



D Aniello Institute for  
Veterans & Military Families

JPMorgan Chase & Co., Founding Partner

# ANNUAL REPORT

2022



**REACH.**

**RELATIONSHIPS.**

**RECOGNITION.**

“The legacy of the D’Aniello Institute is situated in the future, and defined by setting the conditions for a future that will come to be, as embodied by the dreams and aspirations of each and every veteran and military family member who is impacted by the work we do. We acknowledge how fortunate we are that we get to ‘see’ now - in the present - what our legacy will be in the future. That is because our legacy is alive and reflected in the faces and by the families whom we impact and change each day in the context of the work we do. It’s for that reason, that I often describe the work we do as both a *privilege* and a *gift*.”

Dr. Mike Haynie  
Vice Chancellor for Strategic Initiatives & Innovation at Syracuse University  
Executive Director and Founder of the D’Aniello Institute







Nick Armstrong, Mike Haynie and Barb Carson receive the “Military Community Non-Profit Leadership” Award at the U.S. Chamber of Commerce Foundation Hiring Our Heroes Gala



# ABOUT US

## VISION

A future where all individuals and families who serve in defense of our nation are empowered to thrive.

## MISSION

To empower service members, veterans, and their families through actionable research, innovative programs, and insightful analytics.

## VALUES

> Integrity > Excellence > Selfless Service > Entrepreneurial Spirit



CAREER TRAINING



ENTREPRENEURSHIP



COMMUNITY SERVICES



RESEARCH, EVALUATION & POLICY



HIGHER EDUCATION



JPMORGAN CHASE & Co.  
FOUNDING PARTNER

Syracuse University  
D'Aniello Institute for  
Veterans & Military Families

JPMORGAN CHASE & Co.  
FOUNDING PARTNER

Syracuse University  
D'Aniello Institute for  
Veterans & Military Families

JPMORGAN CHASE & Co.  
FOUNDING PARTNER

Syracuse University  
D'Aniello Institute for  
Veterans & Military Families

JPMORGAN CHASE & Co.  
FOUNDING PARTNER

Syracuse University  
D'Aniello Institute for  
Veterans & Military Families

JPMORGAN CHASE & Co.  
FOUNDING PARTNER

Syracuse University  
D'Aniello Institute for  
Veterans & Military Families





# PROGRAMS & IMPACT

For more than eleven years, the D'Aniello Institute has been empowering the post-service lives of our nation's military veterans, spouses and their families by delivering programs, services, and solutions built upon data-driven insights at an unrivaled scale.

**The IVMF team offers tailored support through its five pillars: career training, community services, entrepreneurship, research, evaluation & policy, and higher education.** And these are also supported by advisors and an alumni network focused on supporting those who have served our nation as they return home to communities, businesses, and civilian life regardless of where they are on their transition journey.



IMPACTING

# 192,000+

TRANSITIONING SERVICE MEMBERS, VETERANS, AND  
FAMILY MEMBERS OVER 11 YEARS, WITH

MORE THAN

## 100

PROFESSIONAL  
STAFF ACROSS  
THE COUNTRY



NEARLY

## 50

MAJOR  
EXTERNAL  
FUNDERS



## 100s

DEDICATED  
PARTNERS







# WASHINGTON VETS2TECH

Transitioning service members

★  
Veterans

★  
Military spouses

★  
\$75k - \$89k average

★  
90% employment rate

A life-changing program designed to help transitioning service members and their families gain the skills and information needed to pursue their career goals.

