



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. Through 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.

OUR MISSION

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

PRIORITIES

- 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 evaluation.
- Ensure IVMF's long-term sustainability through increasing program participation and funding; improving operations; and enhancing communications, marketing and engagement.





“ On behalf of our entire team, I extend our sincerest gratitude for the opportunity to work and serve beside you. Your support of our mission, programs, and future coupled with our commitment to service and innovation, fuels our collective success. We are excited and hopeful for what is to come this year for America’s service members, veterans, and their families. ”

J. Michael Haynie, Ph.D.
 Vice Chancellor for Strategic Initiatives and Innovation,
 Founder and Executive Director of the IVMF

MAKING A DIFFERENCE

In 2018, the IVMF provided programs and services to nearly 22,000 service members, veterans and their families

MORE THAN **122K+**
 SERVED—AND GOING STRONG



ACCOMPLISHMENTS AND PROGRESS

PROGRAM

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.

GOAL

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



RIGHT PERSON, RIGHT PROVIDERS, LESS TIME



17+ NETWORKS IN **12+** STATES
 SUPPORTING APPROXIMATELY
900+ PROVIDERS ACROSS THE COUNTRY

9,316 CLIENTS SERVED IN 2018

22,123

UNIQUE MILITARY-CONNECTED CLIENTS SINCE START

Successfully Coordinated Solutions for

20,785

UNIQUE SERVICE REQUESTS IN 2018

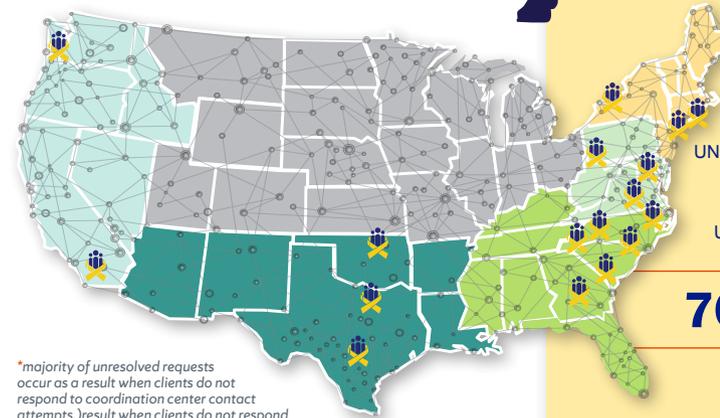
45,285

UNIQUE SERVICE REQUESTS SINCE START

70% REQUESTS RESOLVED FAVORABLY



OVER
400+
 CROSS-NETWORK REFERRALS
 IN 2018



*majority of unresolved requests occur as a result when clients do not respond to coordination center contact attempts. result when clients do not respond to coordination center contact attempts.

ONE SOLUTION

PROGRAM

Deliver end-to-end career preparation support for the military-connected community on installations and on-line by providing:

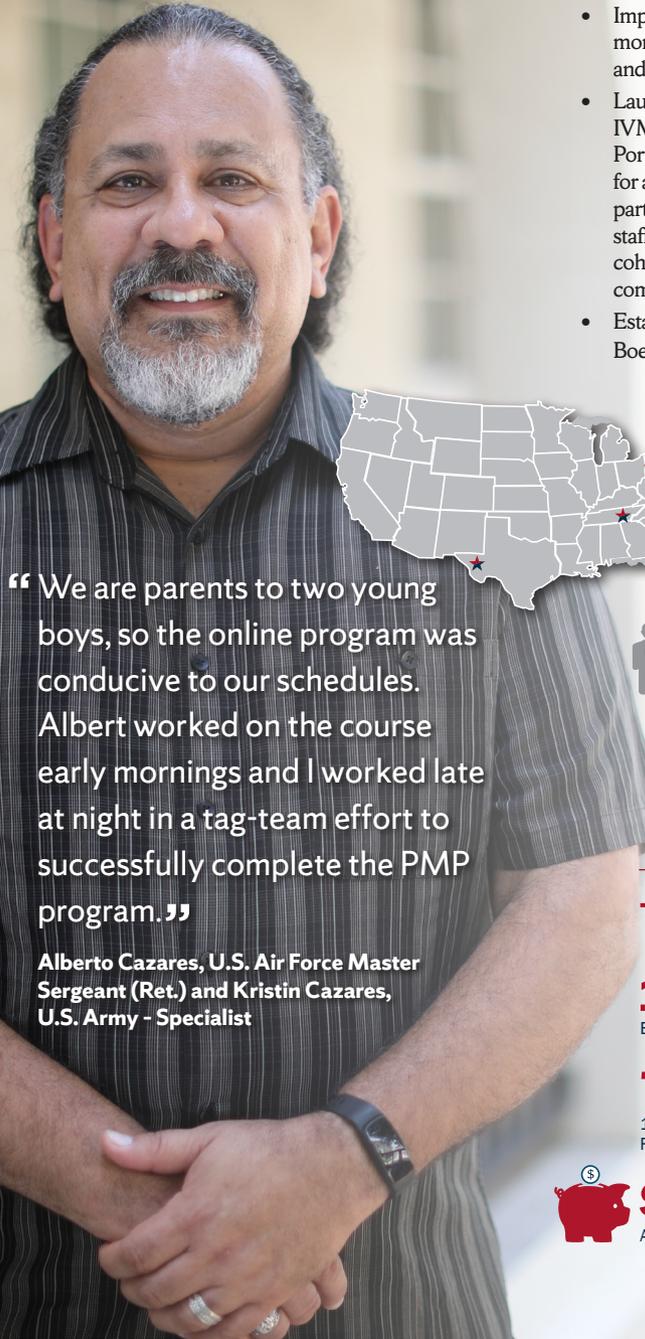
- Industry-validated training and certifications aligned to in-demand career tracks including: Business Management, Information Technology, and others
- One-on-one career counselling & interview coaching via strategic program employer partner, Hire Heroes USA (HHUSA)

GOAL

- Establish programs in 20 military installation communities by June 2019
- Enroll 750 online learners per month (on average) with quarterly in-person cohorts averaging 75 learners per cohort on each installation
- Place 30,000 transitioning service members, veterans and/or their spouses in employment or enhanced employment by 2022

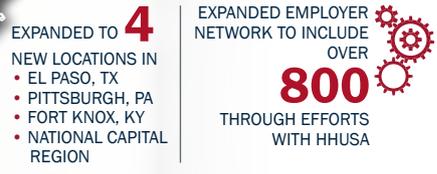
HIGHLIGHTS

- Implemented a centralized advising model resulting in a more aligned delivery and support approach for installation and distance learners.
- Launched, together with long-time partner, Accenture, the 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 community.
- Established partnerships with the USO, Prudential, USAA, Boeing, SAS and others to increase participation



“We are parents to two young boys, so the online program was conducive to our schedules. Alberto worked on the course early mornings and I worked late at night in a tag-team effort to successfully complete the PMP program.”

Alberto Cazares, U.S. Air Force Master Sergeant (Ret.) and Kristin Cazares, U.S. Army - Specialist



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

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.

Rebranded entrepreneurship portfolio, ARSENAL, to reflect the entrepreneurial journey from start up to growth with support and advisement from new alumni services group.

VETERAN EDGE
 Engage · Develop · Grow · Evaluate

Implemented a centralized advising model resulting in a more aligned delivery and support approach for installation and 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 BROUHOadvisory; Founder & CEO, broughtonHOTELS, NASA astronaut Scott Kelly and Medal of Honor recipient Jack Jacobs.



BOOTS to BUSINESS
 from the U.S. Small Business Administration

“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 language that is used to organize my thoughts in a sense of financial components.”

