



**Georgetown University: Cause Consulting | MPPR-900-40 & MPMC-840-40: PR/CC & IMC
Summer 2017: Tuesdays, 5:15 to 8:15 p.m. | Classroom: C225**

PROFESSOR: John D. Trybus, APR

OFFICE HOURS: By appointment | C132

ALUMNI ADVISOR

Lauren Ackerman: Discovery Communications

CLIENT ROSTER

1. **Art Enables:** Tony Brunswick, Executive Director
 2. **Brainy Camps:** Sandra Weinstein, Director
 3. **Potomac Community Resources:** Stephen Riley
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COURSE DESCRIPTION

Cause Consulting is a signature course within Georgetown University's Division of Professional Communications with a long history. It offers a cohort of students an applied learning experience to work collaboratively in small consulting teams to implement the entire lifecycle of a client engagement for an organization within the social impact sector. It also is an opportunity for students to explore their potential to create positive social impact and apply consulting skills throughout their careers, as they go through a semester-long journey to become a Cause Consultant.

The primary goal of the course is for students to gain the knowledge and practice the hybrid, synergistic skillset necessary to work as an integrated communications and marketing consultant for clients, while garnering a deeper understanding of the unique challenges and opportunities working in and with the rapidly evolving social impact sector. The client organizations are specially chosen by the professor, and are each served by an account team of three to four students.

Students will practice the unique combination of technical, interpersonal and consulting skills—known in class as “the many hats” of a Cause Consultant—it takes to work effectively with a social impact client. They will explore topics and activities like strategic relationship building, gaining client trust, building scopes of work and creating business development plans. There is a special emphasis on building and reflecting on emotional intelligence skills, as the best way to serve clients and work within a team is to know one's own personality and strengths first.

By the end of the semester, students will provide clients with a suite of three sustainable deliverables and recommendations for using them effectively. Students who complete the course are recognized with the special designation of “Cause Consultant” by Georgetown University's Center for Social Impact Communication, and will join an exclusive network of 200+ other Georgetown consultants living around the world.

LEARNING OBJECTIVES

By the end of the semester, students will be able to:

Technical Skills

1. **Integrated Communications & Marketing Skills:** Create sustainable integrated communications and marketing deliverables related to audience insights, elastic messaging and strategic storytelling, that address the special needs of social impact organizations and represent marketable consulting services.
2. **Social Impact Knowledge:** Deepen knowledge of the trends within the rapidly evolving social impact sector and how to use that knowledge for the benefit of clients and colleagues.

Interpersonal Skills

3. **Strategic Relationship Building:** Practice how to strategically build, manage and grow a relationship with a *human* client that is built on trust.
4. **Emotional Intelligence:** Demonstrate a strategic understanding of the benefits of self-awareness (based on personality and strengths assessments), and how to incorporate a high-level of emotional intelligence into a professional project to accomplish shared team outcomes.

Consulting Skills

5. **Sustainable Problem Solving:** Synthesize consulting best practices such as working through resistance, managing expectations and defining success in order to execute a successful client engagement.
6. **Business Development:** Analyze business decisions through the lens of a Cause Consultant, while maintaining a commitment to ethics.

PREREQUISITE

Students must have completed Elements of Communications Planning, or the equivalent within their program.

BOOK LIST

- **Flawless Consulting: A Guide to Getting Your Expertise Used**
Block, Peter | 2011 (3rd Edition) – ISBN: 9780470620748
Published by: Pfeiffer (Wiley) | Price on Amazon.com: \$42.65
- **The Trusted Advisor**
Maister, David, Green, Charles & Galford, Robert | Paperback Edition: 2004 – ISBN: 9780743212342
Published by: Free Press | Price on Amazon.com: \$8.58
- **StrengthsFinder 2.0**
Rath, Tom | Hardcover Edition: 2007 – ISBN: 9781595620156
Published by: Gallup Press | Price on Amazon.com: \$14.86

**Additional article readings are available for download on the course site.*

COURSE PHILOSOPHY & TIME COMMITMENT

Cause Consulting is based on a real-time, accelerated application of the curriculum through active participation by all members of the account team. It is critical that you come to class prepared for this

requirement as the curriculum supports the client project you are working on. This means that beyond completing assignments you will be asked to apply what you have learned in all aspects of our work together including class discussions, client relationships and within your account team.

