

2014

[SNAPSHOT]
OF THE **IVMF**

.....
ANNUAL REPORT 2014



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WHO WE ARE

The IVMF is the first interdisciplinary national institute in higher education focused on the social, economic, education and policy issues impacting veterans and their families post-service. Through our focus on veteran-facing programming, research and policy, employment and employer support, and community engagement, the institute provides in-depth analysis of the challenges facing the veteran community, captures best practices and serves as a forum to facilitate new partnerships and strong relationships between the individuals and organizations committed to making a difference for veterans and military families.

OUR MISSION

To inform and advance the social, economic, community, and policy concerns of the nation's veterans and families through the design and delivery of innovative educational and vocational programs, the conduct and publication of actionable research and policy analysis, and the advancement of innovative community engagement. Our mission is enacted by world-class talent, informed by research, and accountable to those we serve.

“IN SERVICE
TO THOSE WHO
HAVE SERVED”

IVMF LEADERSHIP

Mike Haynie, Ph.D.
EXECUTIVE DIRECTOR, FOUNDER

James Schmeling, J.D.
CO-FOUNDER; MANAGING DIRECTOR,
PROGRAMS

Raymond Toenniessen
MANAGING DIRECTOR, DEVELOPMENT
AND EXTERNAL RELATIONS

**Colonel James D. McDonough Jr.
(U.S. Army, Ret.)**
MANAGING DIRECTOR, COMMUNITY
ENGAGEMENT AND INNOVATION

**Major Christine T. Tarnowski
(U.S. Army, Ret.)**
SENIOR DIRECTOR, ADMINISTRATIVE
OPERATIONS

Nicholas J. Armstrong, Ph.D.
SENIOR DIRECTOR, RESEARCH AND POLICY

It has been three years since Syracuse University and JPMorgan Chase partnered to launch the Institute for Veterans and Military Families (IVMF). Conceived as the first institute of its kind in the nation, the founding objective stemming from this powerful partnership was to create an academic center positioned 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. Importantly however, the IVMF was not conceived as simply a "think tank" – but as an "action tank" focused on building from state-of-the-art research and theory, to in turn design and deliver state-of-the-art programming and training to the nation's veterans and their families.

Throughout the past year we have continued to see this idea come to life. The IVMF continues to experience transformational growth; today, our team of over 45 professional staff members and 15 student interns come to work every day committed to serving our nation's veterans and their families. This team at the IVMF has brought the institute to new heights through continued program expansion, new partnerships and an expanded research and policy agenda. It is this hard work that has enabled the IVMF to serve close to 25,000 transitioning service members, veterans and their families over the past twelve months.

As you will see in this year's annual report, the IVMF has accomplished a great deal across all three of our mission areas: community engagement, research & policy and programming. These three mission areas represent a new model for the IVMF, transitioning from four mission areas to three, allowing us to best leverage our strengths to better serve the veteran and military family community.

While 2014 was a great year for the IVMF, we continue to evolve, innovate, and grow in service to our mission. We truly appreciate all of you who continue to support the work of the IVMF, so that we can assume the honor and privilege of service to our nation's veterans, service members, and their families.



Dr. J. Michael Haynie, Ph.D.

Vice Chancellor, Veteran & Military Affairs, Syracuse University

Executive Director, Institute for Veterans and Military Families

Barnes Professor of Entrepreneurship, Martin J. Whitman School of Management



Gen. Martin E. Dempsey, Chairman of the U.S. Joint Chiefs of Staff, with Richard L. Thompson, Senior Counsel, Patton Boggs LLP, and IVMF advisory board member. The IVMF and SU's Institute for National Security and Counterterrorism (INSCT) hosted Gen. Dempsey in the fall for a campus lecture on the challenges facing the next generation of security professionals and the role higher education plays in developing an effective, committed and ethical workforce.

EXTERNAL ADVISORY BOARD

Steven W. Barnes
IVMF BOARD CO-CHAIRMAN, MANAGING
DIRECTOR, BAIN CAPITAL

Matt Zames
IVMF BOARD CO-CHAIRMAN, CHIEF OPERATING
OFFICER, JPMORGAN CHASE & CO.

