

IVMIF IN Focus

2011–2012
Annual Report

“in service to those who have served”



SYRACUSE UNIVERSITY
INSTITUTE for **VETERANS**
and **MILITARY FAMILIES**
JPMorgan Chase & Co., Founding Partner

About the Institute for Veterans and Military Families at Syracuse University



The Institute for Veterans and Military Families (IVMF) was founded in 2011 by Syracuse University as the result of a historic partnership with JPMorgan Chase & Co. As the first institute of its kind in the nation, the mission of the IVMF is to leverage the intellectual, programmatic and human capital resources of higher education in support of the post-service life course of the nation's veterans and military families. Specifically, the IVMF focuses on developing impactful programming, cultivating actionable research, conducting policy analysis and providing technical assistance positioned to address the social, economic and public policy challenges facing the veterans' community. The IVMF team approaches this mission as a collaboration, forging enduring partnerships with government, private industry, institutions of higher education, philanthropic organizations and other stakeholders committed to supporting transitioning service members, veterans and their families.



IVMF

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Chancellor Tolley Appoints University War Service Committee



A Letter

FROM THE IVMF EXECUTIVE DIRECTOR AND FOUNDER

In June 2011, Syracuse University entered into a historic partnership with JPMorgan Chase & Co. (JPMC) to found the Institute for Veterans and Military Families (IVMF). The IVMF is the first and only academic institute of its kind in the nation—solely focused on impacting the opportunities, concerns, issues and challenges facing the nation’s veterans and military families. Today, our team has grown to 22 professional staff members and 14 student interns, all equally committed to empowering our veterans as individuals and citizens of the nation they defended in uniform.


Put simply, the IVMF was created based on the recognition that resources of higher education are well-positioned to empower the post-service life course of the nation’s veterans and their families. Over the past 18 months, we have acted on that recognition by developing a broad and growing portfolio of research initiatives, veteran and family-focused programming, stakeholder collaborations and awareness building efforts positioned to directly address the opportunities and concerns impacting the veterans’ community.

Since our founding, the IVMF has designed, developed and implemented a robust portfolio of veteran and family-focused programming. These programs include initiatives designed to support the employment and self-employment goals of veterans, mitigate veteran homelessness and support the health and wellness situation of veteran families. To-date, more than 1,300 veterans and military family members have participated directly in IVMF-designed and delivered programming.

The IVMF has also acted purposefully to assume a thought leadership role related to veterans’ policy and philanthropy. Our research team has developed and cultivated a network of world-class scholars across the country, committed to leveraging their expertise in support of a research-driven understanding of the post-service life course of those who serve the nation in uniform. Each week, we share this cutting-edge research with the stakeholder community—in a practical and actionable format—through our Research Brief initiative. We have also leveraged our research to serve practical objectives in support of the employment and economic situation of veterans through numerous publications, online resources and guidebooks designed to create vocational opportunities for veterans—and by supporting the nation’s employers in their efforts to transition veterans into the civilian workforce.

It’s important to highlight that our model is based on collaboration. Since our founding we’ve cultivated and cemented important partnerships with government, industry, community and philanthropic partners that share our values, mission and passion for serving veterans and their families. These are relationships that will sustain the IVMF in the years and decades to come, and support our goal of building an enduring institution positioned to support and empower generations of American veterans.

Throughout the pages of this inaugural annual report, we chronicle where we’ve been and what we’ve accomplished over our first 18 months. While it’s important to archive the past, it’s my hope that this publication represents more than simply an artifact of what’s been. Instead, I hope that our stakeholders and supporters take from this report a vision for what could be—for the IVMF, and most importantly, for those who have worn the cloth of our nation in service to all Americans.



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MILITARY TO
GET SKILLS TO WORK
MANUFACTURING

FOCUS ON:

Employment

The IVMF acts as a bridge between veterans, military families and industry/government/NGO programs positioned to create employment and vocational training opportunities post-service.

The institute provides resources and support services to veterans and their families to identify and pursue employment opportunities, leveraging skills and experiences gained in military service and new skills and knowledge gained post-service. To this end, the IVMF assists with strategies to recruit, assimilate, retain and advance veterans and military families in employment by sharing best practices in higher education and business and industry through research results, toolkits and opportunities to create collaborations between stakeholders responsible for employment outcomes for veterans.

EMPLOYMENT PUBLICATIONS:

Employment Situation Reports – In January 2012, the IVMF began issuing reports representing the month-to-month change in the employment situation of America's veterans. Content for the reports comes from data reported in month-to-month unemployment rates published by the Bureau of Labor Statistics (BLS) and released the first Friday of each month. IVMF reports include an overview of noteworthy news, policy and public-private sector initiatives positioned to impact the employment situation of veterans. Eleven reports were issued in 2012 and have been routinely cited by The Wall Street Journal, New York Daily News and The Huffington Post, among other media outlets. In addition, the IVMF releases an annual analysis in relation to BLS annual reports drawn from monthly data and Current Population Survey (CPS) annual averages. The institute includes specific characteristics in its reporting, including veterans who served in Iraq and/or Afghanistan (Gulf War era II or post-9/11 generation) and those with service-connected disabilities. The institute has issued one annual employment report to-date, in March 2012, on the 2011 annual comparison.

“The Business Case for Hiring a Veteran: Beyond the Clichés” – Issued in March 2012, the brief draws from academic literature to suggest a robust, specific and compelling business case for hiring individuals with military background and experience. The report details the results of a comprehensive review of academic literature from the fields of business, psychology, sociology, and organizational behavior positioned to illustrate the foundational elements around which employers can formulate a research-informed logic for recruiting and developing military veterans in the civilian workforce. The business case is based on 10 research-informed propositions on the value of a veteran in a competitive business environment. The report was cited by Stars and Stripes, The Huffington Post and the White House, among others. The White House called the report an “extraordinary study” and recognized the IVMF as “a national leader in veteran and military family research.” According to then-Joining Forces director Brad Cooper, “Among others things,



the study confirmed what many of us already knew—hiring America’s veterans makes great sense and is a terrific investment for any company in America. I encourage wide dissemination of this report to corporate leaders throughout the nation.” In addition, the case was also cited in the White House’s “Military Skills for America’s Future: Leveraging Military Service and Experience to Put Veterans and Military Spouses Back to Work” report.

“Guide to Leading Policies, Practices & Resources: Supporting the Employment of Veterans and Military Families” – Issued in June 2012, the publication is the product of a collaborative effort of the IVMF and more than 30 private sector employers and supporting organizations, plus many more, whose activities are reflected throughout the report, that agreed to share best practices, lessons learned and innovations tied to the recruitment, assimilation, retention and advancement of vets in the workforce. The guide represents a response to calls for a shared resource for American employers, both large and small, to adopt a strategic and sustainable approach to the advancement of veterans in the civilian workforce, and serves to advance employment and economic opportunities for vets and their families. The publication is one of the most comprehensive efforts to-date focused on providing actionable strategies and resources to advance the employment situation of the nation’s veterans and military families. The White House praised the guide, calling it a “timely and important resource for every company in America looking to recruit, employ and retain our nation’s veterans.”

“Navigating Government Benefits & Employment: A Guidebook for Veterans with Disabilities” – In response to a need for more easily accessible and organized information on governmental benefits available to veterans and their families, the IVMF, in collaboration with Griffin-Hammis Associates LLC, released the publication in August 2012. The four-part guide details monetary, health care and employment services and support benefits, and helps outline the interaction between government benefits and employment or self-employment. The goal is to provide veterans and their families enough information to understand how work income (through self- or traditional employment) can affect benefits. It provides tools to stay financially secure while remaining eligible for supports and services, and assists in transitioning away from supports when appropriate, in a planned process. The guidebook focuses primarily on benefit programs that are the most frequently accessed by veterans and their families, such as those issued by the VA, Social Security Administration (SSA), DOD and State Vocational Rehabilitation (VR).



EMPLOYMENT PARTNERSHIP PROFILES:

100,000 JOBS MISSION

The institute collaborates with the 100,000 Jobs Mission coalition and member companies, sharing information on veteran employment and leading practices related to transitioning service members and veterans entering the civilian work force. The IVMF prepares and delivers training for veterans, military



family members, hiring managers, line managers and HR professionals related to recruitment, hiring, assimilation, retention and advancement to further the goal of hiring 100,000 veterans over five years. Publications are developed in collaboration with member companies who share their practices and learning, and with many other business and industry partners.

CENTER FOR A NEW AMERICAN SECURITY (CNAS)

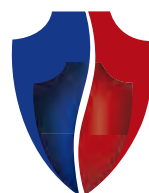
To address current employment challenges facing our nation's returning veterans, service members and military families, IVMF and CNAS convened a best practices summit in November 2011 to identify, classify and ultimately disseminate practices which promote preparedness and employment of veterans and their family members, philanthropy in business and industry related to veterans, engagement or employment within the veterans' community and proposed solutions. The invitation-only summit was held in New York City aboard the USS Intrepid. The impetus of the summit was to build actionable, best practice case studies around the focus areas identified above, for purposes of empowering employers to successfully recruit, assimilate, retain and advance veterans, service members and military families in the workplace. Case studies were shared by the IVMF and CNAS with Joining Forces, VA, DOL, DOD, individual service branches, veteran service organizations, state-level programs and services and additional stakeholders in the veterans' community.

Approximately 30 firms were invited to participate, and completed a pre-summit survey focused on their organizational efforts supporting, engaging and employing veterans and their families. The answers helped shape the agenda for the summit and identified particularly novel and impactful efforts in the employment arena and helped inform case studies produced as an outcome of the event, in addition to the writing of the IVMF's "Guide to Leading Policies, Practices & Resources: Supporting the Employment of Veterans and Military Families."

The summit addressed a number of key issues, including:

- **factors or motivations that prompt public and private sector organizations to advance employment and economic opportunity for veterans and military family members**
- **major challenges (policy, systems, infrastructure, preparedness, awareness, education, skills, attitudes, disabilities, mental health, potential deployments or moves, etc.) associated with employment of veterans and military family members**
- **innovative practices in regard to recruitment, assimilation, retention, and advancement of veterans in the workforce**
- **corporate philanthropy as a means to create economic opportunity for veterans and their families**

Summit participants included representatives from the IVMF, CNAS and leading businesses, organizations and government agencies making strides in supporting, engaging and employing this community. Keynote speakers included Richard D. Parsons, former chairman of the board of Citigroup, and Patricia Shinseki, wife of Gen. Eric K. Shinseki (VA Secretary), two of the Joining Forces three-member advisory board, which also includes Gen. Stanley A. McChrystal (Ret.).



**Center for a
New American
Security**



US BUSINESS LEADERSHIP NETWORK (USBLN®)

Announced in August 2012, the partnership focuses on service-disabled veterans in employment and entrepreneurship and will advance joint initiatives undertaken by both organizations during the past several years into a formal program of collaboration to benefit business and industry seeking well-qualified employees and suppliers, and service-disabled veteran employees and business owners. The IVMF's focus on veterans, and service-disabled veterans, naturally aligns with the goals and objectives of USBLN® in this area. Each year, more than 250,000 service members transition out of the military. Returning veterans are natural entrepreneurs, possessing skills, experience and leadership to start businesses and create jobs. Additionally, veterans often hire other veterans, and this is particularly the case for service-disabled veterans.

THE U.S. CHAMBER OF COMMERCE AND HIRING OUR HEROES

The Chamber works with more than 1,500 volunteers from member corporations, organizations and the academic community who serve on committees, subcommittees, task forces and councils to develop and implement policy on major issues affecting business. With the overarching mission to strengthen competitiveness of the U.S. economy, the Chamber focuses on 10 key challenges, of which the IVMF is engaged in the areas of education, workforce and labor with a focus on veterans, military families and post-service transition. The fundamental activity of the Chamber is to develop and implement policy on major issues affecting business. The IVMF is highly engaged with the Chamber's Hiring Our Heroes program, launched in March 2011 as a nationwide initiative to help veterans and military spouses find meaningful employment.



