



2013

[SNAPSHOT]  
OF THE **IVMMF**

ANNUAL REPORT 2013



SYRACUSE UNIVERSITY  
INSTITUTE *for* VETERANS  
and MILITARY FAMILIES  
JPMorgan Chase & Co., Founding Partner

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“IN SERVICE TO THOSE WHO HAVE SERVED”

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**Mike Haynie, Ph.D.**  
Executive Director, Founder

**James Schmeling, J.D.**  
Managing Director,  
Co-founder

**Raymond Toenniessen**  
Director of New Initiatives &  
External Relations

**Daniel Savage**  
Chief of Staff

**Colonel James D.  
McDonough, Jr.  
(U.S. Army, Ret.)**  
Senior Director of Community  
Engagement & Innovation



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## About the Institute for Veterans and Military Families at Syracuse University

**T**he IVMF is the first national center 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.

## MISSION

To inform and advance the social, economic, community, and policy concerns of the nation's veterans and families through the design and delivery of innovative educational and vocational programs, the conduct and publication of actionable research and policy analysis, and the advancement of innovative community engagement. Our mission is enacted by world-class talent, informed by research, and accountable to those we serve.

**EXTERNAL  
ADVISORY  
BOARD**



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MANAGING DIRECTOR,  
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PRESIDENT, AMERICAN  
COUNCIL ON EDUCATION



**NANCY CANTOR**  
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PRESIDENT AND CEO,  
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MEDIA



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CEO, HUMANA HEALTHCARE



**BRUCE E. MOSLER**  
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**ROBERT B. MURRETT**  
VICE ADMIRAL, U.S.  
NAVY (RETIRED), DEPUTY  
DIRECTOR, INSTITUTE FOR  
NATIONAL SECURITY AND  
COUNTERTERRORISM AND  
PROFESSOR OF PRACTICE,  
MAXWELL SCHOOL,  
SYRACUSE UNIVERSITY



**KENNETH O. PRESTON**  
FORMER SERGEANT MAJOR  
OF THE ARMY, U.S. ARMY  
(RETIRED)



**MELVIN T. STITH**  
DEAN EMERITUS,  
MARTIN J. WHITMAN  
SCHOOL OF MANAGEMENT,  
SYRACUSE UNIVERSITY

# MESSAGE FROM THE DIRECTOR

**T**wo years ago, Syracuse University entered into a historic partnership with JPMorgan Chase & Co. to found the Institute for Veterans and Military Families. As the first and only academic institute of its kind in the nation, the IVMF was founded based on the idea that the social and intellectual resources of higher education can be purposefully and effectively leveraged in new and innovative ways to advance the post-service life course of the nation's veterans and their families. To that end, over the past two years the IVMF team has enacted this simple idea through a robust portfolio of veteran-facing programs, research initiatives, and community collaborations positioned to deliver innovative and impactful opportunities to the nation's veterans, their families, and those who serve this important community.

Today, our team has grown to 29 professional staff members and 16 student interns, all equally committed to empowering our veterans as individuals and citizens of the nation they defended in uniform. That team has worked tirelessly to cultivate and cement important partnerships with government, industry, community and philanthropic partners that share our values, mission and passion for serving veterans and their families. These are relationships that will sustain the IVMF in the years and decades to come, and support our goal of building an enduring institution positioned to support and empower this and future generations of American veterans.

Throughout the pages of this annual report, we chronicle where we've been and what we've accomplished over the past year. Importantly, we've organized this report based on our four core mission areas: community engagement, research & policy, programming, and employment. These mission areas represent a new organizational model for the IVMF, resulting from a 2013 strategic realignment designed to best leverage the IVMF's strengths – thought leadership, convening ability, partnership building, technical assistance, and direct training of veterans – to ensure that we are best positioned to serve our nation's veterans and their families.

