



## A Community of Transportation ~~Professionals~~

*leaders*

### En-LITE-10 Team

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## INTRODUCTION

The need for a leadership course unique transportation professional has been a need for years. This need became an idea within the ITE community in 2013. Michael Sanderson led this initiative which is now known as **LeadershipITE (LITE)**.

Mr. Sanderson used a wealth of knowledge to create the LITE program which was inspired to be a leadership program “for transportation professionals, by transportation professionals.” Mr. Sanderson and his cohorts within ITE used the success of previous programs, the latest studies on effective leadership qualities and techniques, and years of personal and professional experience from a host of transportation leaders to create LITE. The goal of LITE was to develop a community of professionals into effective leaders; and the program would be designed to encourage leaders of all ages and experience levels to enhance and develop their skills and allowing them to better serve their communities, their employers, and the transportation profession at large.

In 2014, LITE became reality, with an inaugural class of 30 participants. The program began as an unfunded initiative with no guarantee of success. It became clear with each graduating class the value LITE would have to ITE and the profession. Despite various obstacles over the years, including a global pandemic, interest in the program has not diminished. It has expanded significantly as the number of LITE alumni has grown and the benefits of this unique program have continued to be exhibited by its alumni. The program has also evolved since its inception using feedback from participants, leadership, and the industry.

Today LITE is approaching one decade success. **LITE has been established as a worthwhile investment by ITE and is known as a program which contributes to the success of ITE and its members.** However, there had been no empirical evidence to support this fact. Recognizing the value in this program, En-LITE-10 completed a comprehensive review of LITE to meet this need.

- › **Project Goal:** In 2024, LITE will be celebrating its 10th anniversary. The goal of our project was to perform a comprehensive assessment of LITE and provide a series of deliverables which not only tell the story of LITE, but plan for its future and continued success.
- › **Project Summary:** The main objectives within the project were to (1) conduct a survey of LITE participants, (2) market the benefits of LITE to individuals, employers, organizations and ITE, and (3) develop recommendations for the improvement of LITE.

Preliminary analyses centered on reviewing participant trends, examining the program’s effectiveness, and quantifying the benefits of LITE. The information gathered and presented is intended quantify and market the value of LITE for prospective applicants, employers, and public agencies.

- › **Project Outcomes:** The following report outlines the key findings of the En-LITE-10 team research, with a set of recommendations to expand and enhance the marketing of LITE. A series of appendices provide supplemental data, copies of the distributed alumni and employer surveys, and a list of alumni willing to provide testimonials or support District/Section Focused LITE Recruitment Initiatives in advance of the 10<sup>th</sup> Anniversary of LITE.

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## APPROACH AND METHODOLOGY

The project began with a participant survey of LITE Alumni focused on the LITE application process, satisfaction with LITE, and an assessment of LITE effectiveness in meeting goals. The survey would also provide as a method to **capture alumni feedback** on the program, the **benefits** or influence they have achieved since participating, and **suggestions for future iterations** of the program.

Analysis of the collected survey data enabled the En-LITE-10 team to identify potential barriers within the application process and quantify LITE achievements. A secondary survey was created and distributed to the employers of LITE alumni, to capture the employers' perceived return on investment (ROI) and experience with the program.

En-LITE-10 collaborated with LITE Committee Leadership, affiliated professionals, and ITE International Board of Directors (IBOD) staff to develop a participant survey and connect with alumni. This section outlines the team's effort to develop effective methods for recruiting participants, collecting data, and conducting analyses.

### A. Objectives

The approach and methodology featured three key objectives:

- 1) **Conduct a survey of LITE participants.** The survey captured feedback from a comparable pool of each class/cohort. Survey questions focused on the LITE application process, satisfaction with LITE, and an assessment of LITE effectiveness in meeting goals.
- 2) **Evaluate the collected survey data to quantify the benefits of LITE.** The survey data was integrated with information and details provided directly by LITE committee members and ITE staff. The data analysis was used to identify potential barriers within the application process and quantify LITE achievements. Additionally, data analysis included reviewing participant trends, examining the program's effectiveness, and quantifying the benefits of LITE.
- 3) **Synthesize findings from all data analysis to develop recommendations or initiatives to improve LITE.** En-LITE-10 developed a series of strategic recommendations and suggestions to better market the value of the LITE for prospective applicants, employers, and public agencies.

### B. Study Design

**LeadershipITE Participant/Alumni Survey.** En-LITE-10 created an online survey using **GoogleForms**. This platform was selected as it enabled all team members to review and collaborate on the surveys in real-time. The alumni survey developed by the team was comprised of both multiple choice and open-ended questions, organized into the following sections:

- > Employer Support,
- > LeadershipITE Application Process,
- > Degree of Effectiveness/Satisfaction,
- > Before/After Assessment, and
- > "Moving Forward" (suggestions for future initiatives and willingness to participate in the 10-year anniversary programming).

A full copy of the survey is available in **Appendix A**. The online survey was distributed by email to all LITE alumni, with a link for alumni to visit and complete the survey electronically.

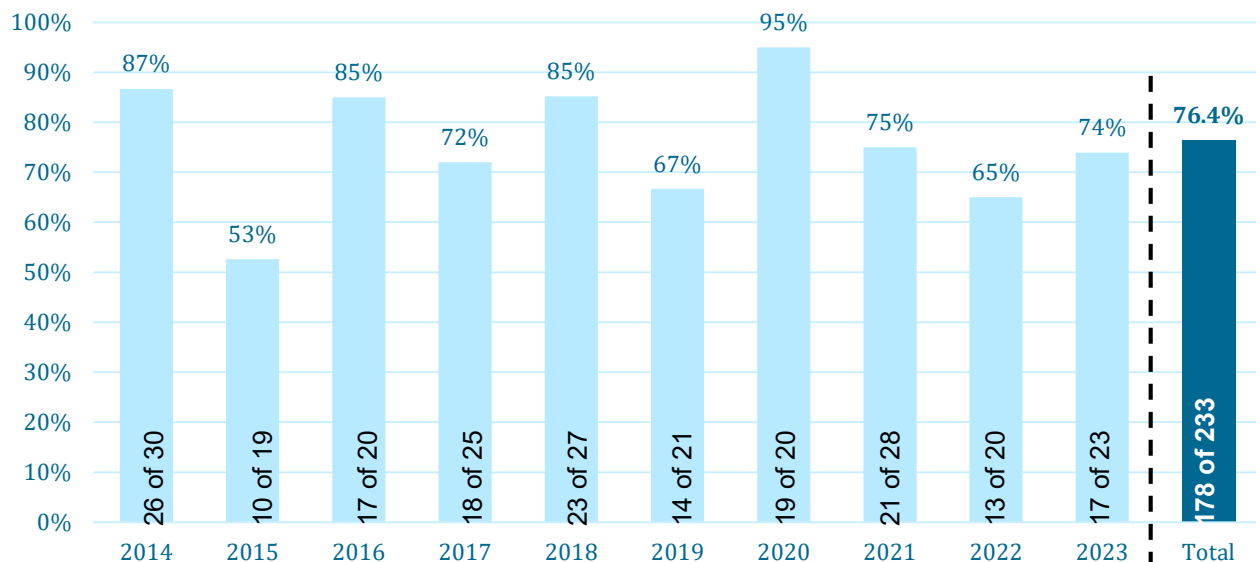
**Employer Survey.** A supplemental employer survey was developed to capture the experience and perspectives of alumni employers (i.e., employers at the time of their program participation). Similarly, this survey was created as an online form using GoogleForms and shared via a link. The subject pool for the employer survey was cultivated from alumni survey responses, as participants were asked to share their employer and the name/contact information of a supervisor. This compiled list of employer contacts was used to distribute the employer survey. Each employer was provided the name of the employee who listed them as their employer contact, and the employers were asked about their working relationship with the employee and why they supported him/her. The employers were also asked about their degree of satisfaction with how the program benefited their employee and the ROI for their organization.

**LeadershipITE Participant and Employer Data.** In addition to the data collected through the surveys, EN-LITE-10 reviewed additional LITE alumni data including participants, their respective employers, and location (e.g., District or Section), and role at the time of participation. The team used this data for outreach but did not incorporate this data into the project analyses and instead relied on the collected data original to this project. This was due to the volume of responses received through the surveys.

### C. Outreach and Recruitment Strategy

The alumni survey was shared with all LITE alumni and current participants. EN-LITE-10 tracked the response rate by class and shared regular updates on which class was “in the lead” with the highest participation. This technique was used to encourage participation. Error! Reference source not found. below presents the visualization of the response rate for all classes (and totaled across all LITE alumni). The total sample size for this study was 178 participants spanning all ten LITE classes (including the current Class of 2023). **The response rate of 76.4% of all alumni is a testament to the satisfaction of the program and the success of LITE.**

**Figure 1 – Survey response rate (percentage) per alumni class**



The employer survey was distributed to the contacts shared in the alumni survey. A total of 34 responses were received. A percentage of responses were duplicate responses from the same employer for multiple employees who participated in the program. The majority of respondents had positive satisfaction with their employees' participation in LITE and the ROI the organization received. However, the survey data showed approximately one-third of the employers said the employee was no longer employed with their organization. Overall, while a percentage of employers were neutral on the program, none expressed dissatisfaction.

The most valuable feedback received from employers came in the form of the short answers to the question: "Is there anything else you'd like to share about LITE?" A sample of responses include:

- › "This employee had been struggling with taking ownership of work products prior to participating in LITE. Following completion of the program, the employee showed tremendous improvement and was promoted to a management position."
- › "As a supervisor, I would send more people through the program if there was less time spent on completing an ITE project. I really value the leadership portion of it, but I cannot justify sending non-ITE members or engineers in the non-transportation area and paying for their time to complete an ITE related project since our company does cover our staff's time participating in the program."
- › "I really did not get much feedback from the program or from the Employee while they were going thru the program. So, I would like to have better communication between LITE and the employee while they are going this this program."
- › "The challenge with sending further staff is going to be cost as travel costs get expensive when the Canadian dollar is so weak against the US dollar. We end up pay 40% more than US participants."
- › "While not within my organization, the LITE student has excelled within the industry and ITE. LITE played a role in his success."
- › "I am a strong supporter of LITE. I ranked ROI a 3. I did this because while it is a great program for the participants, [my organization] has sent 3 people though the program and they all have since found positions with different organizations. I remember back in the day there being some materials highlighting how many participants found new positions after the program. I would be a bit careful about promoting that because while our firm is not that concerned with cost or time away from work, we are concerned about losing good staff because of their participation in the program."

