

## Woven Into The Fabric Of Las Vegas

An Interview with Sandra Douglass Morgan, President, Las Vegas Raiders



Sandra Douglass Morgan

**EDITORS' NOTE** Sandra Douglass Morgan was named President of the Las Vegas Raiders by Owner Mark Davis in July 2022. She has more than two decades of leadership experience in the sports, gaming, legal and corporate sectors, and has served as a chief regulator, director, attorney, and advisor to integrated resorts, casinos, and telecommunications companies. Having an adept understanding of the community as she was raised in Las Vegas, Morgan is incredibly proud to lead the Silver and Black in her hometown. Prior to joining the Raiders, Morgan served as Chairwoman of the Nevada Gaming Control Board. As the chief regulator for Nevada's dominant billion-dollar gaming industry, Morgan led the passage and implementation of cashless wagering regulations, ensured that gaming licensees adopted policies prohibiting discrimination and harassment, and led a team of 400 employees in five cities across the state of Nevada. Morgan also served as a Commissioner on the Nevada State Athletic Commission and was the first Black City Attorney in the State of Nevada when she was the chief legal officer for the City of North Las Vegas, where she served from 2008 to 2016. Morgan was previously with Covington & Burling, LLP and served as an advisor to the State of Nevada's COVID-19 task force charged with finding solutions for access to personal protection equipment, virtual education options, and expanding testing capabilities so that the state could reopen its doors to tens of millions of visitors from across the globe. Widely recognized for her commitment to Nevada businesses, education, and support for local causes, she is the recipient of the UNLV Boyd School of Law's Distinguished Service Alumni Award and the Corporate to Community Connector award from the National Urban League Young Professionals. She was included in the EBONY 2022 Power 100 List, the most influential "Women in Business and Politics," receiving an award from the Urban Chamber of Commerce in 2015 along with the Ladies of Distinction Award in 2013 from Olive Crest, a nonprofit organization dedicated to assisting abused and neglected children. In 2012, Morgan was named Attorney of the Year by the Las Vegas Chapter of the National Bar Association which recognized her commitment to serving the local community, especially communities of color. Morgan has served on a variety of nonprofit boards and was most

recently the Vice Chair of the Super Bowl LVIII Host Committee. Additionally, Morgan serves on the Board of Directors of Allegiant Travel Company and Fidelity National Financial, Inc., and is on the Board of Trustees for the UNLV Foundation. She is also a member of the State Bar of Nevada and the District of Columbia Bar. Morgan graduated from the University of Nevada, Reno with a degree in Political Science and holds a Juris Doctor from the William S. Boyd School of Law at the University of Nevada, Las Vegas. She resides in Las Vegas with her husband and their two children.

### How did growing up in Las Vegas and being involved in local government and gaming regulation prepare you for your current role?

I've spent nearly my entire life in Las Vegas. It's where I was raised, educated, and built my family and career, and it has undoubtedly shaped who I am as a leader. This city has grown to become one of the world's leading destinations for entertainment, hospitality, and now sports, and I've been fortunate to see that evolution firsthand.



Sandra Douglass Morgan at training camp

Growing up in Las Vegas, I was surrounded by people who worked incredibly hard, whether they were in hospitality, the military, or other industries that kept the city running. That instilled in me a deep respect for people who dedicate themselves to their craft. I took that ethos with me during my time working in local government and gaming regulation. Serving as City Attorney for North Las Vegas during the Great Recession and later as Chair of the Nevada Gaming Control Board during the pandemic taught me what leadership under pressure really looks like. Those roles required tough decisions, transparency, and collaboration across government, business, and the community, and I have found that all of these skills directly translate to running the business side of an NFL franchise.

**What do you feel are the keys to being successful in the role of an NFL team president?**

The role of an NFL team president is incredibly dynamic, overseeing everything from partnerships, premium sales and service to marketing, security, communications, and community relations. But at its core, success comes down to the people you lead and the purpose that drives your work. That alignment starts with strong leadership and clear communication, ensuring everyone understands our vision and values while keeping us moving forward as we continuously evaluate how to improve across every part of the organization.

I believe in honoring the Raiders' rich history while embracing being in a relatively new market in Las Vegas, which to me means respecting our traditions but not being afraid to adapt and evolve. Leadership includes balancing listening and directing, taking input from our team, partners, community leaders and fans to



*Sandra Douglass Morgan with Charles Woodson*

make decisions that drive long-term success. Ultimately, success is about building an organization that is financially strong, culture-focused, community-driven, and built to thrive in a lasting, sustainable fashion.

**How do you describe the Raiders culture and values?**

Our culture is built on a shared commitment to accountability, respect, and excellence. These values have been at the core of the Raiders organization since day one. For me, contributing to that culture means being present and connected.

