

2018 **ANNUAL REPORT**

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

About the IVMF

WHO WE ARE

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

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

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









coupled with our commitment to service and innovation

service members, veterans, and their families. ""

ice Chancellor for Strategic Initiatives and Innovation.

nder and Executive Director of the IVMF

In 2018, the IVMF provided

programs and services to nearl



AmericaServes | ACCOMPLISHMENTS AND PROGRESS

Build, grow and support thriving coordinated networks in communities across the nation that serve veterans, service members and their families holistically, efficiently and effectively. Foster a robust Community of Practice where best practices can be shared and scaled among health and human service organizations.

The AmericaServes team and its partners nationwide exist to transform services and care coordination for the nation's military-connected members and their families by building healthier military-connected communities together.

HIGHLIGHTS

- Launched TXServes-North Texas and ServingTogether in the National Capital Region
- Partnered with two new affiliates-Oklahoma Veterans Connection and San Diego United 2-1-1
- Rebranded and launched VetConnectNYC, formerly NYCServes, on Veterans Day in partnership with the City of New York
- Awarded \$600K from the Walmart Foundation to be distributed across five Regional Community of Practice Champions

Walmart : Foundation



attempts,)result when clients do not respi

RIGHT PERSON. RIGHT PROVIDERS.

17+ NETWORKS IN 12+ STATES SUPPORTING APPROXIMATELY

900+ PROVIDERS ACROSS THE COUNTRY

Successfully Coordinated Solutions for

CROSS-NETWORK REFERRALS

ONE SOLUTION

UNIQUE SERVICE REQUESTS SINCE START

70% REQUESTS RESOLVED FAVORABLY

9,316 CLIENTS SERVED IN 2018 22,123

loys, so the online program was UNIQUE MILITARY- CONNECTED CLIENTS SINCE START onducive to our schedule

> Albert worked on the course early mornings and I worked lat at night in a tag-team effort to

20,785 🎍 UNIQUE SERVICE REQUESTS IN 2018 & & 45.285

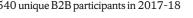
successfully complete the PMF

Alberto Cazares, U.S. Air Force Maste

HIGHLIGHTS

- Implemented a centralized advising model resulting in a more aligned delivery and support approach for installation and distance learners.
- IVMP Community for Online Resources and Engagement Portal (IVMF CORE)- a one-stop shop and platform for advisors, installation teams and participants to track participant progress, manage communications between staff and participants, increase collaboration between cohorts and installation, and create a connected, engaged
- Established partnerships with the USO, Prudential, USAA,

• 540 unique B2B participants in 2017-18





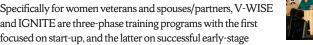








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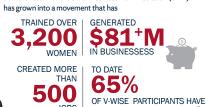


conferences with the Small Business Administration (SBA)

STILL IN BUSINESS

12 MONTH OF COHORT PARTICIPANTS WERE

AVERAGE STARTING SALARY \$54,167





300 PARTICIPANTS V-WISE GRADUATES 300

110 IGNITE GRADUATES FROM 14 STATES



IGNITE PROGRAMS SUPPORTED BY AUSA PRUDENTIAL IN WASHINGTON D.C. AND EL PASO; TRAINING **100+** PARTICIPANTS





military-connected community on installations and

• Establish programs in 20 military installation communities by June 2019

- on-line by providing: • Enroll 750 online learners per month (on average) with Industry-validated training and certifications aligned quarterly in-person cohorts averaging 75 learners per to in-demand career tracks including: Business cohort on each installation Management, Information Technology, and others Place 30,000 transitioning service members, veterans
- One-on-one career counselling & interview coaching and/or their spouses in employment or enhanced via strategic program employer partner, Hire Heroes employment by 2022 USA (HHUSA)

- owned businesses in the country. Launched, together with long-time partner, Accenture, the
- Boeing, SAS and others to increase participation







TRAINING AT 18 MILITARY INSTALLATIONS ACROSS THE UNITED AND MILITARY COMMUNITIES

STATES AS WELL AS 40 CURRICULUM
LEARNING PATHWAYS





REGION





GENERATED BY ARSENAL PROGRAM from new alumni services group. PARTICIPANTS IN 2018

\$245M

Implemented a centralized advising model resulting in a more aligned delivery and support approach for installation and

 $Rebranded\ entrepreneurship\ portfolio, ARSENAL, to\ reflect\ the$

ACCOMPLISHMENTS AND PROGRESS

distance learners. Veteran EDGE (Engage. Develop. Grow. Evaluate.), the first-of-its-kind four-day training intensive conference dedicated solely to veteran and military spouse business owners and the ecosystem that supports them. Notable speakers included Larry Broughton, Co-Founder & CEO BROUGHOadvisory; Founder & CEO, broughtonHOTELS, NASA astronaut Scott Kelly and Medal of Honor recipient

entrepreneurial journey from start up to growth with support and advisement

Released, in partnership with Inc. Magazine, the Vet50—the first-ever list of the fastest-growing veteran-

Leaders from the ARSENAL team continued to show expertise and presence in the veteran business ownership space attending and speaking at a number of leading events including the American Legion's 100th National Convention, GrowCo and Inc.'s Day of Mentoring.