PROGRAM

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

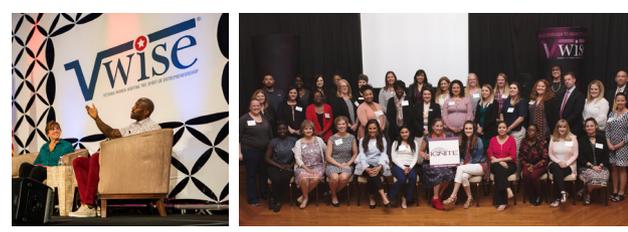
- For the second year in a row, B2B hosted a program onboard an active supercarrier, the USS Wasp (USS Ronald Reagan in 2017) while conducting military operations at sea
- 540 unique B2B participants in 2017-18
- 480 B2B participants in business fundamentals modules



V-WISE **IGNITE**
 VETERAN WOMEN IGNITE THE SPIRIT OF ENTREPRENEURSHIP | Empowering Women Veterans & Military Spouse Entrepreneurs

PROGRAM

Specifically for women veterans and spouses/partners, V-WISE and IGNITE are three-phase training programs with the first focused on start-up, and the latter on successful early-stage businesses.



HIGHLIGHTS





EBV PROGRAM

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 own business.



EBV ACCELERATE PROGRAM

After recognizing the need to support growing veteran-owned businesses, ARSENAL launched the Accelerate program at two partner universities. The intensive training events focus exclusively on scaling and tackling financial, management, marketing and strategic planning challenges that growing, established businesses face.

"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 a business."

HIGHLIGHTS

- Two inaugural programs at Florida State University and Louisiana State University



\$11M+

INAUGURAL CLASS COLLECTIVELY REPORTED IN REVENUE IN 2018

180+

INAUGURAL CLASS COLLECTIVELY REPORTED EMPLOYED IN 2018



HIGHLIGHTS

1165

CVOB VETERAN-OWNED BUSINESS MEMBERS

18

TOTAL CORPORATIONS WORKING WITH VETERAN-OWNED BUSINESSES

26 EVENTS REACHING OVER

21,000+ INDIVIDUALS

PROVIDED NEARLY

400

CONNECTIONS TO LEADING PRIVATE COMPANIES INCLUDING THE WALT DISNEY CO., FIRST DATA, AMERICAN EXPRESS, JPMORGAN CHASE & CO. AND OTHERS

PROGRAM

Unique program focused intently on training, supporting and connecting procurement-ready military-connected small businesses with suppliers in the private sector; the coalition also conducts research/training around the needs of veteran entrepreneurs.

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.

GOAL

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 Foundation.
- 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



12
NEW PUBLICATIONS

85
ENGAGEMENTS THROUGHOUT THE YEAR, SHARING RESEARCH FINDINGS, EVALUATIONS AND DATA



82
RESEARCH CITINGS IN MEDIA, REPORTS AND LEGISLATION





OPERATIONS

98 PROFESSIONAL STAFF (UP 25%/24 MONTHS)

ALMOST **60%** MILITARY-CONNECTED

30+ STUDENT EMPLOYEES WHO HAVE GONE ON TO WORK AT ERNST & YOUNG, BP, BOOZ ALLEN HAMILTON AND OTHER TOP COMPANIES

STAFF FROM **46** STATES

2 U.S. TERRITORIES

9 COUNTRIES

ENROLLMENT, ADVISING & ALUMNI SERVICES

Designed to support transitioning service members and their families at every turn, Enrollment, Advising and Alumni Services works with program participants to ensure they are pursuing the right path for their interests and experiences and stays with them to provide long-lasting and meaningful post-service outcomes.

New in 2018, IVMF launched a suite of Alumni Services to offer valuable mentoring and advising throughout the IVMF learning journey. This team-centric approach creates an optimal and supportive user experience and learning environment to give 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 alumni community to offer additional learning experiences and create lasting connections. Inaugural year included alumni events in Washington D.C. and on campus at Syracuse University.

MANAGED APPLICANT POOL OF ALMOST **18,400 APPLICATIONS**

Advised more than **11,400** LEARNERS TO SELECT/COMPLETE THE COURSE BEST SUITED FOR THEIR INTERESTS/EXPERIENCE TO SET THEM UP FOR MEANINGFUL EMPLOYMENT

VETNET THE VETERANS NETWORK

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.