HIRING OUR HEROES, HIRE HEROES USA AND VETNET

In addition to its ongoing engagement with Hiring Our Heroes, the IVMF partnered with the initiative and Hire Heroes USA to combine forces to create the online portal VetNet. Transitioning from military to civilian life presents a unique set of challenges. To make things easier, provide structure and a single place to start, VetNet was launched in November 2012. Hosted on Google+ and at VetNetHQ.com, VetNet is a free, one-stop shop for veteran and military family communities transitioning to the civilian workforce. The online resource includes innovative networking tools, career training, job opportunities and entrepreneurship classes—all offered online and at absolutely no cost to participants. Each partner organization brings its own expertise through unique channels, powered by the organization. These “tracks” leverage technology to build an online portal to support veterans based on the post-service transition they are looking to make. Partners provide links to resources, tools and tips related to the training track, items of note and host public events powered by Google Hangouts. Tracks include VetNet Basic Training, powered by Hire Heroes USA for those just beginning their search; VetNet Career Connections, powered by Hiring Our Heroes, for those looking to figure out what industries or companies might be right for them; and VetNet Entrepreneur, powered by the IVMF for those who want to start their own business. (See this report's Self-Employment section.)



IMPACT:

GE, GET SKILLS TO WORK AND VETERAN EMPLOYMENT LEADING PRACTICES: TOOLS FOR ENGAGING TALENT

As a result of the influence of the institute's "Guide to Leading Policies, Practices & Resources: Supporting the Employment of Veterans and Military Families," in October 2012, the IVMF and GE announced a partnership to empower the nation's employers to adopt a collaborative and strategic approach to veteran employment. GE is both lead corporate sponsor of the IVMF's new "Veteran Employment Leading Practices: Tools for Engaging Talent" toolkit and an IVMF flagship partner, supporting the institute's work to improve the employment situation of veterans and their families. Available at toolkit.vets.syr.edu, the resource builds on work begun by the IVMF with support from JPMC and the Robin Hood Foundation in collaboration with McKinsey & Company and information from more than 40 private sector businesses.

The partnership behind the toolkit is part of a broader coalition effort, Get Skills to Work, announced by GE which aims to help close the U.S. "skills gap"-specifically in advanced manufacturing-by providing employers with tools they need to recruit, hire, onboard and mentor veterans, an underutilized talent resource. Many veterans express a continuing need to "be of service" to a cause greater than themselves, and American competitiveness in manufacturing is critical to economic security, and to the careers and financial security of the nation's veterans and their families. John Campbell, the U.S. Deputy Assistant Secretary of Defense, called the Get Skills to Work initiative "terrific" and a program "truly linking our veterans to great opportunities."

"Veteran Employment Leading Practices" toolkit—with curated contributions by many stakeholders and useable by everyone— contains resources for executive leaders, human resources professionals, veteran employees and peer co-workers designed to promote the business case for recruiting, hiring, retaining and advancing veterans in careers in the private sector. It is organized into four main categories:

- **Leadership (executive engagement)**
- **Preparedness (workforce development and preparation)**
- **HR Processes, Practices & Tools (human resources practices)**
- **Co-Worker & Peer Resources (employee engagement)**

The IVMF has collected and shared leading practices from over 40 private sector leaders through its leading practices guide and business case. "Veteran Employment Leading Practices: Tools for Engaging Talent" serves as a portal to these practices, and importantly, as a central collection point for business, industry, NGO, veterans service organizations and government partners to share resources.



2011-2012 EMPLOYMENT ENGAGEMENT SNAPSHOT:

IVMF leadership took part in the following presentations, keynotes and meetings:

- GE Get Skills to Work Initiative Launch
- IVMF and CNAS USS Intrepid Employment Summit
- Clinton Global Initiative: CGI America - Operation Employment: Empowering America's Newest Veterans
- Veteran Symposium for New Jersey Employers
- U.S. Business Leadership Network 15th Annual Conference and Expo
- Central New York SHRM Diversity Seminar: The Recruitment and Retention of Veteran Employees
- The Hero Summit, presented by Newsweek and The Daily Beast
- Annual Meeting of AG Warriors, Agricultural Business Leaders Focused on Creating Careers for Veterans in The Industry
- 100,000 Jobs Mission Coalition Quarterly Meetings
- Wal-Mart Stakeholders Summit
- Navigating Life Events Panel at JPMorgan Chase, Veterans Transitioning from Military to Civilian Workforce
- Waste Management's Veteran's Affinity Group
- Second Annual Lee Anderson Hiring Our Heroes Awards Dinner, U.S. Chamber of Commerce
- U.S. Chamber of Commerce's Business Steps Up: Hiring Our Heroes Event
- University of Denver National Veterans Training Institute (NVTI), DOL-VETS





FOCUS ON:

Self-Employment

The IVMF leverages higher education to design, develop and deliver world-class self-employment programs for transitioning service members, veterans, military families and community stakeholders. The institute's portfolio of entrepreneurship and small business ownership programs provides participants with skills to be successful in work and life as they make the post-service transition. In the last 18 months the institute has expanded offerings of these self-employment programs to reach even more members of the veteran and military families' community. This includes the addition of two new schools to the Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) national consortium, creation of the EBV National Conference, an additional university offering EBV-Families, the launch of Operation Jump Start in partnership with the USO and Accenture, online courses delivered to participants via the VetNet Entrepreneur track powered by Google as part of the larger VetNet portal and the landmark pilot program Operation Boots to Business: From Service to Startup to introduce and train transitioning service members in business ownership as part of the military's revamped transition assistance programs TAP and TAMP. Boots to Business will be offered armed forces-wide in 2013 and marks the first time in history that service members are being exposed to the possibility of entrepreneurship as a post-service vocation. A cross section of the IVMF's self-employment programs are offered in partnership with the U.S. Small Business Administration (SBA).

SELF-EMPLOYMENT PROGRAMS:



ENTREPRENEURSHIP BOOTCAMP FOR VETERANS WITH DISABILITIES (EBV)

One-of-a-kind initiative offering cutting-edge, experiential training in entrepreneurship and small business management to post-9/11 veterans with

service-connected disabilities (estimated at up to 30 percent of the 2.5 million post-9/11 veteran population)

EBV TALK BACK: IN THE WORDS OF OUR GRADS

“Life changing” ■ “invaluable” ■ “effective” ■ **“inspiring”** ■ “necessary” ■ “honor”
■ **“confidence”** ■ “wonderful” ■ “well-executed and on the mark” ■ “professional”
■ “outstanding” ■ “empowering” ■ **“motivational”** ■ “helpful” ■ “opportunity” ■
“excellence”

EBV FAST FACTS

- THREE-PHASE TRAINING – ONLINE COURSE, ON-CAMPUS RESIDENCY, POST-PROGRAM TECHNICAL ASSISTANCE THROUGH EBV-TAP
- OFFERED FREE OF COST
- NATIONAL CONSORTIUM OF EIGHT COLLEGES AND UNIVERSITIES, WITH SU SERVING AS NATIONAL HOST
- PROGRAMS AT TEXAS A&M, PURDUE, UCLA, UCONN, LOUISIANA STATE, FLORIDA STATE AND CORNELL
- ANNUAL EBV NATIONAL ALUMNI & TRAINING CONFERENCE ESTABLISHED IN 2011, HELD THAT SAME YEAR AND IN 2012
- INC. MAGAZINE NAMED EBV ONE OF 10 BEST ENTREPRENEURSHIP PROGRAMS IN NATION, 2011
- NEW YORK BEST LEARNING AND PERFORMANCE AWARD, NOT-FOR-PROFIT SEGMENT, CNY CHAPTER OF THE SOCIETY FOR TRAINING & DEVELOPMENT, 2012
- OVER 500 GRADUATES SINCE PROGRAM CREATION
- 57% OF GRADS HAVE LAUNCHED A VENTURE, 88% ARE STILL IN OPERATION, OVER 670 NEW JOBS HAVE BEEN CREATED IN ADDITION TO THE BUSINESS OWNERS





EBV SPOTLIGHT:

Brad Lang

EBV-SU, Class of 2012



Brad Lang had always dreamed of becoming a business owner, but his entrepreneurial dreams were put on hold when he enlisted in the Marine Corps in 2005. In 2011, after losing both of his legs during his last deployment in Afghanistan, rather than seeing his way of life as dramatically altered, Brad saw an opportunity to move forward with his dream. While in the hospital, still recovering from his injuries, he began planning how he could find a way to accomplish his dream of starting a business. “I decided from the very beginning that I was going to use this speed bump in my life as a second chance to do what I really wanted to do,” he says. Despite having no prior business experience, as a result of his participation in the EBV program, Brad became equipped with knowledge and tools to create Stumpies Customs Guns. Together with his friend, fellow Marine and EBV-SU classmate, Johnny Morris, Brad and Johnny seek to provide an informative, pleasant customer service experience for those seeking to purchase or design their own firearms. The EBV program provided Brad, already known for his incredible work ethic and go-getter attitude, with training and skills needed to create a solid business plan, as well as valuable advice for starting a small business. Additionally, during EBV, both Brad and Johnny had access to legal expertise and lessons learned from other small business owners who initially faced major setbacks or constant roadblocks. Even more than knowledge, Brad says that the true value of the EBV program is in its networks. “EBV is the perfect breeding ground for networking to occur. They bring in a lot of people with different talents and ideas who share one passion—aiding fellow service members.” Though Brad and Johnny still face some challenges, given that Stumpies is currently in its start-up phase, Brad takes great pride in the fact that he is able to work for himself, and is building something from the ground up.



EBV-F FAST FACTS

- THREE-PHASE TRAINING—ONLINE COURSE, ON-CAMPUS RESIDENCY, POST-PROGRAM TECHNICAL ASSISTANCE THROUGH EBV-TAP
- OFFERED FREE OF COST
- PROGRAMS AT SU AND FSU
- NEW YORK BEST LEARNING AND PERFORMANCE AWARD, NOT-FOR-PROFIT SEGMENT, CNY CHAPTER OF THE SOCIETY FOR TRAINING & DEVELOPMENT, 2012
- DOUBLED PROGRAM OFFERING IN 2012

ENTREPRENEURSHIP BOOTCAMP FOR VETERANS' FAMILIES (EBV-F)



Leveraging flexibilities inherent in small business ownership to provide a vocational and economic path forward for military and veteran family members



EBV-F TALK BACK: IN THE WORDS OF OUR GRADS

“excellent staff” ■ “great work” ■ “upbeat momentum” ■ “very uplifting and supportive”
 ■ “beneficial” ■ “a good foundation” ■ “positive environment”

EBV-F SPOTLIGHT:

Sam & Molly Wasko

EBV-FSU, Class of 2008 and
 EBV-FSU, Class of 2012



“We are passionate about connecting people in a way that helps them solve a problem.” It was natural for Sam and Molly Wasko to create a business that brings people together. Together they founded inDegree, an alumni tracking service that helps universities and their graduates connect and maintain open lines of communication to build stronger alumni networks. To get their business started, Sam and Molly, veteran and wife, decided to take advantage of multiple resources available to them, and participated in both the EBV and EBV-F programs. Though the Waskos still face entrepreneurial challenges, they are confident that with the support of the EBV-F, EBV and IVMF family, they can face many of the most difficult challenges that drive most start-up companies out of business. Sam found that EBV “reinforced the importance of not only having a great idea, but also having a great business plan.” He credits the personal guidance from EBV mentors as a great advantage, both at the beginning of his venture and now. In addition to education, the EBV program awarded Sam and Molly with financial support—funds totaling \$13,000 awarded during the 2012 EBV National Conference in Denver for developing an award-winning business plan. Well-prepared by the workshops, conferences and networks provided by the EBV and EBV-F, the Waskos plan to continue to use inDegree to build meaningful connections among people and to fulfill their personal dreams of business ownership.