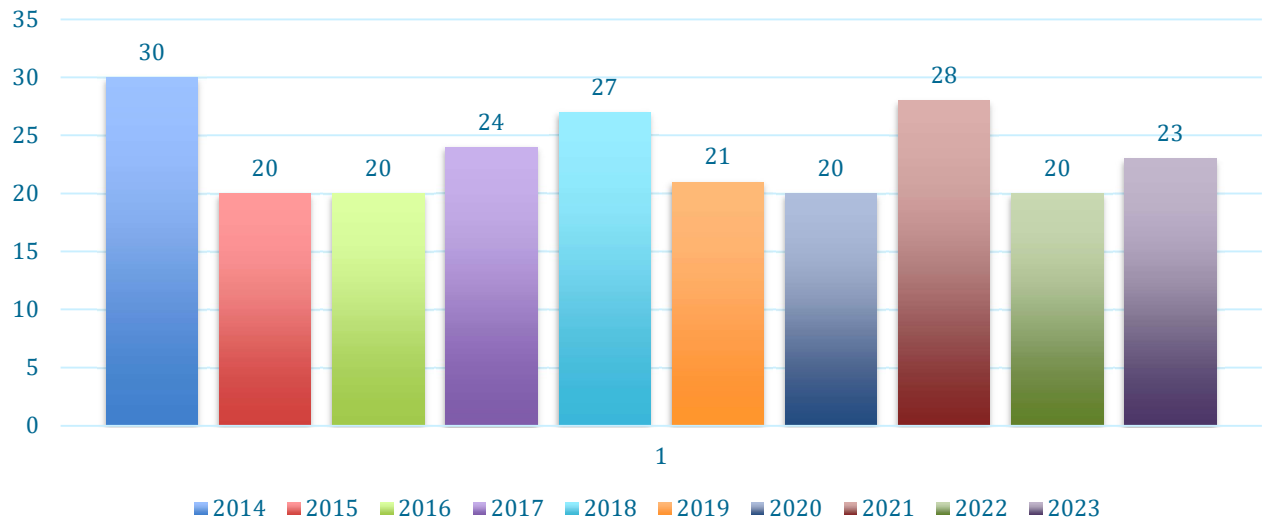
## D. Limitations and Further Research

The EN-LITE-10 team used the reach of the alumni community and other available datasets to complete the LITE assessment. There were still limitations to the research. The key data missing which precluded select analyses includes demographic data (e.g., gender, race, income status) and specific role within the employee's organization at the time of entry. This limited our ability to provide specific recommendations about removing barriers which may exist for persons of varying socioeconomic backgrounds or improving accessibility/marketability to planners and other disciplines. The consideration to undertake an examination of these areas may be used with the survey responses to conduct further analyses.

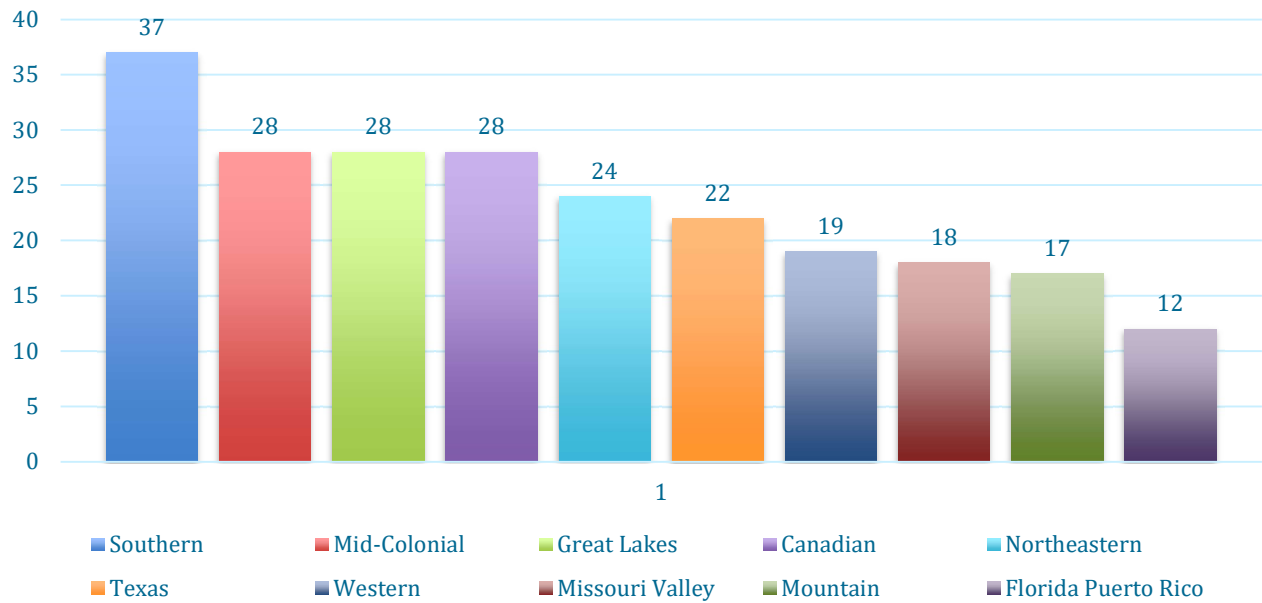
## E. Data Analysis

The following section presents analyses of the collected data, with a focus on participation statistics.

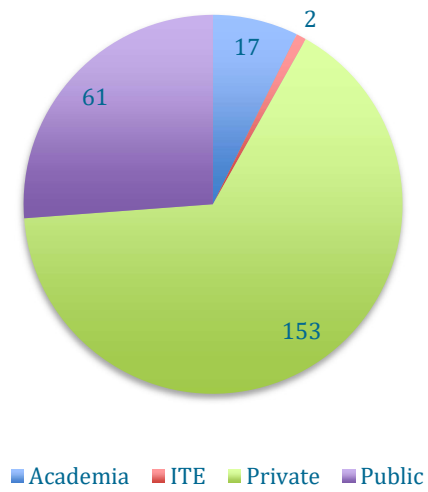
**Figure 2 – LeadershipITE participation by alumni class**



**Figure 2 – LeadershipITE participation by ITE District**



**Figure 3 – LeadershipITE Participation by Sector**





## FINDINGS & RECOMMENDATIONS

The following section outlines the preliminary findings from the En-LITE-10 survey and analyses, and a series of recommendations to support the continued success of LITE. The information presented is recommended to support immediate or short-term action items in preparation for the 10-year anniversary of LITE; as well as data to support potential improvement to marketing and applicant attraction.

The findings outlined herein reflect a starting point for future analyses. The project leveraged 178 alumni responses and 32 employer responses to the most relevant key takeaways and recommendations. It is recommended the provided data, which is transmitted electronically as part of **Appendix D** of this report, be reviewed and assessed further by the ITE IBOD and LITE staff to identify additional insights.

### A. Key Takeaways

The following section outlines the key takeaways from the Alumni Survey and research.

#### Why Do Members Apply to LITE?

The team used the survey question focused on program outcomes To understand what encourages members to apply to LITE. The question asked alumni to rank their “top 3 desired outcomes” of the LITE program out of 10 potential responses. The research identified the top three most important outcomes of the program as *Communication*, *Self-Awareness*, and *Adapting for Others*. This result aligns with the program’s marketed outcomes, including those listed on the website.

Communication

Self-Awareness

Adapting for Others

En-LITE-10 also determined more participants rated *Difficult Decisions* as a top three desired outcome in the Covid and post-Covid era (39%) than in the pre-Covid era (18%). Conversely, fewer participants rated *Confidence/Role within ITE* as a desired outcome in the Covid and post-Covid era (24%) compared to the pre-Covid era (43%)

**Table 1** presents the full ranking, of outcomes in terms of importance as ranked by the participants.

**Table 1 – Rank of Program Outcomes**

Rank	Program Outcome	% Ranking as a Top 3 Desired Outcome
1	<b>Helping you understand, accept, empower, and adapt for others</b>	<b>54%</b>
2	<b>Improving listening/communication skills</b>	<b>51%</b>
3	<b>Assisting your ability to be more self-aware</b>	<b>44%</b>
4	Being more confident & taking on more responsibility within ITE	35%
5	Dealing with difficult decisions	26%
6	Presentation (storytelling) skills	20%
7	Change management	15%
8	Personal goal setting	13%
9	Delegating	11%
10	Energy management	5%

**Referrals are a key contributor for participation in LITE.**

One of the most notable findings of the survey analysis was the substantial reliance on referrals for program recruitment. The inset figure (Figure 4) on the right illustrates the role of recruitment in comparison to the other elements which alumni attribute to their interest in applying.

The total was identified as 83 percent were referred to apply — as shown in the darker icons in Figure 4 — and more than half of these referrals came directly from other LITE alumni (52%, as highlighted with the dashed line and shading). Less than one-in-five alumni applied without a referral (17%).

The results of the research depict how important and dependent LITE is on alumni referrals. Leveraging referrals is invaluable for the program, as referrals are a high-power tool for encouraging applicants to apply, and a valuable tool for identifying great candidates for the program. The benefits to referral-driven recruitment are accompanied by the constraints. Most notably, the word-of-mouth process means candidates must have an existing connection to ITE or LITE alumni, reducing the potential to recruit more diverse perspectives or introduce new individuals/companies and agencies to ITE.

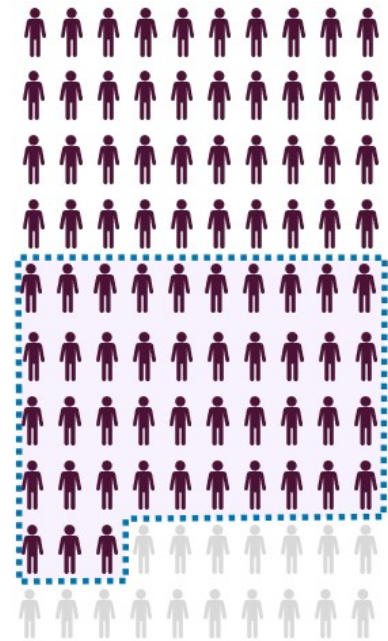


Figure 4 – Recruitment Sources

**What metrics highlight how LeadershipITE is Successful?**

It is important to note the LITE program is not a revenue generator for ITE. Rather, it is an investment by ITE into its members. Therefore, the appropriate metrics for determine success are found in the ROI the program has for both ITE and its participants.

