

Design Challenge(s):

- ✦ How might we accommodate and provide meaningful higher education to increased numbers of diverse learners?
- ✦ How might we sustainably revitalize urban centers/spaces, both socio-culturally and economically?

University Design Pillars:



University Designer:

Arizona State University (ASU)

In 2020, ASU was ranked the #1 most innovative university by U.S. News and World Report, a distinction it earned for the sixth consecutive year.

"The establishment of the downtown campus is easily one of the most significant achievements in the history of the university."

Dr. Michael Crow, 16th President of ASU (2011)¹

Design Partner: City of Phoenix

Phoenix is the capital of the southwestern U.S. state of Arizona and the country's fifth most populous city.

The ASU Downtown Phoenix campus is "singly the most important development in the downtown area and is driving economic development."

Greg Stanton, Phoenix Mayor, 2012-2018 (2014)²

¹Terrill, M. (2011). [Downtown Phoenix Campus: the First 5 Years](#).

Tempe: Arizona State University.

²ASU School of Community Resources and Development. (2014, Sept).

[Community leaders welcome new leaders, faculty.](#)

Design Outcome:

In 2003, Arizona State University (ASU) President Michael Crow and City of Phoenix Mayor Phil Gordon met to explore the possibility and benefits of establishing an ASU campus in downtown Phoenix. What resulted was the beginning of a substantial and sustained alliance between the two entities, marked, in part, by a 2005 intergovernmental agreement. In 2006, Phoenix voters approved propositions securing \$223M in funding for the development of the ASU Downtown Phoenix campus (DPC). Later that year, a mere three years after the initial discussion to consider a downtown campus, DPC launched with four founding colleges and enrolling just over 3,370 students. By 2020, the campus, now ASU's 2nd largest, more than tripled in size and scope and was widely recognized for its innovative partnership and for the broad impact on the various internal and external communities it supports.

- In 2008, the Downtown Phoenix Campus earned the **W.K. Kellogg Foundation Engagement Award** for the Western Division, as well as the **C. Peter Magrath Community Engagement Award**, in recognition of the transformative partnership between the university and the City of Phoenix.
- As of Fall 2020, the ASU Downtown Phoenix Campus hosts **11 ASU colleges** offering over **200 degree and non-degree programs**, and supporting roughly **12,000 students**.
- Initially just three repurposed buildings, ASU's presence in downtown Phoenix continues to grow and includes **45 owned, co-owned, and leased buildings** and nearly **2.7 million square feet of collaborative teaching and learning space** for the ASU community, as well as downtown residents, businesses, and other universities.
- Between 2004 and 2021, Downtown Phoenix attracted more than **\$6.5 billion in public and private investment**.
- A cross-functional team of ASU and City of Phoenix administrators have continuously held **bi-monthly operational and development meetings since 2003**.

About the University Design Institute

The University Design Institute (UDI) is a catalyst for transformation in higher education. Our guiding belief is that universities must become engines of social transformation and economic success. The work we do is centered around 6 design pillars: University Mission, Leaders and Cultures, Teaching and Learning, Resource Diversification, Knowledge Generation and Discovery, and Digital Solutions. At the core of these pillars is a **relentless commitment to reimagining and innovating higher education models**. We bring rich expertise in design, a global network of experts, and partner organizations to support transformation efforts in higher education. Our approach is three-fold: re-imagining, co-designing, and transforming. We rethink the future. We co-design solutions with partners. And we advance innovative, scalable, and sustainable solutions.

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Blueprints for University Design (BUDs)

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Case Study: Arizona State University Downtown Phoenix Campus (DPC)



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About Blueprints for University Design (BUDs)

Launched with an initial prototype in April 2021, **Blueprints for University Design, or BUDs**, is a product series published by the **University Design Institute (UDI)** that highlights university design problems, solutions, and designers from around the world. Higher education leaders, policy-makers, and funders are invited to submit design innovations, concepts, and stories of interest to be featured as part of the series.

BUDs Series Editor-in-Chief: Tamara Webb

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UDI Managing Director: Minu Ipe

Case Study: Arizona State University Downtown Phoenix Campus (DPC)

Introduction

For nearly 20 years, Arizona State University (ASU) has been transforming into what has come to be known as a “New American University.” Under new leadership and a new trajectory, ASU established its first ever charter, a distinctive set of goals and eight unique design aspirations promising to provide greater educational inclusivity and access, advance research and impact for the public good and assume greater responsibility for the broader community. In efforts to actualize the charter and further the mission, the university has launched a number of initiatives and programs. Among them was the decision to build ASU’s Downtown Phoenix campus (DPC). (Crow & Dabars, 2015, 2020).

In 2003, shortly following his appointment as President, Michael M. Crow met with City of Phoenix Mayor Phil Gordon to explore the possibility of establishing a downtown campus and what that could mean for both ASU and the broader city of Phoenix. What resulted was the beginning of a substantial partnership between the two entities. Collaborating through planning, construction and implementation, DPC opened its doors to more than 3,000 students just three short years after the concept of a downtown campus emerged.

In its early days, DPC made do with just three academic buildings - two of which were new renovations of buildings purchased for the new campus while one was a small complex of buildings that ASU had already been operating for continuing education programs. In addition to the two newly acquired academic buildings, ASU also acquired a Ramada Inn which was renovated and allocated for dorm use. Since 2006, the campus has grown significantly in size, scope and impact. By embracing the varied and diverse environments that constitute downtown Phoenix, ASU has provided its students with academic and professional opportunities of unmatched excellence.

At the core of the decision to establish DPC is the idea of “leveraging our place.” The term is commonly referenced in ASU’s design aspirations and no other university initiative grapples with it in quite the way that the downtown campus does. In the context of ASU, “to leverage place” means to embrace its cultural, socioeconomic and physical setting. In locating the new campus in Downtown Phoenix, near the capital of the state of Arizona, ASU has done just that in a more meaningful way than ever before. Through its decisions about how and for whom to build, ASU has demonstrated an understanding of and consideration for the needs of students, opportunities for furthering higher education and how the two can be enhanced and leveraged by the environment.

Not only has DPC broadened higher education accessibility and opportunity for its students, it has had a positive impact on the community as a whole. Once victim to the ebbs and tides of vibrancy common to urban centers across the country, Downtown Phoenix has been revitalized and positively impacted by the sustained growth of DPC which has helped crystalize its identity as a World Class city. Prior to the DPC construction, there had already been significant investment in Downtown Phoenix in the form of sports venues, a convention center and arts facilities, which had improved the area. However, the eventual inclusion of ASU’s Downtown Phoenix campus provided something integral to the city fabric – the hustle and bustle of everyday life. As a place to house and educate thousands of students year-round, employ hundreds of faculty and staff, and produce events for the community at large, DPC injected this urban core with a steady and reliable populace that Downtown Phoenix had not quite experienced prior. As a result of the City of Phoenix’s and ASU’s efforts, engagement with the community has increased, there is a greater pedestrian presence on the streets, investments and developments are booming – bringing more tax revenue for the city and jobs – and the community has taken notice.

The ASU-Phoenix partnership has not only contributed to the transformation of DPC into an innovative, architecturally unique, socially embedded campus of nearly 12,000 students; it has also helped re-establish and ground the fifth largest city of the United States. The collaboration between city and university is novel and has resulted in many visits by other institutions and planning organizations to understand the model and process through which it was established.

Background

The City of Phoenix is more or less a modern marvel by today's standards. Often described as sprawling, unsustainable and unbearably hot, Phoenix is a desert city that by all accounts should not exist. Yet it does, and it continues to grow upwards and outwards at an impressive rate. With an estimated population of nearly 1.7 million, Phoenix led the nation in ten-year population growth with an increase of 234,301 residents between 2010 and 2020, even while other large metropolitan areas experienced negative growth during the same period (Frey, 2020; U.S. Census Bureau, 2020). An article in Forbes reports that younger generations are adding the most to the growth and are drawn to Phoenix because of entrepreneurial opportunities, resilient work industries, emerging jobs, and affordable housing (Richardson, 2019). Changing demographics and associated demands on the varied environments pressure the City to not only maintain what attracted the growth in the first place but to agilely adjust to new social and economic needs, at-scale. At the turn of the century, the downtown Phoenix area, in particular, was lacking stable commercial vitality, serious business interests, active pedestrian and consumer traffic, and diverse human capital and skill sets. At the time, there were various areas of urban activity scattered across Phoenix, but not in any single central place.