V-WISE FAST FACTS

- THREE-PHASE TRAINING—ONLINE COURSE, TWO-DAY CONFERENCE, POST-PROGRAM SUPPORT
- OFFERED IN GROWTH AND START-UP TRACKS
- 200 WOMEN PER CONFERENCE
- CONFERENCES HELD IN SAN ANTONIO AND BALTIMORE IN 2011 AND ORLANDO AND SAN DIEGO IN 2012
- OFFERED AT MINIMAL COST (\$75)
- MORE THAN 500 GRADUATES TO-DATE

VETERAN WOMEN IGNITING THE SPIRIT OF ENTREPRENEURSHIP (V-WISE)



Providing tools women veterans, active duty and female military family members need to become successful entrepreneurs, enabling them to find their passion and learn business-savvy skills to turn their ideas or businesses into growth ventures

V-WISE TALK BACK: IN THE WORDS OF OUR GRADS

“helped me kickoff a public speaking program and release a book” ■ “incredible networking and synergy” ■ “camaraderie and immediate connection with classmates” ■ “business plan is

complete, loan was approved, construction begins soon!” ■ “excellent speakers and advice” ■ “made us all feel that we matter” ■ “wonderful to see and hear from such accomplished women” ■ “positive environment” ■ “helped me re-imagine my venture, gave me a jolt of energy and helped increase my business this year” ■ “still inspired” ■ “sincerity and generosity was evident” ■ “positive affirmation that this is possible”

V-WISE SPOTLIGHT:

Lisa Belcastro

EBV-Texas A&M, Class of 2012
and V-WISE Jacksonville 2012



After retiring from military service, Lisa Belcastro created LR General Solutions LLC, a roofing and general contracting business that blends her management and mechanical skills with her husband’s technical knowledge of roofing systems. When coupled with construction knowledge, LR General Solution’s customers are provided with expert service, in addition to cost-efficient and good-looking metal roofing. To give her business an additional leg up, Lisa attended the IVMF’s V-WISE program for female veterans in Jacksonville, Fla., where she found opportunities to network, especially with fellow women veteran business owners. (Before attending V-WISE, Lisa also went through the IVMF’s EBV program, where she credits the program with teaching her how to communicate in business language.) “The military has operation orders that are written in a specific format to communicate missions. Similarly, the business world has business plans that must be written in a specific format with specific requirements,” she says. V-WISE and EBV provided Lisa with practical skills, such as research gathering, exploring the competitive landscape and analyzing the market. Though still in the early stages of growing her company, Lisa is looking forward to what lies ahead. “As I am finishing up my business plan, I grow more excited about the opportunities I have to pursue.” To aid her in her entrepreneurial dreams, Lisa remains in frequent contact with V-WISE and EBV program staff and often utilizes them when she encounters a roadblock or needs help with an issue. “Access to immediate feedback is so valuable, as it allows me to quickly ‘adjust fire’ and move in a different direction.” Given her experiences attending V-WISE and EBV, Lisa encourages veterans to take advantage of the great opportunities provided by the IVMF.



E&G FAST FACTS

- START-UP TRACK FOR THOSE WITH AN IDEA FOR A BUSINESS VENTURE AND FOR NEW AND EMERGING ENTERPRISES (IN BUSINESS LESS THAN TWO-THREE YEARS)
- GROWTH TRACK FOR ESTABLISHED BUSINESSES (THOSE WHO HAVE BEEN IN BUSINESS THREE-PLUS YEARS)
- MORE THAN 100 GRADUATES TO-DATE

OPERATION ENDURE & GROW (E&G)



Eight-week online training experience on fundamentals of launching and/or growing a small business open to National Guard and Reserve members (those serving and who have served) and first degree family members, includes both start-up and growth tracks



E&G TALK BACK: IN THE WORDS OF OUR GRADS

“very organized” ■ “provided well-rounded concepts” ■

“gave me a strong understanding” ■

“made me uncomfortable, which is a GOOD thing, because I learned how to make this happen the right way”

E&G SPOTLIGHT:

Kelly Broome

E&G, Class of 2012



Kelly Broome always possessed the entrepreneurial spirit. In the past, he was a defense contractor and tried to develop businesses related to his work in that field. But every time he was deployed, the businesses would fail. Still in the Army Reserve, Kelly began seeking business opportunities that would “survive deployment.” In June 2011, he turned to the E&G program for help. With the help of the training he received through E&G, Kelly and his wife, Laura, were able to learn business terminology to help them build a business plan, marketing techniques, a customer base and the importance of customer service. Armed with this knowledge, the Broomes chose the path of owning a franchise. ARCpoint Labs has an established track record for providing lab drug-testing services, as well as criminal, background and pre-employment checks. With two locations in San Antonio and Austin, Texas, the Broomes have quickly expanded. While the Broomes have faced some challenges in learning and growing their business simultaneously (opening two franchise locations within one month of each other), they credit the E&G program with helping them anticipate some of the challenges they are facing, and thereby averting them. Equally as important, E&G provided Laura with the confidence to feel she could manage the franchises and move forward with the business plan, even without Kelly while he is on deployment. “Endure & Grow gave me all the tools and resources, and importantly, the confidence to go out on my own,” she says. Both Kelly and Laura advise new business owners to remain flexible and open to new business opportunities. Something they have experienced as a result of their ventures and participating in E&G.



OPERATION BOOTS TO BUSINESS: FROM SERVICE TO STARTUP (B2B)



Three-phase program to introduce and train service members to business ownership during transition from service (TAP and

TAMP) with self-selection into phases II and III, historic first presenting entrepreneurship as a potential post-service vocation for transitioning military members

B2B TALK BACK: IN THE WORDS OF OUR GRADS

“helps explain language and functional areas of business to service members, many of whom lack significant private sector experience and familiarity”

■ “in-depth analysis” ■ “like ability to go at my own pace” ■ “opened my eyes to all aspects of business, something I was unaware of before”

OPERATION JUMP START



Training program, in partnership with the USO and Accenture, that delivers small business education to transitioning service members and their families at Wounded Warrior support facilities and military hospitals across the nation

JUMP START TALK BACK: IN THE WORDS OF OUR GRADS

“caters to military vets” ■ “informative and easy to understand” ■ “helpful in tailoring my business plan and strategy to ensure success” ■ “real motivation from instructors” ■ “materials were helpful” ■ “direct and to the point” ■ “huge confidence builder” ■ “liked enthusiasm and respect of staff and instructors” ■ “confirmed my interest in business” ■ “engaging format” ■ “not intended or presented as if there is one easy method to be successful”

B2B FAST FACTS

- AUGUST 2011 - PRESIDENT OBAMA DIRECTS SBA, VA AND DOD TO IMPROVE TAP/TAMP FOR TRANSITIONING SERVICE MEMBERS
- FALL 2011 - AGENCIES ASK IVMF TO DEVELOP CRITICAL COMPONENT OF NEW PROGRAM, FOCUSED ON SELF-EMPLOYMENT
- THREE-PHASE TRAINING – 12-MINUTE INTRO VIDEO DURING TAP/TAMP, TWO-DAY SESSION AND “INTRODUCTION TO BUSINESS OWNERSHIP” CURRICULUM DURING TAP/TAMP, SELF-SELECT INTO EIGHT-WEEK ONLINE “MINI M.B.A.”
- PILOTED AT 15 MILITARY BASES REPRESENTING ALL FOUR BRANCHES IN 2012
- NOVEMBER 2012 - FIRST INTERNATIONAL EXPANSION HELD FOR U.S. SERVICE MEMBERS AT MILDENHALL ROYAL AIR FORCE BASE, ENGLAND
- EXPECTATION OF FORCES-WIDE LAUNCH IN 2013, MORE THAN 300,000 TRANSITIONING SERVICE MEMBERS WILL BE EXPOSED TO PHASE I TRAINING



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accenture

JUMP START FAST FACTS

- INAUGURAL WORKSHOP CONDUCTED AT CAMP PENDLETON (USMC, CALIF) IN AUGUST 2012
- 12 WORKSHOPS PER YEAR, HELD AT CAMP PENDLETON (USMC), FORT BRAGG (ARMY), AND FORT BENNING (ARMY)
- 38 GRADUATES TO-DATE
- 100% INDICATED THAT JUMP START BUILT THEIR CONFIDENCE AS POTENTIAL BUSINESS OWNERS

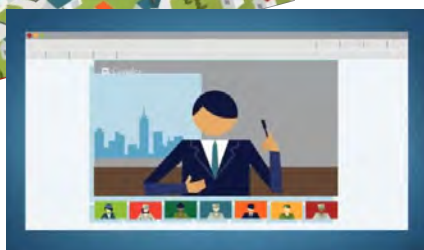
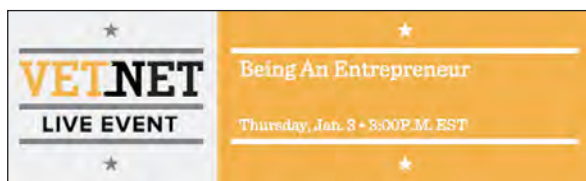
VETNET FAST FACTS

- LAUNCHED IN NOVEMBER 2012
- COURSES OFFERED AT NO COST IN EIGHT-WEEK CYCLES, TWO TIMES PER WEEK (ONE COURSE, ONE "ASK THE EXPERT" SESSION)
- UP TO 10 PARTICIPANTS CAN JOIN LIVE HANGOUTS, INTERACT WITH INSTRUCTORS AND EXPERTS IN GROUP VIDEO CHAT SETTING
- UNLIMITED NUMBER OF VIEWERS ACROSS +VETNET ENTREPRENEUR AND CUSTOM URL ON YOUTUBE CAN WATCH AND TAKE PART
- LIVE PARTICIPANTS AND VIEWERS CAN SUBMIT QUESTIONS FOR DISCUSSION VIA GOOGLE CHAT AND YOUTUBE FEEDS
- SESSIONS ARCHIVED ON YOUTUBE CHANNEL FOR FUTURE VIEWING
- SIX LIVE HANGOUT SESSIONS IN 2012
- OVER 7,500 TOTAL PAGE VIEWS WITHIN TWO MONTHS OF LAUNCH

VETNET ENTREPRENEUR TRACK



Part of the larger VetNet online portal leveraging Google + technology and live Hangouts for those transitioning to the civilian workforce by offering resources, tools, and instruction to find the best path forward; the IVMF track focuses on business ownership and helps turn ideas of self-employment into reality through interactive courses and sessions with entrepreneurship instructors and "ask the expert" office hours; participants attend from their computers.



VETNET SPOTLIGHT:

Gilbert Kiaha

VetNet Entrepreneur Power User



Gilbert, who lives in Las Vegas, like many of his veteran peers, has struggled adjusting to civilian life. While taking part in a Google Hangout online, he heard about the IVMF's VetNet Entrepreneur track through the online portal VetNet and decided to check it out. Gilbert, whose grandparents were entrepreneurs and inspired him to go into business on his own post-service, has two businesses. Through one of his ventures, he works directly with government-sponsored enterprises and Fannie Mae, purchasing over 30% of their residential loans nationwide. Through his personal relationship with Fannie Mae, his business has direct access with national banks and can purchase homes anywhere in the U.S. at a discount for veterans. "Before taking courses through VetNet Entrepreneur, I was struggling with how best to market my business to veterans in need of homes and housing resources." Gilbert wanted to help them, but was facing challenges, including business licensing. The tools and information he gained by taking part in the IVMF's VetNet live course sessions and ask the expert office hours provided real-time information, access to programs and a myriad of resources. "The VetNet classes, instructors and tools have helped ease my work as an entrepreneur. I am really thankful for the access and opportunity to grow."