This is a fast-paced, challenging course. This course requires a substantial commitment because you will experience the entire lifecycle of a client engagement. Outside of class, students cite spending six hours a week on client work and preparing for assignments.

This course also requires a high-level of teamwork and collaboration, as that is the basis for successful consulting, and students should be prepared for this requirement. Every consultant is expected to contribute fairly to his or her team the entire semester. Discuss scheduling with your team early in the semester.

ATTENDANCE POLICY

This course maintains a strict attendance policy. You are expected to display a level of professionalism that is consistent with being an authentic Cause Consultant, and that includes each and every meeting with your client, account team, and class sessions. It is essential that you arrive on time and prepared.

You are permitted to be absent from class two times *and* late for class two times (defined as ten minutes after the start of class) before your grade will be impacted. Absences or lateness, beyond the initial two specified above, will result in a reduction of your final grade by 5% for each absence or late arrival.

If absent or late: If circumstances preclude your attendance or prompt arrival to class, you are responsible for notifying the professor via email **BEFORE** the start of class. Acknowledged absences and lateness still count towards the above policy. You may not join class remotely if you are absent.

ASSIGNMENT & DUE DATE POLICY

This course employs a “client ready” philosophy on all assignments, meaning work turned in for class is expected to be ready for client consumption—free from typos or other errors and with information packaged in a way that would be easy for a client to comprehend and take action.

All papers should be typed in 12-point font, single-spaced and include subheads where appropriate. Include your account team name, assignment title, page numbers and the date on all assignments.

All assignments must be uploaded to the course site the day in which they are due, and certain assignments must also be printed for the professor. Late submissions will result in a deduction of 10% every 24 hours past the due date. Certain assignments (such as the Journey Reflections) will NOT be accepted late and zero points will result if not completed.

UNIVERSITY RESOURCES

Georgetown offers a variety of support systems for students:

- [MPS Writing Resource Program](#) | 202-687-4246
- [Library Resources](#)
- [Academic Resource Center](#) | 202-687-8354 | arc@georgetown.edu
- [Counseling and Psychiatric Services](#) | 202-687-6985

- [Institutional Diversity, Equity & Affirmative Action \(IDEAA\)](#) | (202) 687-4798

GEORGETOWN UNIVERSITY HONOR SYSTEM

All students are expected to maintain the highest standards of academic and personal integrity in pursuit of their education at Georgetown. Academic dishonesty in any form is a serious offense, and students found in violation are subject to academic penalties that include, but are not limited to, failure of the course, termination from the program, and revocation of degrees already conferred. All students are held to the Honor Code, which is as follows: *In the pursuit of the high ideals and rigorous standards of academic life, I commit myself to respect and uphold the Georgetown University Honor System: To be honest in any academic endeavor, and to conduct myself honorably, as a responsible member of the Georgetown community, as we live and work together.*

PLAGIARISM

Stealing someone else’s work is a terminal offense in the workplace, and it will wreck your career in academia, too. Students are expected to work with integrity and honesty in all their assignments. The Georgetown University Honor System defines plagiarism as "the act of passing off as one's own the ideas or writings of another." If you have any doubts about plagiarism and paraphrasing, visit: <http://www.plagiarism.org>.

POLICY FOR STUDENTS WITH DISABILITIES

Students with documented disabilities have the right to specific accommodations that do not fundamentally alter the nature of the course. Contact the Academic Resource Center (arc@georgetown.edu) before the start of classes to allow time to review the documentation and make recommendations for appropriate accommodations. If accommodations are recommended, you will be given a letter from ARC to share with your professors. You are personally responsible for completing this process officially. Neither accommodations nor exceptions to policies can be permitted to students who have not completed this process in advance.

