2017

ANNUAL REPORT

TO ADVANCE THE POST SERVICE LIVES OF AMERICA’S SERVICE MEMBERS, VETERANS AND MILITARY FAMILIES
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>About the IVMF</td>
<td>1</td>
</tr>
<tr>
<td>Team IVMF Making a Difference</td>
<td>2-3</td>
</tr>
<tr>
<td><strong>Programs and Services</strong></td>
<td></td>
</tr>
<tr>
<td>Career Preparation &amp; Employment</td>
<td>4</td>
</tr>
<tr>
<td>O2O-VCTP</td>
<td>5</td>
</tr>
<tr>
<td>Community-based Care Coordination and Services</td>
<td>6</td>
</tr>
<tr>
<td>AmericaServes</td>
<td>7</td>
</tr>
<tr>
<td>Entrepreneurship and Small Business</td>
<td>8</td>
</tr>
<tr>
<td>Boots to Business</td>
<td>9</td>
</tr>
<tr>
<td>V-Wise/Ignite</td>
<td>10</td>
</tr>
<tr>
<td>EVB and EVB-F @ FSU</td>
<td>11</td>
</tr>
<tr>
<td>CVOB/COE</td>
<td>12-13</td>
</tr>
<tr>
<td>Enrollment, Advising and Post-Program Support</td>
<td>14</td>
</tr>
<tr>
<td>VetNet</td>
<td>15</td>
</tr>
<tr>
<td>Research and Evaluation</td>
<td>16-17</td>
</tr>
<tr>
<td>Operations and Financials</td>
<td>18-19</td>
</tr>
<tr>
<td>Development</td>
<td>20</td>
</tr>
<tr>
<td>Donors and Partners</td>
<td>22-23</td>
</tr>
<tr>
<td>National Veterans Resource Center (NVRC)</td>
<td>24</td>
</tr>
</tbody>
</table>
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. Through its professional staff and experts, 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. The Institute, supported by 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.

OUR MISSION
To advance the post service lives of America’s service members, veterans and military families.

VISION
To be the nation’s recognized leader in creating and sustaining innovative evidence-based programs and services for America’s transitioning service members, veterans and their families; and the premier source of veteran and military family research expertise and performance measurement support for the public, private and non-profit sectors and the broader military community.

PRIORITIES
1. Deliver impactful, best in class programs and services that are informed by research, measurement and evaluation in the areas of career preparation and employment, entrepreneurship and small business training, and community-based support and care coordination.
2. 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 evaluation.
3. Ensure IVMF’s long-term sustainability through increasing program participation and funding; improving operations; and enhancing communications, marketing and engagement.
PROGRAMS & SERVICES

In 2017, the IVMF provided programs and services to more than 20,000+ Service Members, Veterans, and their Families.

Served Since IVMF’s Founding

MORE THAN 90,000+

CAREER PREPARATION & EMPLOYMENT

ENTREPRENEURSHIP & SMALL BUSINESS

ONWARD TO OPPORTUNITY

VCTP

ENVIRONMENTAL BUSINESS VETERANOWNED BUSINESS

BOOTSTOBUSINESS

VETERAN EDGE

CENTER OF EXCELLENCE FOR VETERAN ENTREPRENEURSHIP
“The O2O-VCTP program is a great addition for any transitioning service member or their spouse. The perfect blend of networking, in class training and distance learning has given me the added comfort of jumping into the job market ahead of my competition.”

—Maurice Snipes, Navy

“The O2O VTCP Program provides that fighting chance for veterans, offers the opportunity for growth, and as veterans we do what we’ve done throughout our careers……fight! The only difference is this time it’s for ourselves, our families and our futures.”

—Dominic Evans, retired Military Police Officer
PROGRAM

Deliver end-to-end career preparation support for the military-connected community on installations and on-line by establishing/operating programs in 18 military installation communities by June 2018 and enrolling on average 700 online learners per month.

GOAL

Place 30,000 transitioning service members, veterans and/or their spouses in employment or enhanced employment by 2022.