The surveys included multiple questions designed to capture the perceived value or ROI for the program, in order to highlight how or in what capacity LITE is successful. The questions asked at the beginning of this effort included: (1) *What is the value to individual participants?* and (2) *What is the value to ITE (Committees, Councils)?* The following stats and metrics reinforce LITE as a strong investment for both participants and ITE and should be used in marketing the program as part of future applications.

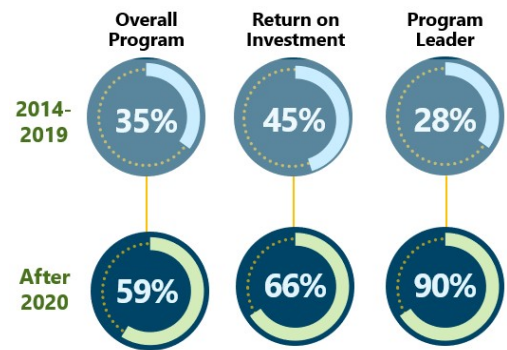


Figure 5 – Comparison of “Very Satisfied” Responses 2014-2019 and 2020-present

- › 91% of total alumni feel LITE was effective at advancing overall career
- › 88% of total alumni were satisfied with the Return on Investment (ROI) of LITE
- › 79% of total alumni perceived their employer was satisfied with their participation in LITE
- › 72% of total alumni feel “LITE influenced [them] to pursue new leadership roles in ITE”

Furthermore, the survey data indicates the continuous evolution of the program has led to increased satisfaction and success of the program. Metrics were reviewed from two time periods: 2014-2019 and 2020-2023. These periods were chosen to align both with the change in program leader and the switch to a hybrid/virtual format. Figure 5 above demonstrates the number of participants responding “very satisfied” with the overall program, ROI and program leader has improved.

### Additional Data and Evaluations

There are other analyses which should be conducted to better understand aspects of the LITE experience. EN-LITE-10 has identified the following areas which should be explored through the collected data to further evaluate the program's success and evaluate employer benefits in more detail.

- › *What influence did previous ITE involvement have in LITE enrollment and satisfaction?*
- › *We know LITE influences participants to pursue new leadership roles in ITE. Further analysis would uncover how LITE influences participants to pursue more leadership with employers.*
- › *How does program satisfaction relate to the method of tuition payment (e.g., personal contributions versus employer-sponsored participation)?*
- › *Survey data shows time and cost are the most reported barriers from Applications. What can LITE do as part of the application process to highlight tuition and sponsorship opportunities?*
- › *Survey data shows previous ITE involvement is a barrier. What can LITE do as part of the application process to mitigate this barrier?*
- › *How does the group project experience moderate or impact on the overall program satisfaction?*
- › *For those employers who have repeated involvement in the program, how does this fall across sector representation (public/private) and geography (District/Section)?*
- › *What innovative ideas or program elements should LITE staff consider advancing?*

## **B. Recommendations**

The following section outlines the short-term action items and recommendations for IBOD and the LITE staff to consider as ITE prepares for the 2024 Class and the upcoming 10-year anniversary of LITE.

### Focus on personal growth, not ITE Involvement.

**LITE is the premiere program recognized and respected as For Transportation Professionals by Transportation Professionals.** The survey data supports this with an unprecedented 90% success rate in advancing professional careers. This is how LITE distinguishes itself and supports the careers of all participants.

The EN-LITE-10 team recommends ITE and LITE promote LITE with a focus on how the program is unique in this fact. This program is not just for those currently leading ITE, it is an Industry Training Focused on personal growth. The website for ITE includes "Be more confident in their role within ITE and as LITE alumni" as one of the program goals. This is more accurately identified by our research as an outcome of the program, not a goal of the individuals applying.

Additionally, the "Eligibility" for the program states "Be able to demonstrate contributions to ITE through volunteer activities." This statement represents a barrier to potential applicants and may serve as a limiting factor to the applicant pool. Survey results identified 33 percent of participants felt ITE participation was a primary barrier for those who applied; it can be expected this is similar or even higher for those who choose not to apply.

### Incorporate satisfaction metrics into marketing.

It is recommended LITE more effectively incorporate satisfaction metrics into advertising, specifically those referencing how it advanced their career. Posts on Linked-In encouraging applications should include the statement "91% of graduates credit LITE which helping advance their career". The following are key satisfaction

metrics which could be considered for us in marketing to members of ITE interested in applying to LITE (see Table 2 for the specific metrics).

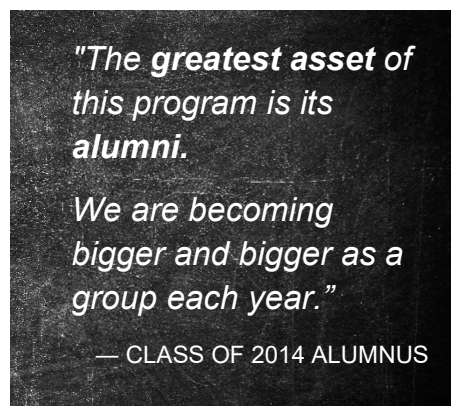
**Table 2 – Satisfaction Metrics by Program Outcome**

Program Outcome	Alumni Satisfaction Rate (percent of responses)
Self-Awareness	95%
Conflict Management / Difficult decisions	88%
Listening / Communication Skills	95%
Delegation	88%
Flexibility / Adapting for Others	96%
Accountability / Responsibility	96%
Personal Goal Setting	94%

**Connect with alumni for video testimonials**

THE LITE alumni are the primary asset for ITE. All of the data supports this fact and the ITE community needs to leverage the power of alumni more broadly. The project team recommends LITE conduct video testimonials and interviews from LITE Alumni ahead of the 10-year anniversary. These testimonials will support the 10-year anniversary next year, while also serving as a powerful marketing tool on social media platforms and websites to expand the reach of alumni referrals.

The team introduced this idea as a question in the survey and provided a place for respondents to share their interest in participating in initiatives or campaigns to amplify the value and benefit of LITE. **The results identified 58 Alumni willing to be part of the video testimonial process, with 100 more willing to support local recruitment initiatives and focus groups.**



The goal of this effort is to complete a series of interviews and testimonials in advance of 10th Anniversary celebration at 2024 Annual Meeting. The following includes a sample testimonial questionnaire. The electronic Appendix of this report includes samples of video testimonials completed by the EN-LITE-10 team.

**Sample Testimonial Questions**

1. *What would you tell someone who is considering LITE?*
2. *What has LeadershipITE meant for you personally?*
3. *What has LeadershipITE meant for you professionally?*
4. *What is one lasting memory from your LeadershipITE experience?*
5. *What makes LeadershipITE different from other programs?*
6. *What aspect of LeadershipITE exceeded your expectations?*
7. *What about LeadershipITE surprised you the most?*
8. *How do you support LeadershipITE for your staff?*
9. *How did your participation in LeadershipITE influence you to pursue a leadership role within your career?*

10. *How did (or did not) LeadershipITE influence you to pursue a leadership role within ITE?*
11. *What is one story of success which would not have been possible without LITE?*
12. *What one word would you use to describe your experience with LITE?*
13. *How do you feel when you think about LITE?*

### Connect with Alumni for District/Section/Chapter Recruitment Initiatives

There are 100 Alumni willing to support LeadershipITE in local recruitment initiatives. The following represent potential outlets to leverage the Alumni Network in recruitment outside of the referral network. Additionally, the list of Alumni who responded and a matrix about their willingness to participate in the future is provided as part of the Appendix of this report for use by LITE.

- › **ITE District/Section/Chapter Alumni Network.** LITE should implement an advertising approach to increase program visibility using pop-up events at D/S/C Meetings. This may include starting with a vendor booth within the vendor exhibit hall at District Meetings to promote the program or similar to the recruitment booth at the annual meeting. The idea is to bring these events to the D/S/C Level with Alumni support.
- › **Sponsors.** One of the questions during our presentation addressed coordination of our report/research with District/Section Sponsors. The proposed D/S/C Recruitment should be affiliated with the Sponsors listed on the website. Part of this recruitment will market the available Program Sponsorships and how they are distributed by the affiliated D/S/C. Using this in affiliation with the Alumni Network will expand the reach of referrals and illustrate the cost barriers identified are supported by local District involvement.

## C. Other Initiatives

The following section outlines the next steps in the research and long-term evaluations to consider which will support the program to continually adapt to meet the needs of the ITE community.

### Additional Evaluation

Consider additional evaluations using survey data. The research conducted as part of this project can serve as a strong baseline for the program. It has established a methodology to assess LITE program effectiveness and can be modified and redistributed at the conclusion of all subsequent graduating classes.

### Employer Support

Additionally, a priority should be to evaluate Employer Responses and identify the most important outcomes, goals and trends which are relevant to their support of LITE. There are 150 employers who supported participant involvement among the 200+ graduates from LITE. The next steps recommend reviewing employer benefits more closely and developing a strategy to market LITE directly to employers. However, a second approach is available.

The project team was able to identify a series of employers who are consistently supporting LITE graduates and using them to market the program. Our research identified 14 employers have supported three or more LITE participants, which are presented in Table 3 on the following page.

**Table 3 – Employers with 3+ Participants**

Employer	Number of Participants
Kimley-Horn and Associates	12
Federal Highway Administration	8
Stantec Consulting	7
Lee Engineering	6
Texas A&M Transportation Institute	5
HDR Engineering	5
Jacobs	5
Greenman-Pedersen, Inc.	4
Neel-Schaffer, Inc.	4
Michael Baker International	4
City of Springfield	4
New York City DOT	3
Volkert, Inc.	3
WSP USA	3

**Other Future Initiatives**

The survey of LITE Alumni included the following question: “List one action item or initiative you would want to see LITE champion in the future.” The EN-LITE-10 research team reviewed all 92 responses and categorized them by common themes. The question was originally intended for respondents to provide feedback pertinent to LITE action items. The key themes identified should be used to initiate focus groups on how to involve alumni in the continued development of the program. Specific responses for each of these themes can be found in the appendix. The key themes are presented in **Table 4** below.