GRADING

Individual Grades – 35% of grade

Journey Reflections + Evaluations (nine total)	45 points (22.5% of grade)
Social Impact Trend Client Smart Mail	15 points (7.5% of grade)
Journey Final Presentation (individual component)	10 points (5% of grade)

Account Team Grades – 65% of grade

First Meeting Strategy + Credentials Deck	25 points (12.5% of grade)
Scope of Work	25 points (12.5% of grade)
Business Development Memo	25 points (12.5% of grade)
Journey Final Presentation (team)	40 points (20% of grade)
Client Evaluation	15 points (7.5% of grade)
Deliverables	0 points (not graded)

A:	93 – 100%
A-:	90 – 92.99%
B+:	87 – 89.99%
B:	83 – 86.99%
B-:	80 – 82.99%
C:	70 – 79.99%
F:	Below 70%

Total.....200 points

***Note:** It is your responsibility to proactively reach out to the professor with any grade-related questions.

ASSIGNMENTS

Further details about each assignment will be shared in-class and on the course site. All assignments should be uploaded to the course site.

1. Journey Reflections + Evaluations (Nine total – 5 points each) | 45 points total – 22.5% of grade

Nine times during the semester, a reflection question or evaluation aligning to that respective week's topic will be posted on the course site. Each student is responsible to responding to the question in one approximately 250-word reflection post or by taking the evaluation. It is not required to respond to anyone else's post. The Journey Reflections serve as a key tool for you to reflect—both from a personal and professional perspective—upon the successes and challenges of your cause consulting journey broadly, and the engagement with your client and teammates specifically. Three of the posts will be evaluations: one in which you evaluate your own class participation and two in which you evaluate the performance of your teammates. Each post, regardless of type, is worth five points. It is your responsibility to track each due date, as this assignment is not accepted late.

2. Social Impact Trend Client Smart Mail | 15 points – 7.5% of grade

Being a social impact thought leader and sharing knowledge of trends within the sector to benefit both clients and colleagues is a trait of a successful Cause Consultant. This assignment has two parts. First, you will be assigned a week during the semester and be responsible for tracking, identifying and writing a client "smart mail" on a social impact communications or marketing trend (which must be based on a news story, industry publication, blog, research study, case study etc.) that is duly important to the sector and has relevance to your client. Second, you will summarize your findings and recommendations, and lead a discussion on the topic during a brief in-class facilitation of no more than 10 minutes and three slides.

3. Making a Good First Impression: Credentials Deck + 1st Meeting Strategy | 25 points – 12.5% of grade

Making a good first impression in life—and consulting—is key. This team assignment has two parts to help you achieve just that with your client. First, you will build a credentials overview that will be shared with clients (which can take the form of a PowerPoint deck or other creative deliverable you develop) that showcases the backgrounds, expertise and personal passion of each member of the account team. Second, you will create a brief first meeting strategy document that will outline the account team's approach to the initial client meeting to ensure a strong first impression is made.

4. Scope of Work Proposal | 25 points – 12.5% of total grade

Each account team will prepare a scope of work (SOW) proposal to be shared with the client, based on the team's analysis of the organization's unique situation, current needs and aligning with the required deliverables explained in class. The SOW should include topics like a summary of your understanding of the client's situation, deliverables, timeline, client and account team responsibilities. Additionally, you will (hypothetically) price your services based on a variety of possible pricing models to be discussed in class. Keep in mind that the goal of a SOW is to secure the client's agreement of your proposed process, so persuasion, insight-driven solutions and clarity of writing count. Also be careful not to over promise what you can deliver within the semester!

5. Business Development Memo | 25 points – 12.5% of total grade

Growing a relationship based on trust with a current (or prospective) client to secure more or new work is a vital skill in cause consulting. By writing an internal memo to the head of your consulting

agency (aka the professor), your account team will exercise business development muscles through the creation of a brief strategic organic growth plan that will analyze your current client relationship and build a plan of action for how to hypothetically grow and activate it for business benefit. You will also include a section seeking the agency head's permission to pursue a new client that your account team wishes to win business from, and an explanation for how you would approach the business development process to acquire that client. This assignment should physically look like a memo.

6. Final Journey Presentation | 40 points + 10 for individual component – 25% of total grade

The semester will culminate with the presentation of a case study of your account team's cause consulting journey. The case study will take the form of a robust PowerPoint (you are also welcome to get creative with other ways to bring your presentation to life!) that is presented to your fellow consultants and invited guests. The case study should demonstrate your ability to apply principles learned in class to your client engagement (with specific examples of how these were applied and with what results), as well as share reflections from the personal, account team and client journey levels. You should draw heavily from the weekly Journey Reflections for this assignment. Think of what story you want to tell about the successes and bumps in your Cause Consulting journey. Your team presentation should be 30 minutes in length plus an additional 10 minutes for Q&A.