Pathway

**S** D'Aniello Institute for Veterans & Military Families  
JPMorgan Chase & Co., Founding Partner

CAREER TRAINING  
**Onward to Opportunity (O2O)**



ACCESS





## CAREER TRAINING HIGHLIGHTS:

- ▶ Through our partnership with Boeing, launched the Aerospace and Defense and Business Journey Pathway
- ▶ With support from USAA, secured new partnerships with the U.S. Chamber's Hiring our Heroes and its Fellowship program, as well as DoD's Military Spouse Employment Partnership focused on enhancing employment for the military community
- ▶ After the historic announcement that Micron will be investing \$100 billion into the local Syracuse economy to build the largest semiconductor facility in the U.S. the D'Aniello Institute will support veteran skill development and Micron's efforts to hire more than 1,500 veterans in the region
- ▶ The Veterans Program for Politics & Civic Engagement graduated its **fourth** cohort with **44** successful participants bringing the four year total to 150+ alums **with 19 graduates elected to, or running for, elected office** in 2021

# 9,500+

ONWARD TO OPPORTUNITY  
LEARNERS IN 2022

**65%**  
COURSE COMPLETION RATE ACROSS  
**50**  
DIFFERENT LEARNING PATHWAYS



As part of Micron Technology's \$100 billion plan to transform the Central New York (CNY) community into the nation's leading producer of semiconductor fabrications, Syracuse University has been tapped to play a key role in building and training the workforce of the future that will power Micron's leading-edge memory megafab in Clay, New York, the largest facility of its kind in the United States.



A student veteran finds community on campus and will be the first Syracuse University student to intern at Micron Technology.

### O2O Employment Support



### Veterans Program for Politics & Civic Engagement (VPPCE)



# SUCCESS STORY

“

As a military spouse with a bachelor's degree in accounting from Nigeria, but a love of computer systems, I needed a career transition into IT. O2O helped achieve that with resources that made it easy and no cost - they guided me into Amazon Web Service Cloud Practitioner training, and once certified they helped me find a mentor, get connected to companies who were hiring, helped me with the LinkedIn Premium benefit and more. Sometimes not everything free is good, but with O2O, the only real cost is your time and dedication.

— *Nofisat Dauda, JBSA/Fort Hood*



# SUCCESS STORY



“ I’ve just recently PCS’d and it’s been amazing to keep my O2O training on track between moves. ”

—Diana Garcia Carvajal  
Military Spouse; IVMF Graduate  
People Operations Manager at Instant Teams



“Mission United of the United Way of South Hampton Roads has benefited immensely from the support and guidance of the great team at the D’Aniello Institute for Veteran and Military Families (IVMF) at Syracuse University. The Current State Assessment the IVMF completed for us this year has provided a clear path forward for our coordinated care network initiatives. We look forward to continued collaboration with the IVMF.”

—Anthony Williams  
Director, Mission United





## COMMUNITY SERVICES HIGHLIGHTS:

- ▶ Secured a two-year, \$1 million grant from the Mother Cabrini Health Foundation allowing for the support and expansion of SyracuseServes; the implementation of recommendations from the NYS report on coordinated care, and the build out a New York State Community of Practice
- ▶ Expanded business capabilities to offer landscape assessments working in conjunction with communities and public offices to provide actionable insights and recommendations to improve access to care and services for veterans and their families
- ▶ Received grant to provide technical assistance to implement the VA Suicide Prevention Grant Program; 8 Community of Practice members received a total of \$5.8 million to continue their important work in connecting veterans and military families to care
- ▶ Hosted national Community of Practice convening bringing together 60+ partners for intensive training and creative problem solving that, when implemented, will improve access to care for veterans and their families

SINCE ITS LAUNCH, SERVED

# 400

VETERANS AND FAMILY MEMBERS THROUGH  
THE SYRACUSESERVES NETWORK CREATED IN  
PARTNERSHIP WITH THE CITY OF SYRACUSE

**SyracuseServes**



2022 Community of Practice Gathering at the National Veterans Resource Center



“ The Community of Practice helps us to integrate different funding streams to stretch our community resources, our federal and state dollars to make them work harder in our communities for our veterans. And with IVMF leading the practice, they have the ability to get all of us through the country together to share ideas, talk about what works and what doesn't, and give us the tools we need. The benefits have been immeasurable. ”