Finally, while it's important to highlight what we've accomplished, it's my hope that this publication represents more than simply an artifact of the past. Instead, it's my hope that our partners, supporters, and the veterans we serve see in this publication a vision for what can be for the IVMF, and most importantly, for those who have worn the cloth of our nation in service to all Americans. In that vein, to all of those who have supported our work, on behalf of the IVMF and those we serve, please accept our heartfelt gratitude for your commitment to our mission.



*Dr. J. Michael Haynie, Ph.D.*

*Executive Director and Founder, Institute for Veterans and Military Families*

*Barnes Professor of Entrepreneurship, Martin J. Whitman School of Management*

*Syracuse University*

IVMF BY THE  
NUMBERS  
2013

45   
FULL & PART-TIME STAFF

16  
— WORLD-CLASS —  
ADVISORY BOARD  
MEMBERS

 **OUR TEAM AND PARTNERS**

ACCOUNTABLE TO OUR STAKEHOLDERS  
AND THOSE WE SERVE

34   
NON-PROFIT PARTNERS

  
PARTNER UNIVERSITIES

49,000+

 **LIKES**

ACROSS FOUR PROGRAMS  
AND INSTITUTE PAGES

273   
National and  
International  
News Articles

221,000+  
**GOOGLE+**   
FOLLOWERS

37  
Television  
Appearances and  
Feature Stories

 **THOUGHT LEADERSHIP  
& MEDIA IMPACT**

INFORMING AND CONTRIBUTING TO  
THE NATIONAL DISCOURSE



**TRIPLED** VA SUPPORTIVE SERVICES  
(SSVF) FUNDING IN NEW YORK STATE  
FROM **\$8M** TO **\$26M**

 **COMMUNITY ENGAGEMENT**

ENGAGING IN WHOLE-OF-COMMUNITY  
RESPONSES TO VETERANS' AND FAMILIES'  
OPPORTUNITIES AND CONCERNS

COVERING ALL OF NYS  
— SERVING —  
**7,000**  
VETERAN FAMILIES  
— ANNUALLY —  
★ ★ ★ ★ ★

PROVIDING DIRECT TECHNICAL ASSISTANCE TO

**23** NY STATE  
VETERAN-  
FACING  
NONPROFIT ORGANIZATIONS

## RESEARCH & POLICY

CONDUCTING, DISCOVERING,  
ORGANIZING, ARCHIVING,  
INTERPRETING, AND  
DISSEMINATING RESEARCH

13 RESEARCH FELLOWS



MAJOR ONGOING  
NATIONAL  
RESEARCH  
EFFORTS

8 ★ ★ ★ ★ ★ ★ ★ ★  
UNIQUE VETERAN AND  
MILITARY FAMILY  
PROGRAMS

NEARLY  
100  
PUBLISHED  
RESEARCH  
BRIEFS

## NATIONAL VETERANS STRATEGY



HAS RESULTED IN  
THE CREATION OF A

CONGRESSIONAL  
ROUNDTABLE

 82  
TRAININGS HELD IN US AND  
INTERNATIONAL LOCATIONS

45 CLASSES AND  
CONFERENCES

## EDUCATION & TRAINING PROGRAMS

EXECUTING WORLD-CLASS  
PROGRAMS FOR VETERANS AND  
THEIR FAMILIES

22 TOTAL PUBLISHED  
EMPLOYMENT SITUATION  
OF VETERANS REPORTS  
★ ★ ★

## EMPLOYMENT

ADVANCING THE EMPLOYMENT  
SITUATION OF VETERANS AND  
THEIR FAMILIES

IVMF COLLABORATES WITH OVER

300

MEMBERS OF EMPLOYER COALITIONS:  
100,000 JOBS MISSION, GET SKILLS  
TO WORK, AND HIRING OUR HEROES

OUR EMPLOYER PARTNERS HAVE HIRED OVER

200,000 

AND COMMITTED TO HIRE 400,000 MORE



This May, in conjunction with V-WISE Chicago, the IVMF convened experts from across the nation for the first-of-its-kind National Summit on Women Veteran Homelessness, resulting in a summary publication as well as a regular series of bi-monthly veteran homelessness briefs.



