



Institute for Veterans and Military Families ■ Annual Report

# 2015

IN SERVICE TO THOSE WHO HAVE SERVED

## 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 advance the post-service lives of America's service members, veterans and their families by focusing across the full spectrum of their social, economic and wellness concerns to deliver class-leading educational and vocational programs, conduct actionable and national impacting research and policy analysis, and provide valued technical assistance, advisory support and expertise.

## IVMF LEADERSHIP

### Mike Haynie, Ph.D.

VICE CHANCELLOR, VETERAN & MILITARY AFFAIRS, SYRACUSE UNIVERSITY  
EXECUTIVE DIRECTOR, FOUNDER. INSTITUTE FOR VETERANS AND MILITARY FAMILIES

### Maureen Casey

CHIEF OPERATING OFFICER

### Raymond Toenniessen

ASSISTANT VICE PRESIDENT FOR VETERANS DEVELOPMENT AND ADVANCEMENT  
MANAGING DIRECTOR, DEVELOPMENT AND EXTERNAL RELATIONS

### Colonel James D. McDonough Jr. (U.S. Army, Ret.)

MANAGING DIRECTOR, PROGRAMS AND SERVICES

### Major Christine T. Tarnowski (U.S. Army, Ret.)

SENIOR DIRECTOR, OPERATIONS

### Nicholas J. Armstrong, Ph.D.

SENIOR DIRECTOR, RESEARCH AND POLICY

## ADVISORY BOARD MEMBERS

### Steven Barnes

CO-CHAIRMAN  
MANAGING DIRECTOR, BAIN CAPITAL

### Matt Zames

CO-CHAIRMAN  
CHIEF OPERATING OFFICER, JPMORGAN CHASE & CO.

### Linda Bilmes

DANIEL PATRICK MOYNIHAN SENIOR LECTURER IN PUBLIC POLICY  
JOHN F. KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY

### Frank Bisignano

CHIEF EXECUTIVE OFFICER, FIRST DATA CORPORATION

### Col. Jill W. Chambers, U.S. Army (Retired)

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,  
CBS CORPORATION

### Bruce Mosler

FORMER CEO AND CURRENT CHAIRMAN OF GLOBAL BROKERAGE, CUSHMAN AND WAKEFIELD

### Vice Admiral Robert B. Murrett, U.S. Navy (Retired)

DEPUTY DIRECTOR, INSTITUTE FOR NATIONAL SECURITY AND COUNTERTERRORISM  
PROFESSOR OF PRACTICE, MAXWELL SCHOOL OF CITIZENSHIP AND PUBLIC AFFAIRS,  
SYRACUSE UNIVERSITY

### SMA Kenneth O. Preston, U.S. Army (Retired)

SERGEANT MAJOR OF THE ARMY

### Melvin T. Stith

DEAN EMERITUS, MARTIN J. WHITMAN SCHOOL OF MANAGEMENT, SYRACUSE UNIVERSITY

### Richard Thompson

SENIOR COUNSEL, AKIN, GUMP, TRAUSS, HAUER & FELD, LLP

# MESSAGE FROM THE EXECUTIVE DIRECTOR

**T**homas Jefferson said that if you want to know who you are, don't ask, but act – "Action will delineate and define you." As I reflect on the past year, I take great pride in the fact that the Institute for Veterans and Military Families (IVMF) has prioritized – above all else – action.

Last year alone, more than 32,000 transitioning service members, veterans and military family members participated in IVMF programs. In 2007, when we launched our very first program, that number was 17. Those numbers – 17 and 32,000 – matter.

Those numbers matter because they speak to our values, and the commitment of our people, our funders, our partners, and our world-class advisory board to take action positioned to advance and positively impact the lives of this nation's veterans and their families. The opportunity for action motivates our relentless focus on developing and enhancing our class-leading career and business ownership training programs; informs our approach to conducting, aggregating, and disseminating actionable, impactful research, policy analysis, and program evaluation; and bolsters our efforts to coordinate comprehensive collective impact strategies supporting community-connected service delivery to veterans and their families across the U.S.

Put most simply, the IVMF is about action – it's what defines and differentiates us as an organization.

Highlighted throughout this report are examples of innovative, transformative, and bold initiatives – spearheaded by the IVMF and its partners – that are literally changing the way the public and private sector work together to support and empower the nation's veterans, service members, and military-connected families. We're exceedingly proud of what we've accomplished, and grateful for those partners who have made our work possible. And we continue to be motivated by the opportunity for action. The best is yet to come.

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**“We're exceedingly proud of what we've accomplished, and grateful for those partners who have made our work possible.”**

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**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*

# EMPLOYMENT & CAREER PREPARATION



“O2O is providing me with a stepping stone to take that next step out of the military into the civilian career workplace. The program has helped me to possess the training, added credentials, and confidence I need. It truly is providing us with the opportunity to go ‘onward.’”

**Jonathan Ricafrente**  
U.S. Army, O2O graduate  
Joint Base Lewis-McChord  
Information Technology Track



## WORK AFTER SERVICE

Military recruiters have encouraged young Americans to serve to get ahead in life; many young Americans have heeded the call. With the promise of meaningful work experience and educational opportunities, the all-volunteer force remains a national workforce readiness institution.



Upon military separation, veterans often enter the civilian workforce to either extend their career in a similar civilian role or embark on an entirely new and unrelated career path. The IVMF and stakeholders such as the Departments of Defense, Veterans Affairs, and Labor, the Small Business Administration, state and local governments, and employers all have an increased focus, and arguably an increased responsibility, to provide relevant and timely workforce readiness support across the entire military service lifecycle from initial recruitment to transition from service.