VETNET SPOTLIGHT:

John Kittleson

VetNet Entrepreneur Power User



John heard about VetNet and VetNet Entrepreneur through the tech news site, Engadget. Having always wanted to be an entrepreneur, he looked to the platform as a way to gain new tools and tips to help him through the post-service transition and entrepreneurial journey. Because of his both "amazingly good and tragically bad" life experiences, both in and out of the service, John one day hopes to become a motivational speaker. "Some people joke and say that I must be both the luckiest and unluckiest man on earth. While I can't say if that's really true, I will say it is likely I have the craziest life of anyone that you will know." For John, the VetNet Entrepreneur Track has armed him with great perspective.. He feels that the courses, instructors and expert office hours are helping him to examine himself and his business aspirations under a more critical light. For John, the biggest obstacles in becoming an entrepreneur have been networking, and not knowing how to devise a real path forward or guideline to success. "I felt as if I had to just figure out everything as I go—just me alone" he says. He feels strongly that the content and tools provided by the platform have started to help him learn how to navigate those challenges. His advice for fellow veterans who may also be overcoming adversity, especially those facing unemployment, is to network. "Networking has helped me the most."

SELF-EMPLOYMENT PARTNERSHIPS:

The IVMF's self-employment programs serve as a model of collaboration between the institute and a cadre of affiliated partners in government, the public and private sectors and philanthropic enterprises. Through our shared dedication and interest in helping our nation's veterans and military families make the post-service transition in the most American way possible—business ownership—we are making a difference in the lives of those who have defended our nation and the families who support them.



SELF-EMPLOYMENT IMPACT:

THE WHITE HOUSE



Following a public appearance at the Washington Navy Yard in August 2011, President Barack Obama and the White House acknowledged in a national news release the importance of the support and resources that the IVMF and its EBV and V-WISE programs are providing our nation's veterans and military families as part of national efforts to help veterans enter or re-enter the civilian workforce. IVMF executive director and founder Mike Haynie and director of new initiatives & external relations Ray Toenniessen were invited guests at the event.





2011-2012

SELF-EMPLOYMENT ENGAGEMENT SNAPSHOT:

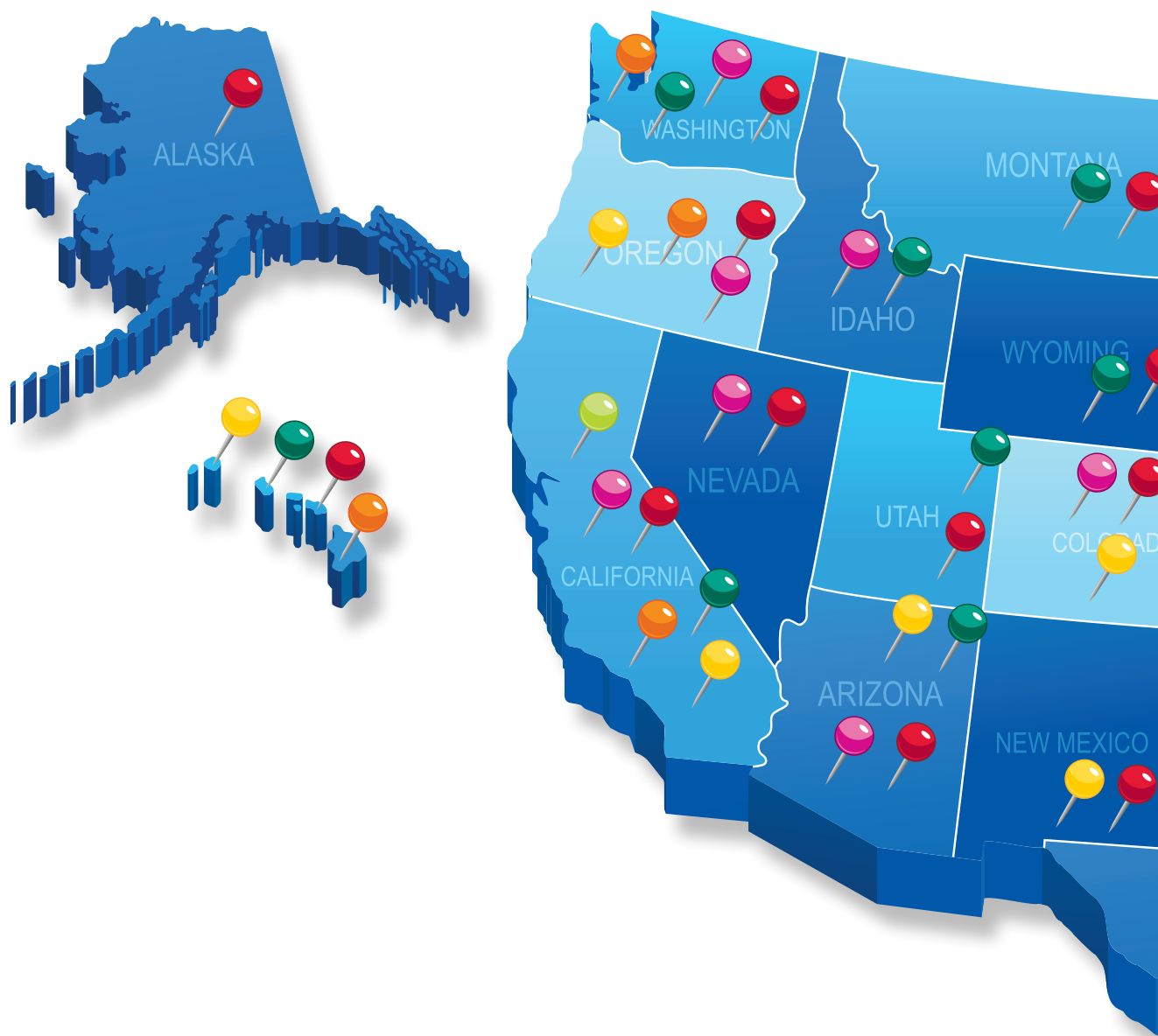
IVMF leadership took part in the following presentations, keynotes and meetings:

- 2011 VA National Veteran Small Business Conference
- 2012 VA National Veteran Small Business Conference and Two-day Transition Assistance Program Self-Employment Intensive Training Workshop
- Operation Start-Up and Grow Annual Conferences, SBA (Syracuse District)
- National Veteran Small Business Coalition Training Symposium
- Veteran Resource Officer Training, SBA
- 24th Congressional District Small Business Resource Workshop, Hosted by Congressman Richard Hanna
- Presidential Announcement On New Entrepreneurship Training Programs for Veterans
- JPMC Celebration of Service Honoring Female Veterans, Small Business Preparedness Breakout Session
- First-Ever Google For Entrepreneurs Day for Veterans, Service Members and Military Families
- Annual International Franchise Association (IFA) Meeting, SBA Veterans Business Advisory Council
- NYC Mayor's Office Event, Women Veterans

INTERAGENCY TASK FORCE ON VETERANS SMALL BUSINESS DEVELOPMENT

Created by President Obama, the task force issued a report to the president in November 2011 citing 18 recommendations with significant potential to help returning veterans translate leadership, skills and experiences gained during service into strong, job-generating businesses post-service. EBV, V-WISE and E&G were all cited in the report as model programs and best practices to help veterans start and grow businesses in order to create jobs the U.S. economy needs.

Self-Employment Prog



IVMF Self-Employment Program Graduates



Entrepreneurship Bootcamp for Veterans with Disabilities (EBV)
(including Puerto Rico and the Virgin Islands)
Gender: Male=**81%**; Female=**19%**



Veteran Women Igniting the Spirit of Entrepreneurship (V-WISE)
Gender: Female=**100%**



Operation Endure & Grow (E&G)
(including Puerto Rico)
Gender: Male=**72%**; Female=**28%**

Programs: National Impact



Entrepreneurship Bootcamp for Veterans' Families (EBV-F)
(including Puerto Rico)
Gender: Male=6%; Female=94%



Operation Boots to Business: From Service to Startup (B2B)
Gender: Male=77%; Female=23%



Operation Jumpstart
Gender: Male=68%; Female=32%

*Data reported based on time period from program founding through Dec. 31, 2012

SYRACUSE UNIVERSITY

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SYRACUSE UNIVERSITY



VADM Robert Murrett (Ret.)

FOCUS ON:

Higher Education

Leveraging the resources of higher education, the IVMF is well-positioned to address issues surrounding veterans and access to post-service education. Through its work in the space, the institute is concerned with the need for colleges and universities to develop best practices to serve the needs of student veterans returning to school, seeking to make sense of their experiences after a decade of war and those faced with the prospect of serving in the near future. Its approach to these issues in higher education is to identify appropriate solutions to enable student veterans to pursue educational objectives, enhance the ability of universities to meet the needs of student veterans both inside and outside the classroom and for universities to be fully engaged in order to educate faculty and staff to the student veteran population and importantly, to find appropriate solutions to meet the needs of student veterans and their families on college campuses.

HIGHER EDUCATION PUBLICATIONS:

IVMF Research Briefs

- **A Call To Duty: Educational Policy and School Reform Addressing the Needs of Children from Military Families**
- **Effective Vocational Rehabilitation Services for Military Veterans**
- **First Degree Earns: The Impact of College Quality on College Completion Rates**
- **Coming Home: Student Veterans’ Articulation of College Re-Enrollment**
- **U.S. Military Veterans Transition to College: Combat, PTSD, and Alienation on Campus**
- **Educational Benefits and Military Service: An Analysis of Enlistment, Reenlistment, and Veterans’ Benefit Usage 1991-2005**
- **The Effect of Veterans Benefits on Education and Earnings**
- **Serving Those Who Have Served-Managing Veteran and Military Student Best Practices**
- **Student Veterans: A National Survey Exploring Psychological Symptoms and Suicide Risk**

HIGHER EDUCATION PROGRAMS:

“EMPOWERING THE NEXT GREATEST GENERATION: CONSIDERING THE PROMISE OF THE POST-9/11 GI BILL”

Placing its stake in the ground on issues related to veterans and higher education, the IVMF hosted leaders in the veterans’ space, government, higher



education and private industry to discuss issues related to implementation and impact of the Post-9/11 Veterans Educational Assistance Act of 2008 (Post-9/11 GI Bill) in December 2012. Institute leadership, panelists, attendees and members of the national media gathered at the National Press Club in Washington, D.C., for a broad and far-reaching dialogue, both candid and informative, on contemporary realities facing stakeholders in support of programmatic outcomes of the bill. The Post-9/11 GI Bill remains the singular most important education benefit offering veterans opportunities throughout the post-service life course. The discussion explored the bill's implementation and impact on veteran education and will help shape national discussion around the issue to develop recommendations and plans of action for policymakers, government officials, higher education and private industry.



Guest speaker Col. Anthony Henderson (USMC), special assistant to the Chairman, Joint Chiefs of Staff for Warrior and Family Support, and panelists Ms. Sumi Aggarwal, Producer, “60 Minutes,” CBS News; Ms. Maureen Casey, Managing Director, Military & Veterans Affairs, JPMorgan Chase & Co.; Mr. Curtis Coy, Deputy Under Secretary, U.S. Department of Veterans Affairs; Mr. Michael Dakduk, Executive Director, Student Veterans of America; Mr. David Martin, National Security Correspondent, CBS News; Ms. Meg Mitcham, Director, Veterans Programs, American Council on Education; VADM Robert Murrett (U.S. Navy, Ret.), Deputy Director, Institute for National Security and Counterterrorism, Maxwell School, Syracuse University; and Mr. James Wright, President Emeritus, Dartmouth College, discussed the increase in the last four years of veterans and military family members taking advantage of the bill (more than \$8 billion in tuition payments flowing from federal government to colleges and universities), success of the program, extant outcomes (such as college selectivity and persistence to graduation), and existing approaches to administration, implementation and oversight.