Frank Bisignano
CHIEF EXECUTIVE OFFICER,
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Richard L. Thompson
SENIOR COUNSEL,
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Linda Bilmes
DANIEL PATRICK MOYNIHAN SENIOR LECTURER
IN PUBLIC POLICY, JOHN F. KENNEDY SCHOOL
OF GOVERNMENT, HARVARD UNIVERSITY

Jill W. Chambers
COLONEL, U.S. ARMY (RET.),
FOUNDER, THIS ABLE VET LLC

Brian Iglesias
PRESIDENT AND CEO, VETERANS
EXPEDITIONARY MEDIA

Richard M. Jones
EXECUTIVE VICE PRESIDENT, GENERAL TAX
COUNSEL, AND CHIEF VETERAN OFFICER,
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AND COUNTERTERRORISM AND PROFESSOR
OF PRACTICE, MAXWELL SCHOOL, SYRACUSE
UNIVERSITY

Kenneth O. Preston
FORMER SERGEANT MAJOR
OF THE ARMY, U.S. ARMY (RET.)

Dean Melvin T. Stith
DEAN EMERITUS, WHITMAN SCHOOL OF
MANAGEMENT, SYRACUSE UNIVERSITY

IVMF IN ACTION:
COMMUNITY ENGAGEMENT & INNOVATION

EXPANDED ITS REACH TO OVER

21 CITIES
ACROSS **8 STATES**



STRENGTHENED PERFORMANCE
AMONG 20 VA SSVF PROVIDERS
BY CREATING A COMMUNITY
OF PRACTICE

\$59 MILLION

IN VA SSVF FUNDING
FOR COP MEMBERS
IN NEW YORK
STATE AND
NEW ENGLAND



NEW YORK
STATE'S
FUNDING
IS THE 2ND
LARGEST
VA SSVF
INVESTMENT
IN THE NATION

IVMF IN ACTION:
RESEARCH & POLICY

5



**FUNDED, ORIGINAL
RESEARCH PROGRAMS**

ON VETERAN EDUCATION, FAMILIES,
EMPLOYMENT, AND SUPPORTIVE SERVICES

25,000+

**VETERANS AND
FAMILY
MEMBERS
SURVEYED**



THROUGH ONGOING RESEARCH
AND EVALUATION INITIATIVES

137

**ACTIONABLE
RESEARCH
BRIEFS**



ON EMPLOYMENT, WELLNESS,
FAMILIES, EDUCATION,
WOMEN, AND HOMELESSNESS



OUR MISSION

To empower organizational capacity, implement community-of-practice models, and coordinate comprehensive collective impact strategies to advance the alignment of public, private, and independent sectors into a strategy positioned to best support the holistic reintegration of veterans and military families into communities across America.

2014 [SNAPSHOT]

Communities play a critical role in the reintegration of returning veterans and their families, and the IVMF continues to be the leading national catalyst for actionable strategies and thought leadership oriented on transforming community-based systems of services, resources, and care to better serve veterans.

2014 saw the Community Engagement & Innovation team expand its efforts to build and deploy innovative networks of service providers across multiple markets, collaboratively poised to address the unique, and often complex needs of veterans and their families.

Seizing upon two years of gains in federal investment in community-based organizations serving veterans and their families, the IVMF has directly supported New York and New England's efforts to secure a record \$59 million in funding (up from \$26 million in 2013), the second highest rate of VA investment in the nation.

IMPACT STORIES



A COMMUNITY OF PRACTICE EMERGES AROUND SUPPORTIVE SERVICES FOR VETERAN FAMILIES

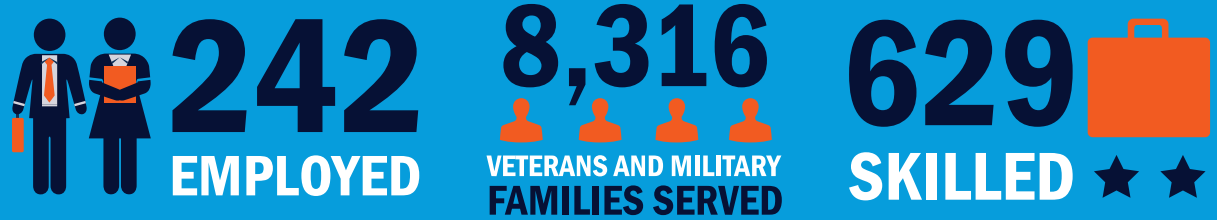
Recognizing the growing significance and importance that community-based organizations are playing in serving the needs of veteran families, 2014 saw the IVMF expand its Direct Technical Assistance to a Community of Practice (CoP) engaged in common, collective activities designed to improve performance and retain New York and New England's competitive funding advantage with the U.S. Department of Veterans Affairs. Such an expansion uniquely positions the IVMF to leverage the VA's sustained investment in community capacity serving veteran families beyond the region by offering tailored support to communities, and enabling their performance while also mitigating potential risk associated with the VA's investment in the communities themselves.