HIGHLIGHTS

• Expanded to 6 new locations.
• Now operational in 14 installation communities covering 63 unique installations to include the first location outside the continental U.S.
• Moved from quarterly to monthly-online enrollment and now averages 700 online learners per month.
• Employment/enhanced employment to 8,500 veterans, servicemen and military-connected persons.
• Added 90+ employer partners to complement the 500+ in the HHUSA network.
• Secured an agreement with the Army’s Installation Command to operate on all Army installations.
• New partnerships with Wounded Warrior Project, Military.com, DoD’s public private partnership program and others to increase participation.

OTHER ACCOMPLISHMENTS

• Supported the Veteran Job Mission
• Launched and support the Pittsburgh Area Veterans Employment Coalition
• Supported the Commercial Club of Chicago - Veterans Employment Initiative
• Published veteran employment report for the federal Office of Personnel Management— Implementation Assessment of Executive Order 13518—The Veterans Employment Initiative

ENGAGING HIGHER EDUCATION

Syracuse University Chancellor Kent Syverud and IVMF Founder and Executive Director Mike Haynie participated in the George W. Bush Institute’s Stand To event in Washington, DC driving the national dialogue surrounding the imperative to support student veterans on campuses around the U.S.
“This blew my mind regarding how quickly the providers reached out. All the assistance I needed was under one roof—One phone call did it all and I will forever be grateful.”
—Theotis Carpenter, Veteran

“The Serves team went above and beyond... they were kind, respectful, and worked diligently to make my transition smooth.”
—Timothy Jones, Veteran
AmericaServes

**PROGRAM**
Build, grow and support successful networks in 18 markets by 2018 and capture learnings and best practices through Communities of Practice at the local, regional and national levels.

**GOAL**
America Serves communities build coordinated networks of care and services ensuring the right person gets to the right provider in the least amount of time in the most efficient, effective way possible.

**HIGHLIGHTS**
- **Tripled** geographic scope, client reach and service demand
- **620+** providers
- **22,736** total requests received
- **12,551** total clients
- Launched networks in **4** new markets
- Operating in **12** communities in **7** states
- **Two** additional markets in development
- Two locations, NCServes Metrolina & PAServe celebrated their **two-year** anniversary

National expansion to improve service delivery was the goal in 2017 - with new networks in Washington State, Texas, Western North Carolina & Rhode Island.

Practice360

**NATIONAL**
**12** NETWORKS IN **7** STATES
SUPPORTING APPROXIMATELY **620+** PROVIDERS

- Launched Practice360, a program designed to organize networks at the **local**, **regional and national** levels to provide professional development, exchange learnings, insights and updates.
- Offers recurring collaborative learning activities (gatherings, trainings, conferences, etc.), professional development, and the sharing of meaningful content to stimulate our communities into higher, more sophisticated forms of service delivery.
PROGRAM
In partnership with the Small Business Administration (SBA), Boots to Business delivers a 2-day introduction to small business ownership training globally, along with a recently developed follow-on program focused on business fundamentals and market research.

GOAL
Increase the number of successful veteran/military-connected owned small businesses by providing best-in-class training and resources.

HIGHLIGHTS
- Secured grant renewal from SBA - $1.5 million/year for 5 years
- Provided 55 Classes training more than 700 service members
- Delivered program aboard USS Ronald Reagan while at sea (pictured below)
- Conducted three 8-Week Foundations of Entrepreneurship classes with 135 participants; 78% graduate rate
- Developed & launched new follow-on program of market research and 13 business fundamental specialty tracks

“When I heard that entrepreneur classes were available, I had a strong desire to pursue that track. We knew we wanted to open our own business, and the doors of opportunity opened for us with this training to pursue the dream of business ownership.”

—MSgt Daniel Schrubb
Designed specifically for women veterans and spouses/partners, V-WISE and IGNITE are 3-phase training programs (online and in-person) with one focused on start-up, and the other on successful early-stage businesses.

**HIGHLIGHTS**

- Conducted 2 V-WISE programs in Phoenix and Louisville
- 330 graduates from over 40 states
- Launched First Business Showcase & Innovation Cup Pitch business plan competition
- Awarded $35,000 in capital in Louisville to female entrepreneurs
- Partnered with Warner Brothers and ThinkThin on national promotion to recognize successful female veteran entrepreneurs
- Held one-day IGNITE event for aspiring entrepreneurs in partnership with AUSA’s National Conference

“The memorable conference, supportive staff, and my fellow V-WISE sisters gave me the confidence needed to jump full speed ahead into my business full-time.”

