UI 101

Introduction to the office, traditions and people
ASU Charter

ASU is a comprehensive public research university, measured not by whom we exclude, but rather by whom we include and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural and overall health of the communities it serves.

UI Mission

The Office of University Initiatives (UI) is a cultural catalyst at ASU. We connect ideas, people and resources to make an impact. Through collaboration with other offices and departments across the university, in addition to state, national and international leaders, we help to shape and realize ASU’s goals.

ASU Values

We transcend boundaries.

We are optimistic, seeing the world for what it is and what it can be.

We have the strength in numbers to effect meaningful change.

We are courageous, embracing the risk of our ambitions.

We are visionary, scaling our commitments to a world that needs big ideas and bold action.

At UI, we

...collaborate in teams and with partners.

...respond quickly and effectively.

...design iteratively.

...respect and embrace diverse perspectives.

...believe everyone can be a changemaker.
UI Culture

We stay inspired by encouraging experimentation, building a collaborative environment and constantly injecting new ideas into our work. Our core strength is our ability to connect with all aspects of the university.

At UI, we are:

**Bold**, we are not afraid to take risks.

**Creative**, we don’t just think outside the box, we re-imagine it.

**Future-Focused**, we create projects not just based on how things are now, but also based on how things will be.

**Interdisciplinary**, we transcend university silos and connect people from across disciplines.

**Catalysts**, we get ideas and projects going.

**Action-Oriented**, we believe in making things happen.

The UI Process

UI helps ASU evolve through strategic innovation and continuous evolution. The UI cycle is not time-bound. Ideas may take months or years to design, incubate and transition.

1. Identify Opportunity
   Our projects originate from several sources including a moonshot idea from President Crow, an introduction to a potential partner or a news article.

2. Research
   We observe current practices and talk to experts in order to understand the problem we are trying to solve.

3. Design
   Based on our research, we design a feasible solution. We utilize a user-centered design process and request feedback from as many experts and allies as possible.

4. Incubate
   We pilot new projects and prove their feasibility and potential impact. We evaluate success, troubleshoot and adapt the projects according to feedback.

5. Transition
   After demonstrating impact, we transition ownership from UI to a new or established entity to ensure a project’s sustainability and growth. We remain committed to our partners and often continue to advise or support projects beyond the incubation stage.
Office Traditions and Events

UI Retreat
The UI Retreat is the first time that staff, new fellows and current fellows interact as a group. During the retreat we get to know each other, share personal and office goals and most importantly have fun!

UI December Lunch
Ho! Ho! Ho! Happy Holidays! It’s tradition at UI to have a holiday lunch complete with crazy hats and a white elephant gift exchange extravaganza.

UI May Happy Hour
To celebrate the end of the school year, we get together at a local bar and share some food, drinks and laughs.

UI Monthly Socials
As a new addition in 2014, the office gathers once a month for socials organized by a different staff member. Past socials have included potlucks and hiking on A Mountain.

What tradition will you begin this year?
We encourage all staff to come up with office events and activities that help improve our office culture. Have a fun idea we can do together?

Make it happen!
Social Media and Blogging

At UI, we like to share our thoughts and what we are doing on a regular basis through social media and blogging.

Twitter

@asuinitiatives

We tweet about events, interesting topics, competitions and cool things going on at ASU and with our partners. We like live-tweeting during events to promote conversation.

We keep in touch with what is going on at ASU through the ASU Twitter account list https://twitter.com/ASU/asu-twitter-accounts.

Blogging

ui.asu.edu/blog

We use the blog as a portal to:

**share our thoughts**

The process of breaking down old systems from within and assembling new ones is called creative destruction. This term is widely known today and often valorized. We overlook, however, a big part of creative destruction: sustainability. Too much innovation too rapidly creates a huge risk. If we raze social foundations faster than we can rebuild, or if we irreparably damage essential components of social stability, we lose the collective basis on which our ‘modern’ progress is built.

-Madison Sandy, UI Alumna

**share our accomplishments**

Jacqueline shares her remarks for the incoming cohort of the Public Service Academy] 3 years ago, Pres. Crow heard Tom Brokaw deliver a speech about reinvigorating a spirit of public service in our nation and using universities as a channel to reach the next generation of leaders...

Although, I’ve never built a house, I can imagine the way an architect feels when the house is standing and people are inside. That’s what it is like to be with all of you.

