

**An Extraordinary Partnership between Arizona
State University and the City of Phoenix**

AN EXTRAORDINARY PARTNERSHIP BETWEEN ARIZONA STATE UNIVERSITY AND THE CITY OF PHOENIX

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SECTION 1: SIGNIFICANCE OF THE OUTREACH/ENGAGEMENT PARTNERSHIP

1.1 Abstract

This application for the 2008 C. Peter Magrath Engagement Award recognizes an extraordinary partnership at a significant scale between Arizona State University and the City of Phoenix that resulted in the establishment of the ASU Downtown Phoenix campus in 2006, now serving 3000+ undergraduate and graduate students and expected to grow to 15,000 by 2020. Only rarely are cities able to reinvent themselves, and universities infrequently do so. On March 14, 2006, the voters of the City of Phoenix approved propositions securing \$223M in funding for the development of the Downtown Phoenix campus of Arizona State University. This proved to be a defining moment for both the city and the university, and a vital step towards building both.

The New American University now emerging at ASU is characterized by excellence, impact, and inclusion. The new Downtown Phoenix campus allows ASU to advance the broad educational interests of business, government, and nonprofit organizations. The Downtown Phoenix campus of ASU lends critical mass to other educational and cultural institutions located downtown. The colleges and schools on the Downtown campus have a common focus on the public mission of ASU and a commitment to the social and economic advancement of the many diverse communities of the metropolitan region. On March 8, 2006, President Michael Crow noted, “The evolution of the Downtown campus is an important statement... and an opportunity to leave to our children and our children’s children a prosperous and vibrant urban environment in which to live.” The significance of this partnership is measured in its importance to the future both of the city and the university. One writer for a local magazine captured it in this way: “As ASU and Phoenix battle, build and spend their way toward their respective desired destinies – a New American University and a vibrant urban center – the downtown campus is the symbiotic overlap of both pursuits. It is a time of becoming for both city and university.”¹

¹ Gregory Collins, “If You Build It...” Kontakt Magazine, Issue 11, p 74, December 2007/January 2008 (Issue 11).

SECTION 2: RELATIONSHIP AND RECIPROCITY BETWEEN THE UNIVERSITY AND COMMUNITY

2.1

Why did ASU and Phoenix come together in this far-reaching partnership? The motivation was powerful: the future of both the city and the university depended on it, and it became more urgent as the growth rate for both reached exceptional levels.

No lasting partnership springs fully formed from whole cloth, however, so how did this one begin? There are a number of ways to tell the story. One might start in 1985 when Downtown Phoenix business leaders urged then ASU President Russell Nelson to create a university presence in central Phoenix, culminating in the opening of an ASU Downtown Center. Or one might choose 1990 as the date of conception, when the Arizona Board of Regents approved the establishment of the College of Extended Education/ASU Downtown Center and it moved to a central location. But the proximate history of the ASU – City of Phoenix partnership begins with a breakfast meeting five years ago between two visionary and ambitious leaders, ASU President Michael Crow and City of Phoenix Mayor Phil Gordon. At that breakfast, they sketched the outlines of what is now the ASU Downtown Phoenix campus... on a napkin.

Long-time City of Phoenix Manager Frank Fairbanks writes about this city-university engagement, “To be successful, [they] not only had to build a trusting partnership, but all parties had to embrace the need to reinvent the visions and plans of their institutions. We knew we couldn’t be successful without strong, progressive support from state government, the state Board of Regents, and the private and nonprofit sectors.”²

Each party had a great deal of work to do to get from vision to reality. The City of Phoenix assembled and acquired 18 acres of land in the downtown core; developed public support; provided capital funding; and worked with the community at large and downtown neighborhoods to ensure support. The mayor and city council developed a \$863M bond issue, of which \$223M in general obligation bonds was to build the first phase of the new ASU Downtown Phoenix campus. ASU leadership developed support among the Arizona Board of Regents, the ASU faculty academic senate, and worked intensively with the colleges slated to move in the first phase. Together they rallied to encourage passage of the bond in a spring 2006 election. On March 8, 2006, the bond passed with overwhelming support from the voters,

² Frank Fairbanks, “Overcoming Rivalries to Bring Higher Ed Downtown.” GOVERNING.com, January 23, 2008. Published in collaboration with the Government Innovators Network at Harvard’s Kennedy School of Government.

and the partnership took a huge leap forward. On August 16, 2006, classes opened at the Downtown Phoenix campus in the Colleges of Public Programs, Nursing and Healthcare Innovation, and University College – colleges previously housed at the ASU Tempe campus – in 300,000 square feet of renovated space for academics and academic support, welcoming a student body of 2500+ undergraduate, masters, and doctoral students, and providing on-campus housing for 250 students. From that time on, and to this day, the Deputy City Manager convenes a partnership meeting every other week with decision-makers from both the City and ASU to review the list of issues, make decisions, and to ensure that the common project moves forward. In a partnership of this breadth and depth, the commitment of time and focus to this meeting – complementary, of course, to a multitude of other meetings from the highest levels to those with specific focus – ensures that the relationship continues to deepen and increase in productivity and impact.

