

IN SERVICE TO THOSE WHO HAVE SERVED



2017

ANNUAL REPORT

TO ADVANCE THE POST SERVICE LIVES OF AMERICA'S SERVICE MEMBERS, VETERANS AND MILITARY FAMILIES



Syracuse University

**INSTITUTE FOR
VETERANS AND
MILITARY FAMILIES**

JPMorgan Chase & Co., Founding Partner

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THE INSTITUTE FOR VETERANS AND MILITARY FAMILIES (IVMF)

WHO WE ARE

The Institute for Veterans and Military Families (IVMF) is the first interdisciplinary national institute in higher education focused on the social, economic, education, and policy issues impacting veterans and their families. Through its professional staff and experts, the IVMF delivers leading programs in career, vocational, and entrepreneurship education and training, while also conducting actionable research, policy analysis, and program evaluations. The IVMF also supports communities through collective impact efforts that enhance delivery and access to services and care. The Institute, supported by a distinguished advisory board, along with public and private partners, is committed to advancing the lives of those who have served in America's armed forces and their families. For more information, visit ivmf.syracuse.edu.

OUR MISSION

To advance the post service lives of America's service members, veterans and military families.

VISION

To be the nation's recognized leader in creating and sustaining innovative evidence-based programs and services for America's transitioning service members, veterans and their families; and the premier source of veteran and military family research expertise and performance measurement support for the public, private and non-profit sectors and the broader military community.

PRIORITIES

1. Deliver impactful, best in class programs and services that are informed by research, measurement and evaluation in the areas of career preparation and employment, entrepreneurship and small business training, and community-based support and care coordination.
2. Deliver insights that empower the advancement of the post service lives of transitioning service members, veterans and their families through objective actionable research, policy analysis, and measurement and evaluation.
3. Ensure IVMF's long-term sustainability through increasing program participation and funding; improving operations; and enhancing communications, marketing and engagement.