7. Client Evaluation | 15 points – 7.5% of total grade

Your client will conduct an evaluation of your account team's performance near the conclusion of the semester. Evaluations will cover qualities such as professionalism, ability to provide sound counsel, strategic thinking, creation of high quality deliverables, meet deadlines and respond to feedback. No action by you is needed to facilitate the evaluation. Results will be shared.

8. Final Client Deliverables | 0 points – not graded, but required

Each account team will create a minimum of four deliverables that fall under the following three buckets taught in class: audience insights, elastic messaging (two deliverables) and strategic storytelling. It is up to your team to decide the most useful deliverable format for your client, e.g., storytelling training, audience analysis document etc. However, under the messaging bucket you are required to create the elastic messaging structure taught in class plus an additional deliverable that brings it to life. You may create additional deliverables not described above but that is not required. You will turn in the final deliverables but they will not be graded, since the focus of the Cause Consulting class is on learning and applying consulting skills.

9. Extra Credit | 2 points per opportunity – maximum of 4 points of extra credit permitted

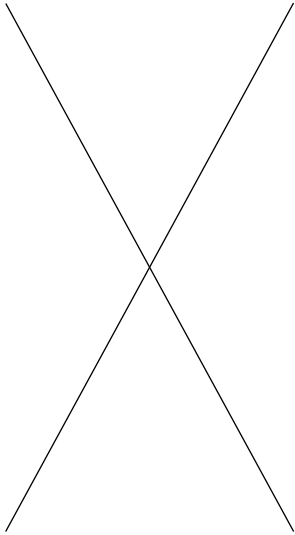
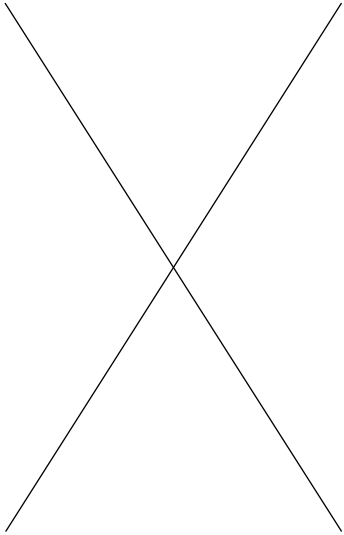
There may be opportunities to earn extra credit, such as by attending events hosted by the Center for Integrated Social Impact (CISI) and writing a reflection. You may earn a maximum of four points worth of extra credit over the course of the semester. *Extra credit is not accepted past the due date.*

PROPOSED SCHEDULE FOR THE SEMESTER

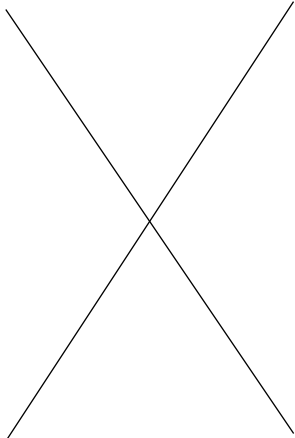
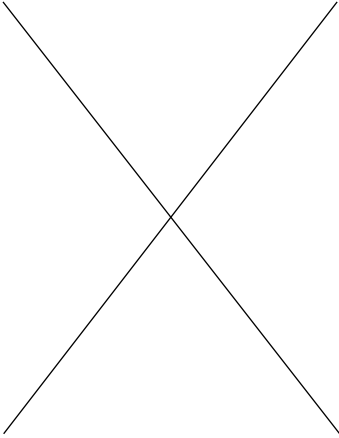
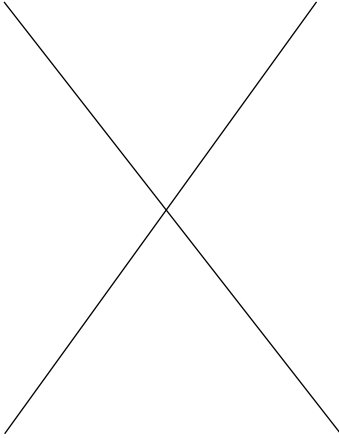
The schedule is subject to change; students are responsible for any changes shared in-class or through email. If absent, it is your responsibility to find out what you missed. Required assignments are highlighted in yellow.