#### IVMF IN THEIR WORDS:

**“Just want to send my deepest gratitude for such a life-changing weekend. I can’t express how moved I was when I realized the extent you prepared, and the magnitude of the work you and the team invested on our behalf! Unbelievable, really. There was a palpable strength in each session, a strength that I had missed since leaving my Air Force unit in 2001. I never expected to look back, but as I did this weekend, found a missing piece of myself that I had carefully wrapped up and put away. Thank you for retrieving it in such a gentle way, and helping to propel us forward once again.”**

*– Laurie Scriven  
Air Force Veteran  
V-WISE Seattle Graduate*

OUR MISSION:

## COMMUNITY ENGAGEMENT

*To provide technical assistance, community-of-practice models, evaluation, training, and convening influence to enhance alignment of public, private, and independent sectors into a holistic strategy positioned to best respond to the opportunities and concerns of America's veterans and military families.*



## COMMUNITY ENGAGEMENT

Recognizing the increasing role America's communities are playing in serving returning veterans and military families, in early 2013 the IVMF reviewed its mission to ensure the institute was properly positioned to play a leading role in aggregating, evaluating and disseminating leading models of practice to help communities better serve their veterans and military families. As a result, the institute established its Community Engagement and Innovation portfolio, the newest mission area guiding the IVMF's strategic activities and programs. Leading that effort is Colonel (Ret.) Jim McDonough, a 26-year, active Army officer and former Director of New York State's Division of Veterans' Affairs, past CEO and President of the nation's oldest nonprofit serving veteran families and former philanthropic fellow with the New York State Health Foundation. Based on early steps designed to secure meaningful community-facing relationships with key institute partners such as the George W. Bush Institute in Dallas, Texas, the IVMF is poised to make a strategic and lasting impact on the nation's ability to organize and deliver class-leading community-based resources serving veterans and military families. Moving forward, Community Engagement and Innovation efforts will assume increasingly important roles helping the public, private and independent sectors align their interests to serve America's veterans and military families.

## **NONPROFIT PROFILE: VETERANS OUTREACH CENTER, INC., ROCHESTER, NEW YORK**

Douglas MacArthur said, “A better world shall emerge based on faith and understanding,” and today the Institute for Veteran’s and Military Families is making good on that lesson by partnering with the Veterans Outreach Center in Rochester, New York, for the Direct Technical Assistance (DTA) Services initiative aimed at serving New York State’s 23 VA Supportive Services for Veteran Families (SSVF) grantees.

Established in 1973 as the Vietnam War drew to a close, Veterans Outreach Center, or VOC, got its start when America was struggling to help thousands of returning young men and women return from service. In stark contrast to the manner in which communities embrace warriors and their families today, nearly every returning veteran in 1973 found an unsympathetic, poorly-funded, and unorganized response by the federal government. To make matters worse, returning service members were unwelcome citizens in the very communities that sent them to war.



Today, in order to create that “better world,” IVMF partners with highly credible, community-based nonprofit organizations such as VOC to afford the institute expanded reach and legitimacy in its efforts to align resources from the private, public and independent sectors across the nation. Such partnerships are key to the IVMF’s Community Engagement & Innovation mission area.

From Veterans Outreach Center’s perspective, the partnership with IVMF has allowed the Center to reach and serve a much broader population by sharing its recognized best practices with other nonprofits. “Our relationship with IVMF has leveraged additional community resources and helped organizations improve the delivery of supportive services to veterans and families across New York State,” said Colonel Gary Yapple, President and CEO for Veterans Outreach Center.

IVMF’s Direct Technical Assistance Services are a one-of-a-kind arrangement whereby experienced VA SSVF grantees led by Veterans Outreach Center are paired as peer mentors with less-experienced VA SSVF grantees to ensure their success. Funded by philanthropy, IVMF’s DTA services have been cited by the U.S. Department of Veterans Affairs as key to strengthening New York State’s ability to serve homeless and at-risk veteran families.