■ TEAM IVMF MAKING A DIFFERENCE



PROGRAMS & SERVICES

IN 2017, THE IVMF PROVIDED PROGRAMS AND SERVICES TO MORE THAN

20,000+

Service Members, Veterans, and their Families



MORE THAN

90,000+

Served Since IVMF's Founding

CAREER PREPARATION & EMPLOYMENT



ENTREPRENEURSHIP & SMALL BUSINESS





COMMUNITY-BASED SUPPORT & CARE COORDINATION

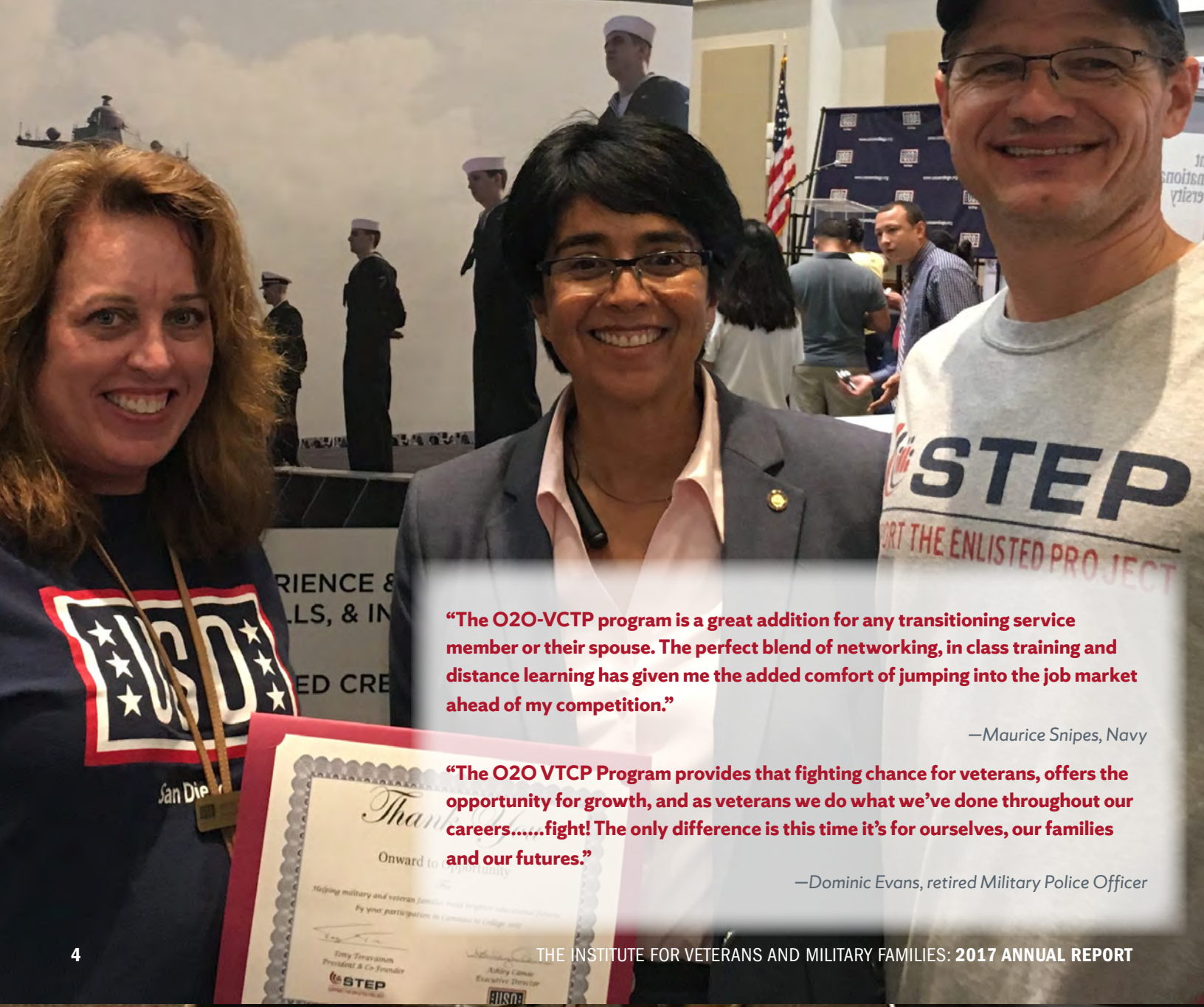
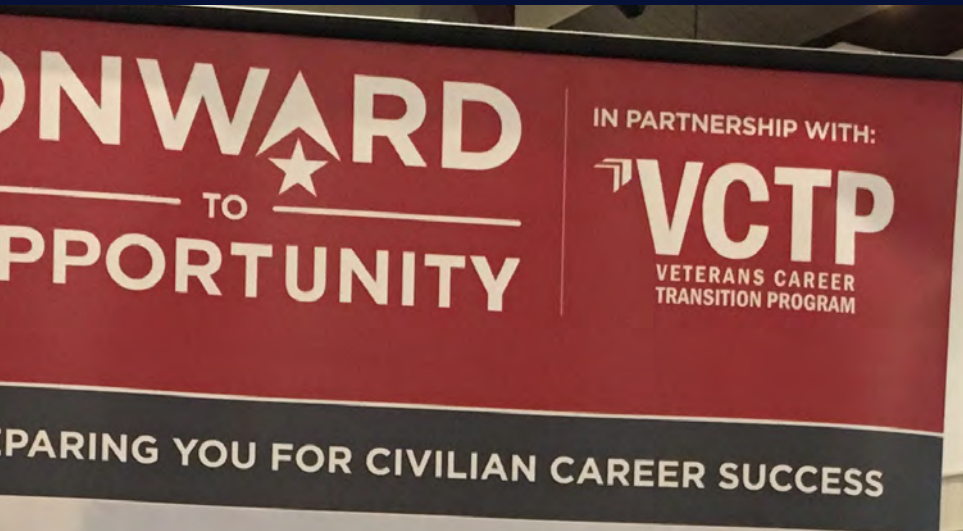