The Chronicle of Higher Education highlighted the event, noting in its coverage the need for a best way to measure the program's effectiveness now that more than 760,000 military veterans have made use of the bill, citing discussion during the IVMF panel that the federal government has little precedent for measuring veteran success in college, even for the largest cohort of veterans to use the program: several million WWII veterans who attended universities and vocational schools on the Servicemen's Readjustment Act of 1944, and for whom no reliable graduation data exists.

VETERAN EMPLOYMENT THROUGH MODIFIED GRADUATE MANAGEMENT TRACKS

The Graduate Management Admission Council® (GMAC®), owner of the GMAT® exam and the leading membership organization of graduate business and management schools worldwide, awarded the IVMF and the Whitman School of Management a \$854,525 grant in April 2012 to fund implementation of customized management certificate and degree programs for veterans. The IVMF and Whitman will partner on the grant to develop and begin the Veteran



Employment through Modified Graduate Management Tracks (VET-MGMT). Based on input from employers and collaboration with educators across various sectors, the project will design credit bearing and certificate coursework tracks from colleges and disciplines to leverage veterans' technical training and leadership experience in development of business leadership skills.

This partnership includes faculty, staff, coursework and operations experience from several of the University's schools, colleges and programs. The IVMF and Whitman developed the grant proposal in response to an earlier phase of GMAC's i2i Challenge, in which individuals were invited to answer the question, "What one idea would improve graduate management education?" In total, 17 of the 20 winning i2i concepts, announced in January 2011, will be implemented by the organizations that were awarded grants in April 2012.

HIGHER EDUCATION PARTNERSHIP PROFILE:

SYRACUSE UNIVERSITY STUDENT VETERANS CLUB

Since early 2012, the IVMF has been working in collaboration with and in an advisory capacity to the University's Student Veterans Club and on-campus chapter of Student Veterans of America (SVA). The IVMF has been assisting the SU Vets Club with creating its first ever University proposal and in helping SU student vets self-identify. The institute and club have worked together to begin streamlined marketing of the club at the University level; seeking early registration for student vets to help with earlier processing of VA and GI Bill benefits; establishing the club's first bank account; securing an SVA chapter grant to help members attend the SVA National Conference; seeking on-campus parking accommodations for student veterans with service-connected disabilities; holding social events, raffles, and t-shirt and bake sales to raise funds; and providing guidance and letters of recommendation for student vets pursuing graduate school studies. The institute is also involved with student veterans club partnerships with Syracuse Habitat For Humanity and its first Veterans Build in New York State, and Honor Flight Syracuse, a non-profit organization whose mission is to honor and thank America's veterans by bringing them to Washington D.C, at no cost for a day of honor and the opportunity to reflect at monuments honoring their service. In May 2012, the IVMF, in cooperation with SU's University College (UC), hosted the University's first ever reception for all graduating student veterans, honoring their work and dedication to their studies. In November 2012, in cooperation with UC and SU's Army and Air Force ROTC programs, IVMF staff participated with the student veterans in reading the Roll of Honor at Hendricks Chapel, with staff volunteering for 15-minute shifts reading the names of those lost in combat since 9/11 and participated in the campus's annual Veterans Day ceremony. In addition, the IVMF invited members of the SU Vets Club to ride on the official IVMF float in the NYC Veterans Day Parade, the largest in the nation. As an ongoing project with the club, IVMF leadership is working to assist their work to eventually address state officials regarding changes to current NYS legislation in an effort to expand VA and GI Bill benefits to cover summer study. Currently, the bill's provisions only account for veteran benefits to be used for fall and spring semester study, and do not cover summer study and/or study abroad.

2011-2012 HIGHER EDUCATION ENGAGEMENT SNAPSHOT:

IVMF leadership took part in the following presentations, keynotes and meetings:

- Military Research Conference, Purdue University
- SU and Veterans Alumni Presentation, Syracuse University in D.C.
- Veterans in Higher Education Conference, U.S. Air Force Academy
- Veterans & Higher Education, University of Colorado, Boulder
- Central New York Veterans' Higher Education Regional Consortium (CNYV-HERC)
- University of Utah, National Center for Veterans Studies





Policy

The IVMF works in partnership with government and other stakeholders to inform and impact national policy in relation to veteran and military family issues. Through actionable research, leadership representation on national and state-level task forces and policy analysis and discussion, the institute is helping shape the national conversation around returning veterans and their transition to the post-service life course.

POLICY PUBLICATIONS AND RESEARCH:

The IVMF conducts, funds and disseminates academic research relevant to veterans and their families with a focus on actionable research that may impact policy and practice when in the hands of those working in these areas, and identifying needs for further research. It has created and empowered a network of IVMF Fellows who are world-class scholars representing academic institutions across the U.S. whose broad and extensive expertise is positioned to inform the social, economic, educational and policy issues impacting veterans and military families and our nation.

Since its inception through Dec. 31, 2012, the IVMF published 48 weekly Research Briefs on issues relevant to veterans and military families, including publications from IVMF Fellows, with a topical focus on employment, education, wellness and family. Briefs are posted online and shared with a variety of academic, government, nonprofit, NGO and VSO stakeholders. A sampling of Research Brief topic areas issued in 2011-2012 (and from which individual briefs were highlighted throughout this annual report) includes:

- **EDUCATION BRIEFS** focused on a variety of topics, such as the post-9/11 GI Bill, student veterans, graduation rates, educational benefits, and mental health
- **EMPLOYMENT BRIEFS** examining careers, coping, work functioning, mental health, gender, and military skills transfer
- **FAMILIES BRIEFS** summarizing research related to military children, deployment, stress, poverty, and mental health
- **WELLNESS BRIEFS** addressing alcohol, secondary trauma, mental health, caregiver burden, obesity, and homelessness

POLICY PARTNERSHIP PROFILE:

CLINTON GLOBAL INITIATIVE AND “COMMITMENT TO ACTION”

Stemming from its participation in the 2011 Clinton Global Initiative (CGI), the IVMF announced a CGI “Commitment to Action.” The CGI was established in 2005 by President Bill Clinton to inspire, connect and empower a community of global leaders to forge solutions to the world’s most pressing challenges. In June 2011, the initiative hosted CGI America, the first meeting focused





exclusively on economic recovery and job growth within the United States. Leaders from businesses, nonprofits and all levels of government participated in the two-day event in Chicago. The IVMF was invited to lend its expertise, through executed director Mike Haynie, to the CGI’s “Operation Employment: Empowering America’s Newest Veterans” working group.

An integral part of the CGI is the commitment process, where CGI participants create Commitments to Action—concrete plans to address a major national or global challenge. Since CGI’s founding in 2005, members have made more than 1,900 commitments, which have improved the lives of nearly 300 million people in more than 170 countries. The IVMF committed to develop and launch a multi-faceted educational program during 2011-12 to increase economic advancement of veterans and their families. This comprehensive initiative aimed to and successfully reached 2,000 people directly and included a portfolio of integrated programming elements that, taken together, contributed to:

1. increasing access to education for veterans and their families
2. facilitating success of veterans and their families in higher education
3. educating veterans, families and industry on best practices related to recruiting, assimilating, retaining and advancing veterans in the civilian workforce

The IVMF also took part in CGI America 2012, held in Washington, D.C.

POLICY IMPACT:

NATIONAL LEVEL: DOL ADVISORY COMMITTEE ON VETERANS’ EMPLOYMENT, TRAINING AND EMPLOYER OUTREACH



Given his nationally prominent expertise in preparing veterans to transition to civilian employment and his leadership of the IVMF, institute executive director and founder Mike Haynie was appointed by then-U.S. Secretary of Labor Hilda L. Solis to serve on the DOL’s 15-member Advisory Committee on Veterans’ Employment, Training and Employer Outreach (ACVETEO) in October 2011.

A key national advisory committee, ACVETEO is congressionally mandated and responsible to assess the employment and training needs of the nation’s veterans, and to determine the extent to which the programs and activities of the DOL are meeting those needs. Members of the advisory committee come from diverse leadership backgrounds, including business, academia, human resources, unions, consulting, military and nonprofit organizations. During the committee’s inaugural meeting, Solis applauded members of the ACVETEO for their voluntary service, and said that she looks forward to reviewing their recommendations to improve departmental programs for transitioning service members and veterans.

During their two-year appointment, Haynie and the group are working to provide the DOL with an assessment of the employment and training needs of veterans and their integration into the workforce, as well as outreach efforts necessary to help employers hire veterans – actionable and enduring recommendations that, if implemented, will positively impact the unemployment challenges currently facing veterans in America.

STATE LEVEL: NEW YORK STATE COUNCIL ON RETURNING VETERANS AND THEIR FAMILIES



In February 2012, Haynie was appointed by NYS Gov. Andrew M. Cuomo to the group of state agencies and civilians that advises the governor on issues that affect New York’s service members as an academic with expertise in veterans’ affairs. The council was created in 2008 to develop recommendations to address the needs of veterans and their families in adjusting to post-service life, which involves a collaboration of federal, state and local benefits. On Veterans Day 2011, Cuomo called for the addition of representatives from more state agencies

and tasked the council to determine how the state can further recognize and credit military training and experience, especially in licensure and educational credit programs.

Membership of the council consists of the director of the Division of Veterans’ Affairs, the adjutant general of the Division of Military and Naval Affairs, the commissioner of the Department of Health, the commissioner of the Department of Labor, the commissioner of the Office of Mental Health and the commissioner of the Office of Alcoholism and Substance Abuse Services, or their designees and two additional members representing veterans and local government. In November 2011, Gov. Cuomo expanded the council to add other state agencies that provide services to veterans and additional members who have expertise in issues that affect veterans. November additions included the commissioner of Homes and Community Renewal, the president of the Higher Education Services Corp., the commissioner of Department of Economic Development and the director of Office for the Aging, or their designees. A representative of the State Education Department participates voluntarily.

POLICY SETTING SPOTLIGHT:

U.S. SENATORS KIRSTEN GILLIBRAND (D-NY) AND CHARLES E. SCHUMER (D-NY) PRESS CONFERENCE

Gillibrand, a member of the Senate Armed Services Committee, and Schumer chose the IVMF, given its critical work in support of veterans and military families, as the platform for a public announcement in May 2012 tied to bipartisan legislation. Three bills would help provide enhanced education benefits and job training for veterans and streamlined certification processes during the post-service transition. The senators seek to ensure that government does not turn its back on young veterans when they return from war. The three pieces of legislation announced included:



- making TAP training accessible for veterans and military families
The TAP Modernization Act
- protecting veteran access to education and job opportunities:
The Military and Veterans Educational Reform Act
- easing the hiring process for veterans: The Veteran Skills to Jobs Act

2011-2012 POLICY ENGAGEMENT SNAPSHOT:

In addition, IVMF leadership took part in the following presentations, keynotes and meetings:

- The American Legion National Convention
- Clinton Global Initiative: CGI America Conferences
- U.S. Marine Corps Transition Coordinator Annual Training and Conference
- NYS Assembly Special Session on Veteran Employment
- 2012 Republican National Convention
- 2012 Democratic National Convention
- U.S. Department of Veterans Affairs Academic Roundtable, national veteran's policy studies and data sharing
- Defense Activity for Non-Traditional Education Support (DANTES) Worldwide Conference
- NYS Department of Labor and Pay for Success

The IVMF also hosted delegations from:

- U.S. Department of Labor, VETS
- U.S. Department of Veterans Affairs
- The Office of the Chairman of the Joint Chiefs of Staff

2012 NATIONAL POLITICAL CONVENTIONS:

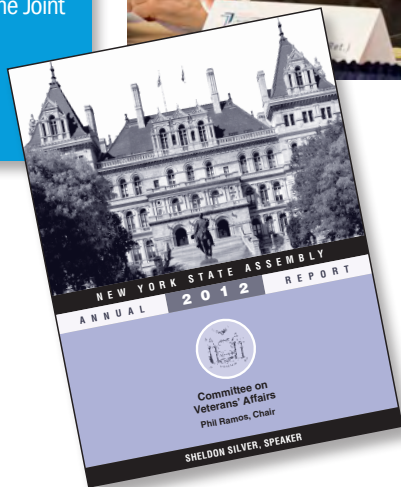


In collaboration with founding partner JPMC, the IVMF co-hosted informational luncheons at both the Democratic and Republican National Conventions in 2012. The luncheons were designed to expose senior public sector leaders and decision makers to key themes, issues and challenges impacting the nation's veterans and military family members. Both presentations were met with positive reception. In addition, leadership participated in the DNC session on veterans.