DEVELOPMENT OF COLLECTIVE SYSTEMS OF SERVICES, RESOURCES AND CARE TAKE ON ADDED IMPORTANCE

Imagine a community where services, resources and care for veterans are so important that a coordinated, networked approach replaces the traditional, fragmented silos that typify the modern human services sector. That community is here, now, and in New York City. Here, the IVMF has spent the last year leading the nation's most transformative effort to increase access to comprehensive services, resources and care designed to improve overall health and wellbeing outcomes of returning veterans and their families. In fall 2014, over 50 providers activated a coordinated network in a next-generation model of public/private partnership to change the way communities support their veterans and families.

COMMUNITY ENGAGEMENT & INNOVATION BY THE NUMBERS



STATISTICS BASED ON TOTAL VETERANS AND MILITARY FAMILIES SERVED THROUGH THE SSVF COP, NYC DEPARTMENT OF SMALL BUSINESS SERVICES AND WALMART PROJECTS.



OUR MISSION

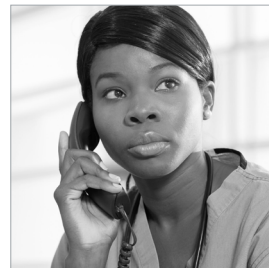
To conduct, communicate and leverage research of significant quality and importance, provide exceptional analytical support, and deliver trusted subject matter expertise that empower public, private, and independent sector stakeholders to act as informed decision-makers related to the social, economic, and policy concerns of America's veterans and their families.

2014 [SNAPSHOT]

The IVMF Research & Policy team continues to grow in size, scope, and influence. In 2014, IVMF released three significant, nationally-focused reports, and welcomed the addition of a senior director. This year, the IVMF collaborated with the Military Officers Association of America (MOAA), Blue Star Families, and VetAdvisor to release findings of three separate studies focused on various aspects of veteran and military spouse employment, and career-related challenges.

Notably, the IVMF launched a major research study supported by a Google Global Impact Award to better understand student veteran perceptions, barriers, and opportunities for success in pursuing higher education. In addition, the team is also collaborating with the George W. Bush Institute's Military Service Initiative on an in-depth study to better understand leading practices in veteran- and military family-focused services. Results from both efforts are expected in 2015.

IMPACT STORIES



MILITARY SPOUSE EMPLOYMENT REPORT (A COLLABORATION WITH MOAA)

In February 2014, the IVMF announced the results of a major survey of military spouses with the Military Officers Association of America at MOAA's Military Spouse Symposium. A major finding was that 90 percent of responding female spouses of active duty service-members reported being underemployed with respect to their education and experience. Frequent relocations, employer perceptions of military spouses, and inability to match skills and education to jobs were cited as complicating factors in finding suitable employment. Findings from this study have been published in more than 350 news articles, including media outlets such as the Washington Post, Huffington Post, Fox News, CNN, ABC, Military Times, and Stars and Stripes. In addition, the findings were also cited to support new federal and state-level legislation.

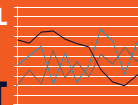


MILITARY FAMILY LIFESTYLE SURVEY (A COLLABORATION WITH BLUE STAR FAMILIES)

This year, the IVMF provided research and analysis support to Blue Star Families' 5th Annual Military Family Lifestyle Survey. The IVMF and Blue Star Families released their findings in September 2014 at the Capitol Hill Visitors Center in Washington, D.C. The comprehensive survey gathered information from more than 6,200 respondents, including veterans and service members as well as their spouses, parents, and siblings. Several key concerns identified were apprehension over changes in pay and benefits (including retirement), the long-term impacts of repeated deployments on children, and a perceived military civilian divide. Findings from this study were cited in both Military.com and the Council on Foreign Relations.

