

*Report to the Joint Legislative and Budget Committee  
on the operational and capital plans for  
The Arizona State University Downtown Phoenix Campus  
as required by HB 2791.*

*Submitted by Arizona State University  
through the Arizona Board of Regents  
Dated October 1, 2007*



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**I. Overview**

The ASU Downtown Phoenix campus opened successfully in Fall 2006 with an opening enrollment of 2,766 students enrolled in one or more classes at the campus. Spring enrollment increased to 3,118 students and faculty spent the year getting settled and embracing the new urban campus. Progress continued and ground was broken on the new building for the Cronkite School of Journalism/KAET 8 building as well as the third party financed residence hall, both to open in Fall 2008.

Planning for the second phase of the College of Nursing and Health Innovation began as well in Fall 2007 and the building is scheduled to open in the Fall of 2009 allowing for the complete relocation of Nursing faculty and researchers to the downtown campus.

Another important occurrence was the opening of The University of Arizona College of Medicine – Phoenix in partnership with Arizona State University that enrolled its first class of 24 students in the Fall of 2007. ABC 1 (Arizona Biomedical Collaborative Building 1) also opened housing the ASU program in Biomedical Informatics which enrolled 13 students for Fall 2007.

The full capacity enrollment goal for the downtown campus is 15,000 students with an anticipated residential student population of 4,000 students. The time required to reach this goal will depend upon the further development of programs on the campus, the expansion of facilities, and the pace of development of downtown Phoenix. Once the 20-acre campus is built to full scale, it will include up to 1.5 million square feet of academic buildings, student housing, retail and residential development, cultural programs and entertainment venues to foster an active environment.

ASU has witnessed a substantial growth in enrollment, and demographic projections suggest that this growth will continue for the foreseeable future. The university continues to believe that the State of Arizona will be best served by providing affordable and convenient educational pathways for Arizona residents, as well as providing geographically and academically diverse program offerings.

The downtown campus will make a significant contribution to the City of Phoenix's commitment to building a vital downtown urban core that is already serving as a magnet for new residential life, expanded recreational opportunities for neighborhood residents, and new commercial development, dining and entertainment opportunities. The addition of academic space, students, faculty, and staff to the downtown environment will contribute towards building the critical mass of activity needed for expanded economic progress.

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**Colleges and Programs**

With the opening of the campus in Fall 2006, the Colleges of Public Programs, Nursing and Healthcare Innovation, and University College became headquartered on the campus. Construction is under way for new facilities to open in Fall 2008 that will establish new homes for the Walter Cronkite School of Journalism and Mass Communication and Eight/KAET TV.

The Cronkite School of Journalism/KAET-TV 8 building is 223, 000 GSF and will house facilities that will serve as teaching newsrooms for the students as well as a full TV studio for KAET that will allow the station to increase its ability to produce live studio presentations and public fundraising drives. The building's program also includes university classrooms and retail on the first floor.

*New Initiatives- School of Letters and Sciences*

An exciting addition to the Downtown Phoenix campus in Fall 2007 is the College of Letters and Sciences that will offer a core of liberal arts classes and a bachelor's degree in interdisciplinary studies. The new school is under the auspices of University College and will offer instruction in humanities, social sciences and natural sciences for Downtown Phoenix campus students.

Through the development of integrated coursework for students in the College of Nursing & Healthcare Innovation, the College of Public Programs, and the Walter Cronkite School of Journalism and Mass Communication, the school will continue to advance interdisciplinary inquiry and offer the Bachelor of Interdisciplinary Studies (BIS) degree. It is estimated that the size of this school along with University College will grow to 8000 undergraduates at full build out.

**Current demographics**

During Fall 2006, 6,229 students were enrolled in courses funded by the Downtown Phoenix Campus (based on official 21<sup>st</sup> day counts). Of those, 2,766 were enrolled in one or more classes at the campus, which surpassed the 2,000-2,500 planning targets used in development plans. Spring 2007 enrollment was 3,118 which also surpassed the spring planning targets.

For Fall 2007, 21<sup>st</sup> day counts indicate that 6,595 were enrolled in courses funded by the Downtown Phoenix Campus. Of those 3,377 were enrolled in one or more courses at the campus, representing a 22% increase in enrollment.,

**II. Development Planning and Management Structure**

The responsibility for the development of the Downtown Phoenix Campus is shared jointly by the City of Phoenix and Arizona State University.