## ONWARD TO OPPORTUNITY

In 2015, the IVMF created and launched the Onward to Opportunity (O2O) program, a groundbreaking new initiative that introduces in-demand, industry-validated training and curriculum on U.S. Department of Defense (DoD) installations to transitioning service members, all Guard and Reserve, and active-duty spouses who are navigating the transition to civilian employment.

### ONWARD TO OPPORTUNITY PROVIDES:

- Flexible, industry validated training, credentials and resources towards in demand careers in IT and customer service professions
- Employment preparation, coaching and support
- Networking opportunities with military-friendly employers

In partnership with the Schultz Family Foundation and the U.S. Department of Defense — and in collaboration with Hire Heroes USA and the U.S. Chamber of Commerce Foundation’s Hiring Our Heroes — the IVMF launched O2O at Joint Base Lewis McChord (WA) and Camp Pendleton (CA) in 2015. By mid-year 2016, the IVMF will bring O2O to Joint Base San Antonio (TX), Tri-Base Jacksonville (FL), Fort Gordon (GA), Camp LeJeune (NC), Fort Drum (NY), and Hampton Roads (VA).



The Veterans Career Transition Program (VCTP), operated by the IVMF, is an advisor-led, on-line learning program, delivered at no cost to post-9/11 veterans, their spouses, and spouses of active duty military. Supported by a grant from JPMorgan Chase & Co, the VCTP experienced tremendous success in 2015.

## VCTP HIGHLIGHTS, 2015

### ■ Applications

**INCREASED 60%**

(5,849 applications received in 2015)

### ■ 3,234

Non-credit Syracuse University certificates have been achieved by

**2,349** Veterans and Spouses

### ■ 60% of 2015 VCTP students have completed at least 1 certificate during the program

#### VCTP AREAS OF STUDY

- CAREER SKILLS
- HUMAN RESOURCES
- INFORMATION TECHNOLOGY
- MICROSOFT OFFICE FUNDAMENTALS
- PROJECT MANAGEMENT

## RESEARCH HIGHLIGHT



### LAUNCH OF AN EMPLOYMENT RESEARCH SERIES: PAPER 1 - “WORK AFTER SERVICE: DEVELOPING WORKFORCE READINESS AND VETERAN TALENT FOR THE FUTURE”

“Work After Service: Developing Workforce Readiness and Veteran Talent for the Future” was the first in a new series of employment-focused research papers authored by IVMF in collaboration with USAA. The opening paper demonstrates how veteran employment goes beyond simply placing veterans in jobs. The paper highlights limitations with existing views of workforce readiness for the general population and advances a framework to consider workforce readiness for transitioning service members and veterans. The paper also suggests how employers and interested stakeholders can leverage their respective employment readiness resources towards hiring military job candidates who are prepared to succeed once they are hired.



# ENTREPRENEURSHIP AND SMALL BUSINESS



“Without a doubt, EBV training provides results! Less than 10 months after graduating from Syracuse University’s EBV class of 2014, my company (DFS) has teamed up with one of the largest Defense Contractors supporting a multi-million dollar contract. To support this contract, we employed four employees (3 of whom were Veterans) and are on track to gross over \$600,000 in 2015 and will exceed \$1,000,000 in 2016. None of this would have been possible without the excellent support from Syracuse University and the EBV Program.”

**Jerome Taylor (far right)**  
EBV-Syracuse, 2014 President and CEO,  
Digital Forensic Services (DFS)  
Featured in US Veteran Magazine and recognized  
in the Raytheon CBS Game Time Salute during the  
Super Bowl

## OVER 3,300 ASPIRING ENTREPRENEURS TRAINED

**68%**   
OF EBV GRADUATES HAVE STARTED THEIR OWN BUSINESS

**92%**  
OF THOSE ARE STILL IN  
OPERATION TODAY

**65%**   
OF V-WISE GRADUATES HAVE STARTED/CONTINUED  
TO GROW THEIR OWN BUSINESS

**93%**  
OF THOSE ARE STILL IN  
OPERATION TODAY

**T**he IVMF opens the door to economic opportunity for veterans by developing their competencies associated with creating and sustaining an entrepreneurial venture. In 2015, IVMF continued to offer first-class entrepreneurship education programs.



V-WISE is a premier entrepreneurship educational program offered in cooperation with the U.S. Small Business Administration (SBA) to female veterans of all service eras and branches, as well as military spouses, with an interest in either starting a new small business or growing an existing one.

In 2015, the IVMF delivered Veteran Women Igniting the Spirit of Entrepreneurship (V-WISE) conferences across the country (New Orleans, Washington, D.C., Boston, and Kansas City), which were supplemented with private sector and foundation support from the following: Marion Ewing Kauffman Foundation, Newman’s Own, Prudential, JPMorgan Chase & Co., thinkThin, and Ariela & Associates International. Over the past year, V-WISE:

- Welcomed more than **600** women entrepreneurs to its V-WISE graduate count of **2,080**;
- Was recognized as a “Bright Idea” by Harvard University’s John F. Kennedy School Innovations in American Government program; and
- Earned acknowledgment from the Army Women’s Foundation for its work empowering women as entrepreneurs and leaders.



The Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) offers cutting-edge entrepreneurship and small business management training to post-9/11 veterans with service-connected disabilities and who possess a passion for entrepreneurship. Assistance from the U.S. Small Business Administration, corporate partners and donors allows post-9/11 veterans and transitioning service members with service-connected disabilities to attend the program cost-free.



The EBV consortium expanded this past year with the addition of two new schools—Saint Joseph’s University and University of Missouri—bringing the total number of world-class universities delivering the EBV program to ten. In 2015, the EBV program trained and graduated **198 veterans** who aspire to launch or grow their small businesses. The ten consortium schools have graduated **over 1,300 veterans and family members** since inception in 2007.