**Table 4 – Key Themes for LITE Action Items or Initiatives**

Key Theme	Number of Respondents
Incorporate other training topics	12
Support the next generation of ITE	11
Increase alumni networking opportunities	11
Expand DEI efforts	8
Increase industry outreach	6
Maximizing participation of membership	6
Develop a LITE-lite program	5
Increase LITE marketing	4
Improve coordination across ITE	4
Improve financial sustainability	4
Other	7

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## SUMMARY

The EN-LITE-10 research project represents a snapshot of what the 10 years of LITE have meant to the ITE community and its members. The research conducted has immense value with unlimited potential to serve LITE moving forward. The findings of this report support the need to continue LITE and validate its success. The recommendations of this report should be implemented with the understanding it should be done within the context of the existing ITE and LITE strategic plan.

The key findings of the report are summarized herein:

1. The LITE alumni illustrated their dedication to ITE and the program with a 76.4% response rate
2. The research identified the top three most important outcomes of the program as Communication, Self-Awareness, and Adapting for Others.
3. The research identified more participants rated Difficult Decisions as a top three desired outcome in the Covid and post-Covid era (39%) than in the pre-Covid era (18%).
4. The research identified Confidence/Role within ITE was lower as a desired outcome in the Covid and post-Covid era (24%) compared to the pre-Covid era (43%).
5. Referrals are a key contributor for participation in LITE, with 83% of applicants referred to apply.
6. ITE is successful in generating a Community of Transportation Leaders. The research identified:
  - 91% of total alumni feel LITE was effective at advancing overall career
  - 88% of total alumni were satisfied with the Return on Investment (ROI) of LITE
  - 79% of total alumni perceived their employer was satisfied with their participation in LITE
  - 72% of total alumni feel “LITE influenced [them] to pursue new leadership roles in ITE”

The key recommendations of the report are summarized herein:

1. The EN-LITE-10 team recommends ITE and LITE promote LITE with a focus on personal growth with specific emphasis on satisfaction metrics resulting from the research.
2. Connect with the 58 alumni and conduct video testimonials to serve as both an online marketing tool as well as a promotional video in advance of 10th Anniversary celebration at 2024 Annual Meeting.
3. Connect with Alumni for District/Section/Chapter Recruitment Initiatives similar to the recruitment booth which is hosted at the ITE Annual Meeting.
4. The proposed D/S/C Recruitment should be affiliated with the Sponsors listed on the website.
5. Perform a more in-depth evaluation of employers, specifically those consistently supporting LITE graduates and using them to market the program.
6. Use Alumni feedback from the survey to identify future initiatives to further engage the alumni in the continued development of the LITE program.



THERE ARE A LOT OF PLACES YOU CAN TAKE A WORKSHOP IN THE SKILLS OF LEADERSHIP AND MANAGEMENT. BUT THOSE ONLY GET YOU PART WAY THERE.

TO BECOME A LEADER IN THE PROFESSION, YOU NEED A **GO-TO NETWORK OF OTHER ENGAGED LEADERS** THAT YOU CAN LEAN ON, AND **THAT'S WHERE LEADERSHIP ITE SHINES.**"

— Michael Sanderson, LITE Founder



CREATING A **SUSTAINABLE PIPELINE OF LEADERSHIP** FOR ITE AND THE PROFESSION...IT WAS A BIG VISION.

NOW, 10 YEARS IN, WE SEE WONDERFUL RESULTS – HUNDREDS OF **HIGHLY ENGAGED LEADERS MAKING AN IMPACT** AT ALL LEVELS OF ITE AND IN THEIR OWN ORGANIZATIONS.

AND IT WILL ONLY GROW FROM HERE."

— Michael Sanderson, LITE Founder



## **APPENDIX & DELIVERABLES**

### **Appendix A – LeadershipITE Participant Survey & Employer Survey**

- LeadershipITE Participant Survey (Alumni Survey)
- SharkTank Presentation

### **Appendix B – LeadershipITE Alumni List**

### **Appendix C – Submissions**

- Abstract Submission
- SharkTank Presentation
- Final Presentation

### **Appendix D – Electronic Appendix**

- Google Form Survey Template
- Survey Results
- Video Testimonials
- Final Presentation

# APPENDIX A

# LeadershipITE Alumni Survey

Thank you for taking the time to respond to this survey! Team EnLITE10 is looking forward to using the results as a critical part of our group project to evaluate and provide suggestions for improving LeadershipITE.

This survey should take 10-15 minutes. Feel free to skip any questions you may feel do not apply to your specific circumstance.

1. Please provide your full name

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2. Current title/position

---

3. Current employer

---

4. Preferred email address

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5. Which year did you participate in LeadershipITE?

*Mark only one oval.*

2014

2015

2016

2017

2018

2019

2020

2021

2022

2023

6. Please enumerate the number of years of experience within the transportation industry prior to participating in LeadershipITE.

*Mark only one oval.*

<1

1-5

6-10

11-15

16-20

>20

7. Which of the following were the most impactful to you learning about/applying to LeadershipITE? (Check all that apply)

*Check all that apply.*

- Promotion through ITE Website / ITE Emails
- Promotion through LinkedIn
- Promotion through Facebook
- Promotion through Twitter
- Referral from ITE Staff / Leadership
- Referral from an ITE District
- Referral from an ITE Section
- Referral from an ITE Chapter
- Referral from an LITE Alumnus
- Referral from Company
- Other ITE Event (e.g. ITE Virtual Drop In Session)
- Other: \_\_\_\_\_

### **Employer Support**

8. Employer at the Time of Participation

\_\_\_\_\_

9. Who could we reach out to at this employer for questions about LeadershipITE?  
Please provide name and email address.

*We are preparing an employer survey to learn more about the employer's perspective regarding their support of the program and the value they see from it.*

\_\_\_\_\_

10. Why did your employer support your participation in LeadershipITE?

*Check all that apply.*

- Past LeadershipITE participant or ITE supporter
- Professional growth
- Increase management skills
- Improve work productivity
- Prepare you for more responsibility at work
- Expand professional network
- Other: \_\_\_\_\_

### **LeadershipITE Application Process**

11. Were any of the following challenges to completing your LeadershipITE application?

*Check all that apply.*

- Insufficient participation within ITE
- Application process / responses to essay questions
- Financial costs (tuition and travel)
- Nomination letter from current or past ITE District or Section officer
- Support from Employer / Organization
- Letter of Support from Non-Employer
- Time commitment, even with hybrid format
- Other: \_\_\_\_\_

12. Were you aware that financial support may be available from various levels of ITE (International, District, Section or Chapter)?

*Mark only one oval.*

- Yes
- No

13. TUTION: Who provided financial funding to cover your LeadershipITE tuition?  
 Select all applicable options and provide the amount of support received if known.

*Mark only one oval per row.*

	None (\$0)	\$1-500 of Costs	\$500-999 of Costs	\$1,000 or more of Costs (but not full amount)	100% of Tuition Costs
<b>Personal</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Employer</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>ITE District</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>ITE Section</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>ITE Legacy Program/Fred Gorove Scholarship</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. TRAVEL: Who provided financial funding to cover your travel at the in-person meetings? Select all applicable options and provide the amount of support received, if known.

Mark only one oval per row.

	None (\$0)	\$1-500 of Costs	\$500-999 of Costs	\$1,000 or more of Costs (but not full amount)	100% of Travel Costs
<b>Personal</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Employer</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>ITE District</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>ITE Section</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Not Applicable</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. What was your motivation to apply to LeadershipITE? What was your desired outcome of participation?

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**Degree of Effectiveness/Satisfaction**



16. How satisfied were you with the following aspects of your LeadershipITE experience?

*Mark only one oval per row.*

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<b>Personal Involvement</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Class Materials</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Group Project</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Program Leader (Glenn/Shelley)</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Overall Program</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Rank the effectiveness of LeadershipITE in advancing your professional career

*Mark only one oval per row.*

	Poor	Fair	Good	Very Good	Excellent
<b>Professional Career</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Briefly explain how?

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19. Rank the effectiveness of LeadershipITE in helping you become more skilled in the following categories

*Mark only one oval per row.*

	Poor	Fair	Good	Very Good	Excellent
<b>High-Level Communication</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Self Awareness</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Adapting For Others / Flexibility</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Developing/Fostering Relationships</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Managing Difficult Situations</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Before/After Assessment**

20. Did your participation in LeadershipITE influence you to pursue a leadership role (now or in the future) in any of the following levels of ITE?

Mark only one oval per row.

	Yes	No	Not Applicable (Already Involved)
<b>ITE Chapter</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>ITE Section</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>ITE District</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>ITE International</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>ITE Technical Councils / Committees</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>ITE Board Committees</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Which of the following advertised LITE outcomes do you feel were most important to you and your career? (Select up to three choices)

*Check all that apply.*

- Assisting your ability to be more self-aware
- Helping you understand, accept, empower and adapt for others
- Improving listening/communication skills
- Delegating
- Change management
- Being more confident and taking on more responsibility within ITE
- Dealing with difficult decisions
- Presentation (storytelling) skills
- Energy management
- Personal goal setting

22. How effective is LeadershipITE in addressing the following competencies?

*Mark only one oval per row.*

	Poor	Fair	Good	Very Good	Excellent
<b>Self Awareness</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Conflict Management / Difficult decisions</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Improve Listening / Communication skills</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Delegation</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Flexibility / Adapting for Others</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Improved Accountability / Responsibility</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Personal goal setting</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. How satisfied was your employer (and/or subsequent employers) with your participation in LeadershipITE?

*Mark only one oval.*

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

24. When considering all that you learned in LeadershipITE, what skills or knowledge has had the biggest impact on you, personally and/or professionally, and why?

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25. In hindsight, what are the biggest benefits to your employer from your participation in LeadershipITE?

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26. In terms of ROI, how satisfied were you with the value of LeadershipITE?

*Mark only one oval.*

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

**Moving Forward...**

27. The 10 Year Anniversary of LeadershipITE is coming up. Please indicate your willingness to participate or provide feedback in the following areas (Check all that apply)

*Check all that apply.*

- Provide Written Testimonial to your Experience within LeadershipITE
- Provide Video Testimonial to your Experience within LeadershipITE
- Participate in a Focus Group to Review LeadershipITE
- Participate in a District/Section-Focused LeadershipITE Recruitment Initiative

28. List one action item or initiative you would want to see LeadershipITE champion in the future.

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29. Anything else you'd like to share about LeadershipITE? Let us know!