**Overview**

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Planning and development of the downtown campus is a joint effort by ASU and the City of Phoenix with ASU responsible for overall planning and design including development of a master plan, and the City of Phoenix responsible for providing approval of the planning and for construction management.

Summarized in the report last year, the project is to be funded almost entirely from \$223 million in bond funds provided by the City of Phoenix. Of these funds, \$188 million is specifically for the acquisition of property, construction of new facilities, and renovation of existing space to establish the campus, and \$35 million is earmarked for the development of civic space and street improvements to create a campus district. ASU is responsible for providing the equipment and furniture needed on the campus. ASU was responsible for 50% of the interest-only costs on up to \$100 million in temporary financing used by the city for property acquisition and renovation prior to the bond election. The relationship is governed by an intergovernmental agreement (IGA), signed by both parties in June 2005. Current estimates for cost have not changed.

**Summary of costs and business terms contained within the IGA**

The terms summarized below have not changed from those reported in the October 2006 report.

*City of Phoenix:*

Capital costs during 2005 and 2006 needed to acquire property (approximately twenty acres of land and buildings within the downtown redevelopment area), renovate facilities, and improve the civic infrastructure and amenities in preparation for the Fall 2006 opening were approximately \$100 million. The City of Phoenix agreed to invest up to \$100 million prior to the 2006 City bond election (March 2006) to acquire all of the property needed to develop the campus and its supporting amenities and to renovate acquired properties to be used for ASU programs.

The City of Phoenix included sufficient funds in the 2006 City bond package to continue development of the downtown campus during the 2006-2011 timeframe. Funds will be used to repay the short-term funding sources of \$100 million and to construct an additional 250,000 SF of academic space and to accelerate development of campus amenities. Total funding for academic facilities and land is expected to reach \$188 million in this time frame, excluding the city-managed investments in civic space and street improvements within the campus district.

The City of Phoenix and ASU agreed that development of the campus to reach full capacity of 15,000 students will require substantial additional funding over the period following 2011. This will be accomplished by using established methods for university facility expansion used in the past on other ASU campuses. It will include establishing relationships with developers, identifying opportunities for private fundraising, and the potential use of debt service supported by tuition. In addition, ASU will work with the City on the potential for added funding via

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future bond elections and through other appropriate development initiatives, and those terms would be subject to a subsequent IGA.

*ASU*

ASU will lease the academic facilities from the City for the period of Phoenix' indebtedness. The master lease governing the transaction was approved by the Arizona Board of Regents in April 2006 and signed in June 2006. ABOR and ASU have rights and responsibilities for the day-to-day management of the academic facilities and for the control of access

ASU is responsible for the costs of operating the academic programs at the campus. This includes the day-to-day academic and support unit personnel and operating costs, academic facilities operating and maintenance (O&M) costs, and one time investments in furniture, fixtures and equipment.

ASU retains all tuition and other revenues generated from academic operations.

ABOR and ASU agreed to transfer ownership of the Downtown Center/Mercado property to the City of Phoenix once the existing indebtedness is repaid by ASU (currently scheduled for 2024). The City of Phoenix is permitted to purchase the property sooner for the amount of the then outstanding indebtedness provided that planned new academic facilities have been provided by Phoenix.

*Student Housing*

ASU is responsible for developing needed student housing. ASU negotiated a lease with City Center, LLC to lease the former Ramada Inn for a period of two years, located at 1<sup>st</sup> Street and Polk. The property has been converted to the Residential Commons, providing housing for up to 267 students. ASU is responsible for annual rent and property taxes of \$805,000. This cost is to be offset by housing fees collected from student residents of the Commons. The facility is part of the overall residential life program and costs will be covered within that larger auxiliary budget.

The property was intended to provide housing on an interim basis.

By Fall 2008, ASU anticipates the need to accommodate 750 to 800 students at the Downtown Phoenix campus. ASU has identified a private developer, Capstone Student Development, who will build the first phase of student housing to be open in conjunction with the opening of the Cronkite School of Journalism and KAET/8 building.

ASU and the Developer are approaching student housing on the Downtown Phoenix Campus on a phased basis. The phased growth of student housing will allow the Developer and ASU to work

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together to plan for appropriate student housing as the need materializes. The first phase will be 700-750 beds oriented toward freshman and planned for occupancy in August, 2008. The second phase will be 500-550 beds oriented towards upperclassmen and planned for occupancy in August 2009. The primary terms negotiated between ASU, the City and the Developer are summarized on page six.