The VOC, the oldest independently-operating veteran-serving organization in the country, has also been recognized by the White House for “general excellence in serving veterans and military families” and offers more than 17 supportive service programs to veterans of any era.

Nonprofit capacity is at the forefront of many innovative approaches underway serving veterans and their families, and the IVMF is best situated to learn first-hand from its nonprofit partners about how best to serve our veterans and their families.





The Honorable Eric K. Shinseki, U.S. Secretary of Veterans Affairs, traveled to Syracuse in July to meet with the IVMF team, learn more about our work, and explore opportunities for future collaboration between the VA and the IVMF.

**IVMF IN THEIR WORDS:**

**“Less than 1% of the American population currently serves in uniform. With a nation at war for the last decade, these great Americans are doing the heavy lifting to protect and defend this great country. We owe them a quality of life that is equal to their quality of service. IVMF is helping our country do just that.”**

*– General Ann Dunwoody  
First female 4-star general in the  
history of the U.S. military*

OUR MISSION:  
**RESEARCH &  
POLICY**

To conduct, discover, organize, archive, interpret, and disseminate research of significant importance to veterans and families; to leverage research to empower the public, private, and independent sectors to act as informed decision-makers related to the social, policy, and economic concerns of America's veterans and their families.



## RESEARCH & POLICY

The IVMF Research and Policy mission expanded greatly in 2013, including two new publications, two national research projects, two new fellows, and nearly 50 additional research briefs. In concert with SU's Institute for National Security and Counterterrorism, the IVMF published a major policy document, "A National Veterans Strategy," an ambitious effort to shape the public discourse surrounding the structures and processes the nation uses to serve social, economic and security objectives in support of its veterans. As a result of the National Summit on Women Veteran Homelessness in May, the IVMF began publishing bi-monthly Veteran Homelessness Reports, featuring editorials by researchers, policy makers, program directors and formerly-homeless veterans. The IVMF also launched its National Perceptions Survey in an effort to understand the relationship between military service – and those who volunteer for military service – and the broader values, ideals, and priorities of American society. Additionally, working with the Military Officers Association of America (MOAA), the IVMF has launched a comprehensive effort to improve the employment outlook of military spouses, including analysis of a decade's worth of data and a national military spouse survey, aimed at assessing the employment situation and career-related challenges facing our nation's military spouses. Results from both surveys are expected in 2014.

## “HALF THE STORY”

Just after the Institute for Veterans and Military Families, in conjunction with Syracuse University's Institute for National Security and Counterterrorism, released a March 2013 report titled, “A National Veterans Strategy: The Economic, Social and Security Imperative,” Mike Haynie, his team of researchers, fellows and other key IVMF leaders got right back to work.

“Now,” says Haynie, executive director and founder of the IVMF, “is the time to develop a lens for us to look through and identify the organizations that are delivering meaningful impacts to veterans and their families.”

There are an estimated 41,000 non-profit organizations across the United States whose mission indicates that they serve veterans and military families. Many of these groups deliver measurable and meaningful outcomes in areas that include skills training, housing, and employment. However, in this sea of goodwill live resource inefficiencies, a lack of collaboration, the absence of a proven model of practice for organizations to follow, and a host of bad actors which veterans should take care to avoid.

“In other realms, there are benchmarks when it comes to care and access to services such as, say, medical research,” says Haynie, “but this does not exist in the veteran non-profit space.”

Haynie hopes that by researching the current programs and approaches aimed at solving the many thorny issues in our community, a clearer picture will emerge – one that highlights sustainable and enduring models. With criterion in place, existing foundations that are faltering can more effectively re-engineer their policies.

Furthermore, untold millions are available from funders who want their philanthropic efforts to provoke real change among veterans and military families. Impact investing, as it's known, is powerful, and money from these individuals and companies should not be squandered, says Haynie, on projects which are ineffective or possibly even harmful.