ASU did not see the alleged central “placelessness” of Phoenix as an obstacle when looking to establish a campus downtown, but rather a grand challenge - to try and give a sustainable center of gravity to a region with multiple urban centers. Associated risks could be positioned as worthwhile because universities correlate with the competitive advantages of metropolitan areas. When a university decides to set up shop in downtown environs, not only do they bring with them financial and intellectual capital, but a great influx of diverse human capital as well. The result is typically a reinvented and revitalized downtown with fresh buildings, people and ideas, helping to improve economic, social and physical conditions of the area and its neighboring communities. Research universities add even more specialized value in contributing assets to collaboratively solve complex social problems. The experience and goal is one of an overall improvement in quality of life and place. Research continues to demonstrate that universities help sustainably ground cities and build their identity (Andes, 2017; Leinberger & Loh, 2018). A 2017 report supported by the Annie E. Casey Foundation notes that related university efforts are employing an “anchor mission, a commitment to intentionally apply an institution’s place-based economic power and human capital in partnership with community to mutually benefit the long-term well-being of both” (Sladek, 2017).

Why ASU Engaged in this Effort

“We are about the business of building one of the great universities in American history. Can you build this university in one place? The answer is, unequivocally, no.”

– Michael Crow (as quoted in Callahan, 2014)

It was not so much a decision to build a campus in the downtown area as it was a responsibility for both the city and the university, the reasons for which are manifold. At the time of its development, ASU already had three campuses – Tempe, West (Glendale) and Polytechnic (Mesa) - as well as a very small satellite in Downtown Phoenix. However, in spite of the campuses afforded to its students, enrollment was continuing to grow and challenging what space was available. In order to accommodate a projected 100,000 students that would be enrolled in ASU by 2023, ASU was seeking a solution – a full-scale campus extension. Coincidentally, at the same time, Downtown Phoenix was faced with its own struggles. While investments were steadily trickling in with the construction of sports venues, conference centers and arts facilities, Downtown Phoenix was, at the time, relatively low-density and lacked the “live, work, play” mentality common to comparable urban cores.

Though Arizona's largest state university campus was located just 9 miles away from the downtown of ASU's capital city, the two had never shared a strong connection. That all changed in 2003, during a meeting between ASU President Michael Crow and City of Phoenix Mayor Phil Gordon. In identifying the challenges and strengths of each entity, the possibility for a mutually beneficial partnership became evident.

Downtown Phoenix was in need of some sort of anchor that could successfully draw people, industry and vitality into its borders once again. For ASU, there was a responsibility to expand educational access and broaden the role

of education in a meaningful, high-impact way. The futures of both ASU and the City of Phoenix would depend on a successful downtown campus and the identity it would create for itself.

Additionally, ASU was beginning to explore a notion that each campus should have its own individual identity (i.e., dedicated schools, programs, specialty, etc.) rather than the branched campus approach that ASU and other universities across the country had taken prior, in which similar or identical programs were distributed across all campuses.

How ASU Executed

Stakeholder Engagement and the ASU-Phoenix Partnership

Building an **empowered and agile leadership** team was paramount. Shortly after the ASU-Phoenix partnership was confirmed, President Crow recruited Wellington “Duke” Reiter, then dean of ASU’s College of Architecture and Environmental Design, to help design and execute the construction of DPC. Around the same time, Rich Stanley, Executive Vice Provost of NYU was recruited to join ASU as Senior Vice President and University Planner, and among other things, was tasked with exploring practical possibilities of where to locate the campus.

A hallmark of the creation of DPC was **speed**. When President Crow first approached Duke Reiter to ask if he could help design the campus, he provided little guidelines except for one – he wanted it done in 60 days. The construction to follow would take no more than a couple of years. This goal seemed at first a pipedream. Rich Stanley, for one, had to adapt to the ASU time table, one quite foreign to him.

“I’ve spent my entire life in the East Coast and coming to Arizona was new territory for me in many ways. Building an entirely new campus in the course of a few years seemed like an unlikely possibility to me. Back East, you might be able to pull that off over a long period of time, but it became clear very quickly that the way people thought about new things and new projects was very different in Arizona. In New York, you have to be around for 15 years before you’re treated as a serious player. Here the attitude seemed to be, ‘You want to get things done? You want to help? Okay, you’re in. Let’s go.’” (Rich Stanley, University Planner, ASU, as quoted in Terrill, 2011, p. 17)

Most vital to the creation of DPC, though, was the **unique partnership** formed between ASU and the City of Phoenix. Perhaps what made the ASU-Phoenix partnership so strong was the inclusive and willing approach taken by both sides. ASU was not simply soliciting the city for space to put a few new buildings, nor was the City of Phoenix enticing ASU to consider downtown as an option for a new campus. The two saw the merits, even the necessity, of this project for the future of higher education in Arizona and the future of the Downtown Phoenix core. They both embraced the same mission and vision and they worked together to make it happen. As Reiter states,

“It was clear that the fortunes of the region and the university were significantly intertwined. Helping Phoenix to compete with other vibrant urban centers which are attracting businesses, skilled workers, and new residents, is an essential part of our mission. This includes densifying the core and providing the expected amenities of a great city of which an urban presence for the university is a part” (Duke Reiter, personal communication, July, 18, 2017).

On the subject, then City of Phoenix Manager Frank Fairbanks states,

“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 the state government, the State Board of Regents, and the private and nonprofit sectors” (Fairbanks, 2010).

A diverse, yet small team of decision-makers from ASU and the City of Phoenix was assembled and began a long-term relationship to continuously plan, implement, reflect and evaluate.

Though it was known that the new campus would be constructed in Downtown Phoenix, it wasn’t immediately clear where in Downtown Phoenix the campus would be located. The ASU-Phoenix team explored many different

options before settling on a final location, in large part for its move-in ready nature and proximity to the future light rail stop. It was important that ASU could host classes as soon as possible. The selected location offered buildings that could be renovated and repurposed as university classrooms while also offering the flexibility and space to build brand new buildings in the future. Though speed was a significant driver in this case, it is important to note that speed did not come at the expense of careful planning and execution. ASU did not simply move into space that was available or convenient for the City to offload. Through careful consideration and countless conversations, the university identified what types of facilities were needed in order to be successful and fulfill the vision for the new campus before best determining how to implement those changes.

ASU also considered the individual needs of university leaders, faculty and staff during this planning process and much thought was given to how to comfortably transition those who would be moving from the main campus to DPC. Rich Stanley met with and presented to faculty groups often to discuss their needs and gauge what kind of facilities were needed for faculty and staff to perform their jobs effectively as well as deliver the best student experience. Initially, there was quite a bit of resistance to the entire notion of moving downtown among those who were unable to see the shared vision of university leadership and the City of Phoenix. ASU leadership worked with deans to become the advocates within their units to help faculty and staff see the vision of DPC. Not everyone came aboard.

In addition to working with stakeholders inside of ASU, both the City and the university were tasked with working with stakeholders outside the university walls. Early on in the planning phase, before any big decisions or construction had even taken place, many Phoenix residents, especially those in close proximity to the downtown core, were worried that the proposed DPC would damage Downtown Phoenix and take away all of the special things they loved about their neighborhood. Additionally, people were concerned about rising property taxes and its effects such as gentrification and the disappearance of beloved historical sites. At the same time, the Phoenix Community Alliance (PCA) began advancing the notion of turning Downtown Phoenix into a sports and entertainment district. Though PCA's plan was not at odds with ASU, it was certainly competitive, with PCA urging the City of Phoenix to invest in their plan instead of ASU's, or at least split their investment between the two plans.