AmericaServes
Practice360



RESEARCH & EVALUATION



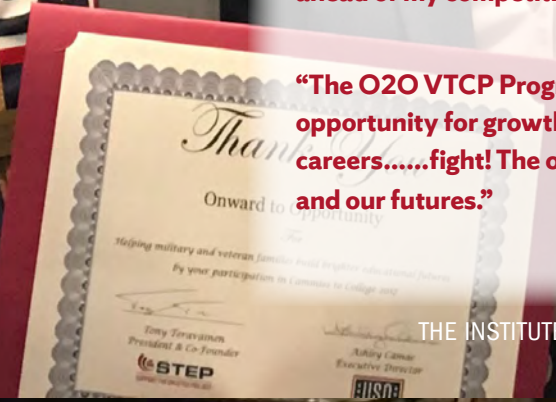


“The O2O-VCTP program is a great addition for any transitioning service member or their spouse. The perfect blend of networking, in class training and distance learning has given me the added comfort of jumping into the job market ahead of my competition.”

—Maurice Snipes, Navy

“The O2O VTCP Program provides that fighting chance for veterans, offers the opportunity for growth, and as veterans we do what we’ve done throughout our careers.....fight! The only difference is this time it’s for ourselves, our families and our futures.”

—Dominic Evans, retired Military Police Officer



ONWARD TO OPPORTUNITY

IN PARTNERSHIP WITH:



PROGRAM

Deliver end-to-end career preparation support for the military-connected community on installations and on-line by establishing/operating programs in 18 military installation communities by June 2018 and enrolling on average 700 online learners per month.

GOAL

Place 30,000 transitioning service members, veterans and/or their spouses in employment or enhanced employment by 2022.

HIGHLIGHTS

- Expanded to **6** new locations.
- Now operational in **14** installation communities covering **63** unique installations to include the first location outside the continental U.S.
- Moved from **quarterly to monthly-online enrollment** and now averages **700** online learners per month.
- Employment/enhanced employment to **8,500** veterans, servicemen and military-connected persons.
- Added **90+** employer partners to complement the **500+** in the HHUSA network.
- Secured an agreement with the Army's Installation Command to operate on all Army installations.
- New partnerships with Wounded Warrior Project, Military.com, DoD's public private partnership program and others to increase participation.



OTHER ACCOMPLISHMENTS

- Supported the Veteran Job Mission
- Launched and support the Pittsburgh Area Veterans Employment Coalition
- Supported the Commercial Club of Chicago - Veterans Employment Initiative
- Published veteran employment report for the federal Office of Personnel Management— *Implementation Assessment of Executive Order 13518— The Veterans Employment Initiative*



ENGAGING HIGHER EDUCATION

Syracuse University Chancellor Kent Syverud and IVMF Founder and Executive Director Mike Haynie participated in the George W. Bush Institute's *Stand To* event in Washington, DC driving the national dialogue surrounding the imperative to support student veterans on campuses around the U.S.



Syracuse University Chancellor Syverud (r) and Student Veterans of America President Jared Lyons (l).

“This blew my mind regarding how quickly the providers reached out. All the assistance I needed was under one roof—One phone call did it all and I will forever be grateful.”

—Theotis Carpenter, Veteran

“The Serves team went above and beyond... they were kind, respectful, and worked diligently to make my transition smooth.”

—Timothy Jones, Veteran





PROGRAM

Build, grow and support successful networks in 18 markets by 2018 and capture learnings and best practices through Communities of Practice at the local, regional and national levels.

GOAL

America Serves communities build coordinated networks of care and services ensuring the **right person gets to the right provider in the least amount of time in the most efficient, effective way possible.**

HIGHLIGHTS

- **Tripled** geographic scope, client reach and service demand
- **620+** providers
- **22,736** total requests received
- **12,551** total clients
- Launched networks in **4** new markets
- Operating in **12** communities in **7** states
- **Two** additional markets in development
- Two locations, NCServes Metrolina & PAServes celebrated their **two-year** anniversary

The **FIRST** community-based, coordinated network of services and care for our nation's **MILITARY-CONNECTED** members and their families



National expansion to improve service delivery was the goal in 2017 - with new networks in Washington State, Texas, Western North Carolina & Rhode Island.