POLICY ANALYSIS:



The IVMF has begun work with cross-campus partner The Maxwell School of Citizenship and Public Affairs tied to policy analysis related to veteran and military family issues, and the post-service transition. In the coming year, the institute will release public documents detailing critical policy analysis and proposals poised to better serve those who have served the nation.





HOMELESS VETERANS PROGRAM



THEY SERVED

Call The National Homeless Hotline • 1-877-424-3838



FOCUS ON:

Homelessness

Causes of homelessness among veterans and their families are complex and multiple. Veteran homelessness is the result of a number of economic and social factors that impact an individual veteran or family at a personal level, including housing instability, lack of income, physical health and disability, mental health and disability, substance abuse, weak social networks and a lack of services to meet the need. The IVMF recognizes these challenges and addresses them through knowledge dissemination, including research and policy to practice briefs; support for integrated veteran homelessness services by building partnerships and collaborations at the federal, state, and community level; and direct training and technical assistance by implementing two training and technical assistance (TA) centers.

HOMELESSNESS PUBLICATIONS:

IVMF Research Briefs

- Risk Factors for Homelessness Among Women Veterans
- Do Homeless Veterans Have the Same Need and Outcomes as Non-veterans?
- Impact of the Seeking Safety Program on Clinical Outcomes Among Homeless Female with Psychiatric Disorders

HOMELESSNESS PROGRAMS:

NEW YORK STATE SUPPORTING SERVICES FOR VETERAN FAMILIES (SSVF) DIRECT TECHNICAL ASSISTANCE CENTER

In October 2012, the IVMF launched a collaborative effort with the New York State Health Foundation (NYSHealth) and the Veterans Outreach Center to offer free technical assistance to help communities throughout New York State better serve returning veterans and their families. The initiative provides tailored support to help community-based nonprofit organizations prepare successful applications to the VA's SSVF grants program. Technical assistance is also available to help current SSVF grantees enhance their capacity to provide community-based supportive services for veterans and their families, particularly vulnerable families at risk of homelessness. Of New York's 1.1 million veterans, an estimated 21,000 are living without a home. In 2012, the VA awarded more than \$8 million through the SSVF program to 11 organizations serving veteran families in communities throughout New York State, helping them find stable housing, employment and access to health care and other benefits. The goal of the collaborative technical assistance program is to ensure that an even larger number of New York's veteran families will benefit from the next round of SSVF funding.

The IVMF and its collaborators address the needs of veteran families in communities through a coordinated, comprehensive array of services to



sustain housing, help veterans find jobs and improve skills through education and training, offer counseling, provide case management services and provide mental health, physical health and substance abuse rehabilitation and support services. The collaborative technical assistance program is helping New York state communities that are starting or expanding their services for veteran families learn from successful existing models like the Veterans Outreach Center in Rochester, N.Y., and identify the approach that best suits local needs and resources. The IVMF, NYSHHealth and Veterans Outreach Center are working with the 11 current SSVF grantees and an additional 12 organizations applying for 2013 funding to develop successful strategies and proposals to provide community-based health and social services to as many veteran families as possible.



NATIONAL VETERANS TECHNICAL ASSISTANCE CENTER (NVTAC)

NVTAC provides training and technical assistance to over 120 Homeless Veterans Reintegration Programs (HVRP), Incarcerated Veterans Transition Programs (IVTP) and Homeless Female Veterans and Homeless Veterans with Families Programs (HFV/VWF) across all six Department of Labor Veterans' Employment and Training Service (DOL-VETS) regions. Oversight of the center was assumed by the IVMF in August 2012. NVTAC harnesses the expertise of an exemplary technical assistance team working in partnership with the National Coalition of Homeless Veterans. Its mission is to support grantees in providing services that help reintegrate homeless veterans into meaningful employment within the labor force, and stimulate the development of effective service delivery systems that will address the complex problems facing homeless Veterans.

NVTAC addresses this intent by providing direct services in support of grantees through the following activities:

- national webcasts and regional conferences
- training on developing employer partnerships, working with the USBLN and others
- communities of practice—specifically for IVTP and HFV/VWF grantees
- research and evaluation, including a recent brief on working with HUD Continuums of Care and upcoming briefs on homeless
- female veterans and other topics
- employment best practices spotlights, publications, and program training materials
- direct, on-, and off-site training on veteran engagement, customized employment, employer outreach, Ticket to Work, and more
- national and regional training events, including co-sponsorship with SAMHSA Projects to Assist in the Transition from Homelessness (PATH) TA Center
- facilitating cross-sector employment partnerships serving veterans who are homeless

HOMELESSNESS IMPACT

- NYSHealth provided the IVMF with a two-year grant of \$421,000 to establish the SSVF Direct Technical Assistance Center
- IVMF has convened and provided consultation and/or direct assistance to 11 NYS SSVF new and renewal grantees to help prepare applications for the 2013-14 funding cycle
- Combined NYS SSVF funding request is approximately \$23 million
- IVMF created statewide collaborations among 16 renewal and new grantees and provided direct assistance in grant proposal development to five grantees

HOMELESSNESS PARTNERSHIP PROFILE:

VETERANS OUTREACH CENTER



The center has been serving Rochester, N.Y.-area veterans and veterans of the surrounding counties for over 39 years, making it the oldest and one of the most respected community-based non-profit providers of veterans’ services in the nation. Founded locally in 1973 by returning Vietnam veterans, today’s Veterans Outreach Center remains anchored in the community and offers a comprehensive portfolio of supportive services designed to meet the needs of veterans and their families. The Veterans Outreach Center implements programs for homeless veterans, employment programs, health and wellness services and is a partner in the IVMF-led SSVF Direct TA Center. In addition, entrepreneurship faculty and students in SU’s Whitman School of Management are working with the center on its social venture, Stars & Stripes: The Flag Store, which sells locally made items (American-state-military-historical-international flags, flagpoles, apparel) through a brick and mortar storefront and online.

THE NEW YORK STATE HEALTH FOUNDATION (NYSHEALTH)



NYSHealth is a private, statewide foundation that aims to improve the health of all New Yorkers by expanding health insurance coverage, containing health care costs and increasing access to high-quality services. NYSHealth has a three-part mission: expanding health insurance coverage, increasing access to high-quality health care services and improving public and community health by educating New Yorkers about health issues and empowering communities to address them. NYSHealth concentrates its initiatives in three strategic priority areas: 1. reducing the number of uninsured; 2. improving diabetes prevention and management; 3. integrating mental health and substance use services. It views veteran homelessness as a priority and provided the funding that created the IVMF-led SSVF Direct TA Center, and provides expert policy and practice leadership to the DTA as well.

2011-2012 HOMELESSNESS ENGAGEMENT SNAPSHOT:

IVMF leadership took part in the following presentations, keynotes and meetings:

- Homeless Veterans Reintegration Projects National Meeting
- National Coalition of Homeless Veterans National Meeting
- International Downtown Association Annual Meeting, Veteran Employment and Homelessness
- Employee Assistance Professionals Association (EAPA) EA Research Summit
- On-Site Multi-Day Program Development Training and Technical Assistance to HVRP Grantees in Nashville, Tenn., Tallahassee, Fla., and Richmond, Va.
- DOL-VETS Regional Staff and HVRP Grantees Convening Via Five Webinar Meetings
- New State Industries for the Disabled Summit
- National NVTAC Webinar on Implementing the HUD HEARTH Act
- National NVTAC Webinar on Motivational Interviewing



FOCUS ON:

Community & Wellness

In 2011 and 2012, the IVMF recognized its potential as a convener of stakeholders in the veterans' community, both nationally and locally, by helping forge connections between community leaders equipped with tools and resources to help veterans reintegrate into society during the post-service life course with policy makers and service providers. The IVMF works to create dialogue of cross-sector support that goes beyond individual programs, moving toward an integrated community that may best address the breadth of needs of our veterans and military families.

COMMUNITY & WELLNESS PUBLICATIONS:

IVMF Research Briefs

- [The Influence of Combat and Interpersonal Trauma on PTSD, Depression, and Alcohol Misuse in U.S. Gulf War and OEF/OIF Women Veterans](#)
- [Combat Exposure and Suicide Risk in Two Samples of Military Personnel](#)
- [Psychopathology, Iraq and Afghanistan Service, and Suicide Among Veterans Health Administration Patients](#)
- [Health and Health Behavior Differences: U.S. Military, Veteran, and Civilian Men](#)
- [The Durability of Beneficial Health Effects Associated with Expressive Writing](#)
- [The Effects of Negative Emotion and Expressive Writing on Post-Traumatic Stress Symptoms](#)
- [Impact of The Seeking Safety Program on Clinical Outcomes Among Homeless Female Veterans with Psychiatric Disorders](#)
- [Access to Care for Women Veterans: Delayed Healthcare and Unmet Need](#)
- [Female Veterans of Iraq and Afghanistan Seeking Care From VA Specialized PTSD Programs: Comparison With Male Veterans and Female War Zone Veterans of Previous Eras](#)
- [Do Normative Perceptions of Drinking Relate to Alcohol Use in U.S. Military Veterans Presenting to Primary Care?](#)
- [Challenges and Opportunities of Operation Enduring Freedom/Operation Iraqi Freedom Veterans With Disabilities Transitioning Into Learning and Workplace Environments.](#)
- [A New Generation of Women Veterans: Stressors Faced By Women Deployed to Iraq and Afghanistan.](#)
- [Protective Factors and Risk Modification of Violence in Iraq and Afghanistan War Veterans](#)
- [Women Veterans' Reproductive Health Preferences and Experiences: A Focus Group Analysis](#)



- **Psychological Sequelae of Combat Violence: A Review of the Impact of PTSD on the Veteran's Family and Possible Interventions**
- **Combat Exposure and Mental Health: The Long-Term Effects Among Vietnam and Gulf War Veterans**
- **Caregiver Objective Burden and Assessments of Patient-Centered, Family-Focused Care for Frail Elderly Veterans**
- **VA Mental Health Services Utilization in Iraq And Afghanistan Veterans in the First Year of Receiving New Mental Health**
- **Military Training and Personality Trait Development: Does the Military Make the Man, or Does the Man Make the Military?**
- **BMI Trajectory Groups in Veterans of the Iraq And Afghanistan Wars**
- **Cognitive-Behavioral Coping Strategies Associated With Combat-Related PTSD in Treatment-Seeking OEF–OIF Veterans**
- **Secondary Trauma and Military Veteran Caregivers**

COMMUNITY & WELLNESS PROGRAM:

THE CONFERENCE ON ENGAGING COMMUNITY SUPPORT FOR VETERANS



In April 2012, the IVMF worked in partnership with former Congresswoman Ann Marie Buerkle (NY-25) to host “The Conference on Engaging Community Support for Veterans,” an opportunity to harness the power of community in supporting, engaging and respecting our nation’s veterans and their families. Together with the Congresswoman, the IVMF brought together national experts in the areas of veteran employment, education and wellness. More than 150 members of the central and upstate New York community, 12 panelists and 15 veteran support organizations came together to focus on how community-based efforts can empower and support returning veterans. The Honorable Jeff Miller (FL-01), chairman of the House Committee on Veterans’ Affairs, recognized the significance of the event and traveled to Syracuse to participate personally, serving as a special guest and keynote speaker.

As our partner in the event, Buerkle observed, “It is no one person or one organization’s responsibility to assist our veterans; everyone in the community must be engaged in doing so...We must all work together to ensure that our veterans receive the care and support they need.” During his visit to Syracuse, Miller remarked that he saw “a community ready and willing to help our veterans...to make their transition as seamless as possible.”