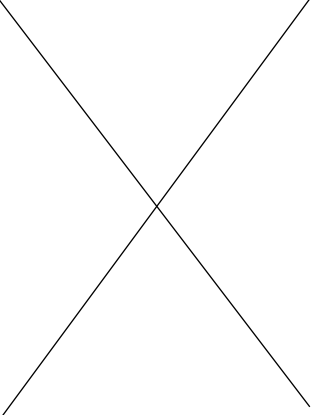
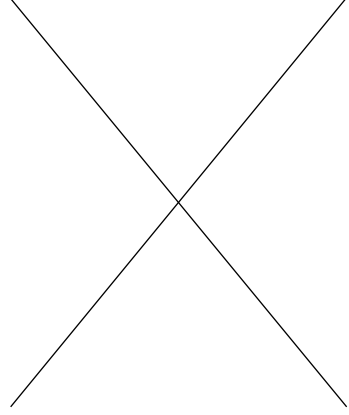
DATE	AGENDA	READINGS DUE	ASSIGNMENTS DUE
<p>WEEK 1 Tuesday, May 23</p> <hr/> <p>TODAY'S FOCUS <i>The Big Picture: Your Cause Consulting Journey Starts NOW!</i></p> <hr/> <p>Guest Advisors Cause Consulting Alums</p> <ul style="list-style-type: none"> ▪ Lauren Ackerman ▪ Katie Bowen ▪ Riya Dhaliwal ▪ Luis Trenard 	<ul style="list-style-type: none"> ▪ Course History + Expectations ▪ Introductions ▪ What it Means to be a Cause Consultant: The Many Hats ▪ Deep Dive: The Importance of Personality ▪ Syllabus Walk-Through ▪ 'Ask Us Anything' Alumni Advisor Panel ▪ Account Team Meeting 	<p>Required</p> <ul style="list-style-type: none"> ▪ None 	<p>✓ Reminder: 16 Personalities Assessment ----- <i>Not graded. Bring a copy of your personality profile to the first class.</i></p>
<p>WEEK 2 Tuesday, May 30</p> <hr/> <p>TODAY'S FOCUS <i>The Essentials of Cause Consulting: Making a Good First Impression With Clients</i></p> <hr/> <p>Guest Advisor Rob Vernon, Senior Vice President, External Affairs, Association of Zoos and Aquariums</p>	<ul style="list-style-type: none"> ▪ Student Trend Facilitation: Maria Gabajiwala ▪ Goals + Phases of Consulting ▪ Deep Dive: Discovery Phase ▪ Strategy for the 1st Client Meeting ▪ How to Build a Credentials Deck ▪ Guest Advisor Session: The Client's Perspective 	<p>Required</p> <ul style="list-style-type: none"> ▪ Bloomberg Businessweek: "Naked Consulting: What Clients Really Want" ▪ The Trusted Advisor: Chapters 1, 2, 5 ▪ Flawless Consulting: Chapters 1, 2, 3, 15 	<p>✓ Mini-Presentation: Client + Team Introductions ----- <i>Not graded. No slides permitted. Be prepared to share a 5-minute overview of your client and one MarComm challenge + one opportunity insight about the organization in-class.</i></p> <p>✓ Reflection #1: Personality</p>