In an effort to ease residents' concerns and help them better understand the mission of the DPC project, ASU and the City held a number of town hall meetings beginning in 2004, many of which were attended by President Crow himself. ASU consistently reiterated the university mission of assuming fundamental responsibility for the economic, social, cultural and overall health of the communities it serves, promising to sensitively contribute to the city and be part of it. In time, the City and its residents became far more supportive of investment in education, rather than entertainment. City officials saw that DPC would have a far better likelihood of long-term success for the downtown core than an entertainment district which would attract people for a few hours before disappearing and leaving the city empty again after 10pm. Additionally, not only were residents more scared of a plan that would turn downtown into a congested and rowdy sports and entertainment district, they soon began to realize that the proposed plan would not harm any points of interest they were concerned with but would focus only in areas where nothing was happening and where intervention could only help.

In execution, the ASU-Phoenix partnership was not a simple task. There were a number of moving parts that needed to be coordinated and organized just so. The City of Phoenix would need to assemble and acquire the land required for the campus, develop support from not just the surrounding community but greater Phoenix in general and provide upfront capital funding for the project. ASU would need to foster support among the Arizona Board of Regents (ABOR) as well as the ASU faculty senate and execute the large-scale relocation of a number of academic colleges – impacting thousands of faculty, staff and students, some of whom had spent decades in what they considered their campus “home.” ASU and the City of Phoenix worked cooperatively through both the joint planning and joint implementation committees – bringing together talented ASU stakeholders with City of Phoenix employees to realize the future of DPC together. The case for investment and the benefits to all parties was succinctly captured in the Venn diagram provided by Reiter at the time (See Figure 1). And leadership was evenly yoked for the challenge. As Patrick Panetta of the ASU Real Estate division pointed out, President Crow and Mayor Gordon share similar mindsets, “They’re both men who don’t see obstacles” (as quoted in Terrill, 2011, p.24).



Figure 1. Downtown Partnership Motivations (Reiter, 2004)

In 2005, President Crow kept the momentum of campus construction going with his appointment of Mernoy Harrison, ASU's Executive Vice President and Chief Financial Officer. Dr. Crow tasked Harrison with overseeing the completion of the campus and assembling a team to have the campus ready by late August 2006. Of his role in the project, Harrison stated, "My job was to smile, pat everyone on the back, sell the dream, and tell them that it was going to happen" (as quoted in Terrill, 2011, p. 21).

Though the two entities officially began working closely alongside one another to develop DPC in 2005, ASU and the City of Phoenix needed to wait nearly a year until they would find out if this project would even be funded through the City of Phoenix bond program. The decision to get planning and development underway before funding was confirmed was a major risk. Due to each party's commitment to mission and confidence that voters would see their same vision, it was a risk the City of Phoenix and ASU were both willing to make.

Bond Elections and Funding

"By combining the common interests of all stakeholders, we were able to convince the voters of Phoenix to make a simultaneous investment in downtown, the university and the future of education in the region."

- Duke Reiter (as quoted in Beschloss, 2019)

Significant to the ASU-Phoenix partnership was the intergovernmental agreement into which the two entered together in 2005 that made the resulting construction possible. This agreement stated that Phoenix would help develop the campus by providing the financial and built capital (the purchase of the buildings and land necessary for the campus). In return, ASU would provide all furniture, fixtures, equipment and (most importantly) the human capital – more than 15,000 students, faculty and staff (projected by 2020) circulating in and out and through downtown every single day – the life between the buildings that would revitalize the downtown area.

In returning to the theme of speed, ASU and the City of Phoenix approached the challenge of funding the construction of DPC quite creatively. Though the City could have financed construction through the city budget, it would have proven more expensive and would have been drawn out across a much longer timeline. Instead, the City focused on passing the financing through a bond election in 2006. Until then, the City opted to pay interest on the first \$100 million spent on the project. ASU would help cover some interest as well as cover the operating costs and equipment. By the time the 2006 City of Phoenix bond election rolled around, the bond proposal totaled \$878.5 million, with \$223 million designated for DPC. This designation of money was met with a fair amount of pushback from bond committee members and stakeholders who did not agree with such a large share going to Downtown Phoenix. This was a major concern of those who had backed the project so far. A bond approval would ensure the funding of the project, while a denial would result in financial uncertainty for both the city and ASU. If the bond was not approved, the \$100 million already invested would have to be paid back and the future of the now half-baked campus would be unknown. It was a risky move on the parts of ASU and the City of Phoenix, but the commitment to vision ultimately prevailed and the city successfully developed the necessary public support.

In March of 2006 Phoenix voters finally hit the polls to decide the fate of DPC. Music to the ears of ASU administrators, City of Phoenix officials and residents alike, the bond was passed! Phoenix voters had approved the sale of \$223 million in bonds to construct the campus. In spite of this victory, there was little time to stop for celebration. With just a few months left before DPC would be welcoming its first cohort of students, ASU had no time to waste. Construction was being completed, walls were being painted, classrooms were being furnished, faculty and staff were getting situated and more.

Defining the downtown campus

Beyond a “Branch Campus” - The Founding Four

One of the most important decisions that had to be made regarding the campus was which programs would be relocated to the downtown setting. An enormous degree of thought went into this process as it was not only important that the programs to be moved made sense in the fabric of downtown but also that students would be served better in their education by the new location. In the end, the **College of Public Programs** (renamed Watts College of Public Service and Community Solutions), **University College** (which then offered a variety of degree programs, including some now offered by the College of Integrative Sciences and Arts - CISA), **College of Nursing and Health Innovation** (later named Edson College of Nursing and Health Innovation), and the **Walter Cronkite School of Journalism and Mass Communication** were the initial four schools selected to relocate from the Tempe campus to DPC, each represented by new founding deans.

As discussed earlier, the decision to move downtown was, understandably, met with some resistance. It was difficult for many of the deans, leaders and faculty of these schools to not feel as though they were being sent away or that their programs were less important than the ones that would be remaining on the Tempe campus. It was certainly difficult to see the same vision for downtown that the ASU administration and City of Phoenix officials shared, especially at a time when Downtown Phoenix was, by all appearances, an unlikely site for a compelling university experience. And there were honestly still a few lingering veteran ASU community members who had not quite accepted President Crow’s transformative “New American University” mission of which a distinctive downtown campus was certainly an associated actualization.

The reality of the situation, however, was that individually and collectively, each of these programs unmistakably fit seamlessly in the fabric of Downtown Phoenix and relocating them to the urban core would enrich the student and faculty experience, not hinder it. For instance, students in public service programs were brought closer to important community partners, increasing density of engagement and overall impact. Journalism students, having the opportunity to live downtown, were provided with the unbridled experience of seeing the journalism profession first-hand through nearby professional internships and opportunities. Not only are students just steps away from major news stations, but downtowns are hubs for newsworthy events. Nursing students would have unique opportunities to learn about and practice health care in a major urban setting. The downtown location would allow students to engage with their studies more meaningfully and fully immerse themselves in their education, so that when they graduate, they are confident and prepared to take on their profession and the “real world.” In addition, its compact size and access to public transportation would make navigating the campus very easy for students. Faculty researchers are also heavily embedded in the local community, and their research would directly benefit those living in the downtown area.

The program placements simply made sense in the fabric of the city, and they contributed to a clear and defined identity of the campus. It was important that DPC didn’t simply become another version or branch of the main campus, but a campus all its own. University Planner Rich Stanley believes that building a strong campus identity in this way was crucial to ASU earning the support of their City of Phoenix partner.

“I do not think that the City of Phoenix would have actually bought into the deal in the same way that they did if we had just said we would be a ‘lite’ version of everything we do in Tempe. I think the city had a great deal more confidence that we had a commitment to the project by saying journalism was going to go downtown, public administration was going to go downtown, nursing was going to go downtown ... We were able to say that these schools have six thousand students in them and all six thousand are going to be there [downtown] on the first day. Almost nobody opens a campus that has that kind of success level to start with.” (Rich Stanley, personal communication, March 6, 2017)

The promise of facility upgrades - some much-needed from decades of continuous wear-and-tear, and some based on future-focused transformational designs - was also a major selling point for some of the colleges. The nursing school, for instance, needed physical renovation and the soon-to-be-relocated Law School building in Tempe had advanced infrastructural issues that were challenging to address, especially as long as the building had occupants.