*Civic Space*

ASU agreed to pay for informal use of the new civic space that will be built as part of the campus plan. The cost to ASU will be determined by its proportional use, the actual costs of its activities, and will include an allocated share of maintenance costs. ASU agreed to discuss the possibility of sharing costs associated with police services within the campus area if the costs can be tied directly to University activities. There have been no agreements to date for ASU to pay any such costs.

ASU agreed to engage in development activities to support the campus such as fund-raising for capital costs. ASU also agreed, to the extent permitted by law, to support legislative advocacy for appropriate measures that offer opportunities for further development of the campus.

**Construction Self-Management Intergovernmental Agreement**

In June 2006, the City of Phoenix and ASU executed a Construction Self-Management Intergovernmental Agreement. As part of that agreement, ASU and Phoenix agreed to the terms under which ASU could act as construction manager on new construction projects funded by bond proceeds, should the City and ASU choose to manage a project in that manner. Under the terms of the agreement, there was no change in financial responsibility for the costs of the renovation; they were borne by the City of Phoenix. There has been no decision nor is there a plan to pursue projects on this basis to date.

**III. Project Phasing**

The development of the Downtown Phoenix Campus is structured in phases. Funding for land and building acquisition, renovation and construction for Phases I and II came from the bonds approved by Phoenix voters in March 2006. Funding for expansion beyond Phases I and II is not definitively planned or committed. Additional expansion will be accomplished by using established methods for university facility expansion used in the past on other ASU campuses. It will include establishing relationships with developers, identifying opportunities for private fundraising, and the potential use of debt service supported by tuition. In addition, ASU will work with the City on the potential for added funding via future bond elections and through other appropriate development initiatives, and those terms would be subject to a subsequent IGA. Any future expansion will not be committed until funding is clearly identified to support the campus expansion.

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**Phase I**

ASU relocated current programs in the Colleges of Public Programs, Nursing & Healthcare Innovation, University College, and ASU Downtown Phoenix Campus administrative offices from the Tempe campus to the downtown campus for Fall 2006.

Targeted properties (411 North Central, the Post Office, and Park Place) were acquired and renovated by the City during late 2005 and early 2006 in order to meet the timeline set forth by ASU. Student housing was provided by contracting with the owners of the Ramada Inn for a two-year period to create the Residential Commons, during which time permanent housing would be designed and built through private development.

Enrollment in the initial phase of the downtown campus exceeded initial projections. Initial projections assumed approximately 2,000-2,500 students; total students enrolled in one or more classes in Fall 2006 totaled 2,766. Fall 2007 numbers are 3,377.

**Phase II**

Further expansion of the campus is planned for Fall 2008 and Fall 2009 using proceeds from the City bond program that was approved by the electorate of Phoenix in March 2006. Further expansion will include renovation of the historic Post Office as well as the addition of two new academic buildings, which will house the Cronkite School of Journalism and KAET and the other will provide expansion space to the College of Nursing & Healthcare Innovation. The Cronkite School of Journalism and KAET/8 building will open in the Fall 2008 and the expansion space to the College of Nursing & Healthcare is expected to be occupied for Fall 2009. Expected capacity resulting from Phase I and Phase II combined will allow enrollment capacity to grow to 7,000 to 8,000 students.

Phase II will also include the development of the Civic space and the England Motors Building, located at 424 North Central. Scheduled completion is during the fall of 2008. Suggested activities in the public space include but are not limited to concerts, seminars, and readings open to the public. The England Motors Building historic renovation will also include some retail that will enliven the space and draw people into the park. This development will afford opportunities for the local residents to integrate with the University community on a daily basis.

Planning and design have begun for the second phase of the College of Nursing Healthcare and Innovation. This building will serve as expansion space and allow the College to relocate the remaining faculty and researchers from the Tempe Campus. The City of Phoenix and ASU are currently working to define the scope and budget of this phase. The City of Phoenix and ASU are evaluating methods to maximize resources to gain as much additional space for the campus growth.

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Third party developers, Capstone Development Corporation, have broken ground and started construction on the first phase of student housing on the Downtown Phoenix Campus. An approximate 700 - 750 bed Residence Hall is planned to be open for Fall 2009. This facility will house students, provide a dining hall for the campus and offer retail opportunities. The location of the development is on Taylor Street between First Street and Second Street.