—Brandon Wilson,  
Director, Veterans Services of the Carolinas













## ENTREPRENEURSHIP HIGHLIGHTS:

- ▶ As one of only 8 national hubs awarded the SBA's Community Navigator Pilot Program grant, year 1 supported over 11,000 clients with 6,000+ hours of counseling and training
- ▶ Provided \$275,000 in funding to military connected small business owners thanks in part to the generous support of private and corporate supporters
- ▶ Held the first of 3 new military entrepreneurship forums in partnership with the SBA and Fiserv's Back2Business Competition in Atlanta giving Georgia-based veteran owned companies a one-day intensive training and pitch competition opportunity resulting in a \$10k Fiserv grant to help each business grow
- ▶ Trained the highest number of participants since 2017 - over 2,000 - in OCONUS Boots to Business (B2B), part of DoD's Transition Assistance Program

DELIVERED **161 PROGRAMS**  
TO MORE THAN

# 3,600

PARTICIPANTS IN 2022

## RESOURCES

### CVOB

The Coalition for Veteran-Owned Business, a network of **29 corporate partners** provided opportunities to **13,000+ veteran owned-businesses.**

### CoE

The Center of Excellence for Veteran Entrepreneurship

of which Fiserv is a founding partner, exists to create, collect and share knowledge and networks among companies, veterans and their families to advance entrepreneurial opportunities. **This year, the COE produced one of the largest military-affiliated shopping guides with over 550 businesses represented.**



U.S. Small Business Administration

**B2B Todd Bennett**  
named SBA Instructor  
of the Year





# SUCCESS STORY

“**Carla Stephany**, a U.S. Air Force veteran of 10 years, started Riveter Enterprises in 2015. After a brief pause in operations in 2021 due to COVID, Stephany reignited her entrepreneurial spirit to get her certified service-disabled veteran-owned small business back up and running. She had attended IVMF’s V-WISE in 2014, and was aware she needed to improve her professional network. She received a scholarship to attend VETS22 conference and while there she had an opportunity to speak directly to senior procurement leaders with the VA. “Speaking in front of the VA panel and telling them about my small victory in my first small gov’t contract put me on their radar.” This speaks to the power of navigating community resources and leveraging networks to achieve success in business.



# SUCCESS STORY



“ I was all -in with EBV  
when I found out it was a  
quick-start guide! ”

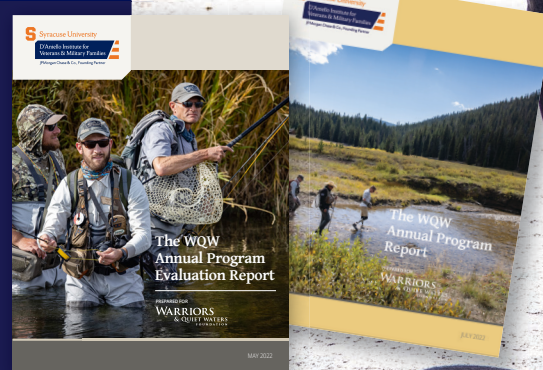
—Corey Christman  
U.S. Air Force Veteran  
Owner, Bravery Wines  
IVMF Graduate



# CLIENT IMPACT

“ For the first time in our organization’s history, because of IVMF’s work, we’ve been able to document and effectively communicate to our stakeholders the highly effective quantitative and qualitative outcomes that our program has on the lives of veterans and their loved ones. As one of our Board members said when she saw our latest evaluation report: ‘This is amazing!’ We are incredibly proud and honored to partner with the IVMF.”