Boots to Business (B2B) is a two-step entrepreneurial education program offered by the IVMF on installations worldwide in

cooperation with the U.S. Small Business Administration (SBA) as a training track within the Department of Defense’s Transition Assistance Program (TAP).

The past year of Boots to Business experienced significant growth and expansion. In 2015:

- B2B held **735 two-day**, Introduction to Entrepreneurship workshops at **163 unique military installations worldwide**;
- B2B **graduated 15,112** active duty service members/family members;
- **1,176 participants** continued their pursuit of education in the Boots to Business eight-week online course, Foundations of Entrepreneurship.
- Total estimated number of Boots to Business participants (through December 31, 2015) = **38,979**



Boots to Business: REBOOT is the same instructive model as Boot to Business,

except it serves Veterans and families of any era. With the generous support of The Marcus Foundation, First Data and the SBA, Reboot moved from the pilot program phase to a national launch in November 2015, in conjunction with National Veteran Small Business Week, followed by three marquis events: Constant Contact Headquarters in Waltham, MA, with SBA Administrator Maria Contreras-Sweet; USA Today Headquarters in Tysons Corner, VA; and the VFW National Conference in Baltimore, MD. In 2015, **1,200 participants** attended **63 Reboot workshops**, held in 31 unique states, and one U.S. territory (American Samoa).

As Boots to Business looked ahead to 2016, excitement and focus turned to the deployment of a course evaluation survey and outcome assessment survey that will allow for the collection of data to show related outcomes of the program and better measure impact on veteran-owned businesses.

## RESEARCH HIGHLIGHT



### SBA/EBV IMPACTS

In an effort to advance understanding and meet the needs of transitioning service members, military spouses, and veterans interested in business ownership, the SBA in cooperation with its Boots to Business (B2B) program partner, IVMF, collaborated on a research effort to illustrate the current state of veteran entrepreneurship environment and conducted an outcomes survey focused on the business ownership activities of B2B participants to date. Our research examines the current state of training available to the veteran population and discusses the results of the B2B outcomes survey, revealing preliminary program impacts on participants.



# NATIONAL HUB FOR VETERAN SMALL BUSINESS

“We support the CVOB in their mission to provide economic opportunity to veterans, their families, and the communities in which they live by offering leadership and a national platform to support veteran-, service member-, and military spouse-owned businesses; entrepreneurs; and suppliers.”



**Derek Blake**  
Vice President, Partnership Marketing  
and Military Programs  
La Quinta Inns & Suites

**O**n May 5, 2015, the IVMF and First Data, together with leading companies, government agencies, non-profits and others officially launched the Coalition for Veteran Owned Business. This first-of-its-kind national initiative was created to support the success of veteran-, service member-, and military family-owned businesses by connecting them with entrepreneurial education and training, small business resources and solutions, and commerce and supplier opportunities.



The Coalition will provide economic opportunity to veterans, their families and the communities in which they live by offering leadership and a national platform to support military spouse and veteran-owned businesses, entrepreneurs, and suppliers.

## FASTEST GROWTH SINCE 2007



**WOMEN VETERAN**  
OWNED BUSINESSES

# 295%



“By engaging corporate, non-profit and governmental organizations, the Coalition will help veteran, service member, and military family entrepreneurs connect with organizations, resources and information that enable them to start or grow their businesses and create more jobs for veterans and military spouses within their communities.”

**Dr. Mike Haynie**  
IVMF Executive Director  
Vice Chancellor for Veteran and  
Military Affairs, Syracuse University





“The Coalition is what really makes this special because it’s the bringing together of the public and private sector to do something that hasn’t been done before. I think this is foundational groundwork ... a platform to help businesses grow business and with that becomes a platform to help those who return, those who served be business people.”

Frank Bisignano  
Chairman and CEO, First Data



Committed to providing innovative solutions and thought leadership to grow and support

veteran-owned businesses in communities throughout the nation, the IVMF looks forward to 2016 and its plans to launch another first of its kind initiative, a new Center of Excellence for Veteran Entrepreneurship (CoE). Together with First Data, and other key public and private partners, the IVMF will work to unite veteran-owned businesses (VOBs), researchers, small business program managers, policymakers, resources, and private and public companies in an organized effort to make transitioning service members, veterans, and their families successful business owners. Designed to be, and function as, the hub of veteran business ownership, this national center will leverage the resources and established networks of Syracuse University, the IVMF, and its partners to bring together relevant stakeholders and networks into a cohesive ecosystem focused on veteran/spouse-owned small business.

## PARTICIPATING COMPANIES AND ORGANIZATIONS

|   |                                     |
|---|-------------------------------------|
| AMERICAN EXPRESS  | SUNTRUST BANKS, INC.                |
| BP AMERICA  | THE WALT DISNEY COMPANY             |
| ENTERPRISE HOLDINGS, INC.   | USAA                                |
| FIRST DATA  | U.S. CHAMBER OF COMMERCE FOUNDATION |
| FLEISHMANHILLARD  | VERIZON COMMUNICATIONS INC.         |
| INSTITUTE FOR VETERANS AND MILITARY FAMILIES AT SYRACUSE UNIVERSITY | WALMART AND SAM'S CLUB              |
| KKR   |                                     |
| LA QUINTA INN AND SUITES  |                                     |
| LOCKHEED MARTIN CORPORATION   |                                     |



## RESEARCH HIGHLIGHT



### “ENTREPRENEURSHIP INFOGRAPHIC”

**VETERAN POPULATION**  
**21.2 MILLION**

9% of the total U.S. population <sup>1</sup>



**2.5 MILLION**  
NUMBER OF VETERAN OWNED BUSINESSES IN THE UNITED STATES

Veterans comprised 9% of business ownership

**\$195 BILLION**  
IN ANNUAL PAYROLL



**VETERAN OWNED BUSINESSES GENERATE**  
**\$1.1 TRILLION**  
IN RECEIPTS

**5.5 MILLION EMPLOYEES**  
IN VETERAN OWNED BUSINESSES



# A COMMUNITY APPROACH TO SERVING OUR VETERANS AND THEIR FAMILIES

“At Walmart, we’re proud to help support a program bringing inclusivity, accountability, transparency and quality of services to our veterans as they navigate re-entry to civilian life.”