What did each party expect to gain? The list of expected benefits is long. The public, private and nonprofit leaders saw the potential to build the future of the city on a foundation dedicated to cutting-edge knowledge, use-inspired research, and significant educational opportunity. They also understood the potential economic impact of the ASU Downtown Phoenix campus, as outlined in a commissioned economic impact study³: an average of 1,300 jobs created annually with an economic output of \$166.8 million; \$5.2 million annually in taxes and fees to the state of Arizona, \$1.5 million annually to Maricopa County, and \$1.7 million to the City of Phoenix during the construction phase; and at build-out, an annual operational impact of \$569.5 million with revenues for the state of \$18.7 million annually, with another \$8 million to the county and \$7.3 million to the city. R. Neil Irwin, Chair of the Downtown Phoenix Partnership notes that “In a two block radius immediately surrounding the new campus there has been and will be in the next 6 months \$996 million dollars invested, not including the cost of the campus itself... or the new light rail line which will open at the end of this year.”

For ASU it was an opportunity to continue to meet the educational demands of post-secondary student enrollment growth, so critical to its core mission of access. It was also a chance to bring a host of programs dedicated to public service close to their community partners to increase the density of engagement and therefore impact.

³ “Economic and Fiscal Impact of the Proposed Arizona State University Capital Center Campus,” prepared by Elliott D. Pollack and Company, Scottsdale Arizona, May 2004. (Note that the original name proposed for the Downtown Phoenix campus was the Capital Center Campus which speaks to its close proximity to the State Capital.)

SECTION 3: IMPACT

Examples of impact do not fall conveniently into those benefiting the community and those benefiting the university; this division does not capture the intrinsically reciprocal nature of these partnerships. Each benefit for a community partner is accompanied by a corresponding benefit for the university partners, and vice versa. When students, faculty or staff engage with the community on a problem of genuine importance and contribute to the solution to that problem, they themselves gain in education and experience. When an academic unit improves in quality or attracts new investments, their community partners are sure to benefit, as well. Each of the examples below captures that interplay.

3.1

It would be hard to do better than Mayor Phil Gordon has done in enumerating the many ways in which the ASU Downtown Phoenix campus has had impact in the community: collaboration on research projects outlining policy options, drawing on scientific research for carrying out public mandates, the exchange of ideas in classrooms and the exchange of ideas in public forums. Below are five examples of significant and pressing community needs that the faculty and students of the ASU Downtown Phoenix campus have been instrumental in addressing.

- How best to provide health care to the underserved, a critical community need? Here is one example: The College of Nursing and Healthcare Innovation collaborates with Grace Lutheran Church in an initiative called Breaking the Cycle Community Health Care to provide family planning and health care services, 0.3 miles from the College site. They serve individuals in their childbearing years. More than 90% of the clients are Hispanic, live below the federal poverty guideline and do not have health insurance. This collaboration has been supported by Title X contract funds, as well as funding from the Arizona Department of Health Services, other grants and private donations.
- Issues in science and math education are prevalent, and like other school districts throughout the country, Phoenix is seeking to improve the opportunities available to students. The Phoenix Union High School District has benefited from collaboration with the School of Letters and Sciences (University College) to provide students with hands-on experiences that promote scientific investigation and understanding, serve predominantly underrepresented students, and extend science and math resources to students and teachers in charge of accelerated programs.

- How will changes in the public sector affect the private sector? The Phoenix Urban Research Laboratory, located on the Downtown Phoenix campus as an arm of the College of Design in Tempe, conducted a study with the City of Phoenix, METRO light rail, citizens and business owners of the Camelback Corridor to study the impact of the incoming METRO light rail on the character of the neighborhood and community. One of the principal partners, a planner from the City of Phoenix, notes, “I was skeptical because I was unsure whether students could handle both the political and professional expectations of the community and the city... [but] the student presentations were well-received by the workshop participants and the final report is professional quality.”
- What are the best practices in local government, and how might these be applied to the rapidly growing demands on the public sector in Greater Phoenix? The School of Public Affairs (College of Public Programs), working with the Arizona City Management Association, the American Society of Public Administration, and the National Forum of Black Public Administrators, attracted the Alliance for Innovation to Phoenix, an organization of 400+ cities around the country interested in innovative practices in local government. Moving its headquarters from Tampa, it is now located adjacent to the School of Public Affairs in the University Center on the Downtown Phoenix campus, providing economic benefit to Phoenix, and the opportunity for local governments in the area to benefit from cutting-edge developments in governmental practice.
- Can parents who have not graduated from high school and do not speak English proficiently – as describes so many of the immigrant parents in this community – be effective in helping their children to succeed in school? Partnering with 12 school districts and 41 schools in the Phoenix area since October 2006, the American Dream Academy of the ASU Center for Community Development and Civil Rights (College of Public Programs) has provided in-depth intensive parent education and advocacy training designed to empower parents to help their children become successful students and ultimately graduate from high school, even when they themselves often have not done so. Parents of 2,599 students have been served thus far. The American Dream Academy has been supported by corporate and foundation gifts, the school districts, and ASU investments.