—Brian Gilman, CEO





# RESEARCH, EVALUATION & POLICY HIGHLIGHTS:

## RESEARCH

- ▶ Launched IVMF’s new Digital Resource Library - a new resource for national community of veteran entrepreneurs, employers of veterans and policymakers, with 6,000+ unique downloads in 2022
- ▶ Delivered/Produced over 110 speaking engagements and publications including:
  - National Survey of Military-Affiliated Entrepreneurs (NSMAE) Series Publications
  - February 2022 Data Brief: Black and African American Veteran Entrepreneurs
  - 2021 National Survey of Military-Affiliated Entrepreneurs
  - 2021 annual Blue Star Families Military Lifestyle Survey
  - Survey & Analysis w/IAVA - 5000+ post-9/11 veterans
- ▶ Launched the Bernard D. and Louise C. Rostker Dissertation Research Initiative awarding \$50k to support 5 dissertation researchers on veteran- and military-family-related topics to be conducted by Syracuse University Ph.D. candidates through the IVMF
- ▶ Secured new research efforts this year:
  - Supported by Johnson & Johnson - looking at racial disparities in health care utilization, quality of care, health outcomes, and other factors related to social determinants of health that contribute to patterns of health inequities (poverty, food insecurity, inequitable employment outcomes, etc.) for veterans
  - National Society of Human Resource Managers - updating its guidebook for Veteran at Work certificate program

“ IVMF has a fabulous research center and their data is incredible and backed up by Syracuse. Probably every grant request we write has a piece of data that IVMF put out there that we use to serve the veterans. ”

—Eden Murrie,  
CEO, Operation Stand Down Tennessee





# SUCCESSFUL PARTNERSHIPS

“ IVMF made us feel like we were truly partners in this project by meeting us where we are. They took time to get to know us. They were also dynamic, pivoting with us as some of our high-level plans as an organization pivoted. The project allowed us to learn and feel seen each step of the way. And ultimately the project resulted in a clear direction with feasible action items. Those actions were feasible because they were custom-built for us, which is a testament to IVMF’s ability to be responsive to their client’s unique needs. ”

The Mission Continues - Mary Beth Bruggeman, President

## EVALUATION

- ▶ In conjunction with the Center for Health Equity Research and Promotion (CHERP), the team built a partnership and collaborated with VA researchers to analyze and evaluate VA participation in IVMF’s AmericaServes, releasing an official VA case study highlighting the findings on community impact.
- ▶ The IVMF welcomed several new partners and assisted with evaluating their work including: Tennessee Board of Regents and United Through Reading

## POLICY

- ▶ Hired new Senior Manager for Public Policy, establishing a presence in the IVMF DC satellite, and hosted policy retreat to plan, set goals, and develop priorities
- ▶ Participated in 365 policy engagements, delivered 3 hill testimonies and 2 written statements for the record on topics including Veteran Employment, Small Business, and Suicide Prevention
- ▶ Expanded bi-partisan coalition of support for O2O Act in both the House and Senate Armed Services and Veterans Committees
- ▶ Partnered with the Hoover Institution at Stanford University to host a discussion with Hill staffers about care coordination, social determinants of health-connected legislation and the emerging evidence that should inform future legislation across both the veterans and health and human service sectors

PARTICIPATED IN  
**365**  
POLICY  
ENGAGEMENTS

DELIVERED  
**3**  
HILL  
TESTIMONIES

WROTE  
**2**  
STATEMENTS  
FOR THE HILL  
RECORD



**Megan Andros**  
The Heinz Foundation  
IVMF Policy &  
Evaluation partner

“IVMF has become the ‘Go To’ on the Hill.”

—Marie Groark,  
Managing Director, Schultz Family Foundation



Dr. Nick Armstrong testified before the New York State Assembly Standing Committee on Veterans’ Affairs Subcommittee on Women Veterans in 2021 in support of the proposed restructuring of New York’s Division of Veterans’ Services (DVS). In April, a law was passed elevating the DVS to Cabinet-level as the Department of Veterans Services, marking the first new state agency to be created in more than 50 years. This representation on the governor’s cabinet provides the department greater authority and legitimacy to secure executive support and resources.





