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.
MESSAGE FROM THE EXECUTIVE DIRECTOR

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.

Michael Haynie
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
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

25,000+ VETERANS AND FAMILY MEMBERS SURVEYED
5 FUNDED, ORIGINAL RESEARCH PROGRAMS ON VETERAN EDUCATION, FAMILIES, EMPLOYMENT, AND SUPPORTIVE SERVICES

ACTIONABLE RESEARCH BRIEFS ON EMPLOYMENT, WELLNESS, FAMILIES, EDUCATION, WOMEN, AND HOMELESSNESS

5 [SNAPSHOT] OF THE IVMF 2014
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.

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 ADDRESSED 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

| 242 | EMPLOYED |
| 8,316 | VETERANS AND MILITARY FAMILIES SERVED |
| 629 | SKILLED |

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

**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.

**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 (MOAA) 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

**2014 [SNAPSHOT]**
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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**
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.

2014 [SNAPSHOT]

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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.”

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.

2,580

V-WISE STUDENTS

have received 34 certification

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.
SU IMPACT: PAST, PRESENT AND FUTURE

15

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.”

“Syracuse University has always embraced service members and veterans. This is an incredible opportunity to continue the University’s legacy and create systemic change for our military men and women.”

“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

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

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

[SNAPSHOT] OF THE IVMF 2014
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

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

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
RESOURCES AND FUNDING

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.

- 5% Philanthropy
- 14% Founding Donor
- 22% Foundation Grants
- 28% Government Funding
- 31% Corporate Partnerships and Sponsors

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.
The Institute for Veterans and Military Families depends on support from people like you to help us carry out our mission: “In service to those who have served.”

There are many ways to support the IVMF mission, its people, and important programs and initiatives enhancing the post-service life course of our nation’s veterans and military families.

A HISTORIC COMMITMENT TO VETERANS.
KNOW THE STORY.
BE PART OF THE LEGACY.

VETS.SYR.EDU/LEGACY