-Jacqueline Smith, Executive Director

**share our gratitude**

During the third Fellows’ Forum of our fellowship year, we had the honor of hosting Mr. James O’Brien, Senior Vice President of University Affairs and Chief of Staff to President Crow... We extend our sincerest thanks to Vice President O’Brien for sharing his viewpoints, expanding our perspectives and consistently supporting us in meaningful ways.

-Ray Andrada, UI Fellow Alumna
Our Team

We are a group of passionate, quirky, creative individuals who love what we do. Our office is made up of staff, an annual cohort of Fellows and rock-star students. In the next few pages you will meet the amazing UI team.

Leadership and Staff

UI is led by a dynamic team of leaders and specialists who form the backbone of our office. Collectively, they bring insight into university operations, community engagement and communication by pulling together a diverse set of expertise in education, policy, design, grant management and office administration. With a longitudinal perspective of ASU’s past, present and future goals, UI’s leadership team spearheads and provides inspiration and support for our projects.

University Innovation Fellows

The Fellowship is designed to engage early career policy-makers, analysts, researchers, writers and leaders in the program building processes that transform higher education. The Fellows work hard to enhance ASU’s potential as a driver for positive economic and social change.

Students

We employ a number of students as office specialists, research assistants, writers - a number that is sometimes more than half our staff. The students who work for UI gain skills that will serve them well in a variety of jobs, ranging from business to communications to research. Students learn how a university works and they participate in the process of shaping ASU’s future.
Jacqueline
Associate Vice President, Executive Director and Advisor to the President for Social Embeddedness

Achiever, Significance, Learner, Futuristic, Strategic

Jacqueline provides operational and strategic leadership in support of Arizona State University’s charter and design aspirations. She designs and launches initiatives that support institutional priorities such as social embeddedness and social entrepreneurship. Since her arrival to ASU in 2009, Jacqueline has led efforts to embed changemaking into the student identity. Recent projects to support this objective include The MasterCard Foundation Scholars Program at ASU, a leadership-scholarship program for talented, yet underprivileged young people from Sub-Saharan Africa; the Public Service Academy, an undergraduate leadership development initiative that prepares students for high-impact careers that will span sectors (social, government, business, civilian, military); and Changemaker Central, a co-working and collaboration space with locations on all of ASU’s campuses that makes direct service, service learning, entrepreneurship, and high-impact careers more accessible and inviting to students. Jacqueline earned her bachelor’s degree in mathematics and economics and law degree from Georgetown University.

What movie or novel character do you most identify with?
Not sure if that I most identify with her, but I thoroughly enjoy C.J. Cregg from the West Wing.

What is your favorite place in the world?
I am extremely content on any clean and peaceful beach.

What are three things still left on your bucket list?
I would like to: 1) go to all 50 U.S. states; 2) visit South America and Asia; 3) spend a night in a tree house

Tunga
Assistant Director

Belief, Deliberative, Responsibility, Individualization, Relator

Driven by a lifelong passion for education and a steadfast commitment to public service, Tunga is excited to help build a more vibrant, sustainable and engaged community by advancing the mission of the New American University. She earned a BA in Political Science from ASU and an MA in Journalism from Indiana University. Tunga has taught Special Education as a Teach For America corps member. Following her time as an educator, she served as a Senior Associate at a public affairs firm in Phoenix where she specialized in legislative affairs and strategic communications. She brings to the UI team a wide range of experience in the areas of public relations, campaign development and government relations on behalf of non-profits, corporations and government entities. At Indiana University, Tunga developed and implemented strategies for graduate student recruitment. Most of all, she enjoyed matching students with an array of resources that helped advance their education and career.

What movie or novel character do you most identify with?
Leslie Knope from the TV show Parks and Rec – a little socially awkward and totally enthusiastic about all things government

What is your favorite place in the world?
Anywhere with my husband and kids.