EXIT >

# Bisignano Family Programs and Service





## DEVELOPMENT HIGHLIGHTS

Approximately 81% of every dollar donated to the D’Aniello Institute is used to keep the programs and services delivered to 20k+ participants a year at little or no cost. The key to that effort lies with the generosity of our partners, funders and sponsors.

### 2022 HIGHLIGHTS:



- ▶ \$2 million for Onward to Opportunity operations expansion including with the US Chamber’s Hire our Heroes program to support O2O graduates with placements into the HoH Corporate Fellowship program; and, to support our career training & entrepreneurship program strategies to reach underserved populations



- ▶ \$1 million for the support and expansion of SyracuseServes; the implementation of recommendations from the NYS report on coordinated care, and build out a New York State Community of Practice



- ▶ \$500k for expansion of O2O learning pathways and workforce development
- ▶ \$50k to support our entrepreneurship forum events through their retail readiness initiatives

“ We are proud to be a longstanding supporter of the IVMF as its impactful work ensures the post-service success of our military families. USAA’s investment demonstrates our confidence in the quality and caliber of their programs and resources that align so closely with our mission. ”



—Selene Martin, USAA



IVMF Board Co-Chair and University Life Trustee Dan D’Aniello ’68 (l) pictured with General (ret.) Keith Alexander (r)



University Trustee Dick Thompson G’67





**EBV Alumni**  
**REUNION '22**

July 29-30, 2022



# THE IVMF DIFFERENCE

REACHED MORE THAN

# 10,700

THROUGH ALUMNI SERVICES INITIATIVES

FULFILLED <b>1,200</b> RESOURCE REQUESTS THROUGH POST PROGRAM SUPPORT	HELD <b>6</b> ALUMNI NETWORKING EVENTS	DELIVERED <b>15</b> COHORT ALUMNI PRESENTATIONS
--	--	---

In addition to its programs and services, and through a dedicated team of **enrollment coordinators, advisors and alumni relations professionals**, the IVMF is an enduring resource for lifelong learning and support. From the early stages of identifying a post-service career, to enrolling and completing a training program, or starting a business, becoming part of the IVMF means having a group with whom participants can stay engaged and connected. Military-connected individuals continue to find value in our alumni networking events, resource support and ongoing development opportunities.

## IMPACT

**“ The most informative online session I have ever attended. Thank you!**

*- Feedback from a webinar participant*

- ▶ Reviewed more than 26,000 program applications and conducted 13 information sessions designed to guide potential participants on their post-service journeys
- ▶ Hosted 10 VetNet webinars, regarding increasing attendance on topics such as government contracting, cybersecurity, career opportunities and manufacturing
- ▶ Provided \$1 million in pro bono and discounted resources to IVMF Alumni
- ▶ Held EBV Alumni Reunion for Syracuse University, Purdue, and Cornell EBV and EBV-F graduates

# ALUMNI STORY

**“** It was such a life changing experience. Being able to see everyone and hear about their successes and struggles was beneficial. Most significantly, being able to reframe my perspective allowed me to become grateful for the journey, realizing how far I have come since EBV. **”**

- Jesse Trevino, EBV SU 2018, EDGE 2020 and 2021





# ALUMNI REUNION

“ The reason we are standing here is these people put their lives on the line to keep freedom in America. I cannot think of a better way to give back than by supporting our veterans. I’ve always thought it’d be really beneficial to connect the original students with the new EBV students to learn from one another and give back to each other.”