RESEARCH & POLICY BY THE NUMBERS

38 MONTHLY AND ANNUAL
VETERANS
EMPLOYMENT
SITUATION REPORTS



18 RESEARCH
PARTNERSHIPS
WITH PRIVATE AND
INDEPENDENT SECTOR
COLLABORATORS



IVMF IN ACTION: PROGRAMMING

AROUND THE WORLD IN 365 DAYS.

The IVMF opened new opportunities for transitioning veterans and spouses as they built businesses and launched careers around the globe in 2014.

➞ **23,000+ VETERANS AND MILITARY
FAMILIES TRAINED**

➞ **696 CLASSES, COURSES AND
TRAINING SESSIONS**

➞ **ACROSS 44 U.S. STATES**

➞ **AND IN 8 COUNTRIES**

● **B2B:** Operation Boots to Business

● **V-WISE:** Veteran Women Igniting the Spirit of Entrepreneurship

● **VCTP:** Veterans Career Transition Program

● **EBV-F:** Entrepreneurship Bootcamp for Veterans' Families

● **EBV:** Entrepreneurship Bootcamp for Veterans with Disabilities

Shevonica Howell, V-WISE graduate, presenting her 90-second pitch during the 2014 Citi Salutes Realizing Your Dream Business Plan Competition. She placed second in the competition and was awarded \$15,000 for her business Academy of Scholars. Howell is also a graduate of the Florida State University EBV.



OUR MISSION

To execute class-leading programming to provide knowledge, skills, and resources, which empower informed decision-making; to leverage innovative service-delivery mechanisms, which achieve both efficient and effective training outcomes; and to leverage research and robust assessment that facilitate continuous improvement.

2014 [SNAPSHOT]

IVMF programs have continued to improve and expand, creating new opportunities for veterans and their families to launch and grow their businesses, transition into new careers or pursue higher education. The Veteran Career Transition Program (VCTP) expanded its reach to include participation by spouses, and now offers 30 learning and industry certification paths.

Operation Boots to Business (B2B) reached a record of 571 workshops, quadrupled the number of online courses offered, and launched overseas entrepreneurship trainings at 29 locations worldwide. The pilot program, Boots to Business: Reboot, an entrepreneurship education program for service members of all eras, was also successfully launched.

Veteran Women Igniting the Spirit of Entrepreneurship (V-WISE) held its inaugural national alumni training conference in San Antonio for over 300 graduates, and celebrated its 10th conference in New York City. Finally, the Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) and Entrepreneurship Bootcamp for Veterans' Families (EBV-F) delivered nine programs at its eight consortium schools, exceeding 1,000 total program graduates in 2014.

IMPACT STORIES



LEAH - BOLD ENOUGH TO MAKE IT HAPPEN

Leah Olszewski had an idea. She saw a gap in the marketplace—a very real need for tactical gear designed to fit women's bodies. But the former Army Intelligence Officer didn't know how to formalize the venture. In the summer of 2013, she read about V-WISE and immediately applied. "I was amazed," said Olszewski. "The speakers, the attendees and the classes were of the highest caliber." Olszewski leveraged the knowledge and resources she gained at V-WISE to launch FEMTAC, a line of hybrid clothing, including pants, shirts, belts and holsters, designed especially for female law enforcement and military operators. Such success stories are not uncommon. And word is getting around. "There's such demand for this kind of education," said Meghan Florkowski, V-WISE Program Manager at the IVMF. FEMTAC now has prototypes in the beta stage and Olszewski is optimistic about her company's future thanks to one crucial event. "It all comes back to V-WISE."



SBA AWARDS IVMF \$9M TO ENHANCE BOOTS TO BUSINESS AND EXPAND OVERSEAS

The U.S. Small Business Administration (SBA) awarded a \$9 million dollar grant to the IVMF in April 2014. The goal: enhance B2B's two-day domestic workshops and eight-week online delivery in addition to launching international two-day workshops. An experienced faculty team from the Whitman School of Management and EBV consortium universities have delivered the two-day workshop to nearly 1,500 service members, military spouses and dependents stationed in Bahrain, Belgium, Germany, Italy, Japan, Korea and Spain. The instructors have a deep understanding of today's business landscape and are uniquely positioned to provide a wealth of strategies to program participants for exploring entrepreneurship as a post-service career.