Leadership is about accessibility, consistency, and making sure every employee feels valued and part of the mission. When people feel seen, they understand they are part of something bigger than themselves, take pride in their work, and push for excellence. That sense of belonging and shared purpose is what fuels our culture and keeps the Raiders organization moving forward as one team.

**Will you discuss the importance of building a strong relationship between the Raiders and the Las Vegas community?**

Building a strong relationship between the Raiders and the Las Vegas community is fundamental to our mission as a franchise. We view the Raiders as stewards of this city; that means committing to philanthropy, economic empowerment, and programs that create real opportunity for residents. Since relocating, the Raiders and Allegiant Stadium have helped drive major economic impact, welcoming over 6.3 million attendees from 122 countries across 719 events, making the stadium a year-round tourism engine. This influx of activity has translated into sustained opportunities for local businesses and workers, such as our MWBE supplier program – 25 of 38 stadium food-vendor locations are women or minority-owned – and MWBE vendors earned over \$1.2M in commission in 2025.

Our commitment to the community extends even further, with the team contributing over \$10 million to Nevada causes in the past five years and the Raiders Foundation awarding \$500,000 to 40 nonprofits in the region in 2025 alone. But another part of being a good steward is being accountable to the community we serve; that's why we also take efforts to measure and report the work we do through efforts like our yearly Impact Report.



*Sandra Douglass Morgan with young fans on gameday*

**“We’ve learned that success comes from blending the spirit of Raider Nation – our grit, our loyalty – with the boldness and creativity that define Las Vegas. We’ve seen that fusion come to life, not just in collaborating with local artists to create meaningful art in our venue that represents our region and its communities, but in how we use the Stadium to make an impact.”**

**Do you have mentors or role models who’ve helped shape your leadership philosophy?**

Absolutely. My mother has always been my greatest inspiration. She immigrated to the U.S. from Korea and worked long hours in the gaming industry, often on holidays and weekends. Her resilience and dignity taught me patience, pride, and the value of hard work, all lessons that continue to guide me every day.

**With the success that you have achieved during your career, are you able to enjoy the process and take moments to celebrate the wins?**

I’ve learned to pause and appreciate the milestones. In leadership, you’re often looking ahead to the next challenge, but I try to take time with my family, my team, and our community to reflect on how far we’ve come. Watching our fans fill Allegiant Stadium, seeing local kids light up at a youth football event – those are the moments that remind me why this work matters.

**The Raiders and Allegiant Stadium recently celebrated five years since arriving in Las Vegas. What have your proudest moments been and what lessons have you learned during this time?**

There are so many moments I’m proud of. The Super Bowl at Allegiant Stadium was a triumph not only to showcase our city as a global sports capital, but it generated so many opportunities for communities to benefit, like our Super Bowl Business Connect program. We’ve also built a sustainable legacy: Allegiant Stadium became 100 percent powered by renewable energy in 2023, which reflects our commitment to responsible growth. But perhaps the biggest lesson has been about balance, both honoring our traditions while embracing innovation.

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that define Las Vegas. We’ve seen that fusion come to life, not just in collaborating with local artists to create meaningful art in our venue that represents our region and its communities, but in how we use the Stadium to make an impact. For example, our Silver & Black Gala at the Stadium raised \$3 million for youth mental health services and a \$1 million gift to Nevada organizations with show-stopping Vegas production and headline auction experiences. Being able to host a naturalization ceremony hosting 200 new American citizens from approximately 50 countries was another incredibly proud moment for me, but it was also a powerful lesson in how integral a space like Allegiant Stadium can be to civic life in our communities.

**The Raiders are a major economic and cultural presence in Las Vegas. How do you see the organization’s role in driving broader community impact – whether in jobs, tourism, or civic pride – evolving?**

The Raiders are deeply woven into the fabric of Las Vegas. Beyond being an NFL franchise, we are an economic driver that creates jobs, boosts tourism, and partners with local businesses; visitors to Allegiant Stadium have generated over \$1.1 billion in economic impact. But our responsibility goes further. We’re focused on social impact, whether that’s through the Raiders Foundation’s grants for youth and social justice programs, the organization’s prominent role in supporting youth participation and growth in both football and flag, or by supporting local entrepreneurs and veterans. As Las Vegas continues to grow as a sports hub, I see the Raiders helping lead that growth responsibly, inclusively, and sustainably.

**The business of sports is changing rapidly, from media rights to fan engagement. How are the Raiders adapting to ensure long-term success both on and off the field?**

The business of sports is evolving rapidly, and we’re embracing that change. From investing in cutting-edge fan experience technology like digital wayfinding to further embedding sustainability into our operations, we are always seeking to enhance how we connect with fans and partners.

We’re also committed to maintaining a culture of adaptability, treating the stadium, the organization, and the fan experience as living entities that evolve with the times. At the end of the day, our goal is simple: to ensure the Raiders remain a source of pride, innovation, and inspiration for generations to come. ●



*Sandra Douglass Morgan with Jo Koy*