corp and align the vision. The current expedited status of the 226 acres leased to the Lands Corp should be expanded to include all 452 acres of undeveloped University land. The development of such a large holding will take decades. NSU should articulate an aspirational vision for the expansion land to help guide the work and allow the development community to identify where and how they might play a role. This vision will also help the NSU community see how the work today is guiding the University toward its long-term goals.

Shift to a development corporation. While perhaps not a task that can be tackled within the next few days, the University should explore shifting the Lands Corp to a development corporation in the near term. As this transition may take time, requiring Board of Regents approval and the addition of new board members, the process should begin now, ensuring that the facilitating structure can be put in place in the not-too-distant future.

Order a preliminary title report with easements. It is vital that the University knows exactly where the easements lie and how they will affect the future development pattern.

Identify developable sites and address parcelization. With an eye on sites close to the existing campus, the University should identify priority sites and adjust parcelization as needed. It can then begin estimating the investments required to make the priority sites shovel-ready and thus attractive to the market.

Engage consultants to understand land assets and conduct studies. The University is encouraged to engage professional assistance to further evaluate its land holdings, both in their current state and in their potential future value with basic infrastructure in place. This stage should also include water, power, sewer, geotech, seismic, and traffic studies to further quantify the work required and associated costs. All of this information will create clarity for the University and the market when NSU is ready to solicit development proposals and partners and will enable NSU to more effectively transact in a market-driven environment.

Review and update environmental impact studies for land. Similarly, existing environmental impact studies should be factored into the development prospectus and updated as required to ensure that the potential constraints reflect current conditions.

Allow ground leases on market terms. The existing 50-year lease structure requires modification to align with market demands. Lease terms should extend up to 99 years.

Establish energy and water conservation criteria for new development. Going forward, the University and the surrounding community will benefit from improvements in sustainability and resilience across campus, and investments today will provide benefits for generations. Requiring new buildings to meet water conservation, energy efficiency, and heat mitigation standards can help ensure that the students are able to remain comfortable while on campus, that the campus is not contributing to negative climate impacts, and that the entire NSU population and even the surrounding neighbors can come to the University for refuge and resilience during future extreme weather or energy outage events.

NSU is a jewel in the Southern Nevada desert mountains. The care and stewardship of the University today are evident in its steadily growing enrollment, its graduation rates, the passion for the mission across faculty and staff, and the condition of the buildings that form the campus. With the recommendations from this study and NSU's thoughtful, steady approach to growth and development, the University can continue its admirable service to its student population and those who will join the student ranks in the coming years. The development opportunities ahead are exciting, and NSU is on the cusp of a long and fulfilling journey.

Suggested Implementation Matrix

Anticipated Time Horizon	Explanation
Short (achievable w/in 1 year)	Low effort/cost, no external approvals or prerequisites
Medium (1-3 years)	Moderate effort, internal/board approvals, or dependent on short-term items
Long (3+ years)	Capital-intensive, Board of Regents/City approvals, or dependent on prior phases

Section	Recommendation	Time Horizon	Relative Complexity
Vision	Embrace the Mojave Desert as a brand in marketing, branding and recruitment	Short	Low
Vision	Launch a branding initiative to help bring NSU's vision for the campus expansion to life; build the college-town vibe	Short	Medium
Vision	Strengthen the NSU and City of Henderson connection through wayfinding, strengthened partnership, joint econ-dev messaging	Medium	Medium
Vision	Create a front door to campus and sense of arrival using signage, grand entry drive, landmark buildings	Long	High
Vision	Create a destination campus with housing, food halls, retail, cultural events, lecture series, indoor track	Long	High
Governance	Order a preliminary title report with a map of easements and begin to characterize all parcels, reconfiguring parcels as needed	Short	Low
Governance	Identify proximate priority developable sites, estimate needed shovel-ready investments	Medium	Medium
Governance	Engage consultants to evaluate land assets and conduct water, power, sewer, traffic, etc. studies	Short	Low
Governance	Review and update environmental impact studies	Short	Low
Governance	Obtain approvals to allow ground leases on market terms (up to 99 years)	Medium	Medium
Governance	Transition the Lands Corp into a development corporation	Long	High
Governance	Ensure development corporation staff and volunteer board members have necessary real estate development and planning expertise to actively facilitate development	Medium	Medium
Governance	Separate the Lands Corp from the NSU Foundation to reduce layers of approvals, complexities	Medium	Medium
Governance	Update bylaws and governance to bring all 452 acres into the development corporation and ensure deal origination authority	Medium	Medium
Dev & Resilience	Adopt a simplified districting framework based on the 2023 master plan	Short	Low
Dev & Resilience	Establish a development timeline, phasing schedule, water service, and access-point plan	Short	Medium
Dev & Resilience	Set sustainability, water-security, and heat-mitigation standards in new-construction RFPs	Medium	Medium
Dev & Resilience	Create a resilience hub and consider designated a building as an Extreme Heat Community Resource Center and host programming	Medium	Medium
Dev & Resilience	Support campus life with spaces for lingering, walkable designs, grad student and alumni housing, regional park, commuter center, and more	Long	Medium
Dev & Resilience	Seek community integration; partner with the City on its development of the 'Hershey's Kiss', build a quad, connect to trails, establish gathering spaces	Long	High
Dev & Resilience	Foster campus synergy with site design using natural materials, terraced landscapes, walkability, performing arts venue, shaded plazas, art, and more	Long	Medium
Finance	Create a developer prospectus	Medium	Medium
Finance	Explore the range of financing tools (tax-credit bonds, NMTC, C-PACE, SNPLMA, EDA, USDA, SIB, etc.)	Medium	Medium
Finance	Identify intersections of land use, academic programs and community needs (incl. corporate, school system, healthcare partners)	Short	Medium