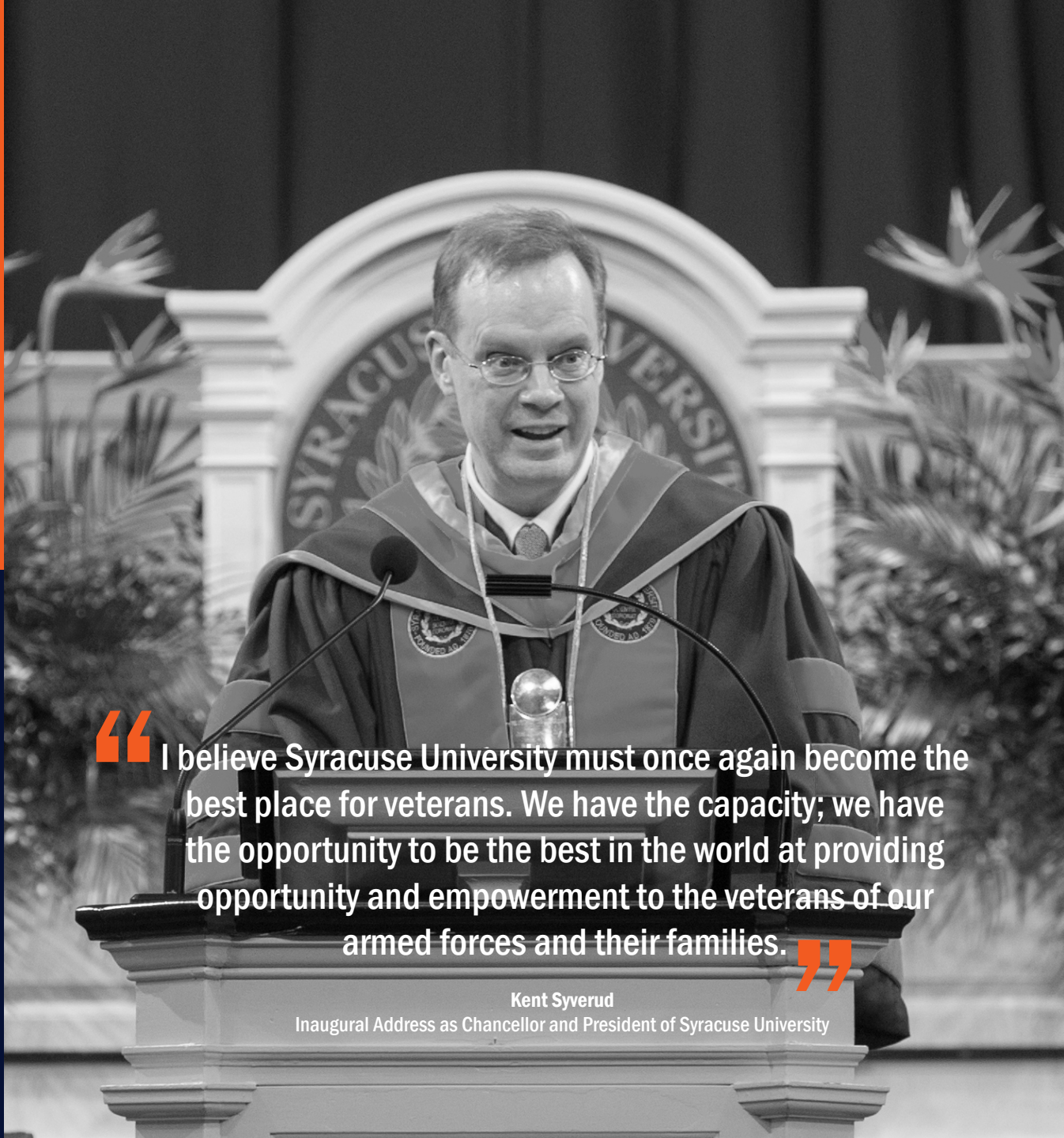
PROGRAMMING BY THE NUMBERS

2,580
VCTP STUDENTS
HAVE RECEIVED
SU CERTIFICATES

NEARLY \$200 MIL
REVENUE GENERATED BY EBV
GRADUATE BUSINESSES

61%
OF V-WISE GRADUATES
HAVE STARTED THEIR
OWN BUSINESSES

THE V-WISE AND EBV STATISTICS ARE BASED ON INFORMATION COLLECTED AT THE TIME OF APPLICATION AND FOLLOW UP SURVEYS CONDUCTED FROM 2012 - APRIL 2014.