“From the start, the campus was built on strategic partnerships and relationships that leveraged existing assets and capital” (Patrick Panetta, personal communication, May 19, 2021). Three of the four founding DPC colleges opened in 2006 in repurposed, existing downtown buildings and structures. Before its transformation into a building fit for university use, the University Center building, for example, served as the headquarters of Arizona Public Service (APS). Typically viewed as DPC’s main building, the University Center became home to the Watts College of Public Service and Community Solutions, as well as a variety of other college administrative offices, classroom spaces, the bookstore and study rooms. The facilities for the Cronkite School were constructed from the ground up and held its first classes in the new building and media complex in August 2008. In the same tradition, additional schools that were purposefully selected to relocate after the initial four in 2006 brought a mixture of wholly new construction and leased or repurposed space in pre-existing buildings, all adding to the steadily revitalizing downtown community.

Further Academic Expansion

A new interdisciplinary School of Letters and Sciences, offering a variety of foundational science and humanities courses, moved downtown in 2007, separating from University College and later transforming into the **College of Integrative Sciences and Arts (CISA)**. CISA offers flexible undergraduate and graduate degree programs, many with an emphasis on applied practice and discovery, attracting students with wide ranging interests and backgrounds. Additionally, the breadth and nature of CISA courses and faculty benefit and serve students across all DPC majors, schools, and colleges.

In 2008, **Barrett, The Honors College** expanded their offices to the Downtown Phoenix campus. Barrett was created in 1988 at ASU as the first four-year, undergraduate residential honors college in the United States. Students enrolled in Barrett are part of the honors community and a disciplinary college of their choice, spanning the full breadth of ASU offerings. Barrett’s Downtown campus, also known as “City Honors,” provides honors students with a variety of specialized curricular and professional development opportunities as they live and study near some of the city’s most prominent state and local government entities, news stations, hospitals, sports establishments, community service centers, and more. There is a distinguished Barrett Residential Community in Taylor Place, and the Barrett Suite, including classrooms, study space, a computer lab, a media room and professional staff resource offices, opened in 2019 at the DPC Mercado complex.

A core part of the downtown community, the **College of Health Solutions (CHS)** was founded in 2012 by bringing together a collection of existing units, including the School of Nutrition and Health Promotion, Department of Speech and Hearing Science, Doctor of Behavioral Health Program and Center for Health Information and Research as well as the Department of Biomedical Informatics, a program now located at the ASU Health Futures Center in north Phoenix as part of the ASU alliance with the Mayo Clinic. Additionally, new schools were established, including the School for the Science of Health Care Delivery and the International School of Biomedical Diagnostics. In 2018, the College of Health Solutions began a visioning process with the goal of driving knowledge into action to improve health outcomes. This process resulted in the disestablishment of the schools and departments named above in order to move research into practice to solve major health issues. While there are CHS programs on all ASU campuses, DPC houses the largest majority of CHS students and leads research, teaching and applied learning activities across multiple downtown buildings. The downtown location uniquely enables CHS to bring people together to improve the health of the community, directly reaching them where they live, learn, work and play throughout the lifespan. Every CHS student is engaged in experiential learning, gaining experience and real-world perspectives in research, clinical or community-based settings.

Coinciding with the 10th anniversary of the campus, the **Sandra Day O’Connor College of Law**, or ASU Law, moved to downtown Phoenix in 2016, and opened the new Beus Center for Law and Society (BCLS), which allowed the law school to become recognizably immersed in the heart of Arizona’s legal community and expand a focus on urban legal education.

In December 2014, after nearly 70 years as an independent private college, **Thunderbird School of Global Management** became an independent unit of the Arizona State University Knowledge Enterprise, eventually relocating from Glendale, AZ to ASU's Downtown Phoenix campus in 2018. Thunderbird initially occupied slightly tailored and renovated space in an existing landmark building, but launched a capital campaign to raise funds for a state-of-the-art global headquarters that would appeal to innovative student leaders, faculty, and staff alike. On track to open in 2021 as the school's global community celebrates its 75th anniversary, the cutting-edge facility will pioneer telepresence technology to connect the school's growing network of satellite offices located in major commercial hubs around the world.

Also, as ASU continuously transformed its academic programs and colleges, a variety of degree and non-degree programs and student support projects were relocated from their original campuses to the downtown area or established anew, either permanently or to evaluate the fit, including offerings from **Mary Lou Fulton Teachers College** and **Herberger Institute of Design and the Arts**.

Refer to Appendix A for a list of colleges offering degree programs on the Downtown Phoenix campus

Urban Planning and Infrastructure

While defining the campus in terms of curricular occupants and industries went a long way to shaping downtown Phoenix, a critical part of the transformation of the downtown area and DPC into what it is today was the construction of Phoenix's first ever light rail. It was by happenstance that the plans for construction of both the light rail and the campus converged perfectly. First proposed in the late 1980s, the later named Valley Metro was a regional transit system that would connect parts of Phoenix, Mesa and Tempe, Arizona. Through the '90s and early '00s, the project slowly gained public and financial backing before the first 200 feet of light rail track was installed in 2006 – around the same time that DPC opened its doors to a new generation of students. From here, construction boomed and the Valley Metro Rail (light rail) finally opened for service in December of 2008; there has been continuous growth over the subsequent years. The light rail operates over 20 hours a day, 365 days a year, with trains arriving at each station every 12 to 15 minutes. (Valley Metro, 2013, 2020)

The advent of the light rail's construction was integral in determining plans for DPC and determining where university buildings would be placed. The Valley Metro provided a much-needed logic to the downtown fabric that further justified the necessity of a downtown campus. "While the light rail was not built with the ASU campus in mind," said Reiter, "we certainly intended to fully leverage it as a highly functional asset and purposefully located ourselves adjacent to the large multi-modal hub on Central Avenue" (Duke Reiter, personal communication, July 18, 2017). The rail would not only provide ASU students with added connectivity between campuses (with stops on both the Phoenix and Tempe campuses), it was also key to President Crow's vision for the campus and the kinds of experiences that students living downtown would have the pleasure of joining. In 2020, the light rail system served an average of nearly 40,000 riders each weekday, with three of the 10 busiest stations located in downtown Phoenix (Valley Metro, 2020). The light rail cuts directly through downtown, just steps away from DPC's University Center and Walter Cronkite buildings. ASU also operates an Intercampus Shuttle offering student, faculty and staff transport between the Downtown Phoenix, Polytechnic, Tempe and West campuses.

Refer to Appendix B for a map of DPC, including an embedded timeline of the construction

Key Themes that Anchored this Effort

A central theme to this effort was the focus on the **holistic student experience**. It was important in constructing the DPC that students' needs were paid specifically close attention. It was known from the start that this particular campus would not and could not simply mirror or resemble the traditional college campus. Instead, this campus would bleed into the fabric of downtown and the two – ASU's campus and the rest of downtown – would interrelate in a very synergistic way. It was important that students had easy access to the facilities and amenities which are quintessential to the college experience. One way this was accomplished was in remodeling the nearby Ramada Inn to resemble and emulate, as closely as possible, a college residence hall. In time, DPC would undergo the construction of a residence hall of its own, Taylor Place, complete with student housing, lounges and meeting space, laundry facilities, dining and vending, a market, a private terrace, a shade garden, and a gaming and recreational facility. Additionally, the campus would utilize existing downtown facilities to provide additional student

amenities. For instance, the local YMCA was utilized to provide students a fitness center in the same way that the existing post office later doubled as a student union.

The downtown location also provided students with opportunities and added benefits to which students on traditional campuses are not exposed. As expected, close proximity to news stations, production companies, public service organizations, non-profits, health systems and hospitals, law firms, etc., have opened up doors for students seeking internships and externships, possibilities for university partnerships and exposure to practitioners on a daily basis. This unique location has also allowed students to engage more organically with their surroundings, which contributes to observable and heightened levels of professionalism in DPC student interactions.