AmericaServes Practice360™



NATIONAL

12 NETWORKS IN **7** STATES

SUPPORTING APPROXIMATELY

620+ PROVIDERS

- Launched Practice360, a program designed to organize networks at the **local**, **regional** and **national** levels to provide professional development, exchange learnings, insights and updates.
- Offers recurring collaborative learning activities (gatherings, trainings conferences, etc.), professional development, and the sharing of meaningful content to stimulate our communities into higher, more sophisticated forms of service delivery.







PROGRAM

In partnership with the Small Business Administration (SBA), Boots to Business delivers a 2-day introduction to small business ownership training globally, along with a recently developed follow-on program focused on business fundamentals and market research.

GOAL

Increase the number of successful veteran/military-connected owned small businesses by providing best-in-class training and resources.

HIGHLIGHTS

- Secured grant renewal from SBA - \$1.5 million/year for 5 years
- Provided **55 Classes** training more than **700 service members**
- Delivered program aboard USS Ronald Reagan while at sea (pictured below)
- Conducted **three** 8-Week Foundations of Entrepreneurship classes with **135 participants; 78% graduate rate**
- Developed & launched new follow-on program of market research and **13 business fundamental specialty tracks**

“When I heard that entrepreneur classes were available, I had a strong desire to pursue that track. We knew we wanted to open our own business, and the doors of opportunity opened for us with this training to pursue the dream of business ownership.”

—MSgt Daniel Schrubb



PROGRAMS AND SERVICES: ENTREPRENEURSHIP & SMALL BUSINESS



“The memorable conference, supportive staff, and my fellow V-WISE sisters gave me the confidence needed to jump full speed ahead into my business full-time.”

—U.S. Navy veteran Laurie Reid

PROGRAM

Designed specifically for women veterans and spouses/partners, V-WISE and IGNITE are 3-phase training programs (online and in-person) with one focused on start-up, and the other on successful early-stage businesses.

HIGHLIGHTS

- Conducted 2 V-WISE programs in Phoenix and Louisville
- **330** graduates from over **40 states**
- Launched First Business Showcase & Innovation Cup Pitch business plan competition
- Awarded **\$35,000** in capital in Louisville to female entrepreneurs
- Partnered with Warner Brothers and ThinkThin on national promotion to recognize successful female veteran entrepreneurs
- Held one-day IGNITE event for aspiring entrepreneurs in partnership with AUSA's National Conference





Designed for post-9/11 veterans, EBV is a 3-phase intensive training program offered through a consortium of 10 universities across the country to prepare veterans to start their own business.

HIGHLIGHTS

- 10 programs completed in 2017 with 200 graduates; total number to date: 1,668



EBV-F @ FSU: 3 phase training program for family members and care takers of veterans

HIGHLIGHTS

- 205 total graduates to date

\$145 MILLION + (AND GROWING)

REVENUE GENERATED BY EBV GRADUATE BUSINESSES IN 2017

72% 

OF EBV GRADUATES HAVE STARTED THEIR OWN BUSINESS

92% 

OF THOSE ARE STILL IN OPERATION TODAY

EBV CONSORTIUM

Whitman
Syracuse University

HAROLD AND PAULINE
PRICE CENTER FOR
ENTREPRENEURIAL STUDIES
UCLAAnderson
School of Management

UCONN
SCHOOL OF BUSINESS

SJU SAINT JOSEPH'S UNIVERSITY
Haub School of Business

THE
FLORIDA STATE
UNIVERSITY
COLLEGE OF BUSINESS
The Center for Veteran Outreach

PURDUE
KRANNERT
SCHOOL OF MANAGEMENT

ATM | **MAYS BUSINESS SCHOOL**
TEXAS A&M UNIVERSITY

LSU
E. J. Ourso College of Business
Stephenson Entrepreneurship Institute

 Cornell University
School of Hotel Administration

M Robert J. Trulaske, Sr.
College of Business
University of Missouri



GOAL

Support procurement-ready military-connected small businesses and increase opportunities for them as suppliers in the private sector; in addition, conduct research/training around the needs of veteran entrepreneurs.