**Brigadier General Gary Profit, U.S. Army (Ret.)**  
Senior Director, Military Programs, Walmart

Through a coordinated network of public, private, and independent services providers, organizations can effectively and efficiently address the societal and social determinants of health and wellbeing for veterans and military families.



**What are the societal and social determinants of health and wellbeing?**



Neighborhood & Environment



Health & Health Care



Social & Community Context



Economic Stability



Education

Recognizing the growing role our America communities play in supporting the needs of their military-connected members and families, 2015 saw the IVMF accelerate its efforts to align its resources alongside communities pursuing efforts to better position their networks of care and services supporting service members, veterans, and their families.

The past twelve months have seen a wholesale realignment of the Institute’s individualized community-based programming — the Community of Practice supporting New York and New England-based U.S. Department of Veterans Affairs (VA) Supportive Services for Veteran Families (SSVF) grantees, and the technical assistance being offered to nonprofit

**BRANCH OUT, SSVF** organizations around the country — into one, portfolio-based service offering around the AmericaServes initiative.

Building on its original success in New York City with NYServes-NYC; North Carolina’s first-of-four AmericaServes communities, NCServes-Metrolina; and PAServes-Greater Pittsburgh, the IVMF and its AmericaServes partners initiated a 10-city tour this past fall, visiting communities across the nation to brief them on AmericaServes, the Collective Impact initiatives, and share the model of local, evidence-based coordination in veteran and military family services, resources and care. In 2016, the IVMF will scale these initiatives even further, with plans to open four-to-six additional AmericaServes markets by the end of the year, all-the-while sustaining its preexisting support to established markets.



In 2015 alone,  
**REACHED OVER 1,800**  
veterans, service members and  
their families, requesting  
**NEARLY 3,000**  
**SERVICES**

Memorandum of Understanding  
with **VETERANS**  
**AFFAIRS CENTER**  
**FOR INNOVATION**

Live in NC Metrolina, NYC, and PA Greater  
Pittsburgh regions, and preparing to  
establish **5 NEW COMMUNITY**  
**NETWORKS IN 2016**



**NCServes**



**NYServes**



**PAServes**

Additional aspects of IVMF's community-based efforts are being embraced by a number of related communities that have turned to the Institute for help with capacity building, sharing of best practices, and for connections to like organizations to improve upon their practices.

Taking a page from the 'meet communities where they are' playbook, we've learned that today's capacity building efforts will likely seed tomorrow's collective impact initiatives in the very same community where the beginnings of practice improvements have taken root. Analogous to putting down roots in a community, these roots, when planted by a growing team of subject matter experts, fully appreciate and embrace the commitment required to see a forest of communities emerge in the years ahead.

#### THANKS TO UR PHILANTHROPIC AND CORPORATE PARTNERS



DSF Charitable Foundation



HILLMAN FAMILY FOUNDATIONS



#### RESEARCH HIGHLIGHT



#### **“DRIVING COMMUNITY IMPACT: THE CASE FOR LOCAL, EVIDENCE-BASED COORDINATION IN VETERANS AND MILITARY FAMILY SERVICES”**

Recognizing the prevailing view that a lack of coordination, collaboration, and collective purpose among veteran and military-family serving organizations poses a serious risk to long-term veteran and family well-being, IVMF published the dual-purpose paper titled, “Driving Community Impact: The Case for Local, Evidence-Based Coordination in Veterans and Military Family Services.” The paper leverages foundational research of public health and management to build a case for community-based collective impact models of service delivery in veterans' services. It also highlights the IVMF's own collective-impact initiative, **AmericaServes**—the first-of-its-kind, public-private coordinated network of services, resources, and care for separating service members, veterans, and their families in New York City.



## INFORMING POLICY AND PRACTICE

**IVMF boasts of a multi-disciplinary team of expert researchers and associates, survey, and evaluation methodologists, and institutional partners spanning Syracuse University to deliver relevant insights on issues impacting transitioning service members, veterans, and their families.**



“Like-minded organizations, especially those with a strong commitment to serve the military community, naturally seek opportunities to work together . . . It was both logical and practical for USAA and IVMF to join forces in support of veteran research initiatives that open doors to meaningful careers for transitioning Veterans.”

**Michael Kelly, Air Force Veteran**  
Assistant VP for Military Advocacy, USAA

**F**ive years ago, the IVMF was founded with the interdisciplinary vision to advance the post-service lives of veterans and their families by drawing upon the depth and breadth of resources and expertise of higher education. Many of the toughest challenges facing veterans and military families today are complex and interrelated, and their solutions require a combined approach of resources, knowledge, and expertise across multiple fields and sectors.

To that end, the Institute's growing research team is committed to empowering government, private industry, higher education, and philanthropic organizations addressing some of today's toughest challenges facing the transitioning military and veteran community, from improving educational and employment outcomes to delivering more effective services and care in communities and informing national policy.