3.2

Students are the primary beneficiaries of the transformation that has occurred as a result of the establishment of the ASU Downtown Phoenix campus. Anxious to be good partners from the first, what usually

takes years at universities to accomplish was accomplished in record time. New academic programs, expanded internship opportunities, exposure to expert practitioners on a daily basis, and a sense of being a part of an academic enterprise devoted to social responsibility all are at the core of the student experience on the ASU Downtown Phoenix campus. Thus, while it would have been easy to move from the Tempe campus to the Downtown Phoenix campus without making any significant changes, academic units have seized the opportunity to transform their academic offerings as well as their identities and missions. A few examples follow:

- For the first time in its history, the School of Public Affairs took on an undergraduate major, Urban and Metropolitan Studies, and went through a strategic planning process prior to the move, changing their mission from one that was inwardly focused to one that better served, advancing urban governance in a global context.
- In recognition of the needs of the proximate community, a number of new academic programs have been started since August 2006, including:
 - A master's degree in Nonprofit Studies.
 - A doctoral degree in Nursing.
 - A new School of Letters and Sciences, designed to serve the general education needs of the Downtown campus students, and to house high-demand majors from other campuses at ASU.
- In response to the needs of the local and regional economy, a number of centers and offices have been established since August 2006:
 - The Megapolitan Tourism Research Center (College of Public Programs), in recognition of the economic and social centrality of tourism in this area, which studies tourism security, sustainability and social impact globally while bringing results to communities locally.
 - The Office of Latino Projects (School of Social Work), in recognition of the growing importance and needs of the Latino community in Phoenix.
 - The Center for Policy Informatics (College of Public Programs), in recognition of the complex public policy issues for which sophisticated tools for decision making are required.
 - The Center for Healthcare Innovation and Clinical Trials (College of Nursing and Healthcare Innovation), in recognition of the need for more effective evidence-based practice in community nursing.
 - The Hartford Center for Geriatric Nursing, in recognition of the elder population in this region.

- Other centers have been transformed. The most dramatic example is The Center for Nonprofit Leadership and Management (College of Public Programs) which attracted a \$5 million investment from a local partner, the Lodestar Foundation, in recognition of its centrality and importance in the Phoenix community of nonprofits. The Center provides direct training and education to local area nonprofits through its Nonprofit Management Institute, mentors the next generation of diverse leaders in a partnership program, Public Allies (supported by a national grant), and is known locally and internationally for its research on community impact of nonprofits. In March 2008 the Center will be renamed the Lodestar Center for Philanthropy and Nonprofit Innovation.

3.3

There is growing appreciation for the role that universities can play in the revitalization of cities. James Carr noted that “By partnering with community-based organizations, local governments, school districts, and public housing authorities, universities are helping to improve economic, social and physical conditions of their neighboring communities while providing opportunities for students and faculty to apply academic knowledge to real-world conditions.”⁴

The Downtown Phoenix campus of Arizona State University is a grand-scale exemplar of just this kind of partnership. Its demonstrated impacts are economic, social, and education, transforming both the University and City in which it is housed. The magnitude of the investment of the citizens of a city in a state university – \$223 million – is unparalleled in American higher education. In 2006, the Colleges of Public Programs (including the Schools of Social Work, Public Affairs, and Community Resources and Development), Nursing and Health Care Innovation, and University College moved from ASU Tempe to become the foundational colleges of this new campus, located strategically to advance the three cornerstones of the ASU mission – access, excellence, and impact – as well as to become the finest examples of two of the design principles of the New American University, use-inspired research and social embeddedness. The campus and its more than 40 major and degree programs presently serve over 3,000 students, will serve 4,000 by fall of 2008, and is expected to grow to 15,000 by 2020. Since 2006, the colleges of the ASU Downtown Phoenix campus have attracted more than \$10 million in private support and an equal amount of external grant funding, much of it in support of research with, and in service of, community partners. Public, private and nonprofit sector partners within a two mile radius of the campus attest to its importance in advancing their effectiveness and shaping their futures. From the experience thus far, there are numerous lessons about the factors that contribute to its success: the importance of proximity

⁴ James H. Carr, “It’s Not Just Academic: University-Community Partnerships are Rebuilding Neighborhoods,” *Housing Facts and Findings*, Vol 1, No. 1, Spring 1999.

in reducing the costs of engagement, the optimal conditions for collaboration and capacity building, and the design of institutional forms that are more likely to advance sustained engagement. Both the development of the campus and its impact provide a powerful case study for engagement on a grand scale that has implications for other cities and their universities.

SECTION 4: LESSONS LEARNED AND BEST PRACTICES

4.1

What has made for the exceptional success of Arizona State University's Downtown Phoenix campus in partnership with the public, private, and nonprofit sectors of this community? To begin, the mission of Arizona State University itself – the design principles of the New American University – set the stage for meaningful partnership. It was never a matter of torquing the University's mission to accommodate engagement, as at so many other research universities. Instead, it was a matter of figuring out how to act upon those principles; in short, how to turn the design principles to action principles.