—U.S. Navy veteran Laurie Reid

**PROGRAM**

Designed specifically for women veterans and spouses/partners, V-WISE and IGNITE are 3-phase training programs (online and in-person) with one focused on start-up, and the other on successful early-stage businesses.
Designed for post-9/11 veterans, EBV is a 3-phase intensive training program offered through a consortium of 10 universities across the country to prepare veterans to start their own business.

**HIGHLIGHTS**
- 10 programs completed in 2017 with 200 graduates; total number to date: 1,668

**EBV-F @ FSU:** 3 phase training program for family members and care takers of veterans

**HIGHLIGHTS**
- 205 total graduates to date

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**$145 MILLION + ( AND GROWING )**

Revenue generated by EBV graduate businesses in 2017

72% of EBV graduates have started their own business

92% of those are still in operation today

---

**EBV CONSORTIUM**

Whitman
Syracuse University

Purdue Krannert
School of Management

UCLA Anderson
School of Management

UCONN
School of Business

SJU
Saint Joseph’s University

92% of those are still in operation today

Mays Business School
Texas A&M University

The Florida State University
College of Business
The Center for Veteran Outreach

Robert J. Trulaske, Sr.
College of Business
University of Missouri

The Institute for Veterans and Military Families: 2017 Annual Report
GOAL
Support procurement-ready military-connected small businesses and increase opportunities for them as suppliers in the private sector; in addition, conduct research/training around the needs of veteran entrepreneurs.

HIGHLIGHTS
• Grew coalition to include 15 CVOB Partner Corporations and more than 530 Veteran/Spouse-Owned Businesses
• Participated in more than 2 dozen events in 10 states reaching more than 11,000 participants
• Launched VetSource—Daylong event in Hampton Roads, VA; training and networking for more than 130 procurement-ready veteran-owned small businesses
• Held 2 networking events in Atlanta, GA and Minneapolis, MN for procurement professionals and more than 250 veteran-owned businesses
• Held 1st Vet Small Biz Growth Challenge in Atlanta and awarded $75,000 in seed money supported by The Marcus Foundation
• Completed Operation Vetrepreneurship, first of its kind qualitative study about challenges faced by veterans and employers alike
• Highlighted veteran-owned businesses throughout the month of November with a “buy veteran” campaign
• Developed “Access to Capital Guide” as a resource for both veteran-owned businesses as well as companies seeking to work with them

“Thank you so much for an awesome event! I never thought I would be able to have that kind of direct access to such heavy-hitters! Wal-Mart, Johnson & Johnson, HealthTrust and First Data in the same day? It really is mind blowing. Thank you so much for doing this.”
CVOB PARTICIPATING COMPANIES AND ORGANIZATIONS

- American Express
- bp
- Enterprise Holdings
- FleishmanHillard
- IVMS
- JPMorgan Chase & Co.
- KKR
- La Quinta Inn & Suites
- Lockheed Martin
- SunTrust
- USAA
- The Walt Disney Company
- University of Kansas Center for Innovation and Entrepreneurship

$
ENROLLMENT, ADVISING & POST-PROGRAM SUPPORT
In 2017, the Enrollment & Advising team realigned to include a focus on post-program support enhancing services to our participants and graduates.

GOAL
The Enrollment team offers customer-focused services to enroll individuals in the right programs efficiently and effectively; advises each learner through to program completion by providing individualized guidance and resources; and provides resources and solutions to IVMF program alumni.

HIGHLIGHTS
- Hosted **13 VETNET webinars**, each with an average of more than **100 viewers per session**
- Processed more than **11,600 applications** for IVMF programs
- Advised more than **5,200 distance learners**, with a 61% program completion rate
- Launched eMentor to expand mentorship services, with **130 participants** in the pilot launch
- Secured **three new resource providers** this year: Sandler Sales Training, IT Skill Builder and LinkedIn Learning

“I’m so honored to be part of these programs. The support for veterans has never been better and I thank the IVMF team for all the work they are doing to support us.”