ALMOST **7,200** TOTAL VIEWS

INCREASED VIEWS PER VIDEO **60%+**

TOTAL SUBSCRIBERS **25%+**

COMMUNICATIONS

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

500% INCREASE IN EARNED MEDIA PLACEMENT WITH LEADING PUBLICATIONS

THE HILL **POLITICO** **CBS** **Forbes** **CNBC**

COVERAGE INCLUDED NOT ONLY PROGRAMMING HIGHLIGHTS BUT INTERVIEWS AND RESEARCH ON VETERAN/MILITARY POLICIES, CHALLENGES AND OVERALL LANDSCAPE

- Secured 27 aired interviews with Executive Director/IVMF Founder Mike Haynie as part of a one-day satellite media tour
- Promoted IVMF research and perspectives on military 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. as well as digitally)

11.7% INCREASE IN FACEBOOK FANS

77.7% INCREASE IN INSTAGRAM FOLLOWERS

15.7% INCREASE IN TWITTER FOLLOWERS

183.1% INCREASE IN LINKEDIN FOLLOWERS

DEVELOPMENT

Together with IVMF leadership and other staff, the development team works to cultivate public and private partnerships to raise sufficient resources supporting the programs, services and operations of the IVMF.

- Named one of just 32 Knowledge Challenge grantees by the Kauffman Foundation, awarded the largest research grant in IVMF history to study veteran entrepreneurship
- 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 impact to the general public.

NEW GRANT HIGHLIGHTS



NEARLY **\$10M** INCLUDING **\$8.4M** OVER TWO YEARS FROM SCHULTZ FAMILY FOUNDATION



214 DONORS TOTALING **\$12,640,412** IN GIFTS

30 GRANTS AWARDED TOTALING **\$17,241,898**

PROGRAMMATIC PRIORITIES IN 2019

WHAT’S AHEAD



Onward to Opportunity

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

AmericaServes

- The AmericaServes 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 veteran-owned 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-relationships 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 York State the best place in the nation for veterans.



HIGHLIGHTS

- Approximately 115,000 sq. feet
- 240-seat banquet hall
- 75-seat auditorium
- LEED-certified building

\$20M

GIFT FROM U.S. NAVY VETERAN & LIFE TRUSTEE DANIEL D'ANIELLO '68 AND HSI WIFE GAYLE

\$5M

GIFT FROM KWANG G. TAN '73 FOR THE 750-SEAT AUDITORIUM



Syracuse University

Office of Veteran and Military Affairs

In addition to the IVMF, another key differentiator for Syracuse University is the Office of Veteran and Military Affairs (OVMA). As the single entry point for student veteran life on campus, the OVMA works to advance and enhance the 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 make Syracuse University the "best place for veterans."

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 veteran and military-connected student population and community.