What are three things still left on your bucket list?
Family trip to VietNam so my daughters can see where their grandparents lived, take my husband to Cape May during hawk migration and finish learning how to play Pink Floyd’s “Wish You Were Here” on the guitar.
Lindsey

Director of Social Embeddedness
Relator, Ideation, Futuristic, Strategic, Achiever

As the Director of Social Embeddedness in University Initiatives, Lindsey evaluates university-wide social embeddedness efforts and initiatives that are consistent with ASU’s charter and design aspirations. In this role, Lindsey facilitates and amplifies collaborative partnerships across the university to further strengthen ASU’s institutional culture and commitment to social impact. Lindsey is a native Phoenician with a lifelong passion for serving communities in Arizona and abroad. She earned her undergraduate degrees from ASU in Psychology (B.S. ’05) and Spanish (B.A. ’05) before serving as a Peace Corps Volunteer in Honduras (’06-’08). It was there that she earned a deep respect for the complexities of community development work, as well as the importance of culture and context in all social projects. After returning stateside, she worked for 7 years in human services managing quality assurance, training, data analysis, and designing new service solutions for underserved populations utilizing government assistance programs. She returned to ASU in 2014 to earn her Master of Public Administration with a concentration in Nonprofit Management and began her career at ASU as a University Innovation Fellow in 2015-2016.

Bethany

Director of Lifelong Learning
Learner, Ideation, Connectedness, Achiever, Relator

Bethany empowers learners to achieve their dreams in a world in which knowledge can be out-dated before it is published. Our fast-paced and ever-changing society requires lifelong learners who are adaptable and full of grit. As the Director of Lifelong Learning Initiatives, she will work with The MasterCard Foundation to digitally connect the global network of Scholars – 15,000 young agents of change that hail from Sub-Saharan Africa. The platform will facilitate knowledge exchange, particularly around transformative leadership and entrepreneurship, and provide resources that enable Scholars to propel themselves into their careers and contribute to their communities.

Bethany began her ASU career as a University Innovation Fellow in the Office of University Initiatives. The Phoenix native was happy to return home after receiving a Bachelor of Science in Chemistry from Trinity University in San Antonio and a Ph.D. in Molecular Microbiology from The University of Texas Southwestern Medical Center at Dallas.
As the Research and Design Manager, Regina coordinates and manages research functions, supports the office on design needs and transforms data and information into visual presentations for wider consumption. Regina is currently studying her Master’s in Global Technology and Development at the ASU School for the Future of Innovation in Society. She received her B.A. in Business with a concentration in global politics from The W. P. Carey School of Business and a minor in nonprofit management. She is originally from Mexico City and interested in international development, social enterprises, and private-public partnerships for positive social change.

**What are three things still left on your bucket list?**
1) learn 5 languages; 2) visit every continent 3) have a vacation home on the beach

**What is your favorite place in the world?**
I recently went to Tossa de Mar with my family and it was a pretty amazing town on the Costa Brava in Spain.

**What movie or novel character do you most identify with?**
I most identify with Leslie Knope from the TV show Parks & Rec. She is unfailingly positive and enthusiastic about her work which perfectly describes me

**What movie or novel character do you most identify with?**
Sofia Vergara, because she’s Latina, passionate, and funny

**How do you recharge?**
I recharge by baking, sewing, reading and just crafting in general. I love creating things and always have all sorts of little projects going on.

**How do you recharge?**
drinking coffee Saturday mornings watching TV alone or going on vacation on the beach

Emilee is a Strategic Research Specialist for UI focusing on exploring innovative opportunities for ASU. She is a recent graduate of ASU, having completed her bachelor’s degree in Sociology and Justice Studies in May 2015. While in undergraduate, Emilee found a passion for social change working at Changemaker Central and looks forward to continue supporting ASU initiatives. Currently she is working to complete her master’s degree in Social Technologies at ASU, studying how new technologies affect social and organizational change.

**What movie or novel character do you most identify with?**
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**How do you recharge?**
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**What is your favorite place in the world?**
I recently went to Tossa de Mar with my family and it was a pretty amazing town on the Costa Brava in Spain.

**What is your favorite place in the world?**
My favorite place in the world is Cannon Beach, Oregon. Growing up my family had a beach house there where we would spend amazing Oregon summers collecting sand dollars on the beach.

