

The Lafayette Leadership Institute

FEBRUARY 17, 2018 FROM 9 AM TO 4 PM



HOSTED BY THE
LAFAYETTE LEADERSHIP EDUCATION COMMITTEE

Leadership Institute Welcome



Dear Student Leaders,

On behalf of the 2018 Leadership Education Committee, welcome to the most recent edition of the Lafayette Leadership Institute! I think we would all agree that there is a plethora of opportunities across our campus where you can apply your knowledge and skills towards becoming a more effective leader.

The questions are which skills are necessary to become an effective leader, how do you apply those skills, and by what measures do you judge your effectiveness? Today's comprehensive experience will help you explore the answers to these questions by raising your awareness, building your foundational knowledge, and providing an active learning situation to practice.

I believe you will find that today's presenters and facilitators will help you connect the theoretical to the practical in a way that allows you to not only retain the content, but to **view leadership development as a learnable set of distinct behaviors**. At best, I hope that your involvement at today's institute brings you closer to your leadership pinnacle and at the very least succeeds in creating a fleet of student leaders who are even more self-aware and determined to effect change in our community.

Through the dedication of the Lafayette Leadership Education Committee, you are brought the 23rd Lafayette Leadership Institute! In the week following today's event, you will be sent a three question survey and upon completion will receive a password which gives you access to a website that provides a full event recap including photos, presenter slides, and our survey results.

Jodie Frey, Ed.D.

*Associate Dean of Students, Leadership Education
Director, Recreation Services*



LAFAYETTE LEADERSHIP EDUCATION

FUNDAMENTAL • DEVELOPMENTAL • EXPERIENTIAL

Leadership Education Committee

The Committee is comprised of select students and employees who meet bi-weekly to discuss, review, and plan leadership development initiatives — including their premiere event the Leadership Institute. The committee strives to create and support leadership education that ensures our students have access to purposeful educational experiences which are fundamentally sound (i.e., based on theory and empirically derived models), developmentally appropriate (i.e., properly sequenced to provide realistic challenge), and framed in experiential designs (i.e., learning based on concrete experience, feedback and reflection).

Our definition of a leader guides the committee's efforts:

A leader is someone whose influence produces effects on the behaviors, actions, or opinions of others toward a common purpose or direction.

Our view of leadership is as a relationship-based process of mobilizing people to bring forth positive change. We believe that effective leadership can convert mutual aspirations into reality.

Our curriculum will make it increasingly possible for students to grow their leadership awareness, knowledge, and skills for the purposes of becoming effective agents of change.

Student Leadership Interns

Two student interns, who are also members of the LLEC, are the primary forces behind the logistical preparation needed to implement the LLI annually. These same students also serve on the selection committee for annual Aaron O. Hoff Awards. If you are interested in learning more about the internship or joining the committee write to leadershipeducation@lafayette.edu.



2018 Leadership Intern

Olivia Bonevento '18 is the student leader intern of the LLEC for 2017-2018. She is a junior majoring in English with a concentration in writing. In addition to being a part of the Lafayette Leadership Education committee, Olivia also runs her own mental health blog, and is an intern for the Susan G. Komen foundation. She

plans to attend graduate school to not only further her education, but to learn how to further help people and make a difference with her writing endeavors.



2019 Leadership Intern

Taha Rohan '19 is the student leader intern of the LLEC for 2018-2019. Born and raised in Islamabad, Pakistan, he is currently a junior majoring in Chemical and Biomolecular Engineering and minoring in Economics. Taha has an active role in the Lafayette community with his roles as a Resident Advisor, a Writing

Associate as well as a social justice advocate at Kaleidoscope. During his spare time, he enjoys running on the Arts Trail in Easton and reading books. His plan for the future is to learn entrepreneurship skills in the technology industry and ultimately make a meaningful impact in his home country.



2018 Graduate Intern

Dacey Horohoe, Kutztown University '18, is the graduate student intern for 2017-2018. Dacey is pursuing her masters in Student Affairs, and received her B.A. in Science, majoring in Public Relations and Journalism from Millersville University in 2014. Although she does plan to continue her education and obtain her doctorate in

Educational Leadership, her 5- year career plan includes working either in student activities and leadership, or for a university relations department at a higher education institution. Dacey's end career goals are to become a V.P. of Communications or a Dean of Students.