BOOTS to "This was a great foundational course to introduce the financial risks and mitigations of starting a business. I was surprised at the simplicity of explaining the complex from the U.S. Small Business Administration language that is used to organize my thoughts in a sense of financial components."

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

HIGHLIGHTS

• For the second year in a row, B2B hosted a program onboard an active supercarrier, the USS Wasp (USS Ronald Reagan in 2017) while conducting military operations at sea

• 480 B2B participants in business fundamentals modules









Named one of just 32 Knowledge Challenge grantees by the Kauffman

Foundation, awarded the largest research grant in IVMF history to

Using poignant stories from veterans and families served by the IVMF,

launched the first national digital advertising and direct response

fundraising campaign to introduce IVMF's brand, programs and

EBV ACCELERATE PROGRAM

After recognizing the need to support growing veteran-owned marketing and strategic planning challenges that growing,

"This was an extremely valuable program that moved me from 'I wish I could start a successful business' to 'I know I can start a successful business and if I did, I would have failed.' Wonderful support for veterans who are serious about starting

HIGHLIGHTS

 Two inaugural programs at Florida State University and Louisiana State University



INALIGURAL CLASS LLECTIVELY REPORTE IN REVENUE IN 2018

HIGHLIGHTS



TERAN ENTREPRENEURS

supporting and connecting procurementready military-connected small businesses with suppliers in the private sector; the

Unique program focused intently on training, PROVIDED NEARLY

INCLUDING THE WAL DISNEY CO., FIRST DATA around the needs of veteran entrepreneurs. AMERICAN EXPRESS. IPMORGAN CHASE & CO



Designed for post-9/11 veterans, IVMF's signature EBV program is a three-phase intensive training program offered through a consortium of 9 universities across the country to prepare veterans to start their

businesses, ARSENAL launched the Accelerate program at two partner universities. The intensive training events focus exclusively on scaling and tackling financial, management, established businesses face.



VALIGURAL CLASS

CVOB VETERAN-OWNED TOTAL CORPORATIONS WORKING WITH

26 EVENTS REACHING OVER 21,000 + INDIVIDUALS



PROGRAM

IVMF's research and evaluation team continued work to advance the practice and policy supporting America's military-connected community through rigorous research measurement and evaluation, and data solutions that deliver insights and empower action. 2018 studies focused on job portability, particularly for military spouses, the state of veteran entrepreneurship and military absentee voting. The team's expertise is well recognized with team leaders being tapped to speak on issues with CBS and CNBC as well as at leading events such as the George W. Bush Leadership Institute.

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

HIGHLIGHTS

- In partnership with SAS and the George W. Bush Institute, the R + A team formed a new data management team focused on data to inform IVMF programming as well as the national veteran landscape
- Selected by the Kauffman Foundation as an inaugural Knowledge Challenge Grant recipient to study veteran and military-connected entrepreneurship
- Made significant strides in the military spouse research space publishing two studies on military spouse job portability and military family absentee voting
- Created new government partnerships including those with the Department of Labor and the National Endowment of the Arts providing analytical support and subject matter expertise in the areas of veteran employment and military families' use of creative arts therapy, respectively.
- Expanded the evaluation team's reach and impact as the evaluation and assessment partner for key relationships with the George W. Bush Institute and the Travis Manion
- Founded a new data solutions and management team focused on IVMF enterprise data use and collection
- Published a national report outlining an enterprise approach to federal strategy for improving delivery of services and care for veterans with the IBM Center for the Business of Government



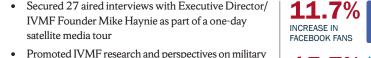




















OPERATIONS

PROFESSIONAL STAFF (UP 25%/24 MONTHS)

MANAGED APPLICANT POOL OF ALMOST

18.400 APPLICATIONS

EARNERS TO SELECT/COMPLETE THE COURSE BEST

IVMF Founder Mike Haynie as part of a one-day

transition with multiple interviews for leading podcasts

in the space (Borne the Battle and Beyond the Uniform)

Regular contributor (twice monthly) to CBS Eye on

Veterans (broadcast on 90 stations across the U.S.

