



**Michael M. Crow**

January 16, 2018

Donald E. Brandt  
Chairman of the Board, President and CEO  
Pinnacle West Capital Corporation and APS  
400 North 5<sup>th</sup> Street  
MS-9042  
Phoenix, AZ 85004

Dear Don:

I'm writing to express concern that the Arizona Tax Research Association has apparently adopted and is actively seeking to advance legislative measures intended to tax the state universities and to limit the ability of the state universities to secure resources in an entrepreneurial manner. I believe Pinnacle West is represented on the ATRA board of directors by Rod Ross and Steve Barela.

While these actions are being undertaken under the guise of advancing the interests of K-12 education, they are being done so with a rhetoric and rationale that is contrary to the best interests of higher education in Arizona.

I am writing to you to express my surprise and frustration that companies that have a long-standing and positive relationship with ASU are being supportive of such efforts by an organization for which they provide significant support and over which they have significant influence because of that support and because they have a seat on the board. In order to provide you with more information about ASU's concerns about the legislative measures being advanced by ATRA, I've asked Matt Salmon to contact you. And after you or your staff have an opportunity to talk with Matt, I'd very much like to hear the position of Pinnacle West/APS on the legislative measures being proposed by ATRA.

Thanks for your willingness to talk with us about this important matter. I'd be happy to talk with you about this at any time.

Sincerely,

A handwritten signature in blue ink that reads "Michael Crow". The signature is fluid and cursive, with the first name "Michael" and last name "Crow" clearly distinguishable.

Michael M. Crow  
President

cc: Matt Salmon, Vice President for Government Affairs, ASU  
Jessica Pacheco, Vice President, State & Local Affairs, APS



**Michael M. Crow**

January 16, 2018

Jim Carroll  
Senior Vice President, Global Government Relations  
Honeywell International Inc.  
101 Constitution Avenue, NW, Suite 500 West  
Washington, DC 20001

Dear Mr. Carroll:

I'm writing to express concern that the Arizona Tax Research Association has apparently adopted and is actively seeking to advance legislative measures intended to tax the state universities and to limit the ability of the state universities to secure resources in an entrepreneurial manner.

While these actions are being undertaken under the guise of advancing the interests of K-12 education, they are being done so with a rhetoric and rationale that is contrary to the best interests of higher education in Arizona.

I am writing to you to express my surprise and frustration that companies that have a long-standing and positive relationship with ASU are being supportive of such efforts by an organization for which they provide significant support and over which they have significant influence because of that support and because they have a seat on the board. In order to provide you with more information about ASU's concerns about the legislative measures being advanced by ATRA, I've asked Matt Salmon to contact you. And after you or your staff have an opportunity to talk with Matt, I'd very much like to hear the position of Honeywell on the legislative measures being proposed by ATRA.

I appreciate your willingness to talk with us about this important matter, and I'd be happy to talk with you about this at any time. You are welcome to email me at [michael.crow@asu.edu](mailto:michael.crow@asu.edu) should you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Michael Crow".

Michael M. Crow  
President

cc: Matt Salmon, Vice President for Government Affairs, ASU



**Michael M. Crow**

January 16, 2018

John Hester  
President and Chief Executive Officer  
Southwest Gas Corporation  
5241 Spring Mountain Road  
Las Vegas, NV 89146

Dear John:

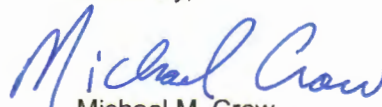
I'm writing to express concern that the Arizona Tax Research Association has apparently adopted and is actively seeking to advance legislative measures intended to tax the state universities and to limit the ability of the state universities to secure resources in an entrepreneurial manner.

While these actions are being undertaken under the guise of advancing the interests of K-12 education, they are being done so with a rhetoric and rationale that is contrary to the best interests of higher education in Arizona.

I am writing to you to express my surprise and frustration that companies that have a long-standing and positive relationship with ASU are being supportive of such efforts by an organization for which they provide significant support and over which they have significant influence because of that support and because they have a seat on the board. In order to provide you with more information about ASU's concerns about the legislative measures being advanced by ATRA, I've asked Matt Salmon to contact you. And after you or your staff have an opportunity to talk with Matt, I'd very much like to hear the position of Southwest Gas on the legislative measures being proposed by ATRA.

I appreciate your willingness to talk with us about this important matter, and I'd be happy to talk with you about this at any time. You are welcome to email me at [michael.crow@asu.edu](mailto:michael.crow@asu.edu) should you have any questions or if you would like to discuss.