Raffle Prize Table

In an effort to continue your leadership education beyond the Institute, we have prepared raffle prizes, which reinforce the messages we wish to send regarding leadership development. Raffle prizewinners will be drawn during our luncheon. We have included a brief statement about each book, which helps the winner choose a title related to the workshops being offered today.

Strengths Finder

Strengths Finder is about emotional intelligence. This book will help you learn more about yourself and your strengths. It includes a code to the online self-assessment tool called StrengthsQuest

Spark-

Grounded in research on leadership development, this fresh, accessible road map is packed with real-world stories from inside companies like Facebook, Google, and Boston Scientific, and from the authors' own high-stakes, challenging experiences serving in the U.S. Armed Forces.

The 5 Levels of Leadership-

From leadership based on position (level 1) to being a leader by developing other leaders (level 5), Maxwell explains why every organization needs more level 5 leaders and how every individual can get there.

The 7 Habits of Highly Effective People

Covey presents an approach to being effective in attaining goals by aligning oneself to what he calls "true north" principles of a character ethic that he presents as universal and timeless.

Leadership & the One Minute Manager plus The New One Minute Manager

These books teach leaders the world-renowned method of developing self-reliance in those they manage. The authors share three important secrets that will help you to concurrently get better results, have more time, and empower the people around you to be more effective and fulfilled.

Shackleton's Way

The public cannot get enough of the Shackleton legend and while the expedition was harrowing, Ernest Shackleton is a model of great leadership and as well as the master of crisis management. Shackleton's Way will reveal what separated the explorer from his less successful and less admired colleagues, and what inspired the unfailing loyalty of his men.

Presentation Descriptions and Presenters

Block I Sessions

1A: Images of Leadership and the Impact:

Presentation Description: This session focuses on how you see leadership. Implicit perceptions of leadership are worth our attention because what we see in our mind's eye has an impact on our behavior as leaders and followers. ***After attending this presentation, participants will be able to:***

- Distinguish between individual and collective unspoken perceptions of leadership
- Students will have the chance to reflect on the images they chose in advance of class as mirrors and windows -- mirrors reflecting current, tacit assumptions and windows shining a light on future possibilities.

1B. Your Leadership Journey: From Doer to Inspirational Leader:

Presentation Description: In this session, we will explore the continuum from the individual contributor (the doer) to manager of people and projects to inspirational and visionary leader; and will leave with strategies for intentional leadership regardless of role, position or phase in our careers as there are opportunities to lead all around us. ***After attending this presentation, participants will be able to:***

- Understand and be able to reflect on their own leadership experiences and behaviors
- Identify and use various strategies discussed to intentionally begin their journey to inspirational leader

1C: Dysfunctional Dynamics: A Leader's Role in Building a Team:

Courtney Holder

Presentation Description: Whether in group projects for class or planning events for your student organization, we've all likely experience teams that haven't worked. In an ever-changing and

segmented world, genuine teamwork and cohesion remain as elusive as ever. This session will introduce the 5 Dysfunctions of a Team model and build attendees' abilities to anticipate, recognize, understand, and respond to group dysfunctions. ***After attending this presentation, participants will be able to:***

- Identify the 5 Dysfunctions of a Team and their impact on teams
- Develop strategies to build stronger and more cohesive teams

1D. Transforming a Century Old Company and Advancing Careers through Leadership Development:

Presentation Description: This discussion focuses on the how the need for leadership education and development within a renowned engineering company was recognized, and how the implementation of a formal leadership training program, coupled with the creation of internal and external leadership opportunities, transformed the company into a thriving organization and accelerated the career advancement of emerging leaders. ***After attending this presentation, participants will be able to:***

- Explain the need for leadership at all levels of an organization
- Articulate the importance of education and opportunities to leadership development and career advancement

Block II Sessions

2A. Implicit Associations & Paving the Way for Culture Change:

Presentation Description: This session focuses on how you see others and how they may see you. Although the way our brain processes information may be set, we can make implicit associations and unconscious bias explicit and pave the way for a cultural change that benefits all, leaders and followers. ***After attending this presentation, participants will learn that:***

- How to identify their own implicit associations with regard to race and gender
- The implications of automatic mind and how to override bias

2B. Fight or Flight: Re-framing Conflict in Groups:

Presentation Description: Do you run to or away from conflict? Conflict is an inevitable part of any group or team. This interactive session will help participants understand their personal conflict management style, the productive role conflict can play in a group, and some strategies for turning conflict into controversy with civility. ***After attending this presentation, participants will be able to:***

- Identify various approaches to conflict
- Articulate strengths and limitations of each Understand conflict as a necessary and productive part of group development

2C. Situational Leadership: It's All About the Approach:

Presentation Description: Situational Leadership is the world's most taught leadership model—because it works! The foundation of SLII lies in teaching leaders to diagnose the needs of an individual or a team and then use the appropriate leadership style to respond to the needs of the person, team, and the situation. ***After attending this presentation, participants will be able to:***

- Articulate the three skills of Situational Leadership (Goal Setting, Diagnosing, and Matching)
- Reinforce their comprehension with activities and exercises

2D. Leaders are Self Aware: the Value of StrengthsQuest:

Presentation Description: This session is an exploration into the power of knowing and thriving in your strengths and how essential that is to effective leadership. ***After attending this presentation, participants will be able to:***

- Articulate the importance of knowing their strengths and how to identify them through the StrengthsQuest assessment tool.
- Begin to articulate their own strengths and observe how they are expressed on a daily basis to further improve their ability to "thrive in the strengths".

Block III Workshops

3A. Exercising Leadership in Negotiations:

Presentation Description: This session builds on morning workshops by pulling together student perceptions of self and other as they manifest themselves as a negotiation style. With perceptions of self and other as a backdrop, students will have the opportunity reflect on the way they prefer to exercise influence and leadership. ***After attending this presentation, participants will be able to:***

- Identify their default negotiation style
- Successfully connect their style to their sense of themselves and view of others by way of an interactive role play

3B. The Leadership Challenge: Getting Extraordinary Things Done:

Presentation Description: 5 practices of exemplary leadership are discussed, focusing on viewing leadership as a relationship-based process, while believing that effective leadership converts mutual aspirations into reality. This session will discuss how each student can become a more effect leader. ***After attending this presentation, participants will be able to:***

- Identify the 5 practices of exemplary leaders
- Understand the 10 commitments of exemplary leaders
- Identify colleagues/team and/or group members strengths and weaknesses in regards to 5 practices

3C. Inclusive Leadership: Building Capacity to Effectively Lead Across Difference: Samuel Offer

Presentation Description: Ever heard folks say, "I don't understand why they don't get me" or "Let's just find our similarities" or "I am a good leader, why don't people trust me"? Inclusive Leadership requires us to understand the role "difference" plays in our day to day engagements. This energetic interactive session will look at the dynamics of difference and the impact it has on our leadership.

After attending this presentation, participants will be able to:

- Articulate their increased awareness of and ability to engage diversity in order to create greater inclusion

- Understand the value of self-awareness as a necessary tool to build capacity to be inclusive leaders.
- Discover how easy it is to be complicit in unintended behaviors of exclusion, and ways to prevent it

3D. Win as Much as you Can:

Presentation Description: What happens when competition heats up, trust is broken, and communication gets lost in the mix?

Through a fast-paced large group simulation, participants will explore and reflect on the challenges to fostering true collaboration and consensus. ***After attending this presentation, participants will be able to:***

- Analyze group and individual behaviors using the 5 Dysfunctions of a Team and 5 Practices of Exemplary Leadership
- Recognize assumptions of individuals and groups that inhibit effectiveness



Featured Speaker: Samuel Offer, VP Washington Consulting Group

Sam Offer serves as Vice President and senior consultant with the Washington Consulting Group, a Multicultural Organizational Development Firm located in Baltimore, MD. Sam has served as an educator and administrator for over 30 years. A native Marylander, Sam earned his B.S. from Calvary Christian College with a concentration in Early Childhood Development studies. Other studies included Human Sexuality, Religious and Spiritual Pluralism, the Intersection of Religion and the LGBTQ community (particularly Christianity), and Social Justice Education. Sam is an alumnus of Landmark Education and the Social Justice Training Institute. Sam serves as a lead facilitator for LeaderShape, Inc., and lead faculty for the Social Justice Training Institute: *The Student Experience*. He has spent many years working with the development of youth and young adults in education and within the community.