SUITED FOR THEIR INTERESTS/EXPERIENCE TO SE

THEM UP FOR MEANINGFUL EMPLOYMENT

COMMUNICATIONS

INCREASE IN FARNET

MEDIA PLACEMENT WITH

satellite media tour

as well as digitally)

ENROLLMENT. ADVISING & ALUMNI SERVICES

them to provide long-lasting and meaningful post-service outcomes.

events in Washington D.C. and on campus at Syracuse University.



STUDENT EMPLOYEES WHO HAVE GONE ON TO WORK AT FRNST & YOUNG BP BOOZ ALLEN HAMILTON AND OTHER

Designed to support transitioning service members and their families at every turn, Enrollment, Advising and Alumni Services

learning journey. This team-centric approach creates an optimal and supportive user experience and learning environment to give

alumni community to offer additional learning experiences and create lasting connections. Inaugural year included alumni

The communications team made significant strides in establishing the Institute as a "go-to" voice of influence and authority.

participants the tools and resources needed for success while connecting and engaging them with over 100,000 IVMF alumni.

• Formally launched an alumni outreach strategy to bring IVMF program graduates together with the Syracuse University

works with program participants to ensure they are pursuing the right path for their interests and experiences and stays with

New in 2018, IVMF launched a suite of Alumni Services to offer valuable mentoring and advising throughout the IVMF



Conducted 18 VETNET webinars on topics

including Six Sigma Green Belt, Project

Management, alumni panels and making

the most of LinkedIn with increased

engagement across all metrics.

COVERAGE INCLUDED NOT ONLY

ROGRAMMING HIGHLIGHTS BUT

NTERVIEWS AND RESEARCH ON

GES AND OVERALL LANDSCAPE

/FTFRAN/MILITARY POLICIES

INCREASED VIEWS | TOTAL



study veteran entrepreneurship

impact to the general public.







PROGRAMMATIC PRIORITIES IN 2019 WHAT'S AHEAD













• Add two new installation communities, enroll 13,500 new participants and add eight new learning pathways in the O2O

AmericaServes

• The America Serves team is working to pursue expansion of Texas (4 to 6 markets) and potential affiliates (FLA)

Entrepreneurship

• ARSENAL will deliver five major entrepreneurship events and support more than 1,000 veteranowned businesses and launch the Kauffman survey in partnership with research and build and share practical, community-based information and resources.

Research, Evaluation and Analytics

• IVMF research, evaluation and analytics will generate new insights and learning in community-based care coordination and data sharing, drivers of military-connected entrepreneurship, and inter-relations between veteran talent acquisition, development, and retention



The National Veterans Resource Center (NVRC) at Syracuse University will leverage a public-private sector partnership model to nurture academic research, actionable programming, and collaborative thought leadership positioned to impact veterans and their families on the campus of Syracuse University, in New York State, and in communities across the U.S. Accordingly, the NVRC will build upon and solidify this region's ongoing effort to position Central New York as the

nation's hub for research and programming connected to the

veteran and military sectors — helping make the region and New



FROM SCHULTZ FAMILY FOUNDATION FOUNDATIO

INCLUDING \$8.4M OVER TWO YEARS =



HIGHLIGHTS

• Approximately 115,000 sq. feet

York State the best place in the nation for veterans.

• 240-seat banquet hall

• 75- seat auditorium

• LEED-certified building

Office of Veteran and Military Affairs

make Syracuse University the "best place for veterans."

partner institution, Syracuse is one of only 15 F

veteran services, strong culture of support for

military veterans and spouses, and its rigorous

veteran and military-connected student population and community.

GIFT FROM U.S. NAVY VETERAN & GIFT FROM KWANG G. TAN '73 IFE TRUSTEE DANIEL D'ANIELLO '68 | FOR THE 750-SEAT AUDITORIUM



In addition to the IVMF, another key differentiator for Syracuse University is the Office of Veteran and Military Affairs

veteran and military-connected student experience by connecting them to the Student Veterans Organization, the Office of

Veteran Success, Veterans Career Services and more. Under Chancellor Syverud's strategic directive, the OVMA strives to

2018 was another successful year for the OVMA leveraging its robust portfolio of veteran and military-connected

programs, initiatives, campus-wide collaborations, and community partnerships to best serve the University's growing

(OVMA). As the single entry point for student veteran life on campus, the OVMA works to advance and enhance the



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