“I believe Syracuse University must once again become the best place for veterans. We have the capacity; we have the opportunity to be the best in the world at providing opportunity and empowerment to the veterans of our armed forces and their families.”

Kent Syverud
Inaugural Address as Chancellor and President of Syracuse University

THEIR ACTIONS CHANGED THE WORLD

Every generation of America's veterans has made a positive impact on society. This report includes a few of the thousands of Impact Stories that could be told about veterans making a difference in companies and communities across the country. Serving our military and helping veterans transition after service is organic to Syracuse University. It is simply part of who we are.

Syracuse University's support of military members dates back to 1917, when our student body voted to offer military training on campus for World War I. Today we offer programs to prepare future officers through Army and Air Force ROTC, contribute to the mid-career development of serving personnel with military education programs in comptrollership, information management, logistics, motion media, photojournalism, and telecommunications & network management, and we offer premier programs for senior officers in national security studies and national security & counterterrorism.

We enjoy a long history of serving veterans, most notably for our unprecedented response to veterans returning from World War II. Chancellor William P. Tolley was committed to realizing the vision of the GI Bill and welcomed thousands of veterans to campus. The University's commitment to Post-9/11 veterans began in earnest in 2007 with the founding of the Entrepreneurship Bootcamp for Veterans with Disabilities, the kernel of what has become the Institute for Veterans and Military Families (IVMF).

IVMF was launched in June 2011 to serve all 25 million U.S. veterans, focusing on social, economic, education and policy issues affecting them and their families post-service. The success of those programs fills the pages of this report. We could not do it without the generous partners and donors recognized here. Their financial support allows us to do great things for America's current "Greatest Generation" so they can join the legions before them in changing the world.

DR. J. MICHAEL HAYNIE NAMED VICE CHANCELLOR OF VETERAN AND MILITARY AFFAIRS



On July 1, 2014, J. Michael Haynie, Founder and Executive Director of the IVMF, was appointed to the additional role of Vice Chancellor for Veteran and Military Affairs at Syracuse University to oversee the development and expansion of programming for veterans and the military.

"Syracuse University embraced veterans when almost all of our peers turned their back on them at the end of World War II," says Chancellor Syverud.

"As Executive Director of the IVMF, Mike Haynie has taken the University's celebrated past and built the best research and service institute available to the veterans of our armed forces and their families. I believe Syracuse University must once again become the best place for veterans."

"I'm honored by Chancellor Syverud's appointment. I truly believe that we are at the precipice of something very special at Syracuse University," says Haynie. "I'm excited about the ways that this unprecedented commitment to veterans and the military will elevate the University and the IVMF and most importantly, serve to motivate action and change related to the role of higher education as an engine of opportunity for the nation's veterans and their families."

"I believe that great universities will be defined based on the choices they make to engage those men and women who have worn the cloth of the nation during this time of war."

— Dr. J. Michael Haynie
Vice Chancellor, Veteran and Military Affairs, Syracuse University;
Executive Director, IVMF

Kristina Guerrero, 2012 V-WISE San Diego graduate presenting her 90-second pitch during the 2014 Citi Salutes Realizing Your Dream Business Plan Competition. Guerrero placed first for her business TurboPUP and received \$25,000.



VETERAN WOMEN IGNITING MY SPIRIT FOR SHARK TANK

“After serving in the military for eleven years, one would assume that I’d have a knack for teamwork, but when I embarked on my entrepreneurial path, I believed I could do it alone. Walking into V-WISE San Diego, I realized that couldn’t be further from the truth. I was surrounded by successful, beautiful and positive women; I couldn’t have been more inspired. I realized I needed more wonderful, like-minded women in my life, including a team of sisters to support the needs of my soul as I took baby steps toward becoming a full-time entrepreneur. Even though my entrepreneurial journey has often felt chaotic and unpredictable, a majority of its highlights can be traced back to the Veteran Women Igniting the Spirit of Entrepreneurship (V-WISE) program.”

Four years ago, inspiration unexpectedly struck during a backcountry ski trip with my four-legged sidekick Duncan. The idea would morph into my fledgling company TurboPUP, a name aptly representing the team that started it: me (aka “Turbo”) and Duncan, my awesome “PUP.”