HIGHLIGHTS

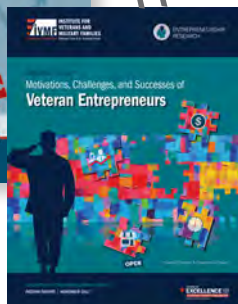
- Grew coalition to include **15 CVOB Partner Corporations** and **more than 530 Veteran/Spouse-Owned Businesses**
- Participated in more than **2 dozen events** in **10 states** reaching more than **11,000 participants**
- Launched VetSource—Daylong event in Hampton Roads, VA; training and networking for **more than 130** procurement-ready veteran-owned small businesses
- Held **2 networking events** in Atlanta, GA and Minneapolis, MN for procurement professionals and **more than 250 veteran-owned businesses**
- Held **1st Vet Small Biz Growth Challenge** in Atlanta and awarded **\$75,000 in seed money** supported by The Marcus Foundation
- Completed Operation Vetpreneurship, first of its kind qualitative study about challenges faced by veterans and employers alike
- Highlighted veteran-owned businesses throughout the month of November with a “buy veteran” campaign
- Developed “Access to Capital Guide” as a resource for both veteran-owned businesses as well as companies seeking to work with them

CVOB PARTICIPATING COMPANIES AND ORGANIZATIONS



JPMORGAN CHASE & CO.

KKR







“I’m so honored to be part of these programs. The support for veterans has never been better and I thank the IVMF team for all the work they are doing to support us.”

—Air Force Veteran Gary Peterson

In 2017, the Enrollment & Advising team realigned to include a focus on post-program support enhancing services to our participants and graduates.

GOAL

The Enrollment team offers customer-focused services to enroll individuals in the right programs efficiently and effectively; advises each learner through to program completion by providing individualized guidance and resources; and provides resources and solutions to IVMF program alumni.

HIGHLIGHTS

- Hosted **13 VETNET webinars**, each with an average of more than **100 viewers per session**
- Processed more than **11,600 applications** for IVMF programs
- Advised more than **5,200 distance learners**, with a 61% program completion rate
- Launched eMentor to expand mentorship services, with **130 participants** in the pilot launch
- Secured **three new resource providers** this year: Sandler Sales Training, IT Skill Builder and LinkedIn Learning

13 VETNET webinars

Advised more than **5,200 distance learners**

Distance learners currently have a **61%** completion rate.

RESEARCH AND EVALUATION

GOAL

To advance the practice and policy supporting America's military-connected community through rigorous applied and translational research, measurement and evaluation, and objective insights that empower action.

HIGHLIGHTS

Research

- Completed **85 reports** across wide variety of topics to include:
 - Entrepreneurship-Bridging the Gap: Motivations, Challenges, and Successes of Veteran Entrepreneurs
 - Education - I am a Post-9/11 Student Veteran to support higher education experience and needs assessment
 - Employment - Office of Personnel Management's **Veterans Employment Initiative Report**; Leading Practices in Retail for the National Retail Federation
- 2017 Blue Star Families Annual Survey
- **39,450** Research participants
- **93** Presentations, engagements, interviews
- **8** New partners

Measurement and Evaluation

- Built evaluation capacity for O2O-VCTP and AmericaServes to improve service delivery
- Refreshed surveys and KPIs for Entrepreneurship portfolio to enhance outcomes analysis and programmatic impact
- Improved data management strategy building upon a new partnership with SAS to provide consistent and secure data analysis informing programs and outcomes