Related to this theme of student experience is an additional theme of **porous orientation**. In the same way that it was important for the campus to blend together with downtown for the benefit of the students, it was also decidedly important for the community already living and working there. In constructing DPC, university leaders wanted to ensure that the local community felt exposed to and engaged in what was happening on campus. To aid in this, classrooms were enclosed by glass, not brick, cement or other opaque materials. So by design, community members are in this sense invited to experience campus life and the Sun Devil way of life.

Another key theme that anchored the construction of DPC was an attentiveness to the meaning of **urban living and urban development in a desert city**. The chance to revitalize downtown has afforded ASU and the city an opportunity to experiment with sustainable solutions in not only an urban environment, but a desert environment as well. Rather than shying away from the limitations that a desert city could place on development, the campus embraced its environment whole-heartedly through architecture, open space design and the use of geographically appropriate building materials and foliage.

One challenge of building this urban campus was to avoid existing urban campus models not suited to the unique profile of downtown Phoenix. The campus design had to exemplify urbanism as defined by the desert city. Early on in the planning stage, ASU solicited five architectural firms to imagine what a campus in Downtown Phoenix might look like. The subsequent campus that emerged utilizes elements of each of those plans in order to assemble the most appropriate urban, desert campus the university could have articulated or imagined.

The campus design also leveraged some architectural implements for dealing with environmental impact and providing sustainable solutions for desert living. ASU was able to work with the City of Phoenix to be allowed to collect storm water in sunken canals designed and constructed on campus. Using the collected storm water, the DPC is able to water its streetscape to ensure the preservation of healthy and viable plant life in the most sustainable way.

Perhaps one of the most defining aspects of the campus is the Civic Space Park, which then Deputy City Manager Rick Naimark attributed in part to a public push for a sustainable common area. Central to the need for connecting downtown with DPC was the idea of creating a space open to the public to be used by students and community members alike, where everyone is welcome. This vision came to life in the form of the Civic Space Park, now located between Central and 1st Ave, just across the street from many DPC buildings. The \$34 million project was the perfect way to blend the campus together with Downtown Phoenix in a uniquely urban and pedestrian friendly way. Operated by the City parks Department, the Civic Space Park intentionally has no designated parking spaces, encouraging park visitors to come by way of the light rail or pedestrian travel. In June 2011, the Civic Space Park won a Rudy Bruner award for Urban Excellence in contributing to Phoenix's urban community.

Though ASU and the City of Phoenix accomplished what they set out to do in opening the campus, their collaborative work was far from over. The breadth and depth of this project required continuous and ongoing attention and joint commitment to ensure that Downtown Phoenix continued to move forward in a manner mutually beneficial to the city and university, increasing productivity and impact. Even after its opening, the City of Phoenix Deputy City Manager continued to convene bi-weekly partnership meetings between ASU and Phoenix decision-makers to review issues and determine courses of action to ensure the success of the campus and the downtown it calls home. These meetings would prove vital to building trust, understanding intent, and ensuring mutual benefit in the engagement.

Growth and Impact

“We now have a critical mass in the metropolitan area. We have a vibrant downtown Phoenix. And I think ASU was a significant contributor to the building of an energy vector in downtown Phoenix that could be sustained.”

– Michael Crow (as quoted in *Arizona Horizon*, AZPBS, 2018)

The impact that the ASU DPC has brought to Downtown Phoenix is astonishing. Just a couple of years after the decision to construct a campus was finalized, DPC opened its doors in the fall of 2006 to just over 3,374 students. After the first ten years, fall enrollment at the campus soared to over 12,000 students. The evolving demographics of the DPC student body are also notable. The DPC-based Watts College of Public Service and Community Solutions, for example, has more than doubled in size, now leads the university in total percentage of first-generation, transfer and military veteran students, and is the first majority minority college at ASU. It has a one-year retention rate of 82%, and 73% of its enrollment is composed of high-financial-need students, figures attributed to the college's location and associated opportunities. But enrollment is not the only thing to have grown and diversified. Approaching the 15-year anniversary of the campus, both downtown and DPC are completely transformed, with additional development on the horizon. As planned, the ASU-Phoenix partnership is intrinsically reciprocal with mutual benefits evidenced through the span of the relationship.

Initially just three repurposed buildings, ASU's presence in downtown Phoenix continues to grow and includes 45 owned, co-owned, and leased buildings and nearly 2.7 million square feet of collaborative teaching and learning space for the ASU community, as well as downtown residents, businesses, and other universities. As discussed earlier, a majority of the colleges utilize pre-existing buildings preserving the Downtown Phoenix fabric and embedding themselves within community spaces most relevant for model collaboration, outreach, growth and impact. (ASU Facilities Development and Management, 2021).

Academic and Social Embeddedness

Part of the initial DPC plan and bond funding, the **Walter Cronkite School of Journalism and Mass Communication** unveiled its state-of-the-art, \$71 million building in 2008. The Cronkite School has grown in its new home, more than doubling the size of its student body, now serving approximately 2,700 students, including those online. With six stories, four television studios, 21 combined newsrooms, computer labs with more than 380 computers and more than 100 full-time faculty and staff, and capitalizing on the proximity to major market media organizations and heightened accessibility to outlets for rigorous fieldwork, the Cronkite School provides its students an unparalleled journalism education experience, resulting in improved student success and preparedness. Cronkite students, on average, win more than 100 journalism and public relations awards annually. The Cronkite School has been recognized as #1 in the nation in the Society of Professional Journalists' Mark of Excellence competition and the Broadcast Education Association's Festival of Media Arts. Cronkite students have won the Robert F. Kennedy Journalism Award for reporting on social justice four times – more than any other journalism school. Students also have finished in the top 10 in the Hearst Journalism Awards – considered the Pulitzer Prize of collegiate journalism -- for 17 consecutive years.

The Edson College of Nursing and Health Innovation was also one of the original four colleges to move to the Downtown Phoenix campus occupying the Health South building in 2006. As enrollment grew, the college needed more space to expand. Located next door and also part of the original plan and bond funding, the **Nursing and Health Innovation II** (also known as Health North) building was opened in 2009. The Leadership in Energy and Environmental Design (LEED) Gold certified, award winning building brightened downtown in a way that few other buildings of the time had done. The two buildings house the majority of the Edson College faculty and staff, and are now shared with the College of Health Solutions, a new rapidly growing college which launched in the Downtown Phoenix campus in 2012.

DPC unveiled the new **Beus Center for Law and Society (BCLS)** as the new home for the Sandra Day O'Connor College of Law at ASU in 2016. Unlike the previous new buildings on campus, the BCLS was not part of the original downtown plan nor bond funding. The decision to build the ASU Law building was separate and came well after DPC had been established, illustrating the continual partnership between ASU and the City of Phoenix. Named for attorney Leo Beus and his wife, Annette, the \$130 million, 280,000-square-foot, state-of-the-art

building carries forth ASU's vision for an open, borderless downtown campus. The BCLS immerses the law school in the heart of Arizona's legal community, and has dramatically changed the dynamics, profile, and size of the student body, faculty and staff. Since moving to the BCLS, ASU Law's total in-person student enrollment has grown by more than 40% and applications for the JD program have more than tripled. ASU Law students provide more than 100,000 hours of free legal services every year through clinics, externships, and pro bono work, and the law school's dedication to making a difference through legal education has grown from offering only a JD program to offering master's degrees that help train future corporate leaders and entrepreneurs. In addition to the law school, the BCLS houses the [Arizona Justice Project](#), Arizona Voice for Crime Victims, the [Lincoln Center for Applied Ethics](#), the [Sandra Day O'Connor Institute](#), and the [Arizona Legal Center](#). In addition to the nearly 1,400 students who call the BCLS home, the public is able to reap the building's benefits as well. ASU Law's Ross-Blakley Law Library in the BCLS, for example, is open to the public so that all people will have the same access to reading and learning about the law as ASU's students.

Increased investments in ASU and in the Downtown Phoenix area from outside of local government and taxpayers have also been notably attributed to the impact, both fulfilled and aspirational, of the Downtown Phoenix campus on surrounding communities. ASU Law's Assistant Dean and Chief of Staff Thomas Williams notes that over \$50 million was raised by ASU Law for naming rights leading up to the building's inauguration in 2016. Indeed, throughout the sprawling BCLS, both inside and outside, nearly every segmented part of real estate is intentionally named for a funder who invested in that space. Williams noted that there is even a small storage room named in fulfillment of a request from an investor with sentimental ties to that specific section of the building (personal communication, 5/26/21).