After serving in the military for eleven years, one would assume that I’d have a knack for teamwork, but when I embarked on my entrepreneurial path, I believed I could do it alone. Walking into V-WISE San Diego, I realized that couldn’t be further from the truth. The energy at the conference was palpable! I realized I needed more wonderful, like-minded women in my life, including a team of sisters to support the needs of my soul as I took baby steps toward becoming a full-time entrepreneur.

Right now, TurboPUP is more like a TurboPUPPY. It’s still a baby, but it’s been nourished and supported by so many serendipitous events that I am infinitely astonished.

By Kristina Guerrero, V-WISE San Diego graduate (2012), 1st place winner of the Citi Salutes: Realizing Your Dream Business Plan Competition (2014), and recent contender on ABC’s Shark Tank (2015), making a deal with shark Daymond John for \$100,000.



Presenting on ABC's Shark Tank January 16, 2015.
Photo Credit: © (ABC/Michael Desmond)

ABOUT TURBOPUP



TurboPUP 'Complete K9 Meal Bars' are revolutionizing travel and adventure between pup and person! Air Force Veteran and founder, Kristina (aka Turbo), crafted TurboPUP bars using 100% American-sourced, human grade, all natural, grain-free premium ingredients. They are a compact, lightweight, complete meal replacement for your four-legged sidekick whenever you're on the go!

Whether you're on a day hike, camping for the weekend, or on an extended trip, TurboPUP bars are designed to provide complete nutrition for any occasion. In fact, TurboPUP has caused such a sensation, the National Association of Search and Rescue has named TurboPUP its official dog food!

You've brought your power bar, but what about your PUP? Grab a premium, nutritious to-go meal for your dog!

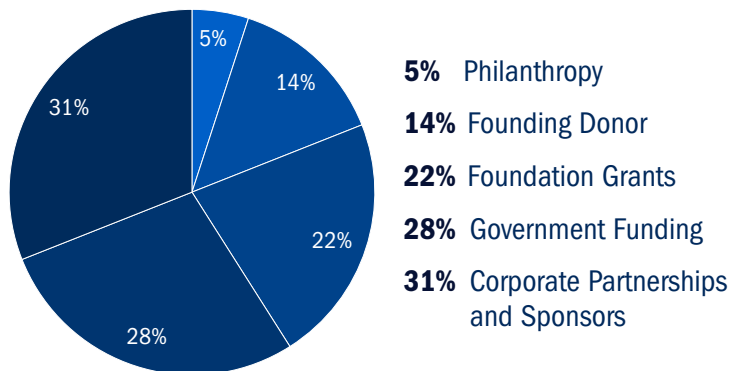
[LEARN MORE AT TURBOPUP.COM](https://www.turbopup.com)

2014 [SNAPSHOT]

The IVMF has committed to a model of service delivery that does not generate programmatic revenue from those we serve. The IVMF was founded and stands behind 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 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. On behalf of all who we serve, we thank you for your continued support and confidence in our ongoing effort to serve our nation's veterans.

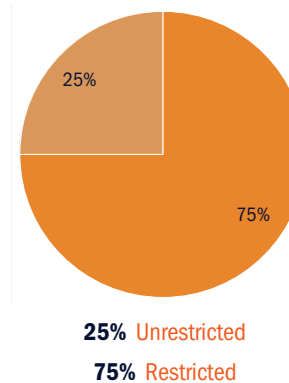
IVMF REVENUE NEARLY \$11 MILLION

Through the generous support of our partners, sponsors and donors who share our passion for our nation's veterans and their families, the IVMF raised over \$10,476,000 in 2014. Our supporters have joined us in developing impactful solutions to the challenges facing the veterans community. A detailed breakdown of the IVMF funding sources, as a percentage of total revenue, is depicted below.



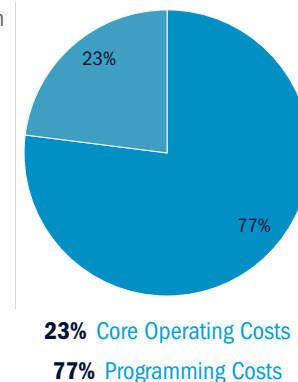
FUNDING RESTRICTED VS. UNRESTRICTED

The chart 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.



EXPENDITURES \$6.2 MILLION

Over the past year, IVMF focused on addressing near-term performance by optimizing current initiatives for broader reach and better execution while investing to meet future needs. The chart to the left depicts the IVMF's expenditures for 2014, totaling \$6.2m. Core operating expenses include non-program salaries, administration and non-program travel, while programmatic expenses are those incurred as a direct consequence of delivering training, service or products to those we serve through programming, research, and community engagement and innovation.