—Air Force Veteran Gary Peterson
RESEARCH AND EVALUATION

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

HIGHLIGHTS
Research
- Completed **85 reports** across wide variety of topics to include:
  - Entrepreneurship-Bridging the Gap: Motivations, Challenges, and Successes of Veteran Entrepreneurs
  - Education – I am a Post-9/11 Student Veteran to support higher education experience and needs assessment
  - Employment - Office of Personnel Management’s Veterans Employment Initiative Report; Leading Practices in Retail for the National Retail Federation
  - 2017 Blue Star Families Annual Survey
- **39,450** Research participants
- **93** Presentations, engagements, interviews
- **8** New partners

Measurement and Evaluation
- Built evaluation capacity for O2O-VCTP and AmericaServes to improve service delivery
- Refreshed surveys and KPIs for Entrepreneurship portfolio to enhance outcomes analysis and programmatic impact
- Improved data management strategy building upon a new partnership with SAS to provide consistent and secure data analysis informing programs and outcomes
The Institute's growth resulted in a 33% increase in new staff in 2017.

People
89 Professional Staff
44% Prior Service
60% Military-Connected
27 Student Employees
Employees located in 8 States

Operations
In 45 States
2 U.S. Territories
9 Countries

Allocation of Resources

<table>
<thead>
<tr>
<th>Year</th>
<th>Programs</th>
<th>Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>87%</td>
<td>13%</td>
</tr>
<tr>
<td>2016</td>
<td>86%</td>
<td>14%</td>
</tr>
<tr>
<td>2015</td>
<td>79%</td>
<td>21%</td>
</tr>
</tbody>
</table>
$18 MILLION IN NEW REVENUE IN 2017 (includes multi-year funding)

$16.1 MILLION IN EXPENDITURES IN 2017
87% of our costs directly support our programs.
DEVELOPMENT

Working with Programs and Services, Research and Evaluation, IVMF leadership and other staff, the Development team focuses on cultivating public and private partnerships to raise sufficient resources supporting the programs, services and operations of the IVMF.

HIGHLIGHTS

- **$481,000** New sponsored research/evaluation
- **$1M+** SAS pro bono support in data analytics
- **51** sponsored projects
- **9** gifts

FYTD HIGHLIGHTS

- D’Aniello Family
- Schultz Family Foundation
- SBA
- Accenture
- SAS
- Newman’s Own Foundation
- USAA
- Prudential
- Travis Manion Foundation
- Wounded Warrior Project
- NYS Health Foundation
- Institute of Museum and Library Services
- Individual Giving
We want to thank all our supporters and partners for your generosity and continued support to the Institute for Veterans and Military Families.

CORPORATIONS/BUSINESSES/FOUNDATIONS/ FEDERAL AND STATE GOVERNMENTS

Accenture
Ariela & Associates International LLC
Autonomous Research US LP
Bank of America Charitable Foundation
Be the Change Inc.
Black Veterans for Social Justice, Inc.
Blue Star Families Inc.
Cannon Foundation
Catholic Charities of Onondaga County
Center for Spiritual Living Midtown, Inc.
Cornell University
Council for Adult & Experiential Learning
Dallas Foundation
Deloitte Consulting LLC
Department of Military and Veterans
DSF Charitable Foundation
EBV Foundation
Economic Opportunity Council of Suffolk
First Data Corporation
William Howard Flowers, Jr. Foundation
GHC Properties Inc.
Glanbia PLC
Goodyear Tire & Rubber Company
Hillman Family Foundations
Heinz Endowments
Hudson River Housing, Inc.
IBM Center for the Business of Government
IBM Corporation Matching Grants Division
Institute of Museum and Library Services
Intercontinental Exchange
Ewing Marion Kauffman Foundation
Harold Lee Fund
Leon Levine Foundation
Lockheed Martin Corporation
Madison Performance Group
J.M. McDonald Foundation
JP Morgan Chase & Co.
Marcus Foundation
Military Officers Association of America
Morgan Stanley
Motorola Solutions Foundation
Naraco Foundation
National Society of the Daughters of the American Revolution
New York State Health Foundation
Newman’s Own Foundation
Orange Crimson Foundation
Pathfinders CTS Inc.
Pathstone Corporation
PepsiCo
Prudential Financial, Inc.
Public Hospital District No. 2
San Antonio Area Foundation
Schultz Family Foundation
Silicon Valley Community Foundation
Small Business Administration
May & Stanley Smith Charitable Trust
Springview Foundation
SRC, Inc.
Symantec
Third Avenue Management Private Foundation
Travis Manion Foundation
Unite US
United Services Automobile Association
United Way of Central New York
Veterans Outreach Center, Inc.
Walmart Foundation
Walmart Stores, Inc.
Westchester Community Opportunity
Marie C. & Joseph C. Wilson Foundation
Wounded Warrior Project
YourCause
ZogSportsNJ