Relatedly, in 2018, a \$30 million gift from long-time Phoenix residents Mike and Cindy Watts – one of the largest in university history – led to the enrichment and renaming of the public service college to the **Watts College of Public Service and Community Solutions**, intentionally causing a ripple impact on the neighborhood. In addition to funding professorships, internships and hands-on learning programs for students, the Watts' gift established the Maryvale Revitalization Project and [One Square Mile Initiative](#), which supports community-driven sustainable solutions for the local "village." The downtown location of the Watts College of Public Service and Community Solutions places it near a wide assortment of public service, government, social service and nonprofit agencies dedicated to providing solutions to community challenges -- many within walking distance for its students and faculty. As such, the Watts College has created relationships with more than 800 community partners, allowing more than 1,400 student interns to log more than 600,000 hours of community service. The Watts College School of Social Work operates the [Collaboratory on Central](#) located at the storied former [Westward Ho](#) hotel, providing the nearly 300 residents living at the elderly preference affordable housing development access to quality health care as well as many other social services such as counseling and community assistance. Moreover, residents are offered several cultural and educational enrichment opportunities through social work students and faculty. Paid internships with several county-level government departments through the [Maricopa County Leadership and Education Advancing Public Service \(MCLEAPS\)](#) program also create mutual benefit for stellar public affairs students and for government entities needing apt talent.

Initially represented by four founding colleges, the Downtown Phoenix campus, in Fall 2020, was host to more than 10 ASU colleges offering over 200 degree and non-degree programs.

Refer to Appendix A for a list of colleges on DPC including enrollment and employment figures.

The unique design of DPC and its coordination with the downtown core helps make three things very clear to the ordinary passerby. The first: Downtown Phoenix is no longer the same easy-to-miss municipal space as years before. Approaching 15 years since DPC opened, Downtown Phoenix is a recognizably vibrant and dynamic urban core. Second: Downtown Phoenix residents, businesses and visitors are directly and reciprocally serviced by the specialized skill sets of DPC staff and faculty and by ASU resources and facilities. Open doors and signs of collaboration are everywhere. And third: Downtown Phoenix has become attractive to not only ASU students but has inspired other educational institutions to also locate programs in the 5th largest city in the nation. As of 2020, all three major, public Arizona universities maintained a Downtown Phoenix campus, with more construction planned. (Downtown Phoenix Inc, 2021)

City of Phoenix

The ASU Downtown Phoenix campus is “singly the most important development in the downtown area and is driving economic development.” (then Phoenix Mayor Greg Stanton, speaking at a [2014 Watts College event](#))

Beyond the impact of ASU's programs on teaching and learning, the ASU-Phoenix partnership and DPC have had great impact on Downtown Phoenix. Working on this project with the City of Phoenix, ASU and its leadership learned some valuable lessons about partnerships, specifically how to structure them up-front to ensure success through the rest of the process. Partnerships are best executed when they answer a need for both parties. ASU knew that Phoenix needed bodies on the street and ASU was able to contribute to efforts to meet that need by bringing those bodies in the form of students, faculty and staff who would live, work, study and play downtown full-time. The impact of this effort has spurred further changes such as the creation of jobs, increased public revenue and private investment, stimulation of local businesses, and improvement of social services. Downtown Phoenix is seeing more development and investment than ever before.

Over the span of a mere 15 years, between 2005 and 2020, the 1.7-square-mile patch of land that holds Downtown Phoenix attracted more than \$6.5 billion in public and private investment in a variety of areas including transportation, business, residential, technology, arts, culture, sports, restaurants and nightlife, hospitality, and of course, education and research. Residential projects and new businesses alike are popping up on every street corner, drawing more and more residents and visitors to the area. More than half of the 200 eateries, or a net total of 115 restaurants and bars, opened between 2008 and 2020, a growth spurt taking place distinctly after the Downtown Phoenix campus launched. And in 2019, in response to expansions in housing and consumer demand, a second grocery store opened, which is the first supermarket located in the core of downtown. The business growth is needed and will likely continue. In just two years, an expected 13% increase in population is predicted, which would bring the number of downtown residents from 19,500 to 22,000 by the year 2022. (Downtown Phoenix Inc, 2021; Downtown Phoenix Inc, 2020; Tutora, 2020).

ASU's downtown development, coupled with the construction of the Light Rail has also contributed significantly to increased walkability in the downtown area. Expanding walkable mixed-use places have become goals around the country because of their predicted role in diversifying the workforce and promoting collaboration. Phoenix was one of six case studies profiled in a 2018 Brookings Institute report on urban growth highlighting exemplars of catalytic development, “a new model of investment that over the past decade has had remarkable success in creating such walkable communities” (Leinberger, and Loh, 2018, p. 5). The report goes on to note that “the economic impact of bringing university education to downtown Phoenix will ultimately not be measured in job or real estate dollars, but in the generational impact of increasing higher education rates and training a diverse and talented workforce for a knowledge-driven, rather than consumption-driven, Arizona economy” (Leinberger, and Loh, 2018, p. 45).

Fairly low-key for decades, the downtown area is now a hustling and bustling urban core. Following the campus' opening, the construction of CityScape – a multi-story development serving as the hub for downtown life, including dining, nightlife, shopping, entertainment, business and community events – finally went underway. CityScape has become a big draw in Downtown Phoenix, a project whose developers have stated without equivocation would not have been successfully implemented or sustained had the DPC not led the way to a rethinking of the city center. (Reagor, 2018)

Challenges germane to urban areas across the U.S. and around the globe indeed linger in the downtown Phoenix area. Concerns about gentrification, lack of affordable housing and increased levels of homelessness, for example, remain topics of discussion and policy debates. The sensitivity and uniqueness of the ASU-Phoenix partnership, however, in creatively and collaboratively mobilizing academic and city resources to address the issues, will continue to go a long way in mitigating community worries over time.

Next steps for ASU

In looking back on this project, it is evident that the original goals of the ASU - City of Phoenix partnership have been met. And while ASU has certainly made its mark on Downtown Phoenix, it is far from done. ASU President Crow noted that the evolution of the campus and its comprehensive impact on the urban landscape is about “50%” of the ideal (Leingang, 2018). As DPC continues to weave itself into the downtown fabric, ASU will continue to look for ways to engage with the community and break down the barriers between academia and civic life. A comprehensive plan entitled the [Central Idea](#), for example, has prompted “a redefinition of street, park, museum, university, event, city, and community in the context of an arid environment” (ASU University City Exchange, 2017). Related plans will also pull together DPC with the museum district located further north of current boundaries, expanding ASU’s reach and impact deeper into the Phoenix landscape.

In addition, ASU is steadily locating more research and innovation space downtown, expanding and diversifying housing options, and strengthening partnerships with additional universities and metropolitan areas. ASU has already secured a number of vacant parcels for future development so the university has the wherewithal to feed the growth that the campus and its schools will undoubtedly need.

In 2019, the **Thunderbird School of Global Management** broke ground on a US Green Building Council (USGBC) LEED gold certified 110,000 sq. ft building that will serve as their new **global headquarters** scheduled to open in 2021. The new five-story building features a variety of classroom spaces, study rooms, lounges, and among other state-of-the-art amenities, an Innovation Center that will serve as a hub of experiential activity, including virtual reality suites to prepare students for their fieldwork. The new downtown building is further evidence of ASU’s continued partnership with the city of Phoenix. The city pledged \$13.5 million toward the school which will be positioned next to the Beus Center for Law and Society. (ASU Thunderbird, 2020; Faller, 2019)

A 16-floor, 283,000-square foot **downtown Phoenix residence hall** with a focus on entrepreneurship and the arts is scheduled to open in fall 2021. This will be the first new residential space on the ASU Downtown Phoenix campus since 2008. (ASU Enterprise Marketing Hub, 2020).