Thank You to Our Supporters & Partners

FOUNDING PARTNER

JPMORGAN CHASE & CO.

3-STAR PARTNER ➔ \$2million over three years



2-STAR PARTNER ➔ \$1 million commitment over three years



1-STAR PARTNER ➔ \$500,000 commitment over three years



GOVERNMENT PARTNERS

U.S. Department of Labor
U.S. Small Business Administration (SBA)

FOUNDATIONS

The Bank of New York Mellon Foundation
Bob Woodruff Foundation
Brueckner Family Foundation
Casey 4522 Foundation
Citi Foundation
Cranaleith Foundation, Inc.
The Douglas & Erika Cramer Foundation
EBV foundation
Fidelity Charitable Gift Fund
The Fluor Foundation
The George Link Jr. Foundation, Inc.
The Greater Kansas City Community Foundation
The Harold Lee Fund
Louis F. & Virginia C. Bantle Charitable Foundation
Newman's Own Foundation
The New York Bar Foundation
New York State Health Foundation
Park Avenue Charitable Fund
Robert R. McCormick Foundation
The Robin Hood Foundation

Schwab Charitable Fund
Springview Foundation
The Tres Chicas Foundation
Triad Foundation, Inc.

ORGANIZATIONS

George W. Bush Institute
Graduate Management Admissions Council (GMAC)
Military Officers Association of America (MOAA)
Friends of the Whitman School of Management
Whitman School of Management Alumni Association
BTIG LLC
Cahlan-West LLC
CBS Corporation
Christie's South Kensington Ltd.
Citi
Dinosaur Bar-B-Que
Eagle Association of CNY, Inc.
Erie Insurance Company of New York
Ernst & Young
Flowers Foods, Inc.
Gaylord Entertainment
Google

ITT Corporation
Jewish Communal Fund of New York
Madison Performance Group
Morgan Stanley
National Grid USA
Network for Good
New York State Industries for the Disabled, Inc.
Oneida Indian Nation
Prudential
R & S Impressions, Inc.
SEFCU
Senior Nye County Pageant
TeamHealth
Timeless Entertainment Productions LLC
Vanguard Charitable Endowment Program
Wounded Warrior Project
Xerox Corporation
YPO Empire State Inc.

INDIVIDUALS

Joan L. Adler
Edwarda & Cathleen O. Aiken
Sharon S. Allan
Alejandro S. Amezcua
Deborah J. Armstrong
Roland Aut

Steve Barnes and Family
Kenneth H. Becker
Laurence R. Benedict
David B. Berg
Paul Bjacek
Judy Borland
Stephen J. & Mary C. Brady
Bianca Caielle Breed
Nicole L. & Hubert W. Brown
Scott A. Brown
Andre Burke
Jennifer G. Burrowes
Renee M. Byrnes
Henry J. Cadell
Donald C. Carter
Melissa P. Cassidy
Robin D. & Richard J. Cerro
James T. & Karen R. Christensen
Michael H. Cohen
Jeffrey E. & Phyllis R. Cole
Robert Irvine Coleman
Skip Coleman
Joanne M. & Joseph Corasaniti
Jay H. Cox
Laurie A. Cronin
Daniel A. D'Aniello
Parin Daya
George R. de Lodzia

Cheryl A. Denero
Susan M. Diaz
Albert Dirienzo
Patricia A. Dombrowski
Dennis & Kristen L. Duggleby
Jake I. Duneier
Tammy Lynn Dziekan
Kraig N. Eaton
Ellen B. Edgerton
Alexandra C. Epsilanti
Mary A. Evans
Karen C. Fang
Jack R. Feigleson
Mimi D. Flack
Scott E. & Anne M. Flaherty
Janet Mae Fletcher
Thomas J. Foley
Louisa Fong
Elisabeth Fontenelli
Stanley J. Fornal
Sheila Frank
Stanley R. Germain
Susan W. Gibbons
Louis J. Giuliano
Judith D. Goldstein
John E. Gray
Melanie Gray
Ronald S. & Kathleen Green
Alan R. & Eileen A. Greene
Donald H. Grier
James F. & Elizabeth B. Hahn
Rosemary R. Haley
Jennifer A. Hall
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