Sincerely,

  
Michael M. Crow  
President

cc: Matt Salmon, Vice President of Government Affairs, ASU





**Michael M. Crow**

January 16, 2018

Cathy Novelli  
Vice President, Worldwide Government Affairs  
Apple Inc.  
901 15<sup>th</sup> Street, NW, Suite 1000  
Washington, DC 20005

Dear Ms. Novelli:

I'm writing to express concern that the Arizona Tax Research Association has apparently adopted and is actively seeking to advance legislative measures intended to tax the state universities and to limit the ability of the state universities to secure resources in an entrepreneurial manner.

While these actions are being undertaken under the guise of advancing the interests of K-12 education, they are being done so with a rhetoric and rationale that is contrary to the best interests of higher education in Arizona.

I am writing to you to express my surprise and frustration that companies that have a long-standing and positive relationship with ASU are being supportive of such efforts by an organization for which they provide significant support and over which they have significant influence because of that support and because they have a seat on the board. In order to provide you with more information about ASU's concerns about the legislative measures being advanced by ATRA, I've asked Matt Salmon to contact you. And after you or your staff have an opportunity to talk with Matt, I'd very much like to hear the position of Apple on the legislative measures being proposed by ATRA.

I appreciate your willingness to talk with us about this important matter, and I'd be happy to talk with you about this at any time. You are welcome to email me at [michael.crow@asu.edu](mailto:michael.crow@asu.edu) should you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Michael Crow". The signature is fluid and cursive, with the first name "Michael" and last name "Crow" clearly distinguishable.

Michael M. Crow  
President

cc: Matt Salmon, Vice President for Government Affairs, ASU



**Michael M. Crow**

January 16, 2018

Doug Parker  
Chairman and Chief Executive Officer  
American Airlines, Inc.  
4333 Amon Carter Blvd.  
Fort Worth, TX 76155

Dear Doug:

I hope this letter finds you well. It has been awhile but I am hoping you can help.

I'm writing to express concern that the Arizona Tax Research Association has apparently adopted and is actively seeking to advance legislative measures intended to tax the state universities and to limit the ability of the state universities to secure resources in an entrepreneurial manner.

While these actions are being undertaken under the guise of advancing the interests of K-12 education, they are being done so with a rhetoric and rationale that is contrary to the best interests of higher education in Arizona.

I am writing to you to express my surprise and frustration that companies that have a long-standing and positive relationship with ASU are being supportive of such efforts by an organization for which they provide significant support and over which they have significant influence because of that support and because they have a seat on the board. In order to provide you with more information about ASU's concerns about the legislative measures being advanced by ATRA, we would like to talk with either you or a member of your team, and I'd very much like to hear the position of American Airlines on the legislative measures being proposed by ATRA.

I appreciate your willingness to talk with us about this important matter, and I'd be happy to talk with you about this at any time. You or your staff are welcome to email me at [michael.crow@asu.edu](mailto:michael.crow@asu.edu).

I hope 2018 is off to a good start for you and hope that we may have the opportunity to connect further this year. If ever I can be of assistance with anything, I hope you will not hesitate to ask.

Sincerely,

A handwritten signature in blue ink that reads "Michael Crow". The signature is fluid and cursive, with the first name "Michael" and last name "Crow" clearly distinguishable.

Michael M. Crow  
President

cc: Matt Salmon, Vice President for Government Affairs, ASU



**Michael M. Crow**

January 16, 2018

Steve Rodgers  
Executive Vice President, General Counsel, Law  
Intel Corporation  
5000 West Chandler Blvd.  
Chandler, AZ 85226

Dear Mr. Rodgers:

I'm writing to express concern that the Arizona Tax Research Association has apparently adopted and is actively seeking to advance legislative measures intended to tax the state universities and to limit the ability of the state universities to secure resources in an entrepreneurial manner.

While these actions are being undertaken under the guise of advancing the interests of K-12 education, they are being done so with a rhetoric and rationale that is contrary to the best interests of higher education in Arizona.

I am writing to you to express my surprise and frustration that companies that have a long-standing and positive relationship with ASU are being supportive of such efforts by an organization for which they provide significant support and over which they have significant influence because of that support and because they have a seat on the board. In order to provide you with more information about ASU's concerns about the legislative measures being advanced by ATRA, I've asked Matt Salmon to contact you. And after you or your staff have an opportunity to talk with Matt, I'd very much like to hear the position of Intel on the legislative measures being proposed by ATRA.

Thanks for your willingness to talk with us about this important matter. I'd be happy to talk with you about this at any time.

Sincerely,

A handwritten signature in blue ink that reads "Michael Crow".