<p>WEEK 3 Tuesday, June 6</p> <hr/> <p>TODAY'S FOCUS <i>Moving from Discovery to Diagnosis: Scoping and Pricing Effectively</i></p> <hr/> <p>Guest Advisor Shelby Giles, Account Supervisor, Vanguard Communications</p>	<ul style="list-style-type: none"> ▪ Student Trend Facilitations: Kuande Hall and Sarah Khalf-Allah ▪ Defining Client Problems ▪ How to Build an Effective SOW ▪ Overview of Deliverables ▪ Pricing Your Services ▪ Guest Advisor Session: Getting the Client to Say Yes! SOW + Pricing Tips and Tricks ▪ Client Meeting + SOW Exercise 	<p>Required</p> <ul style="list-style-type: none"> ▪ The Trusted Advisor: Chapters 10, 11, 17 ▪ Flawless Consulting: Chapters 4, 5, 10 ▪ Browse SOW examples on course site and be prepared to discuss observations 	<ul style="list-style-type: none"> ✓ Assignment: Making a Good 1st Impression ✓ Reminder: Conduct 1st Client Meeting this Week ----- <i>Not graded.</i>
<p>WEEK 4 Tuesday, June 13</p> <hr/> <p>TODAY'S FOCUS <i>Skills Building Workshop: Building Audience Insights + Elastic Messaging</i></p> <hr/> <p>Guest Advisor Kristen McKiernan, Senior Communications Officer, The Arc of the United States</p>	<ul style="list-style-type: none"> ▪ Student Trend Facilitations: Jorge Holguin and Mariana Oquendo ▪ Uncovering Audience Insights ▪ Creating Elastic Messaging for Social Impact Organizations ▪ Account Team Meeting 	<p>Required</p> <ul style="list-style-type: none"> ▪ Message Matters: Chapters 5, 6, 7, 8 ▪ Stanford Social Innovation Review: "Lose the Marketing Department" 	<ul style="list-style-type: none"> ✓ Reflection #2: SOW Building + Client Meeting ✓ Assessment: StrengthsFinder ----- <i>Not graded. Upload top five strengths to the course site discussion board.</i>
<p>WEEK 5 Tuesday, June 20</p>	<ul style="list-style-type: none"> ▪ Student Trend Facilitation: Maeve Jeantel 	<p>Required</p> <ul style="list-style-type: none"> ▪ New York Times: "Save the Darfur Puppy" 	<ul style="list-style-type: none"> ✓ Example: Client "Story" -----

<hr/> <p>TODAY'S FOCUS <i>Skills Building Workshop: Strategic Storytelling</i></p>	<ul style="list-style-type: none"> ▪ Stories vs. Content: What's the Difference? ▪ The Five Essential Building Blocks of Effective Storytelling ▪ Strategic Story Cycle ▪ Purposeful Storytelling ▪ The Future of Social Impact Storytelling 	<ul style="list-style-type: none"> ▪ CSIC: <u>Stories Worth Telling Report</u> (lightly skim only) 	<p><i>Not graded. Bring a story from your client's organization to class.</i></p>
<p>TEAM COACHING June 19 to 22 Outside of Class</p> <hr/> <p>TODAY'S FOCUS <i>SOW + Pricing Coaching Session with John</i></p> <p><i>Sign up for a team strategy session to discuss your SOW draft</i></p>			<p>✓ Assignment: Scope of Work Proposal (due by 6/22)</p>
<p>WEEK 6 Tuesday, June 27</p> <hr/> <p>TODAY'S FOCUS <i>The Nuts & Bolts of Cause Consulting: Earning Your Client's Trust and Overcoming Resistance</i></p>	<ul style="list-style-type: none"> ▪ Student Trend Facilitations: Kelley Slone and Macey Sevcik ▪ The Importance of Trust and How to Earn It With Clients ▪ The Trust Equation and How to Use It ▪ Exercise: Determining Client Personalities 	<p>Required</p> <ul style="list-style-type: none"> ▪ The Trusted Advisor: Chapters 3, 8, 9, 16, 22 ▪ Flawless Consulting: Chapters 8, 9, 14 	<p>✓ Reflection #3: Storytelling</p>