The March 2013 report, according to Haynie and National Strategy co-author Nicholas Armstrong in their New York Times AtWar Blog post, is a suggestion for “a historic (and long overdue) action: crafting and institutionalizing a coordinated, comprehensive, whole-of-the-nation National Veterans Strategy.” Since the report's unveiling, the conversation about the need for large-scale government change is swelling. In the meantime, a second complimentary policy report is poised to make a similar call to action – this time for the private and independent sector.





IVMF awards Sandra Gonzales with the \$25,000 first place prize in the EBV National Conference Business Plan Competition, with support from the Bob Woodruff Foundation (center), Disabled American Veterans (right), and the EBV Foundation (not pictured).



**IVMF IN THEIR WORDS:**

**“IVMF plays an important and unparalleled role in the veteran space. They bring the academic and research-based evidence required to solve the many pressing issues injured veterans and their families face. When the Bob Woodruff Foundation seeks a credible and proven expert in the field, we look to IVMF.”**

– Anne Marie Dougherty  
Executive Director  
Bob Woodruff Foundation

OUR MISSION:  
**PROGRAMMING**

*To execute class-leading programming to provide knowledge, skills, and resources which empower informed decision-making; to leverage innovative service-delivery mechanisms which achieve both efficient and effective training outcomes; to leverage research and robust assessment which facilitates continuous improvement.*



## PROGRAMMING

The IVMF programs have continued growth, opening new opportunities for transitioning veterans and spouses as they build businesses, begin training and education, and launch careers. The Veteran Career Transition Program expanded to military spouses, added an individual learner track, and added HR certifications to over 30 industry-standard IT and operations certification tracks. VetNet, built with and powered by Google+, expanded its reach to over 200,000 followers, providing online entrepreneurship and career readiness education. Included in DoD's Transition Assistance Program, Operation Boots to Business delivered two-day trainings with the SBA to service members at over 125 military bases, with over 250 students enrolling in our 8-week instructor-led distance education phase. The V-WISE program reached nearly 600 military/veteran women and female military/veteran spouses in Jacksonville, Chicago, Seattle, and Denver. In Chicago, IVMF convened the first Women Veteran Homelessness Summit with experts from VA, the US Interagency Council on Homelessness, previously homeless veteran women, and the agencies that serve them, generating new bi-monthly homelessness reports and a summary publication. Finally, EBV delivered entrepreneurship training to 150 veterans with disabilities and veteran families (EBV-F) at eight consortium universities, and hosted the 3rd Annual EBV National Training and Alumni Conference for 155 program graduates in Dallas, Texas.

# ENABLING VETERANS SUCCESS

## **“BUILDING ON THE PAST TO A BETTER FUTURE”**

Mike Gdula is not your traditional intern. He prefers to say he’s “seasoned.” After all, Gdula has four degrees: three Bachelor’s and one Master’s, plus Air Force Meritorious Service and Commendation Medals and a rich LinkedIn profile that details a considerable technical background.

And he’s not an intern with just any company either. The Air Force Reservist is spending six months immersed in JPMorgan Chase’s IT Department – an in-depth exposure to the financial IT world and after just a few weeks, Gdula says he already feels like he’s part of what he calls, “the inner circle.”



“I thought I brought a lot to the table with my skill set,” says Gdula. “But I’m working with a group of geniuses.”

So how did he score such a golden opportunity? It started with the Veterans Career Transition Program (VCTP) – a deal which sounded so promising, Gdula almost passed it up.

“I thought it was a hoax,” he says. “It sounded too good to be true.”

During his high-caliber military career Gdula served largely in IT roles – specifically project management, systems analysis and cyber security. But in order to best-on-ramp and advance in the civilian sector he still needed advanced level industry certificates.

Enter the Institute for Veteran’s and Military Families (IVMF) and a generous grant from JPMorgan Chase & Co. which funds the VCTP’s three learning tracks: the Professional Skills Track, Independent Study Track and the Tech Track as well as covers some of the high-dollar exam fees. Gdula applied to the Tech Track, sailed through the courses and the final exam. Afterwards, JPMorgan reached out to Gdula and offered him a coveted spot on their team.