About the Panel



David S.

Panel Chair Managing Principal, Greensfelder Real Estate Strategy



Greensfelder Real Estate Strategy Founder and Managing Principal David Greensfelder is a nationally recognized retail thought leader and strategist specializing in analyzing the impacts of emerging retail trends and competing retail channels on bricks-and-mortar retail, economic development and redevelopment planning, understanding retail opportunities by applying behavioral economics to planning, and community design strategies.

David authored the Market Analysis chapter for *Building Small – A Handbook for Real Estate Entrepreneurs, Civic Leaders, and Great Communities* (ULI, 2021), the Retail Revolution and Retrofit chapter for *Brownfields and Economic Development* (McFarland, April, 2021), and the Retail and Last Mile narrative in ULI-pwc's *Emerging Trends in Real Estate*. David serves on National Academy of Sciences NCHRP research panels as an urban economics and last-mile expert. David has driven more than 350 development projects spanning over 10 million SF and a finish market value estimated at over \$2 billion.

David frequently lectures at UC Berkeley's Fisher Center for Real Estate and Urban Economics and MRED+D programs, the Haas Graduate School of Business, at USC's Lusk Center for Real Estate Development, and teaches ULI's Mixed-use Development Best Practices Professional Development program. He is a Director of Satellite Affordable Housing Associates and the Center for Creative Land Recycling, is an active ULI member, and ICSC's P3 National Steering Committee. David graduated from Pitzer College with a degree in Business Economics, and the SciARC Foundation Program.

Julie Cleaver

Former SVP, Strategic Planning The Howard Hughes Corporation



Julie Cleaver is semi-retired and has worked in the land development industry. As former Senior Vice President of Strategic Planning for The Howard Hughes Corporation, she led current and long-range planning efforts for more than 10,000 acres of residential and commercial development and amenity infrastructure in Summerlin, a 22,500-acre master-planned community on the western edge of the Las Vegas Valley. In that role, she worked with architects, planners, engineers, brand consultants, and municipal partners to create memorable experiences and value-added design. Before joining Howard Hughes, she managed design teams for award-winning master-planned communities nationwide with The Rouse Company, HNTB, and David Jensen Associates.

Cleaver has been a speaker and panelist at programs hosted by ULI, the American Planning Association, the Commercial Real Estate Development Association, and the Las Vegas Metro Chamber of Commerce. She serves on several community advisory boards and the national Commercial Real Estate Development Association Board, and she chairs the Editorial Board for Development Magazine.

Ryan Holden

Director of Business Development The Concord Group



Ryan has been a licensed real estate professional since 1999, building a diverse career in real estate, design, and construction. Throughout his career, development has remained the central focus of his work. He has served as Director of Acquisitions for two development firms and, as a commercial broker with Jameson Commercial, specialized in commercial development while representing a range of prominent developers and investors.

His experience spans acquisitions, sales, sales management, asset management, project management, investment, and development. Bringing this broad perspective and deep industry knowledge to The Concord Group, Ryan leads the firm's growth initiatives as Director of Business Development.