Reflecting on this work, there are three action principles that contribute toward the explanation of its success:

Action Principle #1: Location, location, location: Proximity diminishes opportunity costs for on-going collaboration. For the many adults who work within 1½ miles in the public, private, and nonprofit sectors, the location of the ASU Downtown Phoenix campus reduces their opportunity costs in pursuing additional education and advanced degrees. One student pursuing a master's degree in public administration in the School of Public Affairs immediately switched from Tempe to Downtown as soon as the program started, noting that the program "Is close to my job, it is new so it is a nice facility, and the classrooms facilitate discussion." She appreciates the night classes since she works for US Senator John McCain's office as a staff assistant. Another student, Sam Feldman, in the Urban and Metropolitan Studies program has an internship in the youth development program in the City Manger's Office. "Here we experience what we learn," he says.⁵

Action Principle #2: Relationships, relationships, relationships: Relationships are the foundation upon which the capacity for collaboration expands. In order to be successful, collaborations have to be able to develop, change and grow with new circumstances and changing conditions. These depend upon personal

⁵ Reported in "Learning by Osmosis" in the Arizona Capitol Times, January 25, 2008.

relationships of a particular kind: an academic expert with a practitioner expert. This relationship is built upon mutual respect and self-interest. Both benefit from the other's contribution. To be maximally effective, these relationships become central nodes in a social network, and serve as a portal to the rest of the University. There must be numerous such dyads, and the range of these core relationships must come fairly close to matching the key needs of the community. Dr. Robert Denhardt, a member of the National Academy of Public Administration and director of the School of Public Affairs observes, "I've often noted that what strikes me as most dramatic is that every time I go out for lunch, I run into someone from local or state government that I know. Previously, that meeting would have taken a month to schedule, thirty to forty-five minutes for me to drive downtown and park. We would then have the meeting and I would take the same thirty to forty-five minutes to get back to my office. Now these meetings just happen naturally."

Action Principle #3: Certain institutional forms in the academy are better suited to advancing partnerships than others. In particular, centers and institutes have considerable advantages over schools or departments in advancing embeddedness. There are several reasons that this is so: (1) relative to schools and departments, centers and institutes typically have a far more circumscribed mission; (2) centers and institutes are often designed explicitly to be outward-looking; (3) centers and institutes often have action-oriented research agendas with specific practical applications; (4) they frequently provide direct service and non-credit education to community partners; and (5) schools and departments must always make the education of students their primary mission, and so partnerships, while important, will always be secondary.

There are challenges, to be sure. One of them is an overabundance of opportunity. These close collaborations breed ideas and more ideas. Choosing among opportunities and focusing our partnerships efforts are important in continuing to deliver. Another challenge is that faculty, students, and staff, as well as their community partners, are operating in a context of exceptional growth and change. All partners have to adjust continuously to different contextual conditions... at a rapid pace.

The benefits of the partnerships of the ASU Downtown Phoenix campus have been described throughout these pages: unparalleled education for students; ready access to academic expertise for partners; growing up together as both a New American University and, simultaneously, a New American city; an increased level of educational attainment for the community as a whole; and a myriad of economic and social benefits.

SECTION 5: FUTURE AND ENDORSEMENTS

5.1

Outreach and engagement are in the very fabric of the logic and operation of the ASU Downtown Phoenix campus and its city partners. For all of the reasons noted above, the partnerships will grow and expand and the roots of this engagement will grow ever deeper into the foundations of the City and the University. The addition of the Walter Cronkite School of Journalism and Mass Communications will bring an additional 1,500 students to the campus in August 2008 in a brand new building presently under construction. That building will also house ASU's television station, KAET. The major newspaper in the region, The Arizona Republic, has its headquarters two blocks away, and other key newspapers – the Arizona Business Journal and The CapitolTimes – are within a mile. This will produce a whole new set of examples mirroring those above. Also in August 2008, new dormitory facilities are scheduled to open with spaces for 750 students.

5.2

\$6000 Regional Award

We would use the money to work with our key partners to develop a case of this partnership for dissemination to academic institutions in urban settings and communities seeking to develop deeper understandings of best practices and challenges in developing partnerships. It will be prepared consistent with the standards of the case study method so that faculty may use it for teaching, if they so desire.

\$20,000 National Award

This money would be used to develop a template for a long-term research study on the partnership between the ASU Downtown Phoenix campus and its public, private, and nonprofit partners. There is a lot of interest in the question of the impact of such partnerships but no longitudinal research projects upon which to draw. The template would build in routine data collection mechanisms so that, over time, our knowledge about what works and what doesn't could be informed by empirical research. While there would be results each and every year, the true benefit would come in being able to demonstrate impact and change over time in a way that was complementary to existing narratives.

5.3 Endorsement



February 18, 2008

NASULGC
1307 New York Avenue, NW, Suite 400
Washington, D.C. 20005

To Whom It May Concern:

I write to convey my strong support for Arizona State University's Downtown Phoenix campus for the 2008 C. Peter Magrath Community Engagement Award. ASU's Downtown Phoenix campus is helping strengthen community organizations through increased training and support, involving faculty and students in solving community problems, responding to community needs, and advancing knowledge through inquiry with communities. This kind of involvement, which we term "social embeddedness," is essential in our evolution into a New American University.

At ASU, we are advancing a new model for higher education—one that is inclusive, pursues research for the public good, and assumes responsibility for the economic, social, and cultural vitality of the community. Our vision reflects our community. Phoenix is now the fifth largest metropolitan area in the U.S. Not only are there more students in the educational pipeline, but for Phoenix to sustain its economic growth, the level of education of its populace needs to increase as the city looks to build new industries and advance opportunities for its citizens. ASU is growing in response to this increase in demand. There are now 65,000 students at ASU. Three years ago, 58,000 students attended ASU. Our historical Tempe campus is home to 51,000 students. As we grow to 80,000-90,000 students by 2020, we are building out our West campus, Polytechnic campus, and have established the Downtown Phoenix campus. In 2020, there will be 15,000 students at the Downtown Phoenix campus.