In 2015 alone, the IVMF's research team released over 92 products, from infographics to major reports, purposefully aimed to reach a broad and diverse audience.

One major report highlighted preliminary results from a multi-year study on veterans' transition to higher education, with the generous support of Google. This survey of more than 8,500 student veterans resulted in one of the largest data sources, capturing this generation's educational aspirations, successes, and perceived barriers to achieving their educational goals.



### POST-MILITARY CAREER

**55%** OF SERVICEMEMBERS SAID THAT THEY ARE LIKELY TO PURSUE A DIFFERENT CAREER THAN THEIR MILITARY SPECIALIZATION

#### TOP TRANSITIONAL CHALLENGES

**60%**  
NAVIGATING  
VA ADMIN.  
OR BENEFITS

**55%**  
GETTING A  
JOB

**41%**  
GETTING  
SOCIALIZED  
TO CIVILIAN  
CULTURE

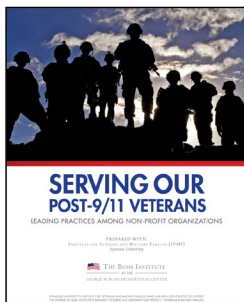
**40%**  
FINANCIAL  
STRUGGLES

**39%**  
SKILLS  
TRANSLATION



**92%** INDICATED THAT EDUCATION SHOULD PLAY A ROLE IN THEIR POST-SERVICE TRANSITION





The IVMF research team also supported a major case study project in 2015 for the George W. Bush Institute's Military Service Initiative that examined leading practices of 25 veteran-serving organizations. At a June 2016 Mission Transition event in Washington, D.C., President George W. Bush referenced the Bush Center's partnership with the IVMF, citing the

collaborative work of one of the most comprehensive studies conducted on post 9-11 vets. The same event also afforded IVMF Executive Director Dr. Mike Haynie the opportunity to provide a snapshot of where our nation stands with veteran employment and unemployment, and what challenges lie ahead.

"We've successfully mobilized to deal with the veteran unemployment crisis of the past few years and now we need to shift our focus to an institutionalized strategy with long-term, meaningful partnerships in place to sustain veteran employment," said Dr. Haynie in referring to the Veteran Employment Transition (VET) Roadmap. "Our collective efforts have impacted veteran employment numbers in a positive way; we must continue this forward momentum so that we may also influence national policy as it relates to veteran employment in local communities across the country."

In addition, with the IVMF's portfolio of programs and services growing in scale, the research team made significant strides over the past year to expand its program evaluation, performance measurement, and quality improvement capabilities. Naturally, this increased emphasis on measurement and evaluation is to better capture the IVMF's impact, and inform and continuously improve its practice. However, we are also collaborating with the broader community of military and veteran serving organizations on measurement and evaluation with similar needs and shared interests to include Team Red, White & Blue, and the United Service Organizations (USO).

In the coming year, the IVMF looks forward to growing its evaluation portfolio and launching new projects on topics including:

- Veteran and military spouse workforce readiness;
- Veteran hiring and retention practices – both in the private sector and federal government; and
- Local collaboration among human services organizations supporting veterans and their families

## RESEARCH HIGHLIGHT



### "BLUE STAR FAMILIES' ANNUAL MILITARY FAMILY LIFESTYLE SURVEY"

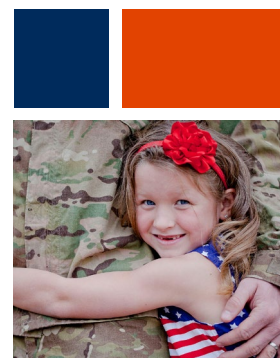


The 2015 Military Family Lifestyle Survey, now in its sixth year, examines key trends within the military family community. The purpose of this survey and research effort is to inform policy makers by identifying and carefully examining the most pressing issues facing military connected members and their families. The survey focuses on key topics including military spouse employment, childcare, child education and wellness, financial readiness, post-military transition, and related deployment stressors. The IVMF was proud to be Blue Star Families' primary research and thought leadership partner in this critical survey for the third year in a row.



#### Top trends and findings in the 2015 Survey included:

- **Military Pay/Benefits and Changes to Retirement Benefits were the top two issues for all respondents.**
- **90% feel the general public doesn't truly understand the sacrifices made by service members and their families.**
- **Military families with employed spouses experienced greater financial security, better mental health, and higher satisfaction with the military lifestyle.**





# IVMF AND HIGHER EDUCATION'S COMMITMENT TO VETERANS AND THE MILITARY COMMUNITY

“The competence of this place (Syracuse University) makes it a preferred partner. You’ve been committed for a long time. You were way out in front in the early post-WWII years and so there’s a level of commitment and sophistication to the thinking here that we really need, an intellectual basis, that we get from a place that knows how to couple training with scholarship and action... and there is just no other place that does it like Syracuse.”

**The Honorable Ashton Carter**  
25th US Secretary of Defense  
for National Security and Counterterrorism  
March 31, 2015



## SECRETARY OF DEFENSE, ASHTON B. CARTER

Secretary Carter's visit to the IVMF and Syracuse University in March was part of his first domestic trip as Secretary and the first by a sitting Secretary of Defense in the history of Syracuse University. Secretary Carter attended an IVMF-hosted roundtable during which considerable discourse centered around the life cycle relationship of recruiting, retaining and transitioning our nation's military, veterans and their families, a mutually beneficial approach to both the Secretary's mission of "building the future force" and the IVMF's approach to its research and policy efforts that inform and serve the broader veteran and military family stakeholder community.