The site is comprised of land acquired by the Developer as well as land owned by the City of Phoenix. Under the proposed terms, the Developer's land will be gifted to the City and the parcels will be consolidated into a single parcel for purposes of building permits for the development. The City of Phoenix will then lease the entire parcel to ASU for a 40 year term.

The City will receive lease payments from the Developer that are contingent upon the success of the project as the lease payments terms mirror the terms of the bonds that the Developer will be receiving as its compensation. At the end of the term of the ground lease or once there are no outstanding bonds, whichever is earlier, title to the property shall be granted to ASU at no cost.

**Sub-lease:**

ASU will sub-lease the property to the Developer for a 40 year term. Under the terms of the sublease, ASU will agree to lease a certain percentage of beds in the project during the first four years of the project's operations, ranging from 15% in the first year to 5% in the fourth year, should they be available. There are no continuing ASU lease obligations beyond this period. Should funds be available later in the project period, the Developer will make annual contributions to ASU Campus Residential Life Program up to \$3.4 million

**Development Agreement:**

Under the Development Agreement, Capstone Development is responsible for providing 100% of the capital financing for the project without ASU involvement. This will be accomplished via bonds issued by Downtown Phoenix Student Housing, LLC, an Arizona not-for profit LLC selected by the Developer. Downtown Phoenix Student Housing LLC will serve as the Owner of the project. Capstone Development will be contractually obligated to the LLC and to ASU to construct the project and to deliver on time for the scheduled opening.

Capstone Management Corporation will be hired by the Owner and will be responsible for the day-to-day operations of the Project. ASU will work with Capstone in developing and providing academic support, student life and residential life activities. Under the proposed terms, ASU has a significant role in the annual evaluation of the manager and in decisions concerning replacement of managers.

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**Phase III and beyond**

While not specifically included in the IGA, it is the goal of the City and ASU to continue to develop the campus over the 2010-2014 five-year period by adding academic and student support space which will allow the campus to grow to its target size of 15,000 students with a residential student population of 4,000. There are neither specific commitments to a timetable nor requirements for specific facility additions or target enrollments.

**IV. Financial Plan**

Financial planning for the development and operation of the Downtown Phoenix Campus has been focused on needed investments to accomplish Phases I and II of the development plan. ASU is responsible for the annual operating costs associated with the campus as well as one time FF&E costs, while the City of Phoenix is responsible for acquiring and developing the land and facilities needed for the academic space on the campus.

**Expenditures prior to FY08**

The Downtown Phoenix Campus was established in FY07 with the transfer of three existing colleges from the Tempe Campus to the Downtown Campus (College of Public Programs, College of Nursing & Healthcare Innovation, and University College). The state operating budget was established for the Downtown Phoenix Campus primarily through the transfer of funding for those programs from Tempe, but also through incremental investment to support administrative and growth needs. Operating funding for the Downtown Phoenix Campus was not established as such until the FY07 fiscal year, which began on July 1, 2006.

*Operating Expenditures*

Operating expenditures for FY07 are shown in Figure 1. The total expenditure authority was \$46,208,500.

*Capital Expenditures*

The City of Phoenix has expended \$130.7 million for the acquisition of land and buildings for the campus, the required rehabilitation of those buildings into academic space, and the costs of new construction.

Under the terms of the IGA, ASU is responsible for covering the campus' FF&E costs needed to equip the Downtown Phoenix Campus office, classroom, lab and meeting room space needs. Through FY 07, ASU has expended \$10.2 million.

Capital expenditures are summarized in Figure 2.

**FY08-12 Budget Plan**

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*Operating Budgets*

Operating budget plans are developed using very specific investment criteria for the first year in the planning cycle, while years beyond that are based on reasonable assumptions that guide the university's thinking about growth and support needs. The University considers only the first year of the 5-year plan to be a commitment. Figure 1, below, summarizes the 5-year state budget plan for the Downtown Phoenix Campus. Budgets for auxiliary enterprises are not included, but are expected to be self-supporting.