Sam is a member of Maryland Black Family Alliance and is an advisor to Pride and Faith, organizations advocating for equity of all people. Sam served as co-chair of the National Gay and Lesbian Task Force premier conference, Creating Change 2012. Sam is chair of the African American (Black) People of Faith Caucus (MD) for Marylanders for Marriage Equality. Sam has been named as a “Profile of Courage” with the Human Rights Campaign. He has been named one of Baltimore’s most influential “out” clergy within the black community. He travels the world advocating social justice and equity for all humanity. He is known for his witty personality, style and love for the work he does.

His work includes developing presentations and workshops for colleges, universities and businesses; developing and implementing curriculum for local religious and community organizations to effectively engage social justice issues; developing and implementing curriculum for engaging spirituality and religion in the workplace; facilitating engaging group sessions and trainings on topics such as (not limited to): leadership, organizational change development, spirituality, diversity, sexuality and social justice. He has served in music ministry for more than 40 years and currently serves as Minister of Community Relations and Outreach for Unity Fellowship Church, Baltimore, and is an ordained reverend in the Unity Fellowship Church Movement.

Distinguished Presenter: Gordon Loeb, Loeb
Leadership Development Group



Gordon is the COO of Loeb Consulting Group (LCG), a leadership and management development company. His responsibilities include business development, marketing, financials, and client and consultant relations. Gordon helped grow LCG from a single independent consultancy to a thriving company with over 25 consultants that provides training and development, executive coaching, public workshops and student leadership development programs. Gordon has an extensive entrepreneurial and corporate background including starting and growing two successful companies and running a division of Automatic Data Processing (ADP). Gordon is the proud co-founder of a teen advisory committee in Marlboro, NJ — an organization that helps teens develop leadership skills through community service projects. The organization has over 1,500 local teen members and is the recipient of a 2015 New Jersey State Governor’s Jefferson Award.

Distinguished Presenter: Anne Greenhalgh, Wharton
Leadership Program, University of Pennsylvania



Anne is the Deputy Director of the Wharton Leadership Program and an award-winning teacher, chiefly responsible for the design and delivery of the Wharton School’s foundation leadership course for undergraduates, *Management 100: Leadership and Communication in Groups*. She was voted the *Best Lecturer in the Social Sciences* by the entire student body at the University of Pennsylvania in 2005. She has also won the William G. Whitney Teaching Award for Associated Faculty. In addition to fulfilling her administrative and teaching responsibilities, Anne has

served as an advisor and consultant to a number of businesses and academic institutions, including Merrill Lynch, Marsh USA Inc, and Bank of America. As a Visiting Professor at City University, London, she was a member of the Vice Chancellor's senior management team and laid the foundation for the University's learning and teaching strategy. Anne's research projects reflect her dedication to leadership and management education. At Wharton Executive Education, she has facilitated sessions for the Global Business Travel Association's custom program and the *Athlete Development Professional Certification Program*.

Distinguished Presenter: Courtney Holder, University of Maryland Leadership Program



Courtney is the Coordinator for the Maryland LEAD Program and the National Clearinghouse for Leadership Programs (NCLP) at the University of Maryland. She trains and supports the 35 member MLEAD Facilitation team in providing 14 annual leadership development experiences for students across campus. Through NCLP, she manages events, communications, resources, and publications for leadership educators across the country. Courtney also teaches courses on group and organizational leadership and leadership theory. She serves as a Board of Directors member for Break Away- a movement for a society of active citizens. From 2012-2017, Courtney was the Coordinator for Alternative Breaks which connected her interests in community and international development and student learning. She spent 3 years as a part of the National Survey for Alternative Breaks research team exploring integrative learning and enduring outcomes of participation. She also led the Haiti Compact- a multi-campus collective for long-term, ethical, and responsible partnerships in Haiti- resulting in 5 years of immersion experiences between UMD and Haitian students. Courtney earned her B.A. in Communications and her M.S. in College Student Personnel from the University of Tennessee.

Distinguished Presenter: Christina Jordan, Assistant Director of Community Service, Lehigh University



Christina is an Assistant Director in the Community Service Office at Lehigh University. She coordinates a variety of leadership programs including the LeaderShape Institute, the Lehigh University Ropes Course, and creates custom workshops upon request. Additionally Christina

administers numerous service opportunities for Lehigh students, faculty, and staff to get involved with the local South Bethlehem community through meaningful action and reflection. As a part of her role at Lehigh, Christina is a certified Myers Briggs Type Indicator (MBTI) practitioner and a trained Clifton StrengthsQuest coach. She explores guiding leadership theories, best practices, and innovative social justice models in an effort to integrate the intersection between service and leadership. Christina earned her B.S. in Psychology from James Madison University and her Masters of Education at the University of North Carolina at Greensboro.