In partnership with Syracuse University, the Office for Veteran and Military Affairs (OVMA), and Chancellor Kent Syverud, whose strategic priority is to make Syracuse University the "Best Place for Veterans," the IVMF was active throughout 2015 hosting and supporting many events, programs, and initiatives to enhance the veteran-friendly campus culture at the university. The IVMF also welcomed several high level public and private partners who were eager to broaden their collaboration with Syracuse University and learn more about what the IVMF is doing across the country in its effort to serve veterans, transitioning service members and their families.

## SECRETARY OF THE U.S. ARMY, JOHN M. MCHUGH

Secretary McHugh's May 2015 visit included an IVMF briefing; formal remarks at Syracuse University's Maxwell School; and a stop at the Martin J. Whitman School of Management, where he received an update on SU's Defense Comptrollership Program (DCP) and met with Military and DoD Civilian members of the DCP, Class of 2015.



## SBA ADMINISTRATOR, MARIA CONTRERAS-SWEET

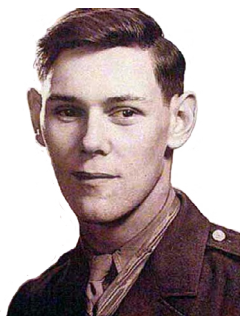
During her visit to the IVMF in 2015, Maria Contreras-Sweet—the 24th Administrator of the U.S. Small Business Administration (SBA)—announced that the SBA's Boots to Business program has now trained 25,000 transitioning service members. The IVMF administers the Boots to Business program globally and operates at bases outside the continental United States.



The IVMF had the distinct honor in 2015 to participate in recognizing two special Medal of Honor recipients with direct ties to Syracuse University.

On October 23, Syracuse University posthumously recognized 1924 alumnus, and WWI military hero Sergeant William Shemin, whose family received the Medal of Honor from President Barack Obama on June 5, 2016.

In November, the IVMF, OVMA and Syracuse University recognized the accomplishments of Forrest L. Vosler by posthumously awarding him an Associate of Arts Degree in Liberal Arts. During WWII, Technical Sergeant Forrest L. Vosler (U.S. Army Air Force radio operator) sustained serious injuries to his eyes, legs, and arms when the plane he was in was shot down and crashed in the North Sea. For his heroic actions, he received the Medal of Honor from President Franklin Delano Roosevelt.



As the year came to a close, Syracuse University announced the launch of an international design competition aimed at identifying a world-class partner to conceptualize, design, and construct the new National Veterans Resource Complex (NVRC). The NVRC—a multi-use facility that will serve to anchor the IVMF—will be a first-of-its kind facility in the United States and a class-leading exemplar of academic, government, and community collaboration.

The NVRC represents an unprecedented commitment by Syracuse University to cultivate and lead innovative academic, government, and community collaborations positioned to empower those who have served in defense of the nation, as well as their families. Specifically, the NVRC will function as a bridge to forging public-private partnerships, a collaborative space to nurture academic research and actionable programming, and a forum to facilitate collaborative thought leadership. The NVRC will also house Army and Air Force Reserve Officer Training Corps (ROTC); Veteran Business Outreach Center; and Office of Veteran and Military Affairs.

The diagram illustrates a career progression cycle. It features a large orange arrow that forms a circular path. Various icons are placed along the path, including a target, graduation cap, handshake, calendar, gears, people icons, magnifying glass, microscope, book, globe, computer, clock, military uniforms, and a building. The words 'EDUCATION', 'EMPLOYMENT', and 'SERVICE' are written in large, bold, orange letters at different points in the cycle.

IVMF's Research and Evaluation team launched a new series of publications aimed at informing ongoing policy and programmatic discourse related to the social, economic, and wellness concerns of post-9/11 veterans. "Missing Perspectives" is the first in this series and incorporates data on the socio-cultural barriers that impact the transition experience, narrated by veterans themselves—a first-hand account of their own perspectives related to the in- and post-service experience, their strengths, skills, shortcomings, their educational and employment aspirations, and their enduring contributions to public service.



# 'Onward'

job training program  
**expands**

**ArmyTimes**

## WOMEN VETS Meet to Talk **BUSINESS**

**BOSTON  
Herald**

## PaServes

hopes to **bridge veterans,**  
area aid services

**Pittsburgh Post-Gazette®**

These Veterans Are Realizing  
Their Dreams As  
**SMALL-BUSINESS  
ENTREPRENEURS**

**TASK & PURPOSE**

AFTER THE WAR:  
**STARBUCKS CEO,**  
Syracuse University partner  
**TO HELP VETS GET**  
civilian jobs **syracuse.com**

## SHARING OUR STORY ACROSS THE NATION... "IN SERVICE TO THOSE WHO HAVE SERVED"

"Participating in a national movement, designed to recognize those who have worn our nation's uniform as valued, contributing members of our communities, is our way of encouraging all Americans to meaningfully engage with veterans and their families and, by so doing, appreciate them as respected civic assets."

**Dr. Mike Haynie**  
IVMF Executive Director  
Vice Chancellor for Veteran and Military Affairs, Syracuse University

**W**ith 200,000 members of our military transitioning back to civilian life each year, veterans are returning to schools, workplaces and neighborhoods across the country to take on important roles as neighbors, co-workers, coaches, teachers, leaders and engaged, active citizens. But their transition doesn't end with the return home. That's when it begins.



This past fall, empowering organizations including Team Red, White and Blue, Team Rubicon, Hire Heroes USA, Blue Star Families, and the IVMF joined Walmart to launch Greenlight A Vet. This campaign was designed to help create visible and actionable national support for America's veterans and their families.