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# LeadershipITE Employer Survey

Thank you for taking the time to respond to this survey. You are receiving it as your information was provided by an alumnus of *LeadershipITE* (LITE) who indicated you were their employer at the time they participated in the program.

*LeadershipITE* is the only leadership program built specifically for Transportation Professionals by Transportation Professionals. *LeadershipITE* has been identifying, developing, and engaging leaders to ensure that the Institute of Transportation Engineers (ITE) and its members are positioned to participate and shape the future of transportation.

Feel free to skip any questions you may feel do not apply to your specific circumstance.

1. Please provide your full name

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2. Title/position

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3. Current employer

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4. Are you a member of ITE?

*Mark only one oval.*

Yes

No

Employee Support

5. Is the participant still employed with your organization?

Mark only one oval.

Yes

No

6. If not with your organization, how many years following completion did the participant remain with the sponsoring organization?

\_\_\_\_\_

7. What was/is your relationship with the *Leadership*ITE participant?

Check all that apply.

	At Time of Program	Now
<b>Direct Supervisor</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Company Executive</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Peer/Coworker</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Professional Colleague at Different Organization</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Other</b>	<input type="checkbox"/>	<input type="checkbox"/>

8. Why did you choose to support your employee?

Choose all that apply

*Check all that apply.*

- I was a past LITE participant and found value
- Assist employee to become a better communicator
- Improve employee's self-awareness and confidence
- Improve employee's ability to network more effectively
- Improve employee's role in taking on more responsibility
- Improve employee's ability to manage difficult situations
- Other: \_\_\_\_\_

9. To what degree were the following barriers in choosing to support your employee?

*Mark only one oval per row.*

	Not a Barrier	Moderate Barrier	Significant Barrier	N/A
<b>Tuition Costs</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Travel Costs</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Time Away from Work</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Degree of Effectiveness/Satisfaction

10. Rank your overall satisfaction with your employee's participation in *LeadershipITE*

*Mark only one oval.*

Very Dissatisfied

1

2

3

4

5

Very Satisfied

11. How effective was LITE in helping your employee improve skills in the following areas?

Mark only one oval per row.

	No Improvement	Some Improvement	Significant Improvement	N/A
<b>Being a high-functioning communicator</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Increasing self-awareness and confidence</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Being more understanding and adaptable to others</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Networking more effectively</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Taking on more responsibility</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Managing difficult situations</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. In terms of ROI (return on investment), to what extent do you feel LITE is a good value?

*Mark only one oval.*

Very Poor Value

1

2

3

4

5

Extremely Good Value

13. Are you interested in sending additional employees to LITE?

*Mark only one oval.*

Yes

No

Maybe

14. Is there anything else you'd like to share about LITE? Such as the benefit LITE has had following your employee's participation?

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# APPENDIX B

# APPENDIX B

Leadership ITE Alumni Participation List

Please provide your full name	Current title/position	Current employer	Preferred email address	Which year did you participate in LeadershipITE ?	Provide Written Testimonial to your Experience within LeadershipITE	Provide Video Testimonial to your Experience within LeadershipITE	Participate in a Focus Group to Review LeadershipITE	Participate in a District/Section Focused LeadershipITE Recruitment Initiative	Number of Ways to Participate
Lisa Miller	Program manager	The eastern transportation coalition	limiller@telcoalition.org	2020	1	1	1	1	4
Beth Ostrowski	Regional Practice Leader	KCI Technologies, Inc.	beth.ostrowski@kci.com	2022	1	1	1	1	4
Danielle Scharf	Principal/Western Region Manger	Sanderson Stewart	dscharf@sandersonstewart.com	2014	1	1	1	1	4
Nicole Kline-Elsier	Mid-Atlantic Regional Service Leader - Traffic	McMahon, a Bowman company	nkline@bowman.com	2017	1	1	1	1	4
Peter Savolainen	MSU Foundation Professor and Interim Chair	Michigan State University	pete@msu.edu	2018	1	1	1	1	4
Carrie Long	Senior Transportation Planner	Gannett Fleming	clong@gfnet.com	2023	1	1	1	1	4
David Thatcher	Vice President	Stantec	david.thatcher@stantec.com	2014	1	1	1	1	4
Anthony Mariani	Senior Associate/Project Manager	Colliers engineering & Design	anthony.mariani@collierseng.com	2021	1	1	1	1	4
Karyn Robles	Director of Transportation	Village of Schaumburg, IL, USA	krobles@schaumburg.com	2021	1	1	1	1	4
Josh Smith	Project Manager	Lee Engineering	jsmith@ee-eng.com	2021	1	1	1	1	4
Anamaria Torres	Lead Traffic Designer	Stantec	anamaria.torres@stantec.com	2021	1	1	1	1	4
Alexander Bourne	Traffic Engineer	RS&H	alex.bourne@sandh.com	2020	1	1	1	1	4
Jairo Viafara	Principal	Via Fara Transportation Planning & Policy	haishi1@hotmail.com	2018	1	1	1	1	4
Peter Truch	Independent Built Environment and Placemaking Specialist	Self Employed	peter.truch@me.com	2014	1	1	1	1	4
Kirsten Tynch	Managing Director	VHB	ktynch@vhb.com	2017	1	1	1	1	4
Nathan Becknell	Principal	TEC	nbecknell@tecusa.com	2022	1	1	1	1	4
Scott Walker	Engineering Manager	Toyota Motor North America	scott.walker@toyota.com	2014	1	1	1	1	4
Seth Zubatkin	Traffic Engineer	HDR Inc.	Seth.Zubatkin@hdrinc.com	2021	1	1	1	1	4
Lindsay Anne Walker	Planning Division Manager	HMB Professional Engineers, Inc.	lwalker@hmbpe.com	2016	1	1	1	1	4
Amanda Brauer	Manager of Roads and Traffic	St. Charles County Government	abrauer@scmo.org	2015	1	1	1	1	4
Martin Gugel	Assistant Director of Public Works	City of Springfield, Missouri	mgugel@springfieldmo.gov	2014	1	1	1	1	4
Christopher Sobie	Project Manager	Q-Free	chris.sobie@q-free.com	2020	1	1	1	1	4
Scott Poska	Associate	Alliant Engineering	sposka@alliant-inc.com	2017	1	1	1	1	4
Tracy Lehman (formerly Shandor)	Associate	Kimley-Horn	tracy.lehman@kimley-horn.com	2017	1	1	1	1	4
Kyle Othmer	Director, Focused Accounts	Miovision	kothmer@miovision.com	2018	1	1	1	1	4
Devin Moore	Transportation Engineer	Kimley-Horn	devin.moore@kimley-horn.com	2018	1	1	1	1	4
Carrie Falkenrath	Principal Transportation Engineer & Planner	Tsquared Traffic & Transportation	carrie@tsquaredtt.com	2014	1	1	1	1	4
Jen Malzer	Jen Malzer	City of Calgary	jen.malzer@calgary.ca	2018	1	1	1	1	4
Mahmood Shehata	Senior Project Delivery Leader - Transportation	RK&K	mshehata@rkk.com	2020	1	1	1	1	4
Madhuri Seera	Program Manager	City of Calgary	Madhuri.Seera@Calgary.ca	2019	1	1	1	1	4
Elisa Mitchell	Transportation Engineer	RS&H	ecm@mitchellpe.com	2020	1	1	1	1	4
Larry Picasso	San Antonio Traffic/Safety/ITS Lead	WSP USA	larry.picasso@wsp.com	2020	1	1	1	1	4
Jason Crawford	Division Head/Research Engineer	Texas A&M Transportation Institute	j-crawford@tti.tamu.edu	2014	1	1	1	1	4
Keith Hall	Geographic Discipline Leader	Colliers Engineering & Design	keith.hall@collierseng.com	2016	1	1	1	1	4
Samuel Harris	Assistant State Traffic Engineer	Georgia Department of Transportation	sharris@dot.ga.gov	2023	1	1	1	1	4
Marvin Souza	Director, Systems Engineering	Metropolitan Transportation Authority	marvinsouza01@gmail.com	2020	0	1	1	1	3
Jody Peace	Associate VP	Arcadis	jody.peace@arcadis.com	2018	0	1	1	1	3
Julio Ramos	Assistant Vice President, Civil Engineer Manager, Planning for Operations and Technology	WSP, USA North Jersey Transportation Planning Organization ( N.J.TPA)	julio.ramos@wsp.com akaplan@njtpa.org	2018 2014	0 0	1 1	1 1	1 1	3 3
Andrew Kaplan	Research Engineer	Texas A&M Transportation Institute	akaplan@njtpa.org	2020	0	1	1	1	3
John Habermann	Senior Project Manager, Traffic Engineering	Region of Peel	j-habermann@tti.tamu.edu	2020	0	1	1	1	3
Erik Nevland	Senior Project Manager, Traffic Engineering	Region of Peel	eanevland@gmail.com	2021	1	0	1	1	3
Suzanna Set	Project Manager	Texas Department of Transportation	suzanna.set@outlook.com	2017	1	0	1	1	3
Charles Stevens	CEO	Stevens Technical Services, Inc	charlie@stevens-technical.com	2016	1	0	1	1	3
Tyler Krage	Traffic Signals Section Manager	City of Chicago DOT	kragetyler@gmail.com	2020	1	0	1	1	3
Lindsay Saner	Project Manager	Kimley-Horn	lindsay.saner@kimley-horn.com	2019	1	0	1	1	3
Jodi Godfrey	Senior Research Associate	Center for Urban Transportation Research at the University of South Florida	jodis@usf.edu	2017	1	0	1	1	3
Tom Flask	Transportation Engineer	LJB	tflask@ljbinc.com	2023	1	0	1	1	3
Fabio Sasahara	Associate Director	Mtrans Center - Univ of Florida	fsasahara@ufl.edu	2022	1	0	1	1	3
Priyanka Alluri	Associate Professor	Florida International University	palluri@fiu.edu	2020	1	0	1	1	3
Rahul Rajbhara	Traffic Project Manager	American Structurepoint, Inc.	rrajbhara@structurepoint.com	2023	1	0	1	1	3
Joshua Diaz	Highway Design Engineer	Ferrovial Construction	jdiaz@ferrovial.us	2023	1	0	1	1	3
Yung Koprowski	Principal / CEO	Y2K Engineering, LLC.	ykoprowski@y2keng.com	2019	1	0	1	1	3
Carissa McQuiston	Safety Programs Manager	MI Department of Transportation	cmcquiston@gmail.com	2018	1	0	1	1	3
James Carr	Vice President	TechniQuest Corporation	jcarr@tqmail.com	2023	1	0	1	1	3
Christina Richter	Project Engineer II	City of Henderson	Christina.richter@cityofhenderson.com	2022	1	0	1	1	3
Brad Coy	Municipal Traffic Engineer	Municipality of Anchorage	bradly.coy@anchorageak.gov	2023	1	0	1	1	3
Mohan Atluri	VP - Traffic Engineering & ITS	Infrastructure Consulting & Engineering, P.L.L.C.	mohan.atluri@ice-eng.com	2014	1	0	1	1	3
Wendy Krehbiel	Transportation Engineer	Kimley-Horn and Associates, Inc.	wendy.krehbiel@kimley-horn.com	2020	1	1	0	1	3
Rachel McGuire	Project Manager/Senior Transportation Planner	Jacobs	rachel.mcguire@jacobs.com	2022	1	1	0	1	3
David Samba	Engineer	Kimley-Horn	david.samba@kimley-horn.com	2023	1	1	0	1	3
alison michel	president/transportation engineer	urban systems, inc	acmichel@urbansystems.com	2016	1	1	0	1	3