Building out ASU's campuses to respond to this community need has required strong, resourceful, visionary partners. The City of Phoenix, particularly Mayor Phil Gordon, has been such a partner. The mayor realized that, "if Phoenix wanted to compete in today's Knowledge Economy, we must be the first city in the nation to invest in a university." Not everyone shared his vision, and some believed that the city shouldn't invest in a downtown university campus. But the mayor, the city council and citizens voted "yes" in a historic bond election in March 2006, approving the expansion of ASU Downtown Phoenix campus. In putting the bond on the ballot, and achieving success, the city had financial support and advocates from the business community.

With this support, and particularly with the City of Phoenix as a partner, ASU has been able to establish and expand its Downtown Phoenix campus rapidly and successfully. Through ASU's presence in downtown Phoenix, the city has been able to attract hotel, retail and housing developers who might have slower or less willing to commit to the city's vision for revitalizing and urbanizing downtown. Moving ASU colleges and schools to our downtown Phoenix has contributed to the economic development of the city in direct ways, such as jobs, construction and procurements. ASU schools and colleges are more closely aligning their research, teaching and service with the downtown Phoenix community. Already, ASU's College of Public Programs has established new programs in local government innovation, tourism in metropolitan areas, and social work in Latino communities. ASU's College of Nursing and Healthcare Innovation has established a new community healthcare clinic that serves primarily Latino residents of childbearing age, a new center for geriatric nursing to serve the elderly in the region, and a new center for clinical trials. Our College of Public Programs benefits from its proximity to the State Capitol, government agencies, and nonprofit organizations as does our Nursing from its proximity to area hospitals.

As universities around the country try to figure out how to establish mutually beneficial relationships with cities, the establishment of the ASU Downtown Phoenix campus is a promising practice. The partnership has deepened ASU's engagement with Phoenix and its communities. The partnership has helped both ASU and Phoenix to grow. Our partnership has been an inflection point in our mutual and our individual growth. ASU is growing, but not only in student numbers, research space, classroom facilities, and student residences. ASU's Downtown Phoenix campus has redesigned its research, teaching and service to more fully align with community needs and the community's vision for an urban success.

Last week, experts and representatives from cities and universities around the country gathered at ASU's Phoenix Urban Research Laboratory to explore "University as Civic Partner." The buzz surrounding the conference was evident for weeks as numerous city and university officials from across the country reserved seats. The waiting list for attendees grew substantially as the event date approached, suggesting that the audience and demand for this exchange of ideas and information is deep and motivated. Accordingly, ASU will remain engaged with the City of Phoenix, our community partners, as well as other universities and other cities. Opportunities for faculty research and student engagement abound.

The ASU Downtown Phoenix campus continues to make a positive impact in the downtown Phoenix community. I encourage you to strongly consider ASU's Downtown Phoenix campus for the 2008 C. Peter Magrath Community Engagement Award.

Sincerely,



Michael M. Crow
President

February 2008

National Association of State Universities and Land Grant Colleges

RE: Support of Arizona State University for the 2008 C. Peter Magrath Engagement Award

Dear Committee Members:

As Mayor of Phoenix, I am honored to offer my support in considering Arizona State University's Downtown Phoenix campus for the 2008 C. Peter Magrath Engagement Award.

Three years ago, downtown Phoenix had no campus. Today, not only do we have a campus, we also have the cornerstone of a downtown renaissance – and the impetus for unprecedented investment in the city's geographic center. In government, nothing ever happens fast. But this did. And its success has become a catalyst for widespread change and economic growth.

For example, our city's first-ever light rail system will open in December and connect the downtown campus to the Tempe campus. Investment and development along the 21-mile route includes housing, restaurants, retail and office space. At the heart of the rail line -- and in the heart of the downtown campus -- a single landmark project called CityScape represents a nearly \$1 billion corporate investment in the future of Phoenix. And that's just one project.

Before ASU came downtown, the commercial city center was largely deserted after 5 p.m. I often said we had the world's only *Starbucks* and *McDonalds* that closed after lunch and never opened on weekends. But the downtown campus brought a 24/7 life to the fifth-largest city in America. Finally!

It's hard to overstate the enormity of this accomplishment, considering how it all got started.

It had been a long-standing community ambition to have a major university campus located downtown, but ASU's presence was minimal until one morning over breakfast five years ago. It was then that new ASU President Michael Crow and I changed the future of both the university and downtown Phoenix, by outlining his plans for expansion on the back of a napkin.

Showing incredible creativity and initiative, ASU moved at lightning speed to take advantage of the city's partnership offer. Crow got his plans approved by the Academic Senate, and ASU developed a concept of "one university in many places" to relocate the College of Public Programs -- including schools of Community Resources & Development, Public Administration



Office of the Mayor

and Social Work; the College of Journalism and Mass Communications, and the College of Nursing and Healthcare Innovation. An undergraduate University College was added to support these degree programs.

The City of Phoenix assembled 18 acres of underused land in the very nexus of its downtown – appropriately linking 1st Street, Central Avenue and 1st Avenue. The City also cultivated public support and provided capital funding. With the Phoenix City Council, I advocated for the ASU construction project to be the single largest component of a 2006 bond election – a vision overwhelmingly shared by voters when 66 percent approved \$233 million to build Phase I of the ASU Downtown Phoenix Campus. It began with 2,500 students and will grow to 15,000. The ASU-Phoenix partnership now is building a new downtown, high-rise residence hall, set to open in fall.