Alumni Luncheon

Distinguished Alum: **Alma Scott-Buzak**, Class of '74



Alma was appointed Associate Vice President of Human Resources at Lafayette College in 2016. Prior to Lafayette, she worked for 14 years as Assistant Executive Director of Human Resources for New Jersey Transit. In this capacity, she led a team of 80 exempt and non-exempt professionals who provided strategic staffing, employee

relations, employee engagement, policy design and implementation, EAP, medical services, compensation, executive training and HRIM support to the 11,000 person transportation organization that is the largest and most complex state-wide agency in the country. Her professional saga began in 1974, when she was hired out of Lafayette by the Federal Reserve Bank of New York directly into a specialized Management Training program which afforded her positions as both a research and an operations analyst. After traveling extensively with her position in Pfizer's Human Resources Division, she obtained her position at NJ Transit. Beyond her professional pursuits, Alma is a luminary in many philanthropic and political organizations in the state of New Jersey: she has served as President of the Board of Directors of the Council on Adoptable Children, Deaconess and Directress of Religious Education for Victory Tabernacle FBH Church in Englewood, New Jersey, as President of the Teaneck, Englewood & Vicinity Club of the National Association of Negro Business and Professional Women's Club, Inc. and held several positions with the Garden State Council of the Society for Human Resource Management. For more than a decade, she and her husband have personally funded a book scholarship for high school and college graduates of New Jersey F.B.H. churches. Even prior to her employment, Alma maintained profoundly deep and productive ties with Lafayette, serving as a College Trustee as well as a Founding Member of the McDonough Network, Lafayette's African-American Alumni Network. She has hosted numerous

interns and externs within her various lines of work, and has made invaluable contributions to the Association of Black Collegians, the Council of Lafayette Women, the McKelvy Scholars program, and many more. She holds an AB in Economics from Lafayette, a graduate certificate in Compensation Management from New York University, a graduate certificate in Equal Employment Opportunity and Affirmative Action from Cornell University, a graduate certificate in Organizational Design and Development from the New School University and an MA in Human Resources Management from New School University where she was the 1987 Lubin Scholar.

Distinguished Alum: J. Peter Simon, Class of '75



J. Peter Simon co-founded William E. Simon and Sons, along with his late father, former Treasury Secretary William E. Simon, and his brother, Bill Simon, Jr. in 1988. He currently serves as Co-Chairman of the Firm and its Investment Group and leads the New Jersey office. Mr. Simon earned a BA in Psychology from Lafayette College and also attended NYU's Graduate

School of Business. Currently, Mr. Simon is an appointed member of the New Jersey State Board of Education and is a member of the Board of Trustees at Lafayette College, where he is Chairman of the Endowment Committee. He is also the Chairman of The William E. Simon Graduate School of Business Executive Advisory Committee at the University of Rochester. Philanthropically, Mr. Simon donates his time to a broad variety of charitable entities, such as the William E. Simon Foundation, the Morristown Memorial Health Foundation, and the Richard Nixon Foundation. He is also a trustee member on many boards such as the Gladney Center, the National Center for Adoption, and the NJ Seeds Advisory committee.

Distinguished Alum: Sean Bluni, Class of '90



Sean, Chief Executive Officer and Principal at Hardesty & Hanover, graduated from Lafayette with a B.S. in Civil Engineering, then earned an M.S. from Duke University and a J.D. from Georgetown University. He is responsible for managing the day-to-day operations of Hardesty & Hanover and for execution of the firm's Strategic Plan.

During his 24 years with the company, Mr. Bluni's responsibilities have included design and management of bridge and stadium construction projects, and served as the Chief Operating Officer prior to his current role as CEO. Sean has developed and expanded a leadership training program at Hardesty & Hanover.