Leadership ITE Alumni Participation List

Please provide your full name	Current title/position	Current employer	Preferred email address	Which year did you participate in LeadershipITE ?	Provide Written Testimonial to your Experience within LeadershipITE	Provide Video Testimonial to your Experience within LeadershipITE	Participate in a Focus Group to Review LeadershipITE	Participate in a District/Section Focused LeadershipITE Recruitment Initiative	Number of Ways to Participate
Adam Allen	National Discipline Leader, Highways & Traffic Engineering	Colliers Engineering & Design	adam.allen@collierseng.com	2014	1	1	0	1	3
Derrick Estell	Project Manager	Toth & Associates	destell@tothassociates.com	2021	1	1	1	0	3
Terrance Q. Hill	Transportation Engineer	Kimley-Horn	terrance.hill@kimley-horn.com	2021	1	1	1	0	3
Joseph T Short	President	Lee Engineering	jshort@lee-eng.com	2014	1	1	1	0	3
Michelle Birdsall	Strategic Communications and STEM Engagement Lead	NASA	msbirdsall@yahoo.com	2016	1	1	1	0	3
Bethany Judd	Traffic Service Director	NV5	bethany.judd@nv5.com	2022	1	1	1	0	3
Federico Puscar	Transportation Engineer	ISL Engineering and Land Services	fpuscar@islengeering.com	2022	1	1	1	0	3
Erica Myers	Senior Traffic Engineer	Traffic Engineering Consultants, Inc.	emyers@tecusa.com	2021	0	0	1	1	2
Dyan Damron	Director of Traffic, Planning & ROW	Volkert	dyan.damron@volkert.com	2018	0	0	1	1	2
Kellie Reep	Senior Transportation Engineer	Stantec	kellie.reep@stantec.com	2016	0	0	1	1	2
Kevin Carstens	Traffic Engineer	W-Trans	kcarstens27@gmail.com	2018	0	0	1	1	2
William Long	Principle Planner	North Jersey Transportation Planning Authority	longw1@hotmail.com	2016	0	0	1	1	2
Alexandra Lopez	District 4 TSM&O Program Engineer	Florida Department of Transportation	alexandra.lopez@dot.state.fl.us	2021	0	0	1	1	2
David Addison	Sr. Traffic engineer/Project Manager	Lanham Engineering LLC	david@lanhamengineering.com	2021	0	0	1	1	2
Dimitra Michalaka	Associate Professor	The Citadel	Dimitra.Michalaka@citadel.edu	2018	0	0	1	1	2
Elaine Du	Technical Director	AKRF	edu@akrf.com	2020	0	0	1	1	2
Kondala Rao Mantri	Engineering Project Manager	City of Las Vegas	kmantri@lasvegasnevada.gov	2016	0	0	1	1	2
Emad Makarious	Administrative Engineer	New York City Department of Transportation	eezat123@gmail.com	2018	0	0	1	1	2
Kati Tamashiro	Transportation Manager	City of Vancouver	kati.tamashiro@vancouver.ca	2014	0	0	1	1	2
Andrew Cibor	City Engineer	City of Bloomington	andrew.cibor@bloomington.in.gov	2014	0	0	1	1	2
Morgan Nelson	Project Engineer	Kimley-Horn	morgan.nelson@kimley-horn.com	2023	0	0	1	1	2
Najmeh jami	Transportation Engineer/Manager	Stantec	najmehjami@gmail.com	2019	0	0	1	1	2
Eddie Curtis	Team Leader / Innovative Operations Strategies Team	FHWA	eddie.curtis@dot.gov	2020	0	0	1	1	2
Lu Ding	Project Engineer	New Jersey Turnpike Authority	luding@gmail.com	2019	0	0	1	1	2
Jonathan Kiser	President	Kiser Traffic and Engineering	jak@kisertraffic.com	2014	0	1	0	1	2
Ryan Vanderputte	Chief Engineer, Director Business & Engineering Services	The City of Calgary	ryan.vanderputten@calgary.ca	2017	1	0	0	1	2
Rebecca Biro	Project Manager	RK&K	rbiro@rk.com	2020	1	0	0	1	2
Christina Doughney	Professional Engineer 1	NYS DOT	christina.doughney@dot.ny.gov	2021	1	0	0	1	2
Sara Patterson	Project Manager	Michael Baker International	sara.patterson@mbakerintl.com	2017	1	0	0	1	2
Meera Kopp	Transportation Engineer	City of Toronto	Meera.Kopp@toronto.ca	2019	1	0	0	1	2
Jeffrey Lebsack	The Riverline Director	Western New York Land Conservancy	jlebsack@wnylc.org	2017	1	0	0	1	2
Amir Rizzavi	Principal / Director of Transportation Systems	VHB	arizavi@vhb.com	2014	0	1	1	0	2
Ethan Coxsey	Senior Director of Engineering	Eberle Design Inc	ecoxsey@editraffic.com	2021	1	0	1	0	2
Katherine Kortum	Senior Program Officer	Transportation Research Board	kkortum@nas.edu	2014	1	0	1	0	2
Becky Rogers	Senior Project Manager	Neel-Schaffer, Inc.	becky.rogers@neel-schaffer.com	2014	1	0	1	0	2
Jeff Kupko	National Advanced Mobility & Vehicle Electrification Director	Michael Baker International	jeffrey.kupko@mbakerintl.com	2017	1	1	0	0	2
John Campbell	Director of Traffic Engineering Safety Services	TADI (Traffic Analysis & Design)	jcampbell@tadi-us.com	2021	1	1	0	0	2
Farukh Ijaz	President and Managing Member	Consulting Services USA	fijaz@consultingservicesusa.com	2018	1	1	0	0	2
Benjamin Waldman	Denver Operations Manager, Principal	Consor Engineering	ben.waldman@consoreng.com	2014	1	1	0	0	2
Taylor Lochrane	Deputy Director Science and Technology / Chief Scientist	USDOT Highly Automated Systems Safety Center of Excellence	taylor.lochrane@dot.gov	2019	1	1	0	0	2
Chris Russo	Senior Engineer	Atkins	chris.russo@atkinsglobal.com	2018	0	0	0	1	1
Douglas Halpert	Project Manager	Greenman-Pedersen, Inc.	dhalpert@gpnet.com	2019	0	0	0	1	1
Cynthia Pionke	Retired	Retired	cmpionke@bellsouth.net	2017	0	0	0	1	1
Chad Hammerl	Group Leader	Jacobs	chad.hammerl@jacobs.com	2014	0	0	0	1	1
Cameron Williams	Traffic engineer	City of Tyler	cawilliams@tylertexas.com	2018	0	0	0	1	1
Todd Knox	Traffic Engineer	Snyder & Associates	tknox@snyder-associates.com	2019	0	0	0	1	1
Melisa Finley	Senior Research Engineer / Program Manager	Texas A&M Transportation Institute	m-finley@tti.tamu.edu	2015	0	0	0	1	1
Brian Shamburger	Principal	Kimley-Horn	brian.shamburger@kimley-horn.com	2015	0	0	0	1	1
Amy Burch	President	Burch Transportation	amyburch@burchtransportation.com	2016	0	0	0	1	1
Lili Liang	Division Chief	MD DOT - State Highway Administration	lliang@mdot.maryland.gov	2021	0	0	0	1	1
Catalina Echeverri	Vice President	Gannett Fleming	cecheverri@gfnet.com	2018	0	0	0	1	1
Victoria Edington	Senior Transportation Engineer	Stantec	victoria.edington@stantec.com	2022	0	0	0	1	1
Jeff Preston	Senior Engineer	Stantec	jeff.preston@stantec.com	2019	0	0	0	1	1
Govind vadakpat	Program Manager	FHWA	g.vadakpat@dot.gov	2021	0	0	1	0	1
James Robertson	Project Manager	Lee Engineering	jrobertson@lee-eng.com	2015	0	0	1	0	1
Michael Hofener	Principal	TEC, Inc.	mhofener@tecusa.com	2014	0	0	1	0	1
Robert E. Brydia	Senior Research Scientist / Program Manager	Texas A&M Transportation Institute	r-brydia@tti.tamu.edu	2021	0	0	1	0	1
Susan Paulus	Traffic Engineering Manager	Lakeside Engineers	susan.paulus@lakesideengineers.com	2014	0	0	1	0	1
Scott Kuznicki	President	Modern Traffic Consultants	sk@midwestroads.com	2015	0	0	1	0	1
Paul G. Pfeuger	IT Manager	Watts Architects & Engineers	ppfeuger@watts-ae.com	2020	0	0	1	0	1
Todd Szymkowski	Vice President	Gannett Fleming	tszymkowski@gfnet.com	2014	0	0	1	0	1