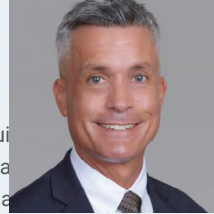
Raised in the restaurant business, Ryan developed a lifelong passion for food and hospitality. He is an enthusiastic home cook who enjoys entertaining and spending time with friends and family whenever possible.

Nic Irwin
Director UNLV Lied
Center for Real Estate
Research



Dr. Irwin is the S.J. Hall Faculty and an associate professor in the Molasky Family Department of Economics and Real Estate. He also serves as the Research Director at the Lied Center for Real Estate where he leads the Center's work on public-facing policy briefs and rigorous academic research. He specializes in the fields of housing, environmental, and urban economics with his work regularly appearing in internationally prominent academic journals. His research examines behavioral spillovers in homeowner decision-making, how the housing market responds to information shocks from environmental hazards or public good provisioning, and how rental markets operate in disaster prone areas. His commentary and research are oft-featured in prominent national and local media outlets, including NPR's Marketplace, Wired, Politico, the Las Vegas Review-Journal, KNPR's State of Nevada, and the Associated Press, among others.

Andrew Kilduff
Senior Vice President
Logic Commercial RE



Andrew specializes in the acquisition and strategic development of land throughout the Southwest. He works with institutional investors, and private landowners on complex transactions involving master-planned communities, multifamily, mixed-use, healthcare, hospitality, and commercial development. Recognized for his market knowledge, strategic vision, and ability to structure sophisticated transactions, Andrew has become a trusted advisor to many of the most respected real estate organizations.

With more than 25 years of executive leadership experience, Andrew's career spans commercial brokerage, real estate development, investment strategy, and project execution. Prior to joining Logic Commercial, he served as Director of Real Estate Development for Nevada HAND, where he led land acquisitions, entitlement efforts, financing strategies, and the development of affordable housing communities throughout Southern Nevada. He has also held senior leadership positions with Cushman & Wakefield, Colliers International, Turnberry Associates, and Integrated Properties, representing institutional owners, developers, and Fortune 500 companies in high-profile real estate transactions.

Andrew has served on the Boards of Directors for both the St. Rose Dominican Health Foundation and the Links for Life Foundation, and co-founded the Hunger War initiative to combat food insecurity in Southern Nevada.

Andrew earned a B.S. in Business Management from Menlo College and was also recognized by the Las Vegas Business Press as one of the city's Top 40 Under 40 business professionals.

Debra March
Debra March Ventures
Former Mayor, City of
Henderson



Debra March is a 30-year member of the Urban Land Institute and currently serves as Chair of ULI Nevada.

A former public official, she served as Mayor of the City of Henderson from 2017 to 2023, following eight years on the Henderson City Council. During her tenure as mayor, she championed smart growth, sustainable economic development, transportation, and community engagement while leading Nevada's second-largest city. She also served as Chair of the Regional Transportation Commission and the Regional Flood Control Districts for Southern Nevada.

Before entering elected office, March served as Director of the University of Nevada, Las Vegas' Lied Institute for Real Estate Studies from 1996 to 2009. In that role, she advanced real estate education, research, mentoring, and public policy, promoting responsible homeownership, affordable housing, and the development of more livable communities.

Debra has also served as a national board member of the American Planning Association. Earlier in her career, she was Deputy Administrator of the Nevada Real Estate Division, as well as a Nevada state park ranger and social worker.

Eric S. Midby

Principal The Midby Companies



Eric Midby is the Chief Executive Officer of The Midby Companies, a family owned real estate development firm with a 15 year track record of delivering complex multi-family, mixed use, student housing, and self storage projects across Las Vegas, Seattle, and Southern California. Eric specializes in conceiving, financing, and executing transformative development ventures, with deep expertise in land assemblage, entitlement strategy, public private partnership structuring, and large scale project management.

A longtime supporter of the University of Nevada, Las Vegas, Eric led the creation of the university's first public private partnership for student housing—the award winning U District. Its first phase, The Degree, is the largest student housing facility in the State of Nevada, LEED Silver certified, and the recipient of both the ULI Nevada Placemaking Award for Excellence and the NAIOP Multi-Family Project Award. Through this development, The Midby Companies have provided more than \$250,000 in free rent over the past six years to participants in the UNLV HOPE Scholars Program, offering essential housing stability to unhoused students pursuing their degrees.