**Walmart**





IN 2015, IVMF PROVIDED PROGRAMS AND SERVICES TO MORE THAN

**32,000+**

Service Members, Veterans and Their Families



Throughout the past year, the IVMF advanced the post-service lives of America's service members, veterans and their families by focusing across the full spectrum of their social, economic and wellness concerns. In 2015, the IVMF provided actionable and national impacting research, policy analysis and program evaluation; coordinated comprehensive collective impact strategies; and worked directly with communities and non-profits to enhance service delivery for veterans and their families. It was our pleasure "to serve those who have served."

## Los Angeles Times

"We've disconnected the consequences of war from the American public. As a result, that young man or woman putting on the uniform is much less likely to be your son or daughter, or even your neighbor or classmate. That is a dangerous place to be."

**Dr. Mike Haynie**  
May 24, 2015  
Los Angeles Times special report:  
U.S. military and civilians  
are increasingly divided



## RESEARCH HIGHLIGHT



### "SERVING OUR POST-9/11 VETERANS: LEADING PRACTICES AMONG NON-PROFIT ORGANIZATIONS" (WITH THE GEORGE W. BUSH INSTITUTE)

Since 2014, the Bush Institute and the IVMF have worked together to identify ways to better meet the social, economic, and wellness needs of post-9/11 veterans and their families. As the 'sea of goodwill' of veteran supportive services evolves and matures, there is an increased focus on understanding the ways and means through which veteran-serving nonprofits deliver effective services and achieve meaningful outcomes. This study involved an in-depth case analysis of 25 veteran-serving non-profit organizations, focused on identifying leading organizational processes and practices contributing to effective service delivery. In addition to a comprehensive report, the joint research team developed a suite of toolkits for organizations and funders looking realize greater impact in their services and philanthropic investments.



GEORGE W. BUSH PRESIDENTIAL CENTER  
\*\*\*

## IVMF BY THE NUMBERS

Facebook  
Total Likes =

**112,348** /s



Twitter  
**10,750**

**448,934**  
Google+ followers

LinkedIn  
6,038 connections

All statistics as of December 31, 2015

# THANK YOU TO OUR PARTNERS & SUPPORTERS

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**T**hrough the generous support of our partners, sponsors and donors who share our passion for serving the nation's veterans and their families, the IVMF raised nearly \$24M in 2015, which allowed us to design and deliver programs and services at no cost to participating veterans and military family members. Our supporters have joined us in:

- providing class-leading programs in career, vocational and entrepreneurship education and training;
- offering actionable and national impacting research, policy analysis and program evaluation; and
- working with communities and non-profits to enhance service delivery for veterans and their families.

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## FOUNDING PARTNER SPOTLIGHT

### JPMORGAN CHASE & CO.



Five years after cofounding the IVMF at Syracuse University, JPMorgan Chase & Co., renewed its partnership with the Institute by making a \$13.8 million commitment through 2020, continuing the firm's support of the IVMF and its mission to serve those who have served.

"Partnering with Syracuse University to create the IVMF was a natural extension of our firm's long history of support to military service members, veterans, and their families that extends back to World War I," said Matt Zames, Chief Operating Officer of JPMorgan Chase. "The past five years have seen improvements across the board in how our nation understands and supports veterans and military families, in no small way due to the work of the IVMF. Our continued collaboration will build on that growth and introduce new research and programs around employment, small business, and financial capability for veterans and their families."

Syracuse University has a long history of welcoming veterans from the post-World War I era to today. According to Syracuse University Chancellor and President Kent Syverud, "JPMorgan Chase's renewed commitment and support will make a real difference for today's service members, impact generations to come, and continue Syracuse's legacy forward."

As part of its support for IVMF, JPMorgan Chase funds the Veterans Career Transition Program (VCTP), a tuition-free, online career development program for post-9/11 veterans and military spouses.

"With JPMC's ongoing support, I am confident that our partnership will enable us to continue to serve those who have served, much like we did in 2015, assisting more than 32,000 transitioning service members, veterans and their families," added IVMF Executive Director Dr. Mike Haynie.

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## DONOR HIGHLIGHT



**“BEING A VETERAN AND AN ENTREPRENEUR MYSELF, MY GOAL IN ESTABLISHING THE D’ANIELLO FAMILY FOUNDATION BUSINESS PLAN COMPETITION WAS TO HELP VETERAN ENTREPRENEURS HELP THEMSELVES BY CREATING A GROWING BUSINESS.”**

—DANIEL A. D’ANIELLO, US NAVY VETERAN  
 CO-FOUNDER AND CHAIRMAN, THE CARLYLE GROUP  
 SYRACUSE UNIVERSITY ALUMNUS, 1968

As one of the founders and Chairman of the Carlyle Group, Dan D’Aniello knows a lot about launching and growing businesses. He knows how impactful an entrepreneurial venture can be for an individual, their family and their community. This year, Mr. D’Aniello, through his family foundation, helped the IVMF to establish the D’Aniello Family Foundation Business Plan Competition at the EBV National Alumni Conference. As a result, hundreds of graduates of the EBV program had the opportunity to compete for more than \$100,000 in seed money to launch or grow their entrepreneurial venture.