Leadership ITE Alumni Participation List

Please provide your full name	Current title/position	Current employer	Preferred email address	Which year did you participate in LeadershipITE ?	Provide Written Testimonial to your Experience within LeadershipITE	Provide Video Testimonial to your Experience within LeadershipITE	Participate in a Focus Group to Review LeadershipITE	Participate in a District/Section Focused LeadershipITE Recruitment Initiative	Number of Ways to Participate
Katherine Shearin	Senior Project Manager	KCI	kate.shearin@kci.com	2016	0	0	1	0	1
Nadine King	Vice President, Transportation	Watt Consulting Group Ltd.	nking@wattconsultinggroup.com	2015	0	0	1	0	1
Jill Juhike	Senior Project Manager	City of Hamilton (Ontario)	jill.juhike@hamilton.ca	2022	0	0	1	0	1
Kaylenn Pell	Transportation Engineer	LADOT	kaylenn.pell@lacity.org	2016	0	0	1	0	1
Hanieh Houshmandi	Sr. Traffic Engineer	City of San Carlos	hanieh1001@yahoo.com	2016	0	0	1	0	1
Erin Eureka	Senior Project Manager	Kimley-Horn	erin.eureka@kimley-horn.com	2018	1	0	0	0	1
Natalie Sager	Traffic Section Manager	HDR	Natalie.sager@hdrinc.com	2021	1	0	0	0	1
Marvin Ta	Staff Engineer I	Pennoni	mta@pennoni.com	2023	1	0	0	0	1
Rusty Holt	Traffic Engineer	WSP	rusty.holt@wsp.com	2017	1	0	0	0	1
Dane Seiler	President	CJW Transportation	dseiler@gocjw.com	2016	1	0	0	0	1
Georges Bou-Saab	Research Scientist	Texas A&M Transportation Institute	georges.elias.bousaab@gmail.com	2018	1	0	0	0	1
Tom Baumgartner	Principal	Align Engineering Ltd.	tomb@aligneng.ca	2017	1	0	0	0	1
Lia F Michaels	Associate	Hubbell, Roth & Clark	lmichaels@hrcengr.com	2022	1	0	0	0	1
James Mallett	President and CEO	Paradigm Transportation Solutions Limited	jmallett@ptsl.com	2016	1	0	0	0	1
Scott Lee	CEO / Founder	IDAX / Turnstone	scott.lee@idaxdata.com	2017	1	0	0	0	1
Sujith Racha	ITS Manager/Cooperative Driving Automation Program Manager	Leidos	sujith.k.racha@leidos.com	2018	1	0	0	0	1
Ray Yparraguirre	Principal Engineer	Iteris	ryparr@iteris.com	2016	1	0	0	0	1
Pedram Izadpanah	Director of Transportation Engineering	TNS Group	pizadpanah@tnsgroup.ca	2023	1	0	0	0	1
Zaida E. Rico-Rolón	Associate Director	CMA Architects & Engineers LLC	zrico@cmapr.com	2019	1	0	0	0	1

# APPENDIX C

**Team Name:** *En-LITE-10*

**Topic:** *Leadership ITE: Past, Present & Future*

**Project Goal:** The goal of our project is to perform a comprehensive assessment of Leadership ITE and provide a series of deliverables which not only tell the story of Leadership ITE, but plan for its future and continued success.

**Project Summary**

The main objectives within the project will be to (1) conduct a survey of Leadership ITE participants, (2) quantify the benefits of Leadership ITE and (3) recommend initiatives to improve LITE.

The project will initiate with a participant survey of LITE Alumni focused on the LITE application process, satisfaction with LITE, and an assessment of LITE effectiveness in meeting goals. The data analysis will be used to identify potential barriers within the application process and quantify LITE achievements. The team is considering targeted outreach to employers/organizations; however, the extent of this outreach will be refined following completion of the initial participant survey.

Data analysis will include reviewing participant trends, examining the program's effectiveness and quantifying the benefits of LITE. Specifically, does LITE increase ITE Committee/Council participation and/or impact the career paths of participants? Our team will use the information gathered to quantify and market the value of the Leadership ITE for prospective applicants, employers, and public agencies.

Our team anticipates the primary deliverables will include, but are not limited to, the following:

1. A list of Alumni willing to provide updated testimonials, participate in focus groups or support District/Section Focused LITE Recruitment Initiatives in advance of the 10<sup>th</sup> Anniversary of LITE.
2. Recommended initiatives LITE can implement to Improve LITE Marketing, Increase Applications and develop a "pipeline" for entry into the program.
3. Create a baseline and establish a methodology to continually assess LITE effectiveness moving forward.

**Team Members:**

James Carr, [jcarr@tqcmail.com](mailto:jcarr@tqcmail.com)

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Carrie Long, [clong@gfnet.com](mailto:clong@gfnet.com)

David Lucas, [david.lucas@maricopa.gov](mailto:david.lucas@maricopa.gov)

Joshua Wolfgram, [joshua.wolfgram@meadhunt.com](mailto:joshua.wolfgram@meadhunt.com)



# CELEBRATING 10 YEARS OF LEADERSHIP ITE



## PAST PRESENT & FUTURE

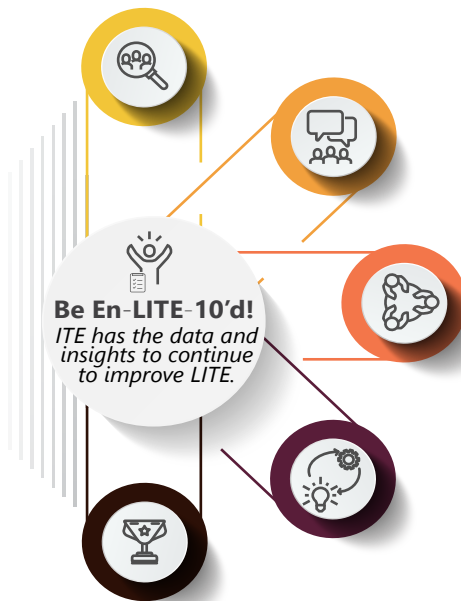
produced by

James Carr | Brad Coy | Carrie Long

David Lucas | Josh Wolfram

featuring

A network of 233 past and present LITE alumni



### Data from Past Cohorts

Review and analyze participant and program data provided by ITE.

### Online Survey

Collect feedback and career updates from LITE alumni.

### Testimonials

Gather testimonials from alumni and employers about the benefits of LITE.

### Feedback Assessment

Evaluate and synthesize qualitative and quantitative data for key takeaways.

### Recommendations

Create data-driven insights for future LITE and IBOD strategic planning.





A Community of Transportation ~~Professionals~~

*leaders*

EN-LITE-10

**James Carr | Brad Coy | Carrie Long | David Lucas | Josh Wolfgram**



LITE INAUGURAL CLASS OF 2014

IN 2024, ITE WILL CELEBRATE 10 YEARS OF LEADERSHIPITE.

With 200+ LITE graduates, the program creates and supports a community of transportation professionals.

LITE IS HELPING ITE DEVELOP A...

**COMMUNITY OF TRANSPORTATION LEADERS.**



CREATING A **SUSTAINABLE PIPELINE OF LEADERSHIP** FOR  
ITE AND THE PROFESSION...IT WAS A BIG VISION.

NOW, 10 YEARS IN, WE SEE WONDERFUL RESULTS –  
HUNDREDS OF **HIGHLY ENGAGED LEADERS MAKING  
AN IMPACT** AT ALL LEVELS OF ITE AND IN THEIR OWN  
ORGANIZATIONS. AND IT WILL ONLY GROW FROM HERE.”

— Michael Sanderson, LITE Founder



# WHAT'S THE **NEED?**

How do we continue to attract a diverse pool of qualified applicants?

# WHAT'S THE NEED?

We want to know:

- Why do members apply to LITE?
- How is LITE successful?
- How does LITE attract future leaders?

# WHAT DID WE DO?

Gather and analyze alumni and employer feedback



# WHAT DID WE DO?

Collect feedback and updates from alumni



**178 responses**

*that's over 76% of all alumni!*





# WHAT DID WE DO?

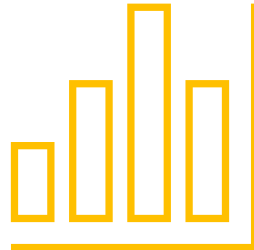
Collect feedback and updates from alumni

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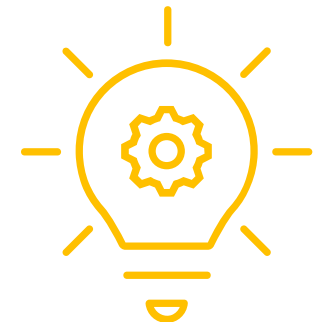
Evaluate and synthesize survey data

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Develop program recommendations

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# WHAT DID WE LEARN?

Key findings from the alumni and employer surveys

# What did we learn?

**1**

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Why Do Members  
Apply to LITE?

**2**

---

How is LITE  
Successful?

**3**

---

What's Makes  
LITE Attractive?

1

Why do members apply to LITE?

“ IT WAS A GOOD LEARNING OPPORTUNITY...TO  
WORK WITH **PROFESSIONALS FROM DIFFERENT  
AREAS** OF EXPERTISE, GEOGRAPHICAL REGIONS,  
AND GENERATIONS.”

— Class of 2019 LITE Alumnus

# 1

## Why do members apply to LITE?

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### Seeking personal growth

— Top Desired Outcomes:

- Communication, Self-Awareness & Adapting for Others
- Downward trend [35%] in *Taking on More Responsibility within ITE* as a desired outcome