The College of Health Solutions (CHS) aims to continue expanding its specialty health education that serves the rural and underserved areas of Arizona through technology and partnerships, by way of a unique model called [Project ECHO](#). The college also plans for the development of an academic center of health science clinical practice to be available evenings and weekends in an existing ASU academic building and in a proposed new Family Health Clinic collaboration. A variety of entrepreneurial efforts to improve quality of life through prevention science, human performance (health optimization and rehabilitation), and precision health are also underway through CHS.

In early 2021, as part of the network of [Innovation Zones at ASU](#) and in partnership with Wexford Science and Technology, ASU opened the **Phoenix Biomedical Campus Building 1 (PCB1)**, or [850 PBC](#), located downtown but serving well-beyond ASU and the Downtown Phoenix campus. PCB1 is part of the [Phoenix Biomedical Campus](#), a 30-acre urban health and bioscience campus planned for six-million square feet of biomedical-related research, academic and clinical facilities. On City land, ground leased to ASU, ASU sub-ground leased PCB1 to Wexford who supplied their own private capital to build a 250,000 square foot wet, or experiment-focused, lab building in which ASU is a 50% space tenant. This space supports the growing needs for ASU’s clinical and community-based research efforts in downtown Phoenix, and allows ASU researchers to share facilities with multiple higher education institutions, learning centers and private research companies located elsewhere in the building.

Perhaps the most exciting part of DPC is the acclaim that it has earned. In addition to a number of awards the campus and its facilities have received, other higher education institutions are taking note. One notable connection is with the University of Central Florida (UCF). ASU and UCF share the same vision of creating a modern, accessible, research-intensive university, truly embedded and engaged with the community. Inspired by ASU’s downtown campus and vision for creating a connection to the downtown community and with the support of ASU leadership and input, UCF moved forward in constructing a downtown campus of their own (University of Central Florida, 2014). According to the Orlando Sentinel, between 2013 and 2016, “nearly 40 UCF administrators, faculty and staff visited the Phoenix campus six times” (Russon, 2016). Along with visits from UCF, the ASU-Phoenix

team welcomed a delegation of 80 community leaders, elected officials, and city administrators from Orlando interested in learning from the Downtown Phoenix campus innovation experience (Orlando Economic Development Commission, 2015). The ASU DPC evolution and story are featured prominently in varied UCF outreach material, including a [2014 video](#) discussing the proposed UCF expansion in Orlando. In 2019, the UCF Downtown campus officially opened.

DPC has not only spurred urban expansion in other universities, but it has also inspired further related ASU development in other parts of the state and country. ASU at Mesa City Center is a state-of-the-art project designed to jump-start the revitalization of downtown Mesa and train students in one of the biggest industries in the U.S.: media production. The three-story academic building, which broke ground in January 2020 and is scheduled to open in spring 2022, will offer programs in ASU's Herberger Institute for Design and the Arts in digital and sensory technology, experiential design, gaming, media arts, film production, and entrepreneurial development and support. ASU also has partnerships and programming underway in the city of Los Angeles, California and in Washington, DC.

DPC is an exemplar case study in what can happen when universities partner with their cities in pursuit of a common goal and vision. From the start, the campus was built on strategic partnerships and relationships that leveraged existing assets and capital. In their partnership, both ASU and the City of Phoenix embraced an attitude of "thinking big." Constructing and opening a brand-new college campus in three years was never regarded as an impossibility but as a challenge and an exciting new reality. When considering how to fund the construction of the campus, the City of Phoenix didn't stick with the status quo, rather they embraced new ways of thinking and doing. These decisions were integral to the realization of DPC and its success.

Beyond implementation, ASU "thought big" about how to provide students with the most meaningful and impactful education. Through the relocation of specific colleges, ASU leveraged its place in downtown and provided faculty and staff with opportunities to apply academic knowledge and research to the real world, where it truly matters. By leveraging its place, ASU is not only furthering academic impact and excellence, but embracing greater social responsibility and embeddedness.

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APPENDIX A

ASU Colleges with Programs on the Downtown Campus – Figures as of Fall 2020

College	Year Established as a College at ASU	Year Established Downtown	Downtown Campus		
			# of Students (undergraduate/graduate) Campus Immersion**	# of Full-time Faculty*	# of Staff*
<u>Watts College of Public Service and Community Solutions</u>	1979	2006	2093/684	201	284
<u>Edson College of Nursing and Health Innovation</u>	1957	2006	2,179*/375*	276	123
<u>Walter Cronkite School of Journalism and Mass Communication</u>	1984	2006	1170/121*	65	51
<u>College of Integrative Sciences and Arts (CISA)</u> (formerly part of the School of Interdisciplinary Studies)	2004	2006	179/- (all undergraduate)	137	36
<u>Barrett, the Honors College</u>	1988	2008	578/- (all undergraduate)	4	8
<u>Mary Lou Fulton Teachers College</u>	1958 (established in 1885)	2008	-/233 (all graduate level)	-	-
<u>College of Health Solutions (CHS)</u>	2012	2012	3138*/- (all undergraduate)	165	179
<u>Sandra Day O'Connor College of Law</u>	1967	2016	-/993 (all graduate level)	80	122
<u>Thunderbird School of Global Management</u>	2014 (established in 1946)	2018	-/295 (all graduate level)	31	120

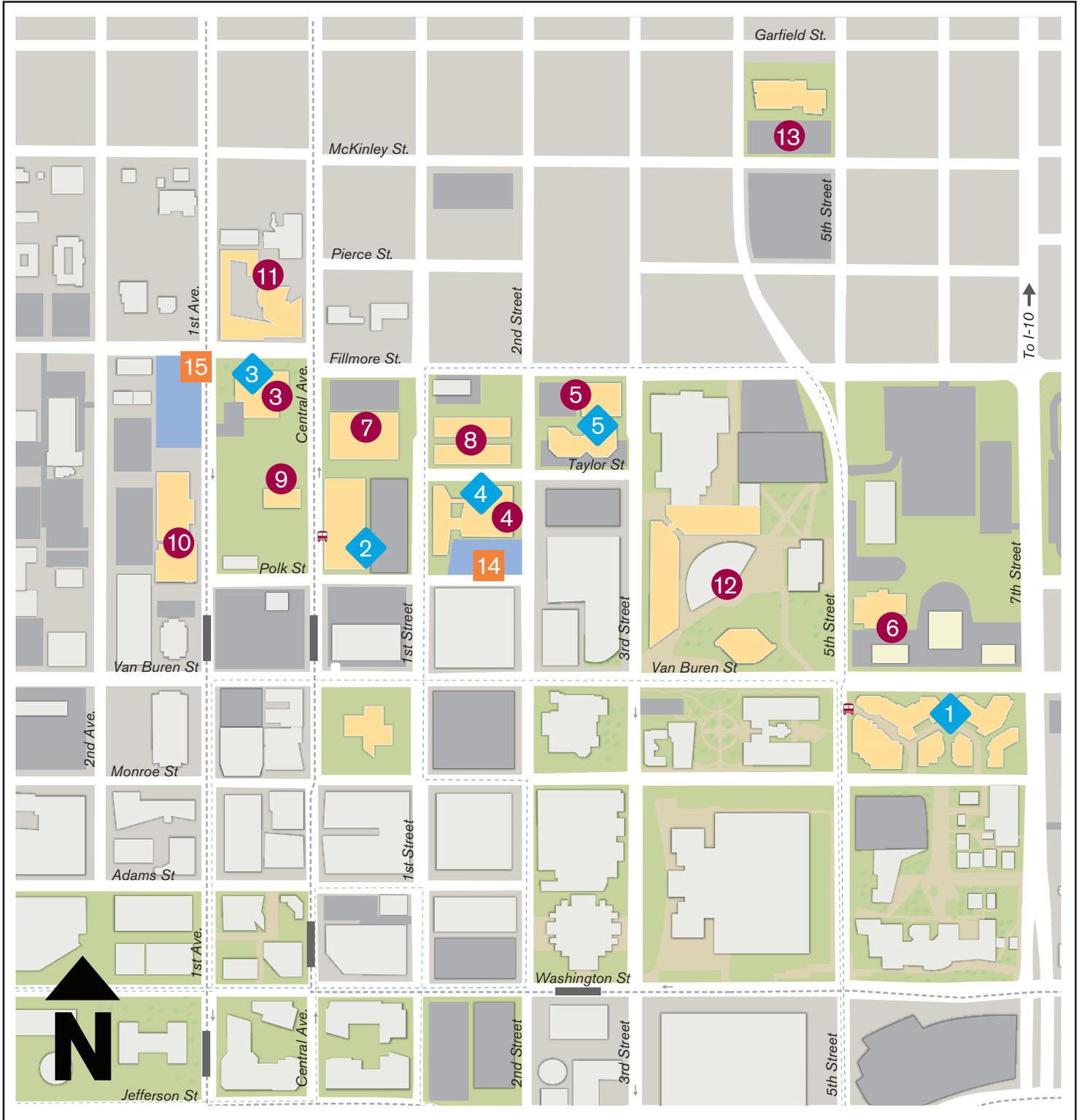
Source: Fall 2020 ASU Enrollment Reports, *ASU Colleges