PEOPLE

89 Professional Staff

44% Prior Service

60% Military-Connected

27 Student Employees

Employees located in **8** States

OPERATIONS

In **45** States

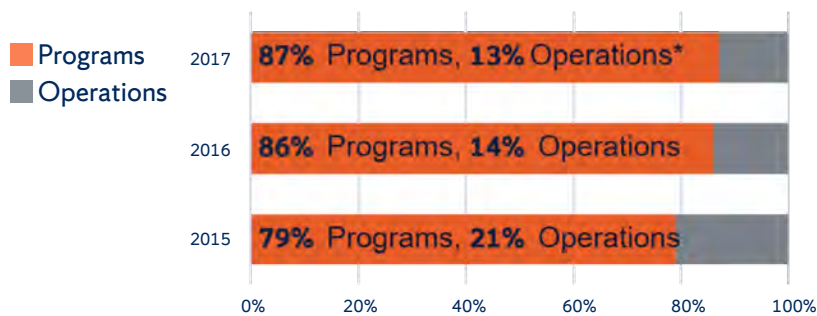
2 U.S. Territories

9 Countries

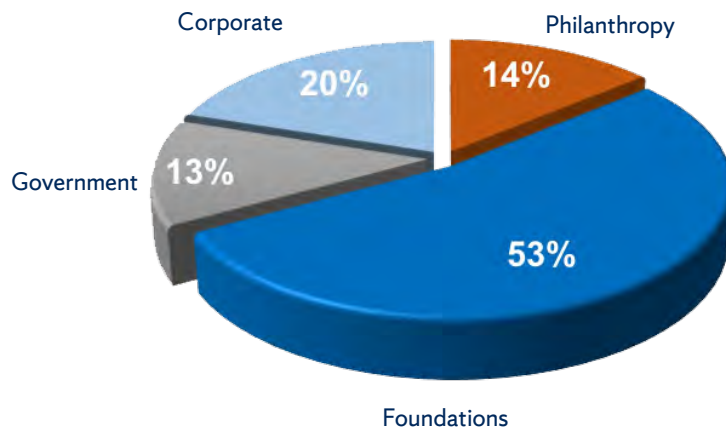


The Institute's growth resulted in a 33% increase in new staff in 2017.

ALLOCATION OF RESOURCES

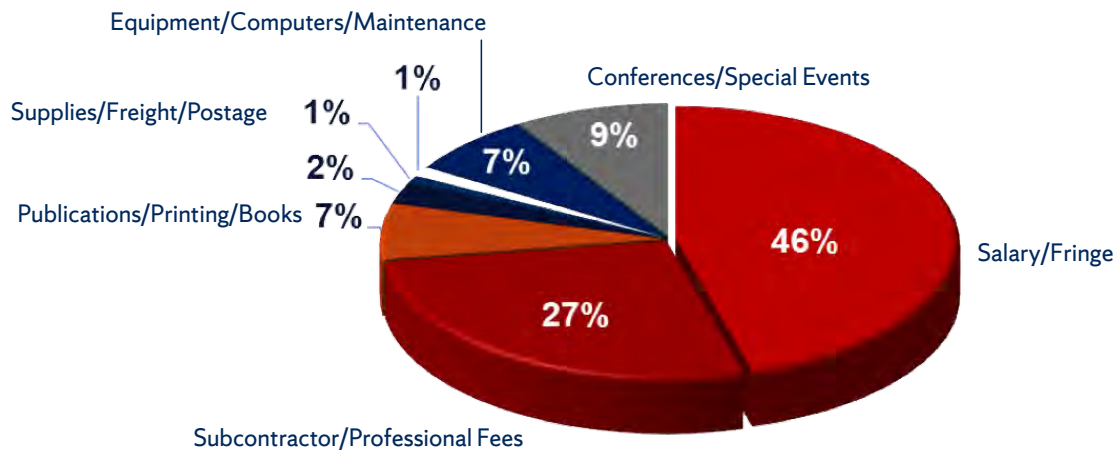


\$18 MILLION IN NEW REVENUE IN 2017 *(includes multi-year funding)*



\$16.1 MILLION IN EXPENDITURES IN 2017

87% of our costs directly support our programs.