This stunning achievement was made possible by a remarkable series of partnerships. Phoenix and ASU had to reinvent each other's visions and plans. We needed more partners, and found them in the Governor of Arizona, the Arizona Legislature, the State Board of Regents and through the broad involvement and support of the private sector and nonprofit organizations. After four years of constant growth, the ongoing partnership with ASU is much more than a city mayor and a university president eating breakfast and scribbling on napkins.

- City departments collaborate with ASU on research projects that help us better understand policy options and craft innovative responses to urban challenges of affordable housing, redevelopment and sustainability.
- The materials lab of the city's Street Transportation Dept. participates in the Phoenix Urban Heat Island Task Force -- charged with reducing heat generated by reflecting off asphalt. City staff and ASU faculty are developing criteria for using porous concrete in parking lots.
- City government offers students at the downtown campus real world experience through internships, mentoring and project opportunities (participating departments include Parks and Recreation, Engineering, Planning, Human Services and public-access cable channels.
- Journalism interns gain video and editing experience at the City's two public-access cable TV channels (PHX11, know99), and they leave with a demo reel of completed projects that will help them secure permanent employment in the broadcast field.
- City employees serve on many ASU Downtown Phoenix campus advisory councils and provide the university with a practical perspective on which courses and programs are most relevant to City government.
- Elected officials and management staff teach, share experiences and mentor students.
- City employees can continue their education via tuition reimbursement programs, and the convenience of having a downtown campus is a major factor in making it possible for many to attend ASU as either new or re-entering students.
- City employees who attend ASU engage their classmates in civic affairs and vice-versa – by bringing students to the Mayor's State of Downtown address and frequently discussing class projects with their colleagues at City Hall

But it's only the beginning. Another 28-acres of city-owned land were pledged for a biomedical campus -- a centerpiece project that featured an unprecedented partnership between the state's two major institutions of higher learning. Arizona State University and the University of Arizona set aside historic rivalries to create the Arizona Biomedical Collaborative research facility, where the ASU College of Nursing and the U of A medical school share facilities, faculty and staff – learning and training together.

And although there are no solid plans, I have invited President Crow to relocate the Arizona College of Law from the main ASU campus to the Downtown Phoenix site, because downtown also is home to big law firms, the court system and the seat of city, state and county governments.

While other cities invest in big box retail development and other amenities that could be gone in 30 years, Phoenix -- by mandate of its voting public -- has invested its own money in education. Our university will be a thriving legacy 100 years from now. For Phoenix, this puts education on the front burner when, in too many cities, it's not even in the kitchen. It is clear that the future of Phoenix will flourish with a knowledge-based economy and an educated workforce. With a stellar university in its midst, Phoenix has positioned itself -- and is already being recognized as -- one of the first great cities to emerge in the 21st Century.

Please give Arizona State University's Downtown Phoenix campus the credit it deserves via the 2008 C. Peter Magrath Engagement Award. It has earned this recognition a thousand times over.



Phil Gordon
Mayor

SECTION 6: APPENDIX



Maricopa County

Board of Supervisors

Andy Kunasek, Chairman
301 W. Jefferson, 10th Floor
Phoenix, Arizona 85003-2148
Phone 602.506.7562
FAX 602.506.6362
www.maricopa.gov

February 8, 2008

To Whom It May Concern at the National Association of State Universities and Land Grant Colleges:

It is my pleasure to write in support of Arizona State University's application for the *2008 C. Peter Magrath Engagement Award*.

Arizona State University – a great university and my alma mater – has done more to enhance and become an integral part of the community in the past five years than in all of its previous 123-years combined. Under President Michael Crow's leadership, ASU has initiated a number of extraordinary projects involving Maricopa County -- now the fourth-largest county in America with a population of 3.2 million.

First, ASU expanded its campus and became a part of downtown Phoenix, which includes the Maricopa County Courthouse and administration buildings that house most of the County's 14,000 employees. For 30 years, Downtown Phoenix has been an '8 to 5' neighborhood. During non-business hours and weekends, it was a ghost town. The ASU Downtown Phoenix campus has brought new and much-needed life to the community, benefiting both the student population and those who work or conduct business downtown. As the university's downtown presence grows toward its planned build-out, we see continual improvements in the quality of life. Every month, a new restaurant opens, and there are more things to do and see after-hours. The entire community is benefiting from ASU's presence in the downtown area.

ASU has always been a great place to get an education. The faculty and staff have always been a tremendous resource for the student body. But more importantly – again thanks to Dr. Crow -- ASU faculty and students are now a resource for the community. ASU calls it "social embeddedness." I call it "help and assistance when needed."

I'll give you just a few examples. In early 2000, Maricopa County began a capital improvement program. ASU invited the county government to take advantage of the knowledge and skills in its architectural department, and in the Phoenix Urban Research Laboratory – a self-described "part think tank, part project center" run by the ASU College of Design. With the help of faculty and students in the two programs, Maricopa County is working to better integrate its own sizable complex into the downtown. The county is also proud to be part of the School of Public Affairs internship program, which provides extraordinary, high-level interns to many departments.