Fifteen veteran support organizations staffed exhibitor tables at the conference, to share information and services with attendees. These organizations ranged from University resources—including the IVMF, EBV, Veterans Technology Program, South Side Innovation Center, SU Student Veterans Association, David B. Falk College of Sport and Human Dynamics and its School of Social Work—to local, regional, and national organizations like Clear Path for Veterans, Team Red, White and Blue, Project Healing Waters, Operation V.I.S.T.A, From the Ground Up, Employment Support of the Guard and Reserve, Onondaga Veteran Service Agency, Syracuse Veterans Administration and the Vet Center.



Panelists provided expert commentary on topics related to veteran reintegration and support of their communities. Throughout the course of the proceedings, they shared comments and observations:

- **Ms. Corri Zoli, Research Assistant Professor, Maxwell School of Citizenship and Public Affairs, SU:** “As college and universities, we are on the frontline of helping veterans transition into civilian life through our programs.”
- **Ms. Maureen Casey, Executive Director, Veterans and Military Affairs, JPMC:** “The 100,000 Jobs Mission will hold targeted hiring events in order to simplify the hiring process for veterans, and in the end match veterans with jobs that will highlight their skills.”
- **Mr. Mark Erwin, student veteran, Maxwell School, SU:** “Veterans find great support, a sense of community and familiarity in the student veteran support centers on college campuses.”
- **Mr. Tony Baird, President, Tony Baird Electronics Inc.,** “These veterans are getting a sense that someone cares about them...they just want a caring ear.”
- **Colonel James D. McDonough Jr. (U.S. Army, Retired), Senior Fellow for Veterans Affairs, New York State Health Foundation,** “Veterans have earned and deserve benefits, and should receive such benefits.”
- **Dr. Abigail Gewirtz, Associate Professor, Department of Family and Social Science, Institute of Child Development, University of Minnesota,** introduced us to ADAPT (After Deployment Adaptive Parenting Tools), a strategy for effective parenting for returning service members.
- **Ms. Lauren Love, program manager for Operation Enduring Freedom/Operation Iraqi Freedom at the Syracuse VA Medical Center,** highlighted benefits that the VA currently provides for veterans and hopes that it will continue to grow.

The institute received tremendously positive feedback from everyone involved with the conference, and while this feedback is very important, what is far more crucial is continued collaboration and public dialogue to ensure community awareness of the services available to veterans and their families, and to the changing needs of returning service members. This is extremely critical as the nation prepares for troop draw downs, after more than a decade at war.



COMMUNITY & WELLNESS PARTNERSHIP PROFILES:

TEAM RED, WHITE, AND BLUE (TEAM RWB)



IVMF leadership has partnered with Team RWB, a national non-profit organization aimed at reintegrating veterans into their communities through physical fitness. In addition to regular contact between leadership of the two organizations aimed at helping Team RWB build its national capacity, IVMF program graduates are encouraged to take part in Team RWB programming as well. For example, nearly 20 EBV and V-WISE graduates attended a trail running camp hosted by Team RWB outside of San Antonio in November 2012. By all accounts the first collaboration was an overwhelming success which the two organizations hope to replicate in the future.

CLEAR PATH FOR VETERANS



Clear Path is a private, non-profit organization dedicated to helping military veterans and their families recover and reintegrate by offering a variety of support, training and vocational and recreational activities. IVMF staff have served Clear Path and their veteran and family constituents as board members, and the IVMF team has provided strategic planning and guidance to Clear Path's veteran advisory board and board of directors. Additionally, Clear Path is a dissemination partner of the IVMF, sharing institute information with the veteran and family community in Central and Upstate NY.

GOT YOUR 6



In May 2012, the IVMF became a strategic partner of the new "Got Your 6" campaign, an initiative inspired by Joining Forces uniting the entertainment industry with top tier nonprofit organizations to change the military-civilian conversation in America. The campaign's mission is to empower the nation's veterans and military families to be understood as leaders and assets that will reinvigorate their communities and the nation. In military vernacular, the expression "Got Your Six" means "I've got your back, and in turn, you have mine." The six o'clock position, or "six," is located at the rear of a military formation. The reciprocal nature of the "Got your six" statement underlies the message that the campaign strives to spread to all Americans, a powerful show of respect and understanding for this nation's veterans and military families to take significant steps toward bridging the growing civilian-military divide.

The entertainment industry is the catalyst for the campaign's message. Utilizing a multidimensional communications strategy, the industry is leveraging grassroots work being done by nonprofits in communities across the country through a collaborative effort that will use best-in-class entities from the public, private and nonprofit sectors. The campaign spans film, television, gaming, print, radio, outdoor and social media platforms to elevate the conversation around veterans. Actors Tom Hanks, Bradley Cooper, Michael Douglas and Sarah Jessica Parker are among a cadre of stars taking part in public service announcements for the campaign, as well as NBC's Brian Williams. In addition, gold "6" lapel pins are being sported by supporters of the campaign.

Got Your 6 focuses on the activation of the American public through six key pillars of veteran reintegration: jobs, education, health, housing, family and leadership; for each of the six pillars, a group of expert activation partners establish a concrete set of tangible goals that can be identified, measured and reported in quantifiable terms. Activation partners develop a plan to track progress toward the goals, establish a method to engage the general public and formulate a strategy to utilize the resources of the campaign. Commitments are officially recorded through the Clinton Global Initiative. Each pillar is represented by a partnership of activation partners. In addition, the support of numerous strategic partners, including the IVMF, provides invaluable advice to the campaign, contributes unique best practices and assists in the execution of the activation campaign across all pillars.

2011-2012 COMMUNITY & WELLNESS ENGAGEMENT SNAPSHOT:

IVMF leadership took part in the following presentations, keynotes and meetings:

- SAMHSA Military Families Strategic Initiative Service System Development Program
- SAMHSA National Recovery Month: “The Road to Recovery – Coming Home: Supporting Military Service Members, Veterans, and Their Families”
- International Meeting on Technology and Innovation for Persons with Disabilities, Universal Design in Civil Construction
- Robin Hood Veterans Summit
- Joining Forces One-Year Anniversary Celebration
- Humana Healthcare Partnership, City of New Orleans’s Fleet Week, Event for Wounded Marines
 - All-Star Country Music Salute to Veterans Concert, Grand Ole Opry, Nashville
- Annual USO Caregiver Conference, Fort Sam Houston
- GotYour 6 Campaign Launch
- NYSEHealth Foundation Roundtable, Supporting Community Organizations that Serve Veterans and their Families and Funding Strategies to Support Them
- Syracuse VA Behavioral Health Care Community Partnerships Evaluation
- Humana Healthcare Partnership, City of San Diego and Miramar Air Show, Event for Wounded Marines
- Bob Woodruff Foundation Veterans Week events in New York City
- Sixth Annual Stand Up For Heroes Benefit
- Philanthropy Roundtable Annual Meeting, Veterans Issues
- Philanthropy New York Annual Meeting, Veterans Issues
- Wounded Warrior Panel, Google NYC Headquarters
- Code of Support Foundation “Profiles in Service Premiere,” National Archives and Navy Memorial
- GotYour 6 Quarterly Coalition Meeting
- GotYour 6 Reception to Engage with U.S. Congress
- Clear Path for Veterans Leadership Training on Principles and Practices for NYS Office of Mental Health, Commissioner Mike Hogan

IVMF Media Impact

The national leadership position the IVMF has assumed in the veteran community is reflected in the role the institute has played in its first 18 months in supporting and contributing to widespread media coverage of the issues impacting veterans and their families, and its reach and influence via social media networks. This mass media influence has helped spur even greater public awareness of community issues.

ADVISING NATIONAL MEDIA

In its first 18 months of operation, the IVMF and its people, programs, events and partnerships were the subject of hundreds of national, regional and local media stories, in addition to routine mentions of its publications and products. These news hits encompassed more than 2.5 trillion media impressions. In addition, IVMF staff regularly serves in an advisory capacity to outlets across the country, including regular contact with the following outlets as related to their ongoing coverage of veteran and military family affairs:

- The Washington Post
- The Associated Press
- The New York Times and its “At War” Blog
- Military Times Edge
- Military Times
- Vetpreneur Magazine
- New York Daily News
- Military Advanced Education
- CNN
- The Huffington Post
- The Wall Street Journal
- The Chronicle of Higher Education
- Pittsburgh Post-Gazette
- The Official White House and Joining Forces Blogs

“A few years ago, veteran hiring was touted as ‘the right thing to do for vets.’ But now it’s seen as ‘the right thing to do for business as well.’ You can also look at this as an opportunity for them to serve yet again.”

–Mike Haynie
USA Today,
Nov. 11, 2012

OP-ED PLACEMENTS

The IVMF leadership team authored and placed several important nationally-released op-eds in the first 18 months, including:

- The Huffington Post: “Step-up now or suit-up later: The choice is ours” (November 16, 2011)
- New York Daily News: “Hire a Vet: It helps the bottom line” (March 29, 2012)
- The Christian Science Monitor: “This Memorial Day, supporting veterans is a matter of national security” (May 25, 2012)
- The New York Times: “As attitudes shift on PTSD, media slow to remove stigma” (July 2, 2012)
- The Syracuse Post-Standard: “Hire a Vet: It’s good business, not politics or charity” (September 2, 2012)

THE HUFFINGTON POST

DAILY NEWS



The New York Times

Social Media Snapshot

The institute has the capability to reach **close to 220,000 constituents** through its **social media network of 50,346** (FB, Twitter, Google + and LinkedIn) followers.

Total Likes =

17,130 👍's

5 Facebook Pages

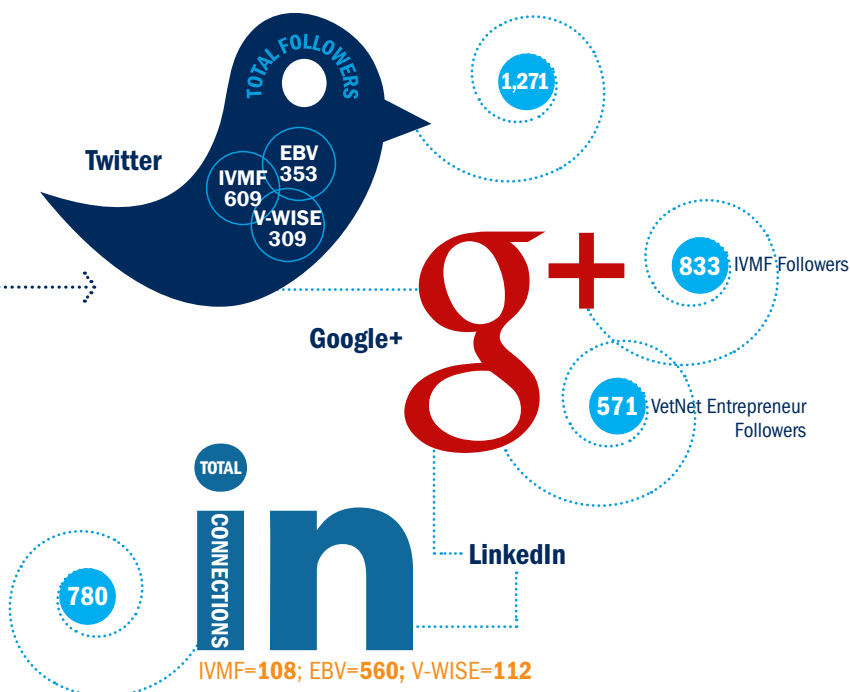
IVMF	14,787
EBV	981
EBV-F	71
V-WISE	1,291
E&G	128

All statistics as of Dec. 31, 2012.