Distinguished Alum: Harrison Bailey, III, Class of '95



Bailey is a native of Lakewood, N.J. He attended Lafayette College, where he played defensive end on the football team and participated in track and field. He graduated with a bachelor's degree in anthropology and sociology in 1995. Following a one-year career in arena football, Bailey enrolled at Lehigh

University to pursue a master's degree in education. While attending Lehigh, he worked at the Centennial School, the university's private school for severely disabled students. He graduated from Lehigh in 1998 and began working as an emotional-support teacher at Freedom. While at Freedom, in 1999 and 2000, he earned a principal's certificate from Lehigh. For the last 11 years, Bailey has worked as an assistant principal at Parkland. In January, Bailey began serving as Parkland's acting principal. Last week, Parkland Principal Howard Lessel resigned after a prolonged medical leave. He had been with school district for 19 years, about three as principal. Bailey resides in Williams Township, and is a regular competitor in the annual Highlands Games held during Celtic Fest in Bethlehem.

Distinguished Presenter and Alumna: Tanuja Dehne Class of '93



Tanuja earned her Master's degree in Political Science from the University of Pennsylvania, and her JD with honors from Syracuse University College of Law. She is a public company director and former C-level executive of NRG Energy, Inc., a Fortune 250 power company. As Chief Administrative Officer, Tanuja was

responsible for accelerating NRG's transformation through prioritization and collaboration across all company functions, regions and business lines. She oversaw NRG's Human Resources (11,000+ employees), Information Technology, Communications, Sustainability and Corporate Marketing departments, the company's charitable giving program, M&A integrations, as well as the construction of NRG's sustainable, corporate headquarters in Princeton, N.J. Tanuja currently is a Senior Advisor on corporate governance matters for the The B Team, an NGO focused on mobilizing global leaders to drive a better way of doing business for the well-being of people and the planet. She is also member of the Board of Directors of publicly-traded Silver Bay Realty Trust Corp. (NYSE: SBY), and is an active member of her community, serving on various boards. Tanuja is a frequent speaker on topics including leadership, corporate governance and the intersection of the law and human resources. Tanuja is also a 200HR RYT certified yoga instructor. In 2013, she was named an honoree at the YWCA Tribute to Women Awards; in 2011, was a recognized as one of the "Best 50 Women in Business" by NJ Biz; and in 2017, was recognized as a "Director to Watch Class of 2017" by *Directors and Boards Magazine*. Tanuja brings perspective and experience from her cross-discipline roles to the C-suite and boardroom. She is a purpose-driven leader, cultivator of talent, and proven strategist. She is an award winning corporate attorney, human resources professional, and community volunteer who thrives when making a positive difference in the lives of others.

Distinguished Alum: Ashley Juavinett, Class of '11



Ashley is a neuroscientist, writer, and educator. She currently works as a postdoctoral research fellow at Cold Spring Harbor Laboratory (NY). After earning a neuroscience degree from Lafayette, she moved to San Diego (CA) to pursue a Ph.D. in Neuroscience at UC San Diego. For her doctoral research, Ashley used cutting edge techniques to record from living neurons to investigate the brain circuits and cell types that enable us to perceive the world. During her time in San Diego, she co-founded and directed a collaborative science writing group, NeuWrite San Diego, and taught both high school and college students. After receiving her Ph.D., Ashley moved to NY to complete a postdoctoral research project to identify the circuits underlying multisensory integration. She's an active science writer and editor with Massive Science, and a collaborator with Guerilla Science, two NYC-based science communication organizations. When time allows, she also writes and performs her own music.



LAFAYETTE LEADERSHIP EDUCATION

FUNDAMENTAL • DEVELOPMENTAL • EXPERIENTIAL

Many thanks to the members of the Lafayette Leadership Education Committee for your guidance and commitment toward creating the 2018 institute:

Olivia Bonevento '18, 2018 LLE Intern

Taha Rowan '19, 2019 LLE Intern

Dacey Horohoe, Kutztown University '18, Graduate Intern

Tim Urich

Alana Albus

Barbara Pearlman

Jade Saybolt '16

Miriam Swartz

Sasha Neefe

Emily LoPiccolo

Aidy Ung

Zachary Pitner

Sydney Edelson

Dr. Jodie Frey, LLEC Advisor

Thank you as well to the generous support of the Lafayette Leadership Institute:

The Class of 1968 Gift Fund & The Solomont Family

These generous gifts make this event possible!

Special recognition also goes to **Wassim Gharbi '19** for his LLI logo and web support.