**What are three things still left on your bucket list?**
1) learn 5 languages; 2) visit every continent 3) have a vacation home on the beach

**What are three things still left on your bucket list?**
Three things left on my bucket list include seeing the northern lights, visiting Niagara Falls, and being in the audience of Saturday Night Live.
**Alex**

**Assistant Director of Global Freshman Academy**

**Achiever, Command, Context, Ideation, Learner**

Alex Davis recently graduated ASU with a bachelor’s degree in Supply Chain Management, a minor in Sustainability and a certificate in Applied Business Data Analytics. His first years of college were spent at Chandler-Gilbert Community College where he received an associate’s degree in Business and a Certificate in Sustainability and Ecological Literacy. He joined UI in the Spring of 2015 as a student researcher and was hired into his current position in the Fall of 2016, which involves assisting the research team, developing and maintaining UI hosted websites and designing internal and external UI collateral. While he enjoys implementing the critical thinking, creative and teamwork skills that come along with UI work, Alex spends his free time creating and selling digital art, taking spontaneous disc golfing trips to Flagstaff, reading and watching Netflix Originals.

What movie or novel character do you most identify with?
Not from a novel or movie, but Bo Burnham. He’s funny, a realist and definitely a character!

What is your favorite place in the world?
Indian Garden’s Café, located half way through Oak Creek Canyon in northern AZ. Their backyard garden is the perfect place to drink coffee, read a book and forget about the world for a bit.

What are three things still left on your bucket list?
Visit Norway and Sweden, become a certified skydiver and illustrate a children’s book.

How do you recharge?
Unsurprisingly, by binge-watching Netflix or Hulu. Just finished Sherlock Holmes and Peaky Blinders, and am currently working through Community!

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**Tamara**

**Assistant Director of Global Freshman Academy**

**Achiever, Command, Context, Ideation, Learner**

Tamara brings to UI nearly twenty years of varied experience supporting college entry and matriculation of historically-underrepresented groups in higher education both domestically and abroad. Her work includes professional investments with federally-funded TRIO programs in the U.S., of which she is also a proud alumna. In addition, she is an experienced qualitative researcher and educator with a special interest in maximizing effectiveness and mutual benefit in service-learning and study abroad projects. Prior to join University Initiatives, she earned a BA in Interdisciplinary Studies from Cornell University, an MPA from CUNY, Baruch College, and both an MA and EdD from Columbia University’s Teachers College. A native of Los Angeles, Tamara has long embraced her role as a global citizen, believing strongly in the mantra: Encounter with another increases awareness of one’s own. She has conducted research on education policy, volunteering, and teacher training in the U.S.A., Belize, Liberia, Namibia, Nigeria, Pakistan, Tanzania, and South Africa.

What movie or novel character do you most identify with?
I struggle with this one but to play along, let’s go with Lisa Simpson (Simpson’s Movie). Her independent, civic-minded, creative, high-achieving character reflects many of the qualities I embrace and nurture.

What is your favorite place in the world?
Currently love being in natural environments where I can watch my toddler be inquisitive and grow. I’ve enjoyed safaris in East Africa and look forward to bringing her along on the next learning adventure.

What are three things still left on your bucket list?
Carnival (Trinidad, Brazil or Canada), Culinary School, Creating a bucket list.

How do you recharge?
A vigorous and soulful dance session revitalizes my spirit. Add in some drums, and I get taken away…
Sharmaine
Business Operations Specialist
Discipline, Focus, Restorative, Harmony, Futuristic

Sharmaine Garcia is excited by University Initiative’s innovative spirit and dedication to paving the way for seemingly impossible ideas. A Sun Devil through and through, she graduated with a BS in Accountancy from W. P. Carey School of Business and has worked for ASU in various capacities since 2008, most recently as a Business Operations Specialist at EdPlus. In her free time, Sharmaine combines her love for sports and spending time with family by playing on a co-rec softball team with her husband and closest friends.

What movie or novel character do you most identify with?
I can identify with Elsa from Frozen. I have a younger sister who frustrates me like Anna, but who I would do anything for. We used to have a funny relationship when we were younger where she saw me as a standoffish Ice Queen, not realizing that I was only doing my best to protect her.

How do you recharge?
I am an introvert through and through, so alone time is definitely crucial to recharging. It mostly involves sleeping, binging on TV, or playing games on my phone.

What is your favorite place in the world?
This is the epitome of a cheesy answer, but my favorite place is wherever my husband and son are. They make any place feel like home. Even the DMV.

What are three things still left on your bucket list?
Before kicking the bucket, I'd love to see the pyramids in Egypt, learn Spanish, and find out more about my ancestry.