EXPERT COMMENTARY ON TV AND RADIO

The IVMF has also regularly provided feature commentary and expert analysis for national television and radio broadcasts since its founding, and has been featured, among others, on:

- NPR's "All Things Considered" and "Weekend Edition"
- Fox Business Network's "America's Nightly Scoreboard" and "The Willis Report"
- Federal News Radio
- The Wall Street Journal Radio Network
- American Public Radio's "Marketplace"
- CNBC



Financial Situation and Leadership Profiles



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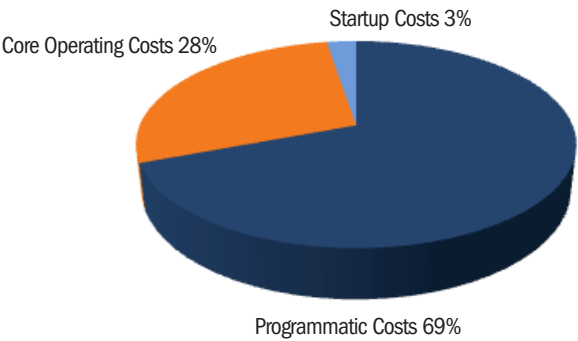
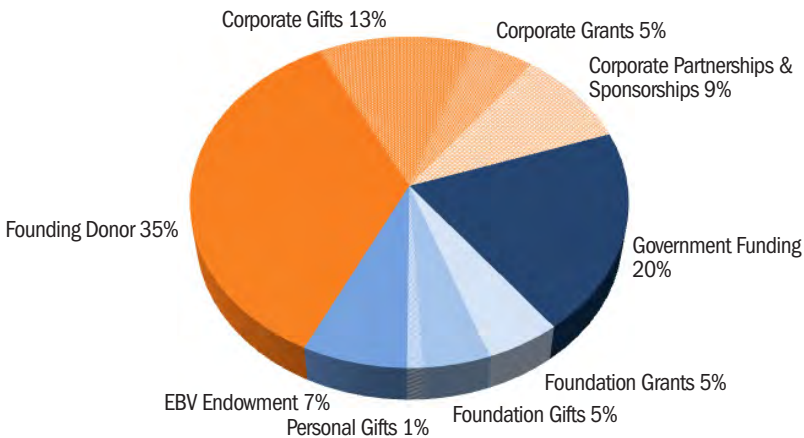
SNAPSHOT

Financials

The IVMF was founded based on the belief that those who have worn the nation’s uniform have already paid the price for the services and supports that might be necessary to enable a productive and meaningful transition from military to civilian life. As such, the IVMF has committed to a model of service delivery that does not generate programmatic revenue from those we serve. As a consequence, the IVMF relies on grants, gifts, contracts and philanthropy to support both core operations and programming. The institute’s financial model is designed around a diversified portfolio of funding sources, and is well-positioned to enable continued growth and long-term sustainability.

IVMF REVENUE

Over the past 18 months grants, gifts, contracts and philanthropy directed to the IVMF totaled \$21.1 million. A detailed accounting of IVMF funding sources, as a percentage of total period revenues, is depicted to the right.

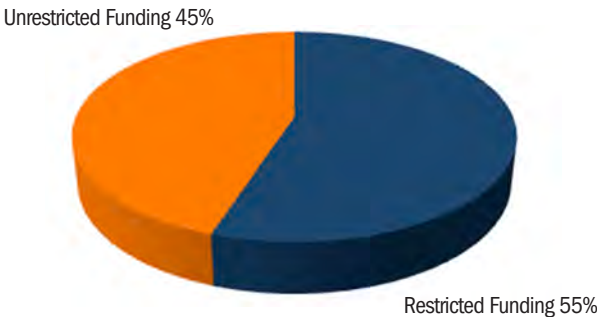


IVMF EXPENSES

The image to the left depicts the IVMF’s use of funds over the reporting period, as a means to distinguish core operating, programmatic and start-up expenses. Core operating expenses generally include non-program salaries, administration and non-program travel. Programmatic expenses are those incurred as a direct consequence of delivering training, service or products to the community of IVMF stakeholders.

IVMF FUNDING RESTRICTIONS

The image to the right depicts the distinction between unrestricted versus program-directed revenue, as a percentage of total funding generated by IVMF grants, gifts, contracts and philanthropy. Unrestricted funds represent those that can be applied to support programmatic, operating and/or administrative expenses, while program-directed revenue is limited in scope of use to specified (by the funder) programs or initiatives





Donor and Partner Roll

We gratefully acknowledge the following partners, corporations, foundations and individuals who have contributed gifts to the IVMF and its programs in 2011 and 2012. We are pleased to recognize and thank them for their unparalleled generosity in support of our mission “in service to those who have served.”

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The Bank of New York Mellon Foundation
The Tres Chicas Foundation
Walmart Foundation

Government Partners

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Our donors and partners make it possible for programs like V-WISE to educate, train, and inspire female veterans through entrepreneurship; allow participants to hear from our valued collaborators like Walmart representative Seanta C. McClendon, co-manager, Wal-Mart Stores, Cocoa, Fla. (left); and honor “V-WISE Firsts” pioneering women in the military like Lieutenant General Patricia D. Horoho, Surgeon General and Commanding General, Army Medical Command (right).

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Remembering a Veteran, Friend and Colleague



Cynthia "Cindy" Reynolds (1957-2012), known to her children as "Mia," was a 13-year employee of Syracuse University and veteran of the Army, achieving the rank of sergeant. To honor her memory, her friends and colleagues at the University established the Cynthia Reynolds Memorial Fund for Veterans through the IVMF in July 2012. Cindy tragically passed away Feb. 4, 2012, following a car accident. She had worked in the University's Division of Advancement and External Affairs (AEA) for 13 years as an information technology specialist.

Respected and admired for her knowledge, dedication and patience by University executives and administrative staff alike, she earned the abiding affection of all with whom she worked. The contagious optimism, caring, honesty, sense of humor and warmth that endeared Cindy to colleagues and friends were exceeded only by her boundless love for her family, especially her daughters, Sophia and Olivia.

The memorial fund established in her honor provides the IVMF with opportunities to support veterans and their families who may be experiencing difficulties transitioning to civilian life following service. The institute will use the fund to provide resources for, including but not limited to, educational training, equipment, course materials, visiting lectures and other initiatives.

IVMF's director of communications, Jaime Winne Alvarez, is a former AEA colleague of Cindy. "The founding of the institute in June 2011 builds upon the University's long and established record of serving the military, veterans and their families. When I began my work here, I talked to Cindy following our ribbon-cutting event in November 2011, and she spoke very passionately about becoming more involved with the IVMF. She had planned to volunteer with us in some capacity prior to her passing."

In addition to her service to country and dedication to the military, Cindy held a variety of exceptional professional talents, ranging from the arts to technology. She was a successful illustrator and CAD administrator, and eventually focused on information technology, first with O'Brien & Gere in Syracuse, which became a springboard to an enduring IT career. Earning a bachelor's degree in management information systems from SUNY Empire State College in 1999, she joined SU that June, where she flourished for more than a decade.

On August 30, a group of Cindy's AEA colleagues climbed aboard their bicycles on campus and headed for the University's Lubin House, located in New York City, to raise money for the fund. Staff members Adam Stone, Alex James, Michael Roy and Kartik Krishnakumar (who drove the support car) were joined on the trip—dubbed the "Oranges to Apples Bike Ride"—by cycling enthusiasts Craig Weinstein (an SU alumnus) and Tim Ford of Fort Lee, N.J.

"A lot of people in our department like to ride, and we thought it would be an appropriate thing to do in memory of Cindy," says Adam, who organized the trip. "We wanted to raise awareness about the fund and giving to it in support of the IVMF. For me, personally, it was about remembering Cindy in a way she'd feel honored." The cyclists arrived to a celebratory welcome at Lubin House two days later, after logging a grueling 292 miles that took them from Syracuse to Sidney to Port Jervis before reaching the Big Apple. Most important, they raised \$7,500 for the fund—an amount that Stone believes demonstrated AEA staffers' commitment to honor their friend and reflection of their spirit of giving. "We appreciate how everybody supported us," he says.

To make a gift to the Cynthia Reynolds Memorial Fund for Veterans, visit campaign.syr.edu/giving-to-su/give-now, or call 1.877.2GROWSU.

**Cynthia Reynolds Memorial Fund
for Veterans**

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 Military families, aging, family well-being,
 fragile families, race



LAWRENCE PLUMMER, PH.D.
 FELLOW, UNIVERSITY OF
 OKLAHOMA
 Economic geography, clusters, small
 business, firm survival

Fellows

VMF Fellows are acknowledged leaders in their respective fields, whose work has garnered national and international acclaim. Fellows can leverage — and be leveraged by — education, government, industry and community-based stakeholders for the purposes of investigating and impacting programs and policy related to veterans and their families.



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 DISTINGUISHED FELLOW,
 SYRACUSE UNIVERSITY
 National security and public policy,
 constitutional law, civil and military
 relations



PETER BLANCK, PH.D., J.D.
 DISTINGUISHED FELLOW,
 SYRACUSE UNIVERSITY
 Disability law and public policy, corporate
 culture, ethnicity and race



CHARLES FIGLEY, PH.D.
 DISTINGUISHED FELLOW,
 TULANE UNIVERSITY
 Trauma and recovery, stress, families,
 coping and resiliency



ERIC R. KINGSON, M.P.A., PH.D.
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 Social security, Baby Boomers, retirement,
 population aging, political/economic/
 ethical implications of aging America, cross-
 generational reciprocity, older workers

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For complete bios of IVMF Board, Fellows and Leadership, visit vets.syr.edu/about.

IVMF: The Year Ahead

Since its founding, the IVMF has grown exponentially — both with regard to the size of its team and diversity of its partners. Importantly, however, this growth has been driven by ongoing efforts to expand both the breadth and scope of the institute's work in service to veterans and their families. As the nation's premier academic institute focused on veterans and military families, the IVMF provides both thought leadership and substantive programming to stakeholders representing the veterans' community.



While this report serves as an archive of the institute's accomplishments over the past 18 months in support of that objective, our focus continues to be on the mission ahead. We are hard at work, building on the successes outlined in this report, to cultivate and implement an ambitious agenda of new research-, education- and employment-focused initiatives.

Given the IVMF's strategic priorities for 2013, some of these new initiatives will include:

- a strategic focus on women veterans—an underserved segment of the veterans' community— across research, education, and employment
- a focused effort to inform national policy related to a National Veterans Strategy, as a necessary step to serve important social, economic, and security objectives, and a means to uphold the inherent social contract between the nation and its veterans
- DOD-wide implementation of the Boots to Business self-employment program, reaching close to 300,000 transitioning service members each year
- expansion of the institute's work in health, wellness, and homelessness issues impacting veterans and their families
- further expansion of the IVMF research network, to cultivate a community of academic scholarship focused on veterans' issues
- enhanced focus on means and mechanisms to support the educational success of student veterans at Syracuse University, and across the nation

In short, the IVMF team is passionate about our mission, and committed to leveraging the resources of the institute in a way that empowers our nation's veterans and their families to realize their full potential as individuals, and as citizens.

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*Please note: We have made every
effort to ensure the accuracy of
this report.*

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Entrepreneurship Bootcamp for Veterans' Families (EBV-F)
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EBVProgram, EBVFamilies

Veteran Women Igniting the Spirit of Entrepreneurship (V-WISE)
whitman.syr.edu/vwise

  
VWISEconference

Operation Endure & Grow (E&G)
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OperationEndureandGrow

Operation Boots to Business (B2B)
boots2business.org

VetNet and VetNet Entrepreneur Track
VetNetHQ.com


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Veteran Employment Leading Practices: Tools for Engaging Talent
toolkit.vets.syr.edu

**New York State Supporting Services for Veteran Families (SSVF) Direct
Technical Assistance Center**
vets.syr.edu/employment/ssvf-dta-center

National Veterans Technical Assistance Center (NVTAC)
vets.syr.edu/nvtac



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