—Ted Lachowicz, '72,  
Founder, EBV Foundation,  
Retired, Babcock & Brown  
Investment Banking









“ This organization is the best for veterans and business owners. I’ve attended SBA events, Chamber events, events on base. None of them compared to EBV. ”

- Kristen Morgan, EBV-S '20, EBV SU '21





# FINANCIALS

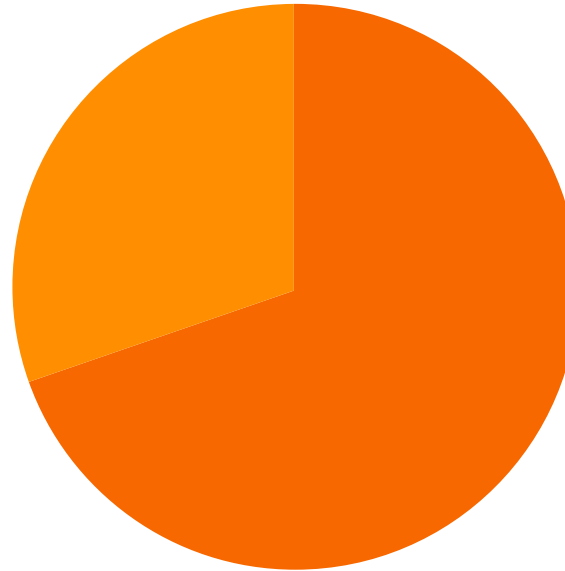
FY '22 July 1, 2021 - June 30, 2022

## TOTAL REVENUE

# \$55.3M\*

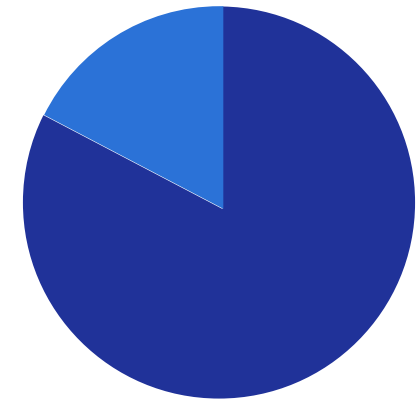
FY 7/1/21 - 6/30/22

\*Includes a one-time permanently restricted gift (Endowment) of \$30M from the D'Aniello Family



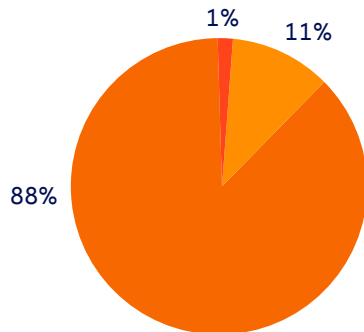
■ Gifts \$38.5M ■ Grants \$16.8M

## TOTAL EXPENSES \$17.8M



■ Programs \$14.7M  
■ Operations (including Fundraising) \$3.1M

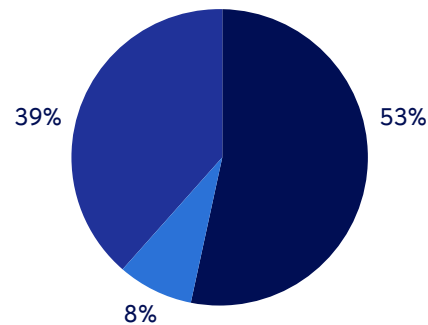
## GIFTS\* \$38.5M



■ Corporations \$500K  
■ Foundations/Institutes \$4.2M  
■ Individual \$33.9M

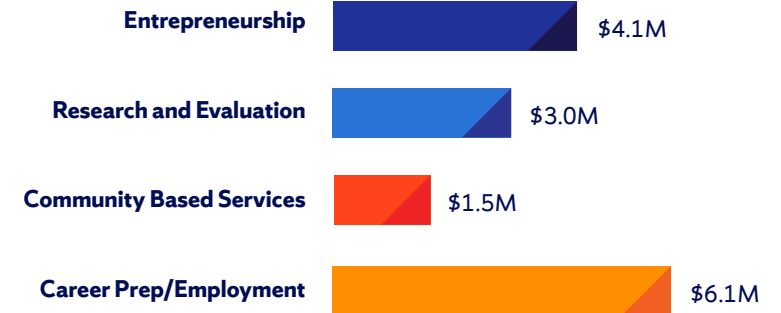
\*Includes permanently restricted gift (Endowment)