INDIVIDUALS

Anonymous Alumni, Parents, & Friends
Mr. Robert F. Adams
Ms. Kimberly Aftergood
Ma. Cynthia Alston
Mr. Gregory L. Anderson
Mr. Joseph J. Andre & Mrs. Erin M. Andre
Dr. Nicholas J. Armstrong & Mrs. Elizabeth E. Armstrong
Mr. Roland Aut
Ms. Cindy Ayala
Mr. Scott M. Babbitt
Mr. Joshua M. Bain
Mr. Laurentz Baker
Mr. Shon Barnwell
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Ms. Megan Crossland
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Ms. Odele Edmonds-Higgins
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Mr. Jose Patino
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Mr. Charles C. Walden & Mrs. Margaret C. Walden
Ms. Joyce C. Williams
Ms. Nora Witt
Lt. Col. Robert C. Wright USAF Ret. & Ms. Suzanne L. Wright
*
Deceased
The Institute for Veterans and Military Families is the recipient of many gifts each year that honor or memorialize our friends, patrons, and loved ones. We are grateful to the following individuals who made such gifts between January 1, 2017 and December 31, 2017.

IN HONOR OF
Mr. Joel Mjolsness in Honor of Daniel Borgen Mjolsness and Beverly Jean Mjolsness
United Services Automobile Association in Honor of Dr. James M. Haynie
Ms. Anjum Hadwani in Honor of Mr. Jahad Hasan
Mr. Shon Barnwell in Honor of Vernice “FlyGirl” Armour
Ms. Beth Connor in Honor of Martin J. Whitman’s 93rd Birthday
Mr. David Carlyon in Honor of Mr. Martin J. Whitman

IN MEMORY OF
Ms. Marissa Effman in Memory of Bernard Handwerker
Mr. Todd B. Rubin in Memory of Donald Gene Ragan
Ms. Serbenia A. Davis in Memory of Linda Davenport, US Army, SSG
Mr. Ryan W. Colombo & Ms. Elizabeth Colombo in Memory of Mrs. Eileen C. Dwyer
Dr. Robert A. Clark in Memory of Mrs. Esther Baker Clark
Ms. Elaine Schneider in Memory of Peter L. Schneider - My Dad an Army Veteran
Mr. Joseph J. Andre & Mrs. Erin M. Andre in Memory of Robert F. Andre

SUPPORT US:
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THE INSTITUTE FOR VETERANS AND MILITARY FAMILIES: 2017 ANNUAL REPORT
The National Veterans Resource Center (NVRC) at Syracuse University was conceived as a class-leading, national exemplar of academic, government, and community collaboration. The NVRC 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 create the conditions necessary to 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 York State the best place in the nation for veterans. The NVRC will also result in hundreds of millions of dollars in economic activity, the creation of hundreds of high paying jobs and seed the conditions for future growth and new opportunity.

**HIGHLIGHTS**

- 2017 site preparation began
- Approximately 115,000 sq. feet
- 750 seat auditorium, 240 seat banquet hall
- LEED-certified building, incorporating sustainable materials and technologies
- Will annually train and support 40,000 veterans through programs that have generated 4,000 new jobs and $225m in revenue

The Institute for Veterans and Military Families: 2017 Annual Report
STAY IN TOUCH

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