Marissa
Management Intern, Business Operations
Learner, Achiever, Belief, Responsibility, Focus

Marissa has been working at UI since 2015 as the Management Intern in Business Operations. She helps the department execute tasks by managing a variety of logistics relating to finance, HR, travel and event planning. Prior to joining UI and while completing her Bachelor’s degree in Justice Studies, she worked as a student worker with the Provost Office. Marissa also competed in Mock Trial with the Arizona State team for three years, in which she served as the Treasurer for a term. She is an Arizona native who enjoys traveling, making/drinking coffee and going to baseball games.

What movie or novel character do you most identify with?
Amanda Bonner (played by Katherine Hepburn), in Adam’s Ribs, because she’s a sassy competitive advocate.

How do you recharge?
Journal, draw, spend a day in nature away from the city.

What is your favorite place in the world?
Switzerland. I still haven’t been there, but I am 100% certain it will be my favorite place in the world.

What are three things still left on your bucket list?
Sky dive in the alps, meet Meryl Streep, learn another language.
UI Alumni

Below is a list of previous UI staff and fellows who have contributed to the success of UI. Check out where they are now!

Alicia Fremling, University Innovation Fellow
Product Innovation Manager, Republic Services

Amanda Burke, Associate Director
Director of Education Strategy and Innovation, Center for the Future of Arizona

Audrey Iffert, University Innovation Fellow
Executive Director, Strategic Initiatives, College of Business at Oregon State University

Brianna Arendt, Accounting Specialist
Financial Analyst, Petsmart

Brittney Paulk, University Innovation Fellow
University Innovation Alliance Fellow, UIA

Chris Meierling, University Innovation Fellow
Design Team Lead, IDEO

Daniil Gunitskiy, University Innovation Fellow
Managing Director, Chief of Staff, Teach for America Phoenix

Dawn Castle, Manager, Projects and Operations
Executive Director, Office of the President, ASU

Ed Finn, University Innovation Fellow
Director of the Center for Science and the Imagination, ASU

Eliza Gregory, Specialist
Independent artist and writer

Hayfa Aboukier, University Innovation Fellow
Opendoor.com, Business Operations & Strategic Partnerships

Janelle Elizares Knapp, Manager, Operations and Special Projects
Project Manager, Office of the President, ASU

Jessica Eldridge, University Innovation Fellow
Assistant Director, Public Service Academy, ASU

Jose Quiroga, Operations Coordinator
Associate Director for Global Partnerships for the School of Engineering, ASU

Joey Eschrich, Program Manager
Program Manager, Center for Science and the Imagination, ASU and Assistant Director, Future Tense, ASU

Kimberly de los Santos, Associate Vice President and Executive Director of University Initiatives
Director of the Pace Center for Civic Engagement, Princeton University

Lindsey Beagley, University Innovation Fellow
Director of Social Embeddedness, UI

Madison Sandy, University Innovation Fellow
Consultant, Enterprise Resource Performance Inc

Margaret (Maggie) McGannon, University Innovation Fellow
Law Clerk, North Carolina Court of Appeals

Margaret Burch, Director of Evaluation and Budget, Entrepreneurship at ASU
Fiscal Specialist, Office of Knowledge Enterprise Development

Maureen Mills, Coordinator, ASU in the Community
Communications Coordinator, Raising Special Kids

Melanie Reilly, University Innovation Fellow
Assistant Director, Donor Engagement & Stewardship

Mike Meaney, University Innovation Fellow,
Gates Cambridge Scholar and Visiting Research Fellow, EdPlus, ASU

Nicolle Gusz, University Innovation Fellow
Consultant, Deloitte

Rasheedah Mullings, Research and Project Specialist
Independent Writing and Editing Professional

Ray Andrada, University Innovation Fellow,
Law Student, University of Chicago
UI Alumni
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Ryan DiCicco, Management Intern
Business Program Manager, Microsoft Corporation

Safwat Saleem, Director of Visual Communication and Innovation
Creative Director, Office of University Affairs, ASU and TED Fellow

Samantha Miller, University Innovation Fellow
High School English Teacher, Agora Cyber Charter School

Terah Crews, University Innovation Fellow
Director, Entangled Solutions

Ted Cross, University Innovation Fellow
Professor and Academic Director, Thunderbird

Trevor Eagle, University Innovation Fellow
Director of Strategic Initiatives, Financial Aid and Scholarship Services, ASU

Veronica Reed, Research and Project Specialist
Founder, Sustainable Design Studio in Ecuador and TED Fellow