Most importantly, ASU made available its top researchers and scientists to help solve the county's most challenging issues. These include: a) access to experts on airborne particulate matter, which helps address a nagging air-quality problem; b) investigating innovative ways to deal with an urban-generated "heat island; and c) economics professors who provide information and advice on navigating the county's current fiscal downturn. These are only a few examples of the resources ASU generously shares with Maricopa County.

ASU has always been a part of the Greater Phoenix community. The difference today is that ASU is *integrated* into the community –reaching both outward and inward with its wealth of knowledge – in order to support citizens, business leaders and elected leaders like myself. This creates a better quality of life both inside and outside the campus borders.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew W. Kunasek".

Andrew W. Kunasek
Chairman



Founded in 1959
by Sara O'Meara and Yvonne Fedderson
PREVENTION *and* TREATMENT of CHILD ABUSE

National Headquarters
15757 North 78th Street
Scottsdale, AZ 85260
T 480-922-8212
F 480-922-7061
www.childhelp.org

February 11, 2008

To Whom It May Concern at the National Association of State Universities and Land Grant Colleges:

I am writing this letter in support of Arizona State University's application for the 2008 C. Peter Magrath Engagement Award.

As the Executive Director of Childhelp, I serve on the Downtown Phoenix Futures Advisory Board, headed by the dean of the ASU College of Public Programs. Childhelp is a national nonprofit dedicated to the prevention and treatment of child abuse, with a programmatic focus on advocacy, prevention, treatment and community outreach. For their 50 years of service, our founders Sara O'Meara and Yvonne Fedderson have been nominated for the Nobel Peace Prize each of the past four years.

Childhelp has been in discussion with ASU and the city of Phoenix about the possibility of relocating our National Headquarters from Scottsdale, Ariz., to downtown Phoenix, primarily because of the extraordinary opportunities for collaboration. We have found the College of Public Programs at the downtown ASU campus to be an outstanding community partner and believe that the synergy achieved from being located near them will be invaluable to us and to the community.

ASU has tirelessly pursued opportunities for strengthening the services of their community partners and has actively engaged a number of agencies, including Childhelp. Ideas currently under discussion with Childhelp include:

- Relocation of our corporate headquarters, including administrative and program offices, on or near the Downtown Phoenix Campus
- A practicum designed around internships for students from the ASU downtown schools of Community Resources and Development, Social Work, and Public Affairs
- Development of an international training center for practitioners from around the world
- Ongoing research and validation of program practices and efficacy

We are excited about the developing public-private partnership with ASU, and especially its downtown campus, which we believe will have tremendous value for our community and the children and families we serve. I simply could not recommend them more highly for this prestigious award.

Very sincerely,

A handwritten signature in blue ink that reads "John R. Reid". The signature is fluid and cursive, written over a light blue horizontal line.

John R. Reid
Executive Director

Wachovia Bank, N.A.
Business Banking
AZ1179
40 N Central Ave
Suite 1600
Phoenix, AZ 85004



WACHOVIA

February 19, 2008

To Whom it May Concern:

RE: Arizona State University
NASULGC Application

It is my pleasure to have this opportunity to offer my perspective on the impact of Arizona State University's downtown campus. It has changed the face of downtown Phoenix, attracting not just students but also businesses, and changing the community around it.

During 2007, Wachovia Bank entertained numerous locations for our Regional Headquarters in Arizona. As we performed our due diligence we became extremely impressed with the partnership Dr. Crow and Arizona State University formed with the City of Phoenix and the community in general. It caught our attention and heightened our interest in locating in the downtown core.

As the 4th largest bank in the United States we continually evaluate political, civic and higher education partnerships around the country. We were immediately impressed with the public partnerships we saw, from light rail, to the ASU / UofA bio-medical campus, to the new university campus that brought new ways to impact the community through world class programs in communications, nursing and health care innovation, and social work.

The university's commitment to the community was a compelling factor in our decision to become part of this wonderful community partnership. Wachovia Bank recently executed a 10-year lease to the largest project in downtown Phoenix. We will be the anchor tenant and just blocks from an exciting neighbor with whom we hope to have a long and close relationship in our new community – ASU.

Every community, whether large or small needs leaders with a vision bringing the community, corporate and educational communities together and I believe Michael Crow and the leadership at Arizona State University is accomplishing this on behalf of all of us.



William H. Morgan
Regional President
Wachovia Bank
480-201-1828 (C)
602-744-6601 (W)



February 19, 2008
National Association of State Universities And Land Grant Colleges

To Whom It May Concern:

This letter is written in support of Arizona State University (ASU) as a candidate for the 2008 C. Peter Magrath Engagement Award.

The Phoenix Community Alliance (PCA), a non-profit coalition of business leaders that collaborates with government and community stakeholders, was formed in 1984. PCA is Downtown Phoenix's private advocacy group for responsible growth and economic development. We have been and continue to be on the front line of identifying the issues, finding the solutions, selling the benefits and coordinating implementation.

From the late 1980's through the early 2000's, over three billion dollars of public/private funds were invested into downtown Phoenix. Significant projects included an arena, a stadium, two superblock projects, office buildings, cultural and performing arts centers, some housing and much more. Yet, our Downtown still had not achieved the success the community clamored to have. We had done an admirable job of creating large and critical projects in our downtown but had yet to knit these projects together in a way that created a viable, pedestrian friendly environment. In early 2003, PCA launched a new privately funded planning effort working with the City of Phoenix to develop the necessary master plan for our future.