“It’s right up my alley,” he says. “Hopefully I’m making a contribution to their infrastructure.”

Gdula recently received an offer from JPMorgan – he’ll be joining their Cyber Security Team after his internship concludes – proving VCTP’s worth as an invaluable stepping stone.

As Gdula says, “Each day is a gift and I’m grateful for the opportunity to prove myself.” With curricula designed in collaboration with Syracuse University’s iSchool, informed by the needs of the private sector, and over 600 veterans who have gone through the program or are currently enrolled, the generous support from JPMorgan Chase & Co. promises to continue changing lives like his for years to come, empowering veterans to make the most of their already broad skillset and continue to advance in their careers.



IVMF Executive Director Mike Haynie (left) meets with The Honorable Chuck Hagel, U.S. Secretary of Defense (center), Jaime Dimon, CEO of JPMorgan Chase (not pictured), and other leaders from the financial sector related to efforts to advance the employment situation of the nation's veterans.

*(Photo Provided by the Department of Defense)*



**IVMF IN THEIR WORDS:**

**“Helping our nation’s veterans requires more than commitment – it requires programs that are actually effective. IVMF is playing a crucial role by doing the analysis that’s improving our country’s ability to support military members, veterans and their families. JPMorgan Chase is honored to be the founding partner of an institute that has done so much for our nation’s best.”**

*– Matt Zames  
Chief Operating Officer  
JPMorgan Chase & Co.*

OUR MISSION:  
**EMPLOYMENT**

*To enhance American competitiveness and advance the employment situation of veterans and their families by collecting, synthesizing and sharing veteran-employment policy & practice, providing employment-related expertise, capacity, training, and education, and delivering technical assistance to stakeholders in the veterans' community.*



## EMPLOYMENT

The IVMF is unique among university-based institutes focused on business and industry, career transition, and creating opportunities for veterans and their families to engage in meaningful private sector careers. The crown jewels of our employment and career initiatives are our partnerships with the private sector. From having JPMC as our founding partner, to actively engaging over 30 private sector employers, we are learning from and partnering with companies like Walmart, GE, Pepsi, Humana, Lockheed Martin, Ernst & Young, Accenture, Deloitte, and learning from over 300 others. The 100,000 Jobs Mission, Get Skills to Work, and Hiring Our Heroes are partners focused on veteran careers and American competitiveness. Leaders from our corporate partners also serve as important resources in our policy work with federal and state government. Since our founding, we have delivered vocational training, skills development, or supportive services to veterans, family members, private industry, and veteran-serving organizations that have engaged and impacted more than 252,000 veterans and family members, in more than 82 US and international locations, with over 300 private sector firms who have collectively reported hiring significantly more than 200,000 veterans and military spouses, and have committed to hiring over 600,000 veterans.

## “THINKING OUTSIDE THE BIG BOX”

When Syracuse University opened its doors to WWII vets in 1947, the student body population doubled, then tripled within just a few years.

With Quonset huts suddenly dotting the campus and thousands of new students, the landscape was forever altered, as were future generations of veteran students who followed in their brothers' footsteps and attended the world-class university.

Similarly, Walmart, the nation's largest retailer, recently launched an ambitious plan to hire 100,000 veterans in five years. The plan offers Post-9/11 vets the possibility of new career opportunities that, much like Syracuse's invitation to WWII vets, brings a deep talent pool into Walmart's ranks.

“It's a program that really goes beyond just hiring people,” says Gary Profit, a retired Army brigadier general and the senior director of military programs at Walmart, who credits the Institute for Veterans and Military Families' powerful foundational research with helping Walmart “lead the charge” regarding veteran and spouse employment initiatives.

“The dialogue between the IVMF and Walmart has helped us become the point of choice for veterans,” says Profit about the collaborative efforts that led to the hiring plan.

“The strengths and needs of our veterans have evolved over the years and from the beginning, Walmart has been a great supporter of the IVMF's research and programming,” says James Schmeling, J.D., Managing Director and Co-Founder Institute for Veterans and Military Families.