Eric's civic and nonprofit leadership spans multiple regions. He has served on the Advisory Board of the UNLV Foundation since 2016. He currently serves as Vice Chair of ULI Nevada, helping guide industry education, policy, and community development initiatives. He has also served on the Board of the Commercial Development & Management Corp., which oversaw the early stages of the formation and development of the Harry Reid Research and Technology Park.

Eric is a graduate of the University of Southern California's Marshall School of Business, where he focused on entrepreneurship, real estate development, and real estate economics and finance.

Ralph Murphy

President & CEO RailPort Industries



Ralph Murphy is owner, president, and CEO of RailPort Industries based in Las Vegas. RailPort is currently developing inland ports in Nevada and other sites. The projects will provide intermodal and manifest rail service, and each will include over 20 million square feet of warehouse distribution and manufacturing facilities.

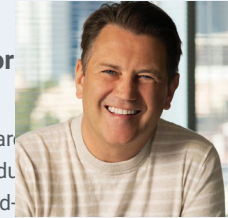
Ralph has over forty years of experience developing commercial real estate projects throughout the Western United States. He has directed the development of millions of square feet of office, industrial, commercial, retail, residential and hospitality projects.

He has been a member of the Urban Land Institute and the Commercial Real Estate Development Association (formerly NAIOP) since the 1990's and served on the executive committee of the NAIOP corporate organization in addition to serving as president of two different NAIOP chapters during his career. Murphy recently taught the Real Estate Development capstone course at the Lied Institute for Real Estate Studies at the University of Nevada Las Vegas.

Ralph is a graduate of Northwestern University and was an officer in the United States Navy. He was a management consultant for several years before focusing on his real estate development career.

Brett Robillard

Principal/Design Director Gensler



Brett Robillard is a seasoned architect with over 20 years of experience in the design industry. He has held leadership on numerous award-winning projects and approaches architecture as an experientially driven art form, with a strong emphasis on the unique regional influences each site brings. His work reflects a deep commitment to design excellence and the transformative power of architecture to enhance the human experience.

Brett's commitment to creating positive change is evident in his work across communities of all sizes. He has contributed to a wide range of market sectors, including entertainment, hospitality, commercial office, sports, and residential projects in both the U.S. and Asia. Notable projects include The Zappos Theatre at Planet Hollywood, Soldier Field in Chicago, and the RTC Mobility Center in Las Vegas.

He is involved from conceptual design through construction, championing the continuity and integrity of design solutions with a collaborative approach. Brett has successfully led teams on both small- and large-scale projects, consistently delivering highquality, client-focused results.

A passionate advocate for architecture that fully engages the senses, Brett is an enthusiastic leader who believes deeply in the power of design to enrich communities and shape the built environment in meaningful ways.

Throughout his career, Brett has taught at various universities and mentored many young architects. He has also dedicated time to supporting local charities. A registered architect in Nevada, Utah, New Mexico, and Florida, Brett's multi-regional practice reflects both his versatility and his dedication to the profession. His experience living and working across the U.S. and Asia continues to influence his work across a diverse range of project types and scales.

Rick VanDiepen

Principal GRN Vision



Rick Van Diepen made Las Vegas his home after receiving his Master's in Architecture from UC Berkeley in 1998. During his career as a commercial architect and community activist, Rick founded GRN Vision in 2014 to follow his passion for sustainable, community-based design. Founded as a missionbased company, GRN Vision provides sustainable design consulting services for new construction and deep energy retrofit projects incorporating energy modeling, LEED, Green Globes and National Green Building Standard certifications; as well as ESG and corporate carbon emissions portfolio reporting. GRN Vision also provides architectural design and planning services to public agencies and affordable housing developers providing emergency shelters, navigation centers for the unhoused, and transitional and permanent supportive housing facilities. GRN Vision has a long history providing reduced fee or pro bono consulting services to local charitable organizations supporting low-income families and the unhoused.

Rick's motivation has always been to improve the human condition and the built environment through the design of beautiful, high-performance sustainable buildings that benefit the community and the natural world. Many of these projects have garnered design awards and have been published in national journals.

Rick has also helped develop and lead community-based nonprofit organizations having served as board member or executive committee for the Nevada Chapter of the US Green Building Council, the American Institute of Architects Las Vegas Chapter, Citizen Alert, Nevadans For Clean And Reliable Energy, Impact NV, HopeLink of Southern Nevada, and Beacon Academy of Nevada. Rick lives with his wife, two daughters and a bunch of dogs in a net-zero energy home in central Las Vegas.