As this was evolving, the Arizona Board of Regents selected Michael Crow as the new president of ASU. President Crow announced a major overhaul of the university with a goal of making ASU "The New American University." Primary in this new model was a goal to embed the University into the community. As part of this effort, ASU announced a major commitment to Downtown. The goal was simple, relocate several colleges, develop a campus from scratch, and in 15 years have a 15,000 student enrollment and everything that goes with it.

A short five years in the making, this engagement of community has become a dynamic and strategic asset. It far exceeded our expectations and propelled our downtown and our region into a new era of growth.

We adjusted our 2003 planning efforts, refocused and realigned to create a three pronged approach between the business community, the City of Phoenix and ASU. The City, with significant backing and financial support from the business community placed before the voters a \$233 million item to assist the University in its build-out. The Citizens of Phoenix realized the value and importance of this effort and overwhelmingly supported the program. Today ASU is a key partner in our revitalization efforts adding a wealth of new resources, talent and expertise and developing a new workforce for tomorrow that will change the future of our metropolitan area, all of Arizona and the region.

Already located in the heart of our downtown are: ASU College of Nursing & Healthcare Innovation, the College of Public Programs with its School of Community Resources & Development, School of Public Affairs and School of Social Work, the University College with its School of Letters & Sciences and School of Extended Education. ASU's College of Architecture's Phoenix Urban Research Lab is here as well. Each of these colleges is making significant contributions working within the community, not only as educators, but as collaborators within every facet of community life. These Colleges took over already existing buildings with its faculty and students and centers of excellence. The College of Nursing was so successful that a new building has been designed and will be under construction soon. A new building for the Walter Cronkite School of Journalism is under construction and classes will be starting this fall.

Arizona State University has always been a leader in community engagement; however as The New American University it has become a model and leader in which we take great pride.

On behalf of the Phoenix Community Alliance and the business community, I urge your consideration of Arizona State University as the recipient of the 2008 C. Peter Magrath Engagement Award.

Sincerely

A handwritten signature in black ink, appearing to read "Jerry Colangelo". The signature is fluid and cursive, with a large initial "J" and "C".

Jerry Colangelo
Chairman

Excerpts from additional letters of support:

“St. Joseph’s typically trains about 140 ASU nursing students within the hospital each year, including both regular nursing rotations and senior nursing practicums.

In addition, we collaborated with the School of Nursing by utilizing one of their professors with stroke expertise to serve as a consultant as we developed our Stroke Center certification through the Joint Commission for Hospital Accreditation. We were successful this past year in achieving this prestigious recognition.

We also are involved with ASU’s Project HOPE (Healthcare Organizations Promoting passionate Evidence-based Nurses). Project HOPE is working to address an important obstacle to reducing the nursing shortage: retaining experienced and new nurses in the workforce and improving the quality of healthcare. ASU believes this project will educate more staff nurses and nurse leaders to practice with an evidence-based approach to healthcare, which will improve patient outcomes and nurse job satisfaction. Together, we feel we can help resolve some of the critical workforce development issues in our region.”

— **Linda Hunt, President, St Joseph’s Hospital and Medical Center**

“I have been fully committed to ASU’s downtown expansion from its inception. The university brings a renewed sense of excitement to downtown Phoenix –due to a flurry of campus construction, and the arrival of university students in an area of the city that was nearly deserted.

But the most important thing to me about the downtown campus is a new spirit of cooperation in trying to get things done. This attitude made me jump at the chance to enter into a public-private partnership with ASU, and to make a substantial financial contribution to show I was committed to revitalizing downtown Phoenix.”

— **Robert “Bob” Ramsey, Professional Medical Transport, million-dollar investor (ASU School of Public Affairs)**

“The new ASU campus is serving as a catalyst that will attract more residents and employees to the downtown area. For years downtown has been fairly quiet after work hours unless there is an evening event. By bringing what will ultimately be 15,000 students downtown, life on the streets will change as sidewalks become more crowded and more retail venues open to serve students. Soon, over 1,300 ASU students will call downtown “home.” We have also seen 5 small older buildings near campus being rehabilitated for retail venues since the campus opened. This activity creates places not only for the students to spend time, but attracts employees, residents and visitors as well.

The creation of the new Arizona State University Downtown Phoenix campus has moved the revitalization of broader downtown area to a higher level and sparked interest and investment that has never been seen before. In a two block radius immediately surrounding the new campus there has been and will be in the next 6 months \$996 million dollars invested, not including the cost of the campus itself which is an additional \$218 million dollars or the new light rail line which will open at the end of this year.

Clearly, the collaborative effort to bring ASU to downtown Phoenix has had a remarkable impact on the community from a business and economic development perspective. Furthermore, the commitment from ASU leaders to work with the community and business sector has helped bolster our existing employment base and has placed downtown Phoenix in the international spotlight. And, this is only the beginning. I fully expect this trend to continue and accelerate as more ASU programs and students arrive in downtown and become even more integrated into the community.”

— **R. Neil Irwin, Chairman, Downtown Phoenix Partnership**