Michael M. Crow  
President

cc: Matt Salmon, Vice President for Government Affairs, ASU





**Michael M. Crow**

January 16, 2018

Michael Tipsord  
Chairman, President and Chief Executive Officer  
State Farm Mutual Automobile Insurance Co.  
One State Farm Plaza  
Bloomington, IL 61710-0001

Dear Michael:

I hope this letter finds you well. It has been awhile since we last met – 2013 – but I am hoping you can help.

I'm writing to express concern that the Arizona Tax Research Association has apparently adopted and is actively seeking to advance legislative measures intended to tax the state universities and to limit the ability of the state universities to secure resources in an entrepreneurial manner.

While these actions are being undertaken under the guise of advancing the interests of K-12 education, they are being done so with a rhetoric and rationale that is contrary to the best interests of higher education in Arizona.

I am writing to you to express my surprise and frustration that companies that have a long-standing and positive relationship with ASU are being supportive of such efforts by an organization for which they provide significant support and over which they have significant influence because of that support and because they have a seat on the board. In order to provide you with more information about ASU's concerns about the legislative measures being advanced by ATRA, we would like to talk with either you or a member of your team, and I'd very much like to hear the position of State Farm on the legislative measures being proposed by ATRA.

I appreciate your willingness to talk with us about this important matter, and I'd be happy to talk with you about this at any time. You or your staff are welcome to email me at [michael.crow@asu.edu](mailto:michael.crow@asu.edu).

I do hope 2018 is off to a good start for you and hope that we may have the opportunity to connect further this year. If ever I can be of assistance with anything, I hope you will not hesitate to ask.

Sincerely,

A handwritten signature in blue ink that reads "Michael Crow". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Michael M. Crow  
President

cc: Matt Salmon, Vice President for Government Affairs, ASU

cc: Matt Salmon  
Jim O'Brien



RECEIVED

JAN 29 2018

President's Office  
Arizona State Univ - Tempe

State Farm  
Corporate Headquarters  
1 State Farm Plaza A-3  
Bloomington, IL 61710-0001

Kevin Frederick  
Vice President - Counsel  
Office: (309) 763-0334  
Mobile: (973) 477-5818  
[kevin.frederick.gsnr@statefarm.com](mailto:kevin.frederick.gsnr@statefarm.com)

January 23, 2018

Dr. Michael Crow, President  
Arizona State University  
ASU Fulton Center  
300 E University Drive  
Tempe, AZ 85287-7705

Dear President Crow:

I am writing on behalf of Michael Tipsord in response to your letter of January 18, 2018. Let me first make clear that we value our long association with Arizona State University and we look forward to our continued association.

With regard to the legislative concerns you raised, let me assure you that State Farm has no role in supporting legislation that would limit the ability of a university to secure resources. So your letter came as somewhat of a surprise to me. After some investigation, I discovered that a State Farm Agent sits on the board of the Arizona Tax Research Association. As you may be aware, our agents are independent contractors and we do not control or direct their involvement in outside organizations such as this. In fact, we weren't even aware that an Agent served in this capacity. Whatever role the Agent may play in that organization, it is not on behalf of State Farm. State Farm itself has no involvement with the Arizona Tax Research Association or its legislative advocacy and, to the best of my knowledge, we have never been involved with or supported the Association.



I trust this addresses your concerns and rest assured of the value we place on our relationship with Arizona State University. If I can be of any further assistance, please do not hesitate to contact me.

Very truly yours,

A handwritten signature in black ink, appearing to read 'K. Frederick', with a stylized, cursive script.

Kevin Frederick

Cc: Michael Tipsord  
Steve McManus  
Roland Spies

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American Airlines

cc: Jim O'Brien  
Matt Salmon

W. Douglas Parker  
Chairman and CEO

RECEIVED

FEB 06 2018

President's Office  
Arizona State Univ - Tempe

February 1, 2018

Dr. Michael M. Crow  
Arizona State University  
Office of the President  
Mail Code 7705  
P.O. Box 877705  
Tempe, AZ 85287-7705

Michael,

Great to hear from you, we are enjoying Dallas/Fort Worth but miss our friends in Arizona. American has a longstanding commitment to Arizona and the Phoenix region in particular. We employ nearly 10,000 team members throughout the state and we are proud to have a strong corporate and operational presence in the Phoenix area. As one of the largest members of the Arizona business community, we welcomed the opportunity to have a seat on the ATRA board.

It goes without saying that American also values its relationship and continued partnership with Arizona State University. ASU is a vital economic engine for the Valley of the Sun, a great community citizen, and a longtime friend to American.

While the tax issue in question doesn't directly impact American or Sky Harbor, I will ask our team in Arizona to remain engaged with ASU on this matter. We are hopeful that through additional dialogue, ATRA and ASU will find a resolution that makes sense for all parties and all Arizonans.

Regards,