**This figure does not include student enrollment in ASU Online

See also: <https://www.asu.edu/about/colleges-and-schools/downtown-phoenix>

APPENDIX B

ASU's Downtown Phoenix campus



Key:

- ◆ : Initial 2006
- : Expansions 2008–2021
- : Planned 2021–
- H : Light rail station
- 🚌 : Intercampus shuttle

1. Mercado is composed of 6 Spanish colonial-style buildings with a variety of ASU classrooms and offices accommodating multiple colleges among which include the Edson College of Nursing and Health Innovation student advising offices and a suite of enrichment spaces and administrative offices for Barrett, The Honors College. Mercado, previously known as ASU Downtown Center, was purchased by ASU in 1991 and utilized for classroom space prior to 2006.

2. University Center Building is the hub of the Downtown Phoenix campus, with classrooms, labs, seminar rooms, study areas, Parking and Transit Services, Enrollment Services, the Disability Resource Center, the ASU Library, the bookstore and a cafe. University Center was one of the original buildings renovated for ASU use in 2006.

3. Post Office is exclusively for students and is accessed using an ASU ID card. The center features meeting spaces for student organizations, as well as a recreation lounge, a multipurpose room, lounge spaces and a gaming room with ping pong, foosball, air hockey, a grand piano and five high-definition televisions. Various student support services are also located here. The Historic Downtown Phoenix Post Office initially contained ASU-leased space in 2006 and expanded to full use in 2009.

4. Beus Center for Law and Society is home to the Sandra Day O'Connor College of Law and strategically located near downtown Phoenix's courts and legal district. Also housed here are the Ross-Blakley Law Library, Sun Devil Campus Store, Engrained Café and various lecture halls and classrooms designed to accommodate different modes of learning. Named for attorney Leo Beus and his wife, Annette, the Beus Center for Law and Society (BCLS) is a 280,000-square-foot, state-of-the-art six-story LEED Gold certified building. In 2006, this location was the site of the initial student housing facility, a former Ramada Inn, prior to its demolition. BCLS was constructed in 2016.

5. Health South and Health North buildings house research centers, state-of-the-art nutrition instructional kitchens, a physiological assessment lab and a movement analysis lab. Also located here is an ASU Student Health Services clinic that offers preventative and treatment services to downtown campus students. The buildings house administrative offices, classrooms and faculty/staff offices for the College of Health Solutions and the Edson College of Nursing and Health Innovation. ASU Health Services is located on the first floor of the Health South building. Health South, or Nursing and Health Innovation I, was a repurposed space opened in 2006. Health North, or Nursing and Health Innovation II, was built in 2009.

6. Arizona Biomedical Collaborative is a collaborative effort between ASU and University of Arizona and was the first building of the Downtown Phoenix Biomedical Campus, a planned 30-acre hub allowing for a concentrated cross-section of research scientists and professionals from around the region. The building opened in 2007 and houses labs and research facilities used by a variety of schools and businesses, including researchers in nutrition and in exercise science.

7. Walter Cronkite School of Journalism and Mass Communication/Eight Building is a state-of-the-art facility that is closer to more major metropolitan news operations than any other journalism school in the country. The building provides students with digital newsrooms, computer labs, TV studios and the Cronkite Theater. The university-operated public television station, Eight, Arizona PBS (KAET), is in the same complex. This sustainable building also features 322 solar panels on its roof. Cronkite/Eight Building was constructed in 2008.

8. Taylor Place residence hall is comprised of two 13-story towers, where all first-year students of the Downtown Phoenix campus are expected to live. Upper-division students are encouraged to live on campus. Taylor Place features student lounges and meeting spaces, laundry facilities, on-site dining and vending, a private terrace, and a 4,000-square-foot neighborhood shade garden. Tower 1 was built in 2008. Tower 2 was built in 2009.

9. A.E. England Building adjoins the city of Phoenix's Civic Space Park and houses meeting rooms, classrooms and offices, and plays host to art events and banquets. It was constructed in 1926 for a local automobile dealership and later occupied by an electrical equipment company. The A.E. England building is listed on the Phoenix Historic Property Register and was renovated in 2008.

10. Sun Devil Fitness Complex is connected with the Lincoln Family Downtown YMCA. This community collaboration provides more than 150 pieces of cardio and strength equipment, two pools, an indoor running track, two gymnasiums and numerous group fitness studios. The Sun Devil Fitness Center was funded by ASU student-assessment fees and constructed in 2013.

11. Westward Ho, originally constructed in 1928, was once a famous hotel visited by Clark Gable, Elizabeth Taylor and John F. Kennedy. The upper floors are subsidized housing for the elderly and mobility-impaired, and the ground floor houses the Watts College of Public Service and Community Solutions. Since a partnership began with the School of Social Work in 2015, students have worked with residents in the Community Collaborative space located in the hotel lobby.

12. Arizona Center is the heartbeat of downtown Phoenix, full of entertainment, shopping, events, dining and office space that creates a unique, centralized hub. The Arizona Center is a prime place to grab a bite to eat or stroll through the courtyard. ASU classrooms and offices are located here as well. Renovated space within the Arizona Center became the temporary home of the Thunderbird School of Global Management in 2018.

13. Phoenix Biomedical Campus Building 1 has been constructed in partnership with Wexford Science and Technology. While located downtown, it is designed to serve well-beyond ASU and the Downtown Phoenix Campus (DPC). ASU is a 50% tenant in this wet, or experiment-focused, lab building which allows ASU researchers to share facilities with private research companies also located in the building. The Phoenix Biomedical Campus Building I opened in 2021.

14. Thunderbird School of Global Management Global Headquarters is a planned new five-story building featuring a variety of classroom spaces, study rooms, lounges, and among other state-of-the-art amenities, an Innovation Center that will serve as a hub of experiential activity for Thunderbird School of Global Management students, including virtual reality suites to prepare students for their fieldwork. Thunderbird Global Headquarters is scheduled to open in 2021.

15. Downtown Phoenix Residence Hall and Entrepreneurship Center is a planned student housing facility that will have 530 new beds, and will include 13 floors of student housing built over a high-tech innovation hub for the arts and design, spanning three floors. Geared toward such academic programs as industrial design, popular music and fashion, the innovation hub will integrate under the same roof a range of entrepreneurial and community-focused programs from across the Herberger Institute of Design & the Arts. The Downtown Phoenix Residence Hall and Entrepreneurship Center is scheduled to open in fall 2021.

Blueprints for University Design (BUDs)

About the University Design Institute

The University Design Institute (UDI) is a catalyst for transformation in higher education. Our guiding belief is that universities must become engines of social transformation and economic success. The work we do is centered around 6 design pillars: University Mission, Leaders and Cultures, Teaching and Learning, Resource Diversification, Knowledge Generation and Discovery, and Digital Solutions. At the core of these pillars is a **relentless commitment to reimagining and innovating higher education models**. We bring rich expertise in design, a global network of experts, and partner organizations to support transformation efforts in higher education. Our approach is three-fold: re-imagining, co-designing, and transforming. We rethink the future. We co-design solutions with partners. And we advance innovative, scalable, and sustainable solutions.

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