“It's such an important partnership because we have learned how to respond collaboratively, learn from each other, and share resources to address the current veteran employment climate.”

Walmart's commitment to offer a job to any honorably discharged veteran within his or her first 12 months off active duty was announced on Memorial Day. Within six months, more than 20,000 vets and military family members made their way into jobs not only in local Walmart stores but in supply chain management, Sam's Clubs and corporate offices. It's not the first time Walmart has pledged support for vets, however. Walmart's commitment truly began back when then Army Captain Sam Walton opened his first store in 1962 in Rogers, Ark., says Profit.

“The role veterans and military families play in America's renewal begins with employment.”





In May, the CBS news magazine *60 Minutes* aired a feature story on the IVMF and its innovative approach to designing and delivering programming focused on empowering veterans and families through business ownership. Above, *60 Minutes* correspondent Dr. Sanjay Gupta interviews IVMF Executive Director Mike Haynie.



#### IVMF IN THEIR WORDS:

**“IVMF has set the national standard for unlocking the tremendous human capital our veterans have to offer. The transition from military life to civilian life can be very difficult, but luckily there are groups like IVMF who invest the time and resources needed to prepare our nation’s returning veterans for today’s economy.”**

– Representative Louise Slaughter  
(NY-25)

**“Veterans often look for ways to continue serving after the military, but don’t always know where to begin. IVMF has developed resources and one-of-a-kind programming to help veterans realize their full potential and help them transition from leaders on the battlefield to leaders in the community and private sector.”**

– Representative Dan Maffei  
(NY-24)

## A TALE OF TWO PROFESSORS

Each year many thousands of veterans benefit from the educational and vocational training programs delivered by the IVMF. These programs are delivered by a cadre of skilled and committed instructors and educators who volunteer their time and talents to support our mission, and the veterans and families we serve. They are the unsung heroes of the IVMF story, and here we recognize just two of those leaders who are making a difference in the lives of our veterans each and every day.

**Amanda Nicholson** vows never to miss another Veteran Women Igniting the Spirit of Entrepreneurship (V-WISE) conference.

“It’s such an extraordinary experience,” says Nicholson, Whitman School of Management’s Associate Dean of Undergraduate Programs and a professor of retail practice. “No one knows each other and yet it feels like a reunion.”

V-WISE is one-sixth of a cadre of empowerment programs aimed at veterans and military family members transitioning into the civilian workforce through the vocation of entrepreneurship. Developed by the Whitman School and the Institute for Veterans and Military Families (IVMF) – V-WISE, Boots to Business, and the Entrepreneurship Bootcamp for Veterans with Disabilities, to name a few, focus on everything from guerilla marketing to opportunity recognition, finance, and legal issues – all in the name of entrepreneurship. It’s an ambitious undertaking, but one that’s made possible by a core synergy between behind-the-scenes curriculum construction and the men and women who deliver the content using engaging and contemporary pedagogies.

Along with Nicholson, **John Torrens**, a small business owner himself and an assistant professor of entrepreneurial practice at Whitman, lend their expertise to the IVMF – and introduce a fresh, modern perspective on fueling new businesses in the civilian sector.

“I think they really appreciate hearing from someone who has made mistakes and felt the pain of being responsible for everything,” says Nicholson who spent much of her professional career working with retail giants including Marks & Spencer and Carson Pirie Scott.

“There’s often chaos in entrepreneurialism,” says Torrens who not only teaches classes in the Boots to Business program, V-WISE and EBV, but also mentors students and frequently



edits business plans, “but these folks have already been through chaos and ambiguity.”

Torrens and Nicholson are well aware, however, that the student body hails from the complicated bureaucracy of the US military. It’s why they emphasize self-reliance in their classes – what Nicholson calls “flying without a parachute.”

In fact, Torrens says the veterans he instructs are extremely motivated, organized and focused, all attributes of budding business owners.

“They are a teacher’s dream,” says Nicholson, who adds efficiency and innovation to that list.