HIGHLIGHTS

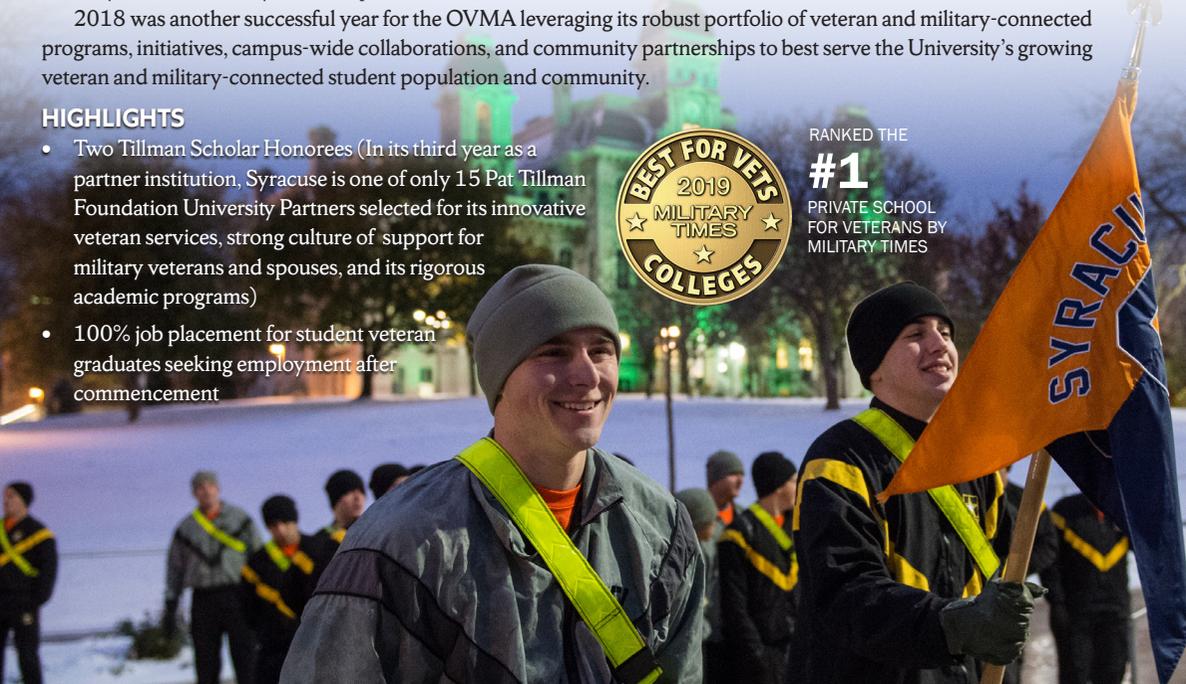
- Two Tillman Scholar Honorees (In its third year as a partner institution, Syracuse is one of only 15 Pat Tillman Foundation University Partners selected for its innovative veteran services, strong culture of support for military veterans and spouses, and its rigorous academic programs)
- 100% job placement for student veteran graduates seeking employment after commencement



RANKED THE

#1

PRIVATE SCHOOL FOR VETERANS BY MILITARY TIMES



HONOR ROLL OF DONORS AND PARTNERS

We want to thank all our supporters and partners for your generosity and continued support to the Institute for Veterans and Military Families.

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Altria Employee Involvement Programs
American Art Therapy Association
Ariela & Associates International LLC
Avalon Document Services
Bank of America Charitable Foundation
Bank of America Merrill Lynch
Bank of New York Mellon Corporation
Beebe Island Industries Ltd.
Benevity
Blue Star Families Inc.
Boeing Company
George W. Bush Foundation
CBS Inc.
Cunningham Chiropractic
The Dallas Foundation
Deli-Boy Inc.
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DSF Charitable Foundation
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EBV Foundation
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First Data Corporation
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Imajon
Industry Standard USA LLC
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PNC Financial Services Group Inc.
Prudential Financial
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Russo Produce Co. Inc.
San Antonio Area Foundation
SAS Institute Inc.
Savage Agency Inc.
Schultz Family Foundation
Schwab Charitable Fund
May & Stanley Smith Charitable Trust
Solvay Bank
Springview Foundation
Starbucks Corporation
Staunton Farms
Summit Federal Credit Union
Sunoco LLC
Syracuse Marriott Downtown
Third Avenue Management LLC
TIAA-CREF Financial Services
Travelers Foundation
Triad Foundation Inc.
Twin Trees Enterprises Inc.
United Services Automobile Association (USAA)
U.S. Small Business Administration
Unite US
Valero Marketing and Supply Company
Vaya Health
Vector Construction
Walmart Foundation
Walmart Stores Inc.
Westchester Community Opportunity
Westinghouse Electric Corporation
Wilson Foundation
Wounded Warrior Project Organization

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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, 2018 and December 31, 2018.

IN HONOR OF

Ms. Monica Cahill
in Honor of LCDR Kevin B. Cahill, USN & 1st Lt. Thomas B. Cahill, USMC
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in Honor of Charlie Lemkemeier
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