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**Figure 1: Downtown Phoenix Campus Operating Budget Plan, FY07-FY12**

AGENCY NAME & AFIS CODE: ARIZONA STATE UNIVERSITY AT THE TEMPE CAMPUS (ASA)							
COST CENTER/PROGRAM NAME: DOWNTOWN PHOENIX CAMPUS							
FUND NAME & AFIS NUMBER: General Fund - 1000; Collections/Other - 1411							
(\$thousands)							
FY07-12 STATE OPERATING BUDGET PLAN							
AFIS OBJ CODE	CATEGORY	ACTUAL FY 2007	BUDGET FY 2008	ESTIMATED <sup>1</sup> FY 2009	ESTIMATED FY 2010	ESTIMATED FY 2011	ESTIMATED FY 2012
<b>EXPENDITURE DETAIL:</b>							
	FTE Positions	600.48	609.00	703.00	731.00	760.00	790.00
6000	Personal Services	29,813.4	32,785.1	37,945.4	39,463.2	41,041.7	42,683.40
6100	Employee Related Expenditures	7,846.2	8,831.7	10,217.0	10,625.7	11,050.7	11,492.70
	All Other Operating Expenditures						
6200	Professional and Outside Services	2,169.3	2,518.4	2,644.3	2,776.5	2,915.3	3,061.1
6500	Travel In State	57.8	51.1	53.7	56.4	59.2	62.2
6600	Travel Out of State	367.6	21.2	22.3	23.4	24.6	25.8
6700	Food						
6800	Aid to Organizations and Individuals						
7000	Other Operating	4,328.2	5,024.9	6,120.0	7,038.0	8,093.7	9,307.8
	Library Acquisitions						
8400	Equipment	1,626.0	1,887.8	2,500.0	2,500.0	2,500.0	2,500.0
	Total All Other Operating Expenditures	8,548.9	9,503.4	11,340.3	12,394.3	13,592.8	14,956.9
	Subtotal	46,208.5	51,120.2	59,502.7	62,483.2	65,685.2	69,133.0
	Total Below the Line						
	<b>TOTAL EXPENDITURE AUTHORITY</b>	46,208.5	51,120.2	59,502.7	62,483.2	65,685.2	69,133.0
	Collections/Other Receipts	(13,767.6)	(16,240.6)	(21,468.9)	(23,615.8)	(25,977.4)	(28,575.1)
	Balances Forward						
1000	<b>TOTAL GENERAL FUND</b>	32,440.9	34,879.6	38,033.8	38,867.4	39,707.8	40,557.9
2000	Federal Funds	650.6	715.7	784.9	824.1	865.4	908.6
	Other Non Appropriated Funds	9,884.9	10,536.8	19,944.8	20,144.2	20,345.7	20,549.1
	Total Non Appropriated Funds	10,535.5	11,252.5	20,729.7	20,968.4	21,211.0	21,457.8
	<b>TOTAL EXPENDITURES</b>	56,744.0	62,372.7	80,232.4	83,451.6	86,896.2	90,590.8

1. Includes move of Cronkite School of Journalism and KAET effective Fall 2008

It is important to note that the majority of the state operating budget for the Downtown Phoenix Campus is derived from existing base state operating budgets for Colleges and Programs formerly located on the Tempe Campus. The budget plan assumes that the state will continue to support both the base operations of the campus as well as providing support for future enrollment growth.

The budget plan assumes that state collections increase 10% annually from the combination of enrollment growth and tuition increases. It also includes an increase in Fall 2008 (FY09) resulting from the transfer of the Walter Cronkite School of Journalism and Mass Communication to the campus. KAET is also transferred; however nearly all of KAET funding comes from local sources.

*Capital Development Plans*

Capital development plans have been established for the Downtown Phoenix Campus for Phases I and II, which are planned to be complete by FY10 (Fall 2009). The financial plan calls for the investment from the City of Phoenix for Phases I and II, and the private development of a

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student housing complex through ASU. Investments beyond those have not been clearly defined since they will depend upon the pace of the campus' expansion and would occur beyond the three-year Capital Improvement Plan horizon.

The long term vision for the campus will require further development and capacity expansion. This will be accomplished by using established methods for university facility expansion used in the past on other ASU campuses. It will include establishing relationships with developers, identifying opportunities for private fundraising, and the potential use of debt service supported by tuition. In addition, ASU will work with the City on the potential for added funding via future bond elections and through other appropriate development initiatives, and those terms would be subject to a subsequent IGA.

The planned costs for the capital development of the Downtown Phoenix Campus are included in Figure 2, below.