	<ul style="list-style-type: none"> Working Through Client Resistance How to Give Smart Recommendations 		
<p>FIELD TRIP Thursday, June 28 9:00-11:30 AM</p> <hr/> <p>TODAY'S FOCUS <i>Mandatory Field Trip to Special Olympics</i></p> <p><i>Class to meet at SO headquarters – 1133 19th Street, NW, Washington, D.C. 20036</i></p> <hr/> <p>Guest Advisors Special Olympics Team</p>	<ul style="list-style-type: none"> Agenda: Office tour, behind-the-scenes workings of SO's marketing and communication work, case studies, networking 	X	X
<p>NO CLASS Tuesday, July 4</p> <hr/> <p>TODAY'S FOCUS <i>UNIVERSITY HOLIDAY – INDEPENDENCE DAY</i></p>	X	X	<ul style="list-style-type: none"> ✓ Reflection #4: Trust Building ✓ Reflection #5: Peer Evaluation + Upload of Top Five Strengths
<p>WEEK 7 Tuesday, July 11</p> <hr/> <p>TODAY'S FOCUS <i>Strengths-Based Leadership and Team Building</i></p> <hr/> <p>Guest Advisors</p>	<ul style="list-style-type: none"> Student Trend Facilitations: Krystalle Campo Uncovering Your Personal Strengths Putting Your Strengths to Work in the Social Impact Sector and Within Cause Consulting 	<p>Required</p> <ul style="list-style-type: none"> StrengthsFinder 2.0: Read the portions of the book that pertain to your top five strengths. 	<ul style="list-style-type: none"> ✓ Reflection: Special Olympics Extra Credit <p>----- <i>Optional, worth two points.</i></p>

<p>Denise Keyes, Senior Associate Dean, Division of Professional Communications, Georgetown University</p>			
<p>WEEK 8 Tuesday, July 18</p> <hr/> <p>TODAY'S FOCUS <i>Business Development + Growing Client Relationships</i></p> <hr/> <p>Guest Advisors Jennifer Clements, Associate Director of Client Engagement, Impact Communications Mike Lock, Group Manager, Social Impact, Weber Shandwick Burness Communications Representative</p>	<ul style="list-style-type: none"> ▪ Student Trend Facilitations: Julian Gross and Clara Shannon ▪ Business Development + Organic Growth ▪ Deep Dive: BizDev Memo Assignment ▪ Guest Advisor Panel: The Joys (and Agony) of Business Development within the Social Impact Sector 	<p>Required</p> <ul style="list-style-type: none"> ▪ The Trusted Advisor: Chapters 18, 19, 20, 21 ▪ Managing the Professionals Service Firm: Chapters 9, 10 (optional – but recommended) 	<p>✓ Reflection #6: Strengths</p>
<p>WEEK 9 Tuesday, July 25</p> <hr/> <p>TODAY'S FOCUS <i>NO CLASS – MEET WITH YOUR ACCOUNT TEAM & SCHEDULE AN OFFICE HOURS APPOINTMENT WITH JOHN IF NEEDED</i></p>			
<p>WEEK 10 Tuesday, August 1 4:00 to 6:30 PM</p> <hr/>	<ul style="list-style-type: none"> ▪ Agenda: Office tour, case studies of engagements, conversation about 	<p>Required</p> <ul style="list-style-type: none"> ▪ GMMB: Agency website and social media platforms (skim only) 	<p>✓ Assignment: Business Development Memo</p>

<p>TODAY'S FOCUS Mandatory Agency Field Trip to GMMB</p> <p><i>Class to meet at the agency – Washington Harbour, 3050 K Street, NW, Suite 100 Washington, D.C. 20007</i></p> <hr/> <p>Guest Advisors GMMB Team</p>	<p>cause consulting as a career, networking</p>		
<p>WEEK 11 Tuesday, August 8</p> <hr/> <p>TODAY'S FOCUS NO CLASS – MEET WITH YOUR ACCOUNT TEAM & SCHEDULE AN OFFICE HOURS APPOINTMENT WITH JOHN IF NEEDED</p>			<p>✓ Reflection #7: Agency Field Trip</p>
<p>WEEK 12 Tuesday, August 15</p> <hr/> <p>TODAY'S FOCUS The Journey Concludes: Final Presentations</p> <hr/> <p>Guest Advisors Special Guests</p>	<ul style="list-style-type: none"> ▪ Final Case Study Presentations 	<p>Required</p> <ul style="list-style-type: none"> ▪ None 	<ul style="list-style-type: none"> ✓ Assignment: Final Journey Presentations ✓ Assignment: Final Deliverables ----- <i>Not graded.</i> ✓ Reflection #8: Self-Evaluation (due by 8/18) ✓ Reflection #9: Peer Evaluation (due by 8/18) ✓ Reflection: Virtual Reality Extra Credit ----- <i>Optional, worth two points.</i>