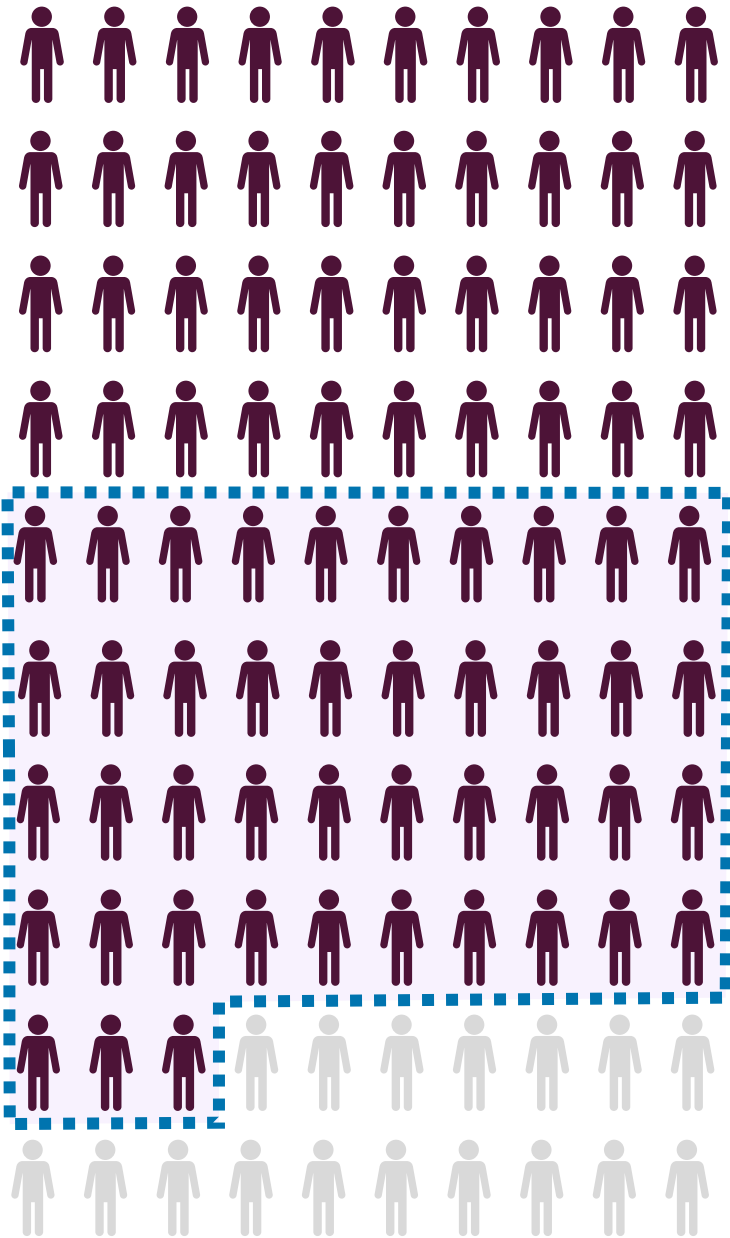
# 1

## Why Do Members Apply to LITE?

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**83% of participants referred to apply**

- ..... 52% of referrals came from LITE alumni
- 17% of applicants applied without being referred (i.e., all other marketing approaches)



# 2

## How is LITE Successful?

“ THE MATERIALS [AND] THE **MINDSET TO ACHIEVE** AT A HIGH-LEVEL. THE MATERIALS ALLOWED ME TO BETTER UNDERSTAND MYSELF AS A LEADER AND THE SKILLS I HAVE/LACK.”

— Class of 2017 LITE Alumnus

# 2

## How is LITE Successful?

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**LITE has persisted and improved.**

- Removed barriers to participation
- Shift to hybrid reduced travel and cost
- **Increased program satisfaction**

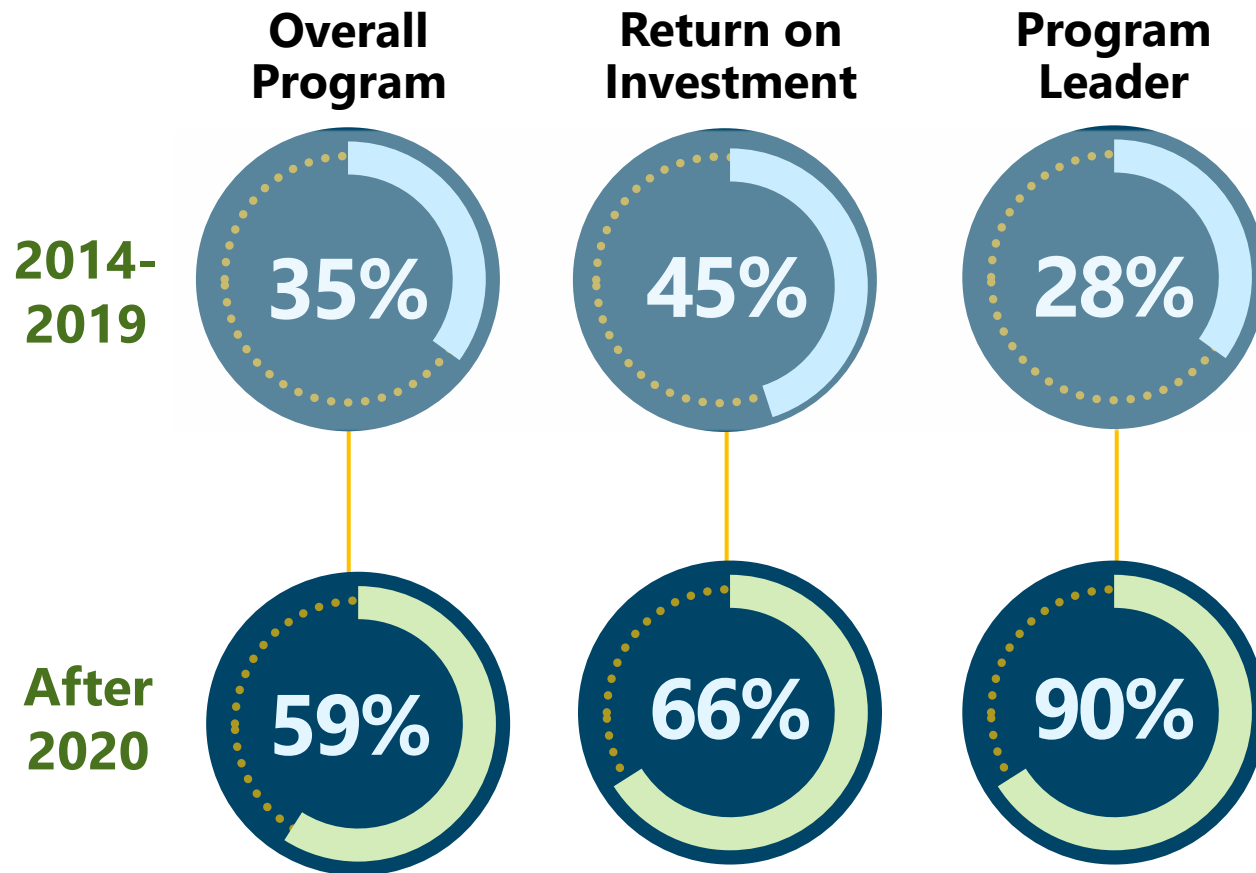




# 2

## How is LITE Successful?

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- More participants report being *“very satisfied”* with the **overall program** and LITE’s ROI
- Significant increase in satisfaction with the program leader

# 2

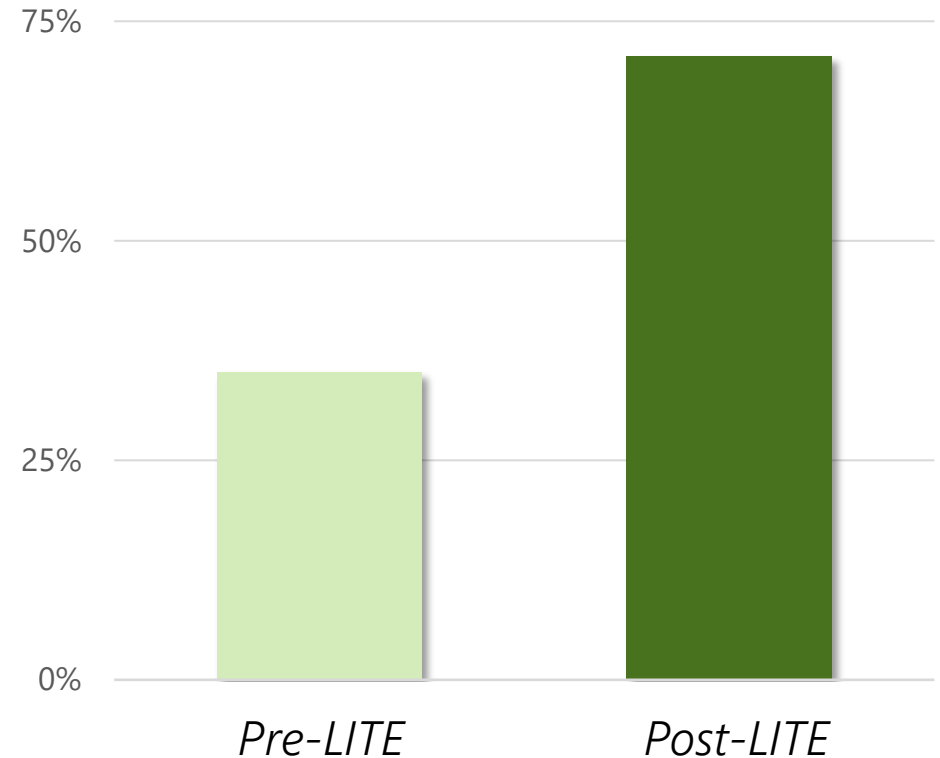
## How is LITE Successful?

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### LITE creates *Industry Leaders*.

- **91%** of recent alumni feel LITE was **effective** at advancing overall career
- **72%** of total alumni feel *“LITE influenced [them] to pursue new leadership roles in ITE”*

*Change in ITE Leadership Involvement*



# 3

## What Makes LITE Attractive: What's Next?

“**THE GREATEST ASSET OF THIS PROGRAM IS ITS ALUMNI. WE ARE BECOMING BIGGER AND BIGGER AS A GROUP EACH YEAR.**”

— Class of 2014 LITE Alumnus

# 3

## Recommendations



## Refresh the LITE marketing strategy

Consider **additional evaluations** using survey data

- **178** survey responses plus other data to analyze

**Focus on personal growth, not ITE Involvement**

- **75%** participate without future ITE leadership as a priority

Incorporate **satisfaction metrics** into marketing

- **91%** feel LITE is effective at advancing one's career

Connect with alumni for **video testimonials**

- **58** alumni are willing to share video testimonials

**TOP SECRET**

# FINAL THOUGHTS

# FINAL THOUGHTS

Leadership ITE is unique...

Created *for* Transportation  
Professionals *by*  
Transportation Professionals.

---

Building a Community of  
Transportation Leaders

---

ITE's Best  
Kept Secret

---



“THERE ARE A LOT OF PLACES YOU CAN TAKE A WORKSHOP IN THE SKILLS OF LEADERSHIP AND MANAGEMENT. BUT THOSE ONLY GET YOU PART [OF THE] WAY THERE.

TO BECOME A LEADER IN THE PROFESSION, YOU NEED **A GO-TO NETWORK OF OTHER ENGAGED LEADERS** THAT YOU CAN LEAN ON, AND THAT'S WHERE LEADERSHIP ITE SHINES.”

— Michael Sanderson, LITE Founder

# APPENDIX D