**Figure 2: Planned Capital Expenditures for the Downtown Phoenix Campus**

(\$Millions)	FY06	FY07	FY08	FY09	Planned Funding	FY10-25
<i>Phase I</i>						
Property and land acquisition	\$ 40.9	\$ 15.1	\$ 1.3		\$ 57.3	
Renovations	39.4	0.8	-		40.2	
Other	4.5				4.5	
<i>Phase II</i>						
Construction of facilities for Cronkite and Nursing		30.0	44.0	12.0	86.0	
FF&E		10.2	9.2	5.4	24.8	
	84.8	56.1	54.5	17.4	212.8	
<b>Total Committed Funding</b>						
<i>Student Housing Development (Private Sector Funding)</i>		25.0	56.4	32.1	113.5	
<b>Total Planned Funds</b>	\$ 84.8	\$ 81.1	\$ 110.9	\$ 49.5	\$ 326.3	
<b>Other Expansion</b>						TBD as funding allows and as need requires
FUNDING SOURCES:						
Phoenix Bond	\$ 188.0					
ASU FF&E (State and Local)	24.8					
Private Development	113.5					
<b>Total</b>	\$ 326.3					
In addition, the City of Phoenix will provide \$35 million in parks and street scape not included above. They are planned for the campus district but are not in or a part of ASU facilities.						

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**V. Enrollment Projections**

Figure 3, below provides projections for students enrolled in one or more classes at the Downtown Phoenix Campus. It is important to note that the enrollments increase significantly in Fall 2008, reflecting the planned move of the Cronkite School to the Downtown Phoenix Campus. Estimates of the number of graduates to be produced by each school are also included. Please note that students may be cross-enrolled at other campuses; the degrees awarded represents the total number of degrees to be awarded by the colleges headquartered at the Downtown Phoenix Campus.

**Figure 3: Enrollment and Graduation Estimates by College**

	Fall 06 actual	Fall 07 actual	Fall 08 estimated	Fall 09 estimated	Fall 10 estimated	Fall 11 estimated
<b>Enrollment at DPC Campus</b>						
Nursing	790	1,069	1,375	1,600	1,700	1,800
Public Programs	913	1,097	1,350	1,450	1,650	1,800
Cronkite School	25	30	1,700	1,750	1,900	1,975
University College	312	372	750	850	975	1,200
Other Colleges	726	809	800	800	800	800
<b>Total</b>	<b>2,766</b>	<b>3,377</b>	<b>5,975</b>	<b>6,450</b>	<b>7,025</b>	<b>7,575</b>
<b>Degrees Awarded (Academic Year)</b>						
	2006 actual	2007 actual	2008 estimated	2009 estimated	2010 estimated	2011 estimated
<i>Undergraduate</i>						
Nursing	272	346	375	440	500	560
Public Programs	187	219	227	240	255	270
University College	745	826	856	887	919	965
Cronkite School			340	354	368	386
<b>Subtotal</b>	<b>1,204</b>	<b>1,391</b>	<b>1,798</b>	<b>1,921</b>	<b>2,042</b>	<b>2,181</b>
<i>Graduate</i>						
Nursing	53	50	55	61	67	74
Public Programs	250	307	319	332	345	380
Cronkite School	0	0	20	25	30	33
<b>Subtotal</b>	<b>303</b>	<b>357</b>	<b>394</b>	<b>418</b>	<b>442</b>	<b>487</b>
<b>Total Degrees Awarded</b>	<b>1,507</b>	<b>1,748</b>	<b>2,192</b>	<b>2,339</b>	<b>2,484</b>	<b>2,668</b>

The planned campus development through Phase II is expected to support between 7,000 and 8,000 students. Current estimates indicate that sufficient capacity will exist to support the

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student enrollments during the 5-year planning period. The University will continue to monitor enrollment capacity.

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**VI. Organizational Relationships**

Arizona State University's partner in the development of the Downtown Phoenix Campus is the City of Phoenix. Funded from a bond approved by the citizens of Phoenix in a vote in March 2006, the city is providing \$188 million in funding for construction projects for the campus, plus \$35 million for the development of civic space and street improvements within the campus district, which is managed by the City of Phoenix separately from the Campus Development project.

The following graphic details the relationships between the City of Phoenix, ABOR and Arizona State University, and third party providers. These relationships have not changed from last year.

**Figure 4: Downtown Phoenix Campus Organizational Relationships**  
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**The Arizona Board of Regent's Report to the  
Joint Legislative and Budget Committee  
on The Arizona State University Downtown Phoenix Campus  
October 1, 2007**

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