Working with Programs and Services, Research and Evaluation, IVMF leadership and other staff, the Development team focuses on cultivating public and private partnerships to raise sufficient resources supporting the programs, services and operations of the IVMF.

HIGHLIGHTS

- **\$481,000** New sponsored research/evaluation
- **\$1M+** SAS pro bono support in data analytics
- **51** sponsored projects
- **9** gifts

FYTD HIGHLIGHTS

- D’Aniello Family
- Schultz Family Foundation
- SBA
- Accenture
- SAS
- Newman’s Own Foundation
- USAA
- Prudential
- Travis Manion Foundation
- Wounded Warrior Project
- NYS Health Foundation
- Institute of Museum and Library Services
- Individual Giving

The D’Aniello
Family Foundation





Kent Syverud
Syracuse University

2012

HONOR ROLL OF DONORS AND PARTNERS

Contributions made from January 1, 2017 to December 31, 2017

We want to thank all our supporters and partners for your generosity and continued support to the Institute for Veterans and Military Families.

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IBM Corporation Matching Grants Division
Institute of Museum and Library Services
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Military Officers Association of America
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United Way of Central New York
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Walmart Stores, Inc.
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Marie C. & Joseph C. Wilson Foundation
Wounded Warrior Project
YourCause
ZogSportsNJ

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Lt. Col. Robert C. Wright USAF Ret. &
Ms. Suzanne L. Wright

* Deceased

The Institute for Veterans and Military Families is the recipient of many gifts each year that honor or memorialize our friends, patrons, and loved ones. We are grateful to the following individuals who made such gifts between January 1, 2017 and December 31, 2017.

IN HONOR OF

Mr. Joel Mjolsness in Honor of Daniel Borgen Mjolsness and Beverly Jean Mjolsness
United Services Automobile Association in Honor of Dr. James M. Haynie
Ms. Anjum Hadwani in Honor of Mr. Jahad Hasan
Mr. Shon Barnwell in Honor of Vernice "FlyGirl" Armour
Ms. Beth Connor in Honor of Martin J. Whitman's 93rd Birthday
Mr. David Carlyon in Honor of Mr. Martin J. Whitman

IN MEMORY OF

Ms. Marissa Effman in Memory of Bernard Handwerker
Mr. Todd B. Rubin in Memory of Donald Gene Ragan
Ms. Serbennia A. Davis in Memory of Linda Davenport, US Army, SSG
Mr. Ryan W. Colombo & Ms. Elizabeth Colombo in Memory of Mrs. Eileen C. Dwyer
Dr. Robert A. Clark in Memory of Mrs. Esther Baker Clark
Ms. Elaine Schneider in Memory of Peter L. Schneider - My Dad an Army Veteran
Mr. Joseph J. Andre & Mrs. Erin M. Andre in Memory of Robert F. Andre

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The National Veterans Resource Center (NVRC) at Syracuse University was conceived as a class-leading, national exemplar of academic, government, and community collaboration. The NVRC will leverage a public-private sector partnership model to nurture academic research, actionable programming, and collaborative thought leadership positioned to impact veterans and their families on the campus of Syracuse University, in New York State, and in communities across the U.S. Accordingly, the NVRC will create the conditions necessary to build upon and solidify this region's ongoing effort to position Central New York as the nation's hub for research and programming connected to the veteran and military sectors — helping make the region and New York State the best place in the nation for veterans. The NVRC will also result in hundreds of millions of dollars in economic activity, the creation of hundreds of high paying jobs and seed the conditions for future growth and new opportunity.

HIGHLIGHTS

- 2017 site preparation began
- Approximately 115,000 sq. feet
- 750 seat auditorium, 240 seat banquet hall
- LEED-certified building, incorporating sustainable materials and technologies
- Will annually train and support 40,000 veterans through programs that have generated 4,000 new jobs and \$225m in revenue



National Veterans Resource Center
at Syracuse University

NVRC.SYR.EDU

STAY IN TOUCH



p 315.443.0141
f 315.443.0312
e vets@syr.edu
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