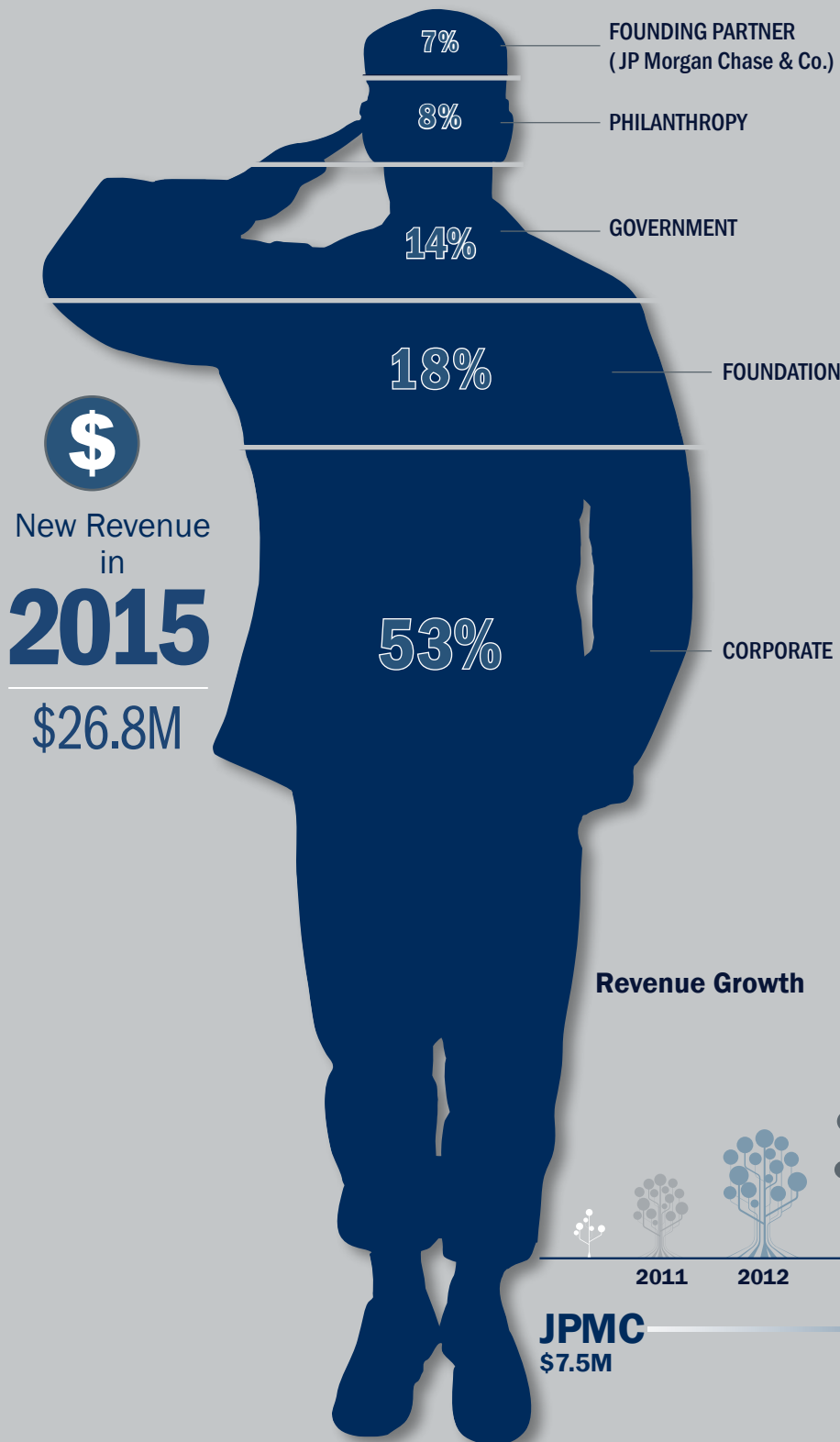
Mr. D’Aniello also recognized the need for the IVMF to continue to become more effective and efficient in every aspect of its work. With a \$1 million gift, he has given the IVMF the support needed to strengthen its core infrastructure while simultaneously scaling its existing programmatic offerings.





# BUDGETS & FINANCIALS

## IN SERVICE TO THOSE WHO HAVE SERVED

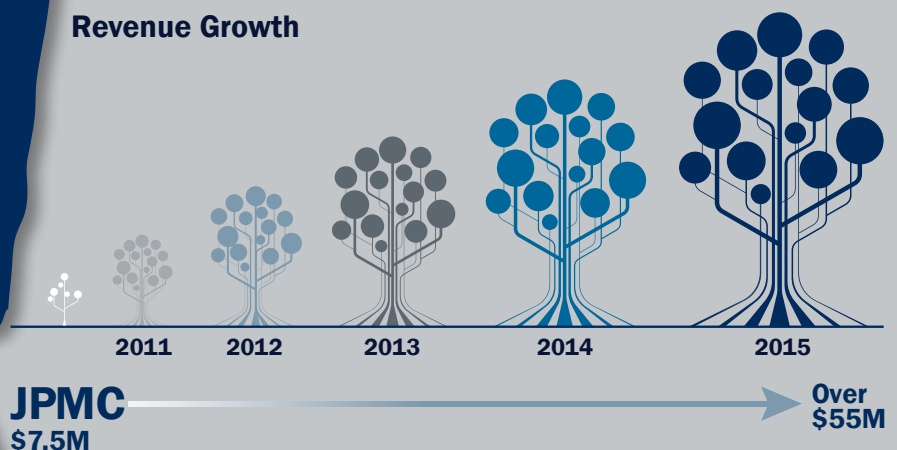


The IVMF relies on grants, gifts, contracts and philanthropy to support both core operations and programming. The Institute's financial model is designed around a diversified portfolio of funding sources, and is well-positioned to enable continued growth and long-term sustainability. On behalf of all who we serve, we thank you for your continued support and confidence in our ongoing effort to serve our nation's Veterans and their families.

### 2015 Program Expenditures vs Operating Expenditures



### Revenue Growth





**The Institute for Veterans and Military Families (IVMF)**  
**is a unique national asset ...**



a catalyst for action ...



enabled by world-class scholars, leaders and innovators ...



situated within one of the nation's leading educational institutions ...



enacting discontinuous change and positive impact throughout the  
post-service life course of our nation's Veterans and their families.