Nicholson isn’t a traditional academic, but Mike Haynie, executive director of the IVMF, felt that having more experienced professionals like Nicholson, who is an expert in marketing, on board would only benefit the program. Torrens recalls Haynie working on the initial EBV proposal and was confident that the private sector would step up to help. “But I never could have imagined the breadth of the generosity of so many individuals and corporations,” he says.

While teaching is at their core of their responsibility, neither Torrens nor Nicholson abandon their charges after the final lesson – in fact, Nicholson routinely runs out of business cards at V-WISE conference weekends – having encouraged hundreds of women to contact her with follow up questions. She also hosts one-on-one sessions with V-WISE participants during the conference which she calls her “office hours.”

And Torrens says making connections with students often means late night emails, LinkedIn updates and phone mentoring. But, he says, it’s all worth it.

“I’m really happy I can make a contribution,” he says.

Torrens thinks there’s room to grow, too. He hopes to “kick it up a notch” with more advanced educational models.

Nicholson agrees.

“It’s absolutely one of the most worthwhile things I do,” says Nicholson.

There’s a saying – those who can’t do, teach. It’s clear that Amanda Nicholson and John Torrens prove otherwise.





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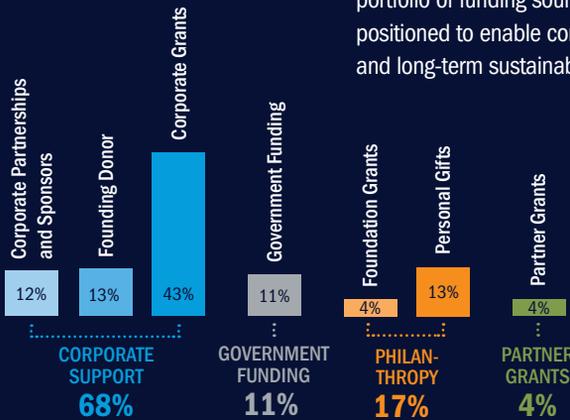
**IVMF IN THEIR WORDS:**

**“Almost 10% of American adults are military veterans, but there is surprisingly little academic research into the lives, dreams and troubles facing these veterans and their families. The IVMF is helping to fill this void by conducting scholarly studies and helping to generate new, creative public policy ideas.”**

*– Professor Linda J. Bilmes,  
Daniel Patrick Moynihan Senior  
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Harvard University*

## FINANCIAL OVERVIEW 2013

### IVMF REVENUE



The IVMF was founded based on the belief that those who have worn the nation's uniform have already paid the price for the services and supports that might be necessary to enable a productive and meaningful transition from military to civilian life. As such, the IVMF has committed to a model of service delivery that does not generate programmatic revenue from those we serve. As a consequence, 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.



PepsiCo renews its generous support of the IVMF's Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) at an SU basketball game.

## NEARLY \$12 MILLION

Through the generous support of our partners, sponsors and donors who share our passion for our nation's veterans and their families, the IVMF raised nearly \$12M in 2013. Our supporters have joined us in developing impactful solutions to the challenges facing the veterans' community. A detailed breakdown of the IVMF funding sources, as a percentage of total revenue, is depicted to the left.

### IVMF FUNDING RESTRICTIONS



## RESTRICTED VS. UNRESTRICTED

The chart to the left depicts the distinction between unrestricted versus program-directed revenue, as a percentage of total funding generated by IVMF grants, gifts, contracts and philanthropy. Unrestricted funds represent those that can be applied to support programmatic, operating and/or administrative expenses, while program-directed revenue is limited in scope of use to specified (by the funder) programs or initiatives.

### IVMF EXPENSES



## \$5.9 MILLION

During this reporting period, IVMF expenditures totaled \$5.9M. The chart to the left depicts the IVMF's use of these funds, as a means to distinguish core operating versus programmatic expenses. Core operating expenses generally include non-program salaries, administration and non-program travel. Programmatic expenses are those incurred as a direct consequence of delivering training, service or products to the community of IVMF stakeholders.

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