## GRANTS \$16.8M



■ Corporations \$9M  
■ Foundations/Institutes \$1.3M  
■ Government \$6.6M

## PROGRAM EXPENSES \$14.7M









# IN APPRECIATION OF OUR KEY PARTNERS & SUPPORTERS

FOUNDING PARTNER **JPMORGAN CHASE & Co.**

---



The D'Aniello Family





# VIPS & DISTINGUISHED VISITORS



**RADM Grafton Chase Jr. '83**  
Director, Joint Reserve Forces



**Honorable James Rodriguez, Assistant Secretary Department of Labor Veteran Office**



**Patricia Mautino '64 G'66 and Steven W. Barnes, '82, H'19**



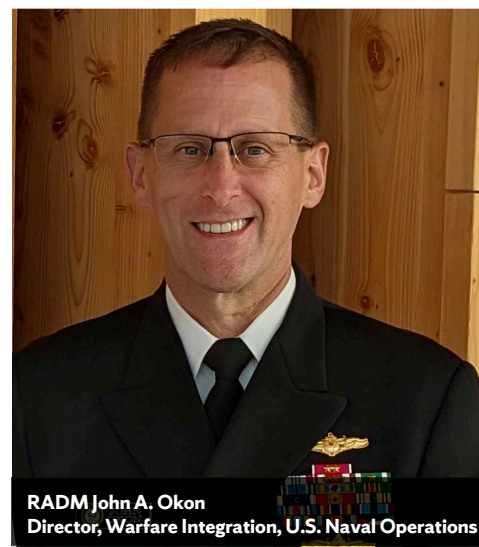
**Mark Madrid, SBA Associate Administrator**



**Command Sergeant Major Mario Terenas**  
10th Mountain Division



**Liz Cheney**  
U.S. Congresswoman, House of Representatives



**RADM John A. Okon**  
Director, Warfare Integration, U.S. Naval Operations



**Michael Steele**  
Former Republican National Committee Chair



“IT’S A TESTAMENT TO  
YOU AND YOUR STAFF  
ON HOW YOU CAN GUIDE  
SOLDIERS DOWN THE  
PROGRAM THAT FITS  
THEIR FUTURE VISION.”

—TRANSITIONING SERVICE MEMBER



Syracuse University's D'Aniello Institute for Veterans and Military Families (IVMF) was founded in 2011, as a partnership between Syracuse University and JPMorgan Chase & Co. Headquartered on the campus of Syracuse University and located in the Daniel and Gayle D'Aniello Building at the Syracuse University National Veterans Resource Center, the IVMF was founded as higher-education's first interdisciplinary academic institute singularly focused on advancing the lives of the nation's military, veterans, and their families. The IVMF team designs and delivers class-leading training programs and services to the military-connected community, in support of the transition from military to civilian life and beyond. Each year, more than 20,000 service members, veterans, and family members engage IVMF programs and services, which are provided at largely no cost to participants. The IVMF's programs are informed by the Institute's sustained and robust data collection, research, and policy analysis team and infrastructure. The D'Aniello Institute's work on behalf of the military-connected community is made possible by gifts and grants from individuals and corporations committed to those who served in America's armed forces and their families. For more information, please visit [ivmf.syracuse.edu](http://ivmf.syracuse.edu)

#### THEY SERVE, WE SUPPORT. DONATE TODAY.



Funded through the generosity of donors, the D'Aniello Institute for Veterans and Military Families is a grant and gift funded non-profit organization supporting veterans, service members and their families during their post-service lives with no cost national programs. Please consider making a gift to help fund these training programs, as well as our continued research and policy work, empowering those who have volunteered to serve our country find success when they return to the workplace, to higher education, to communities.



D'Aniello Institute for  
Veterans & Military Families

JPMorgan Chase & Co., Founding Partner

315.443.0141 | [vets@syr.edu](mailto:vets@syr.edu) | [ivmf.syracuse.edu](http://ivmf.syracuse.edu)



@IVMFSyracuseU