

Student Success Initiative Year Three/Summative Report

As part of CSUSB's commitment to our students and our accountability regarding the use of their student success fees, it is important to periodically provide detailed, succinct information regarding how SSI funds were utilized to support specific outcomes-based programs, the intended goals and outcomes of those projects or programs, the measures used to assess said outcomes, the results of those measures.

Please use the following template when preparing your unit's Year Three/Summative Report for the SSI Executive Committee. Keep in mind this report should serve as both a summary of your Year Three activities, as well as a cumulative report of your project's/program's experience and results over the course of the entire three-year period since SSI funds were first allocated.

Reports will be due to **your respective vice president or dean by April 15**. Should you have any questions or concerns regarding the completion of this report, please contact *Joanna Oxendine* via email at joxendin@csusb.edu.

CONTACT INFORMATION

Department/Unit Receiving Funding: Veterans Success Center (VSC)

University Division: Student Affairs

Name and Title of Person Responsible for Overseeing Your Department's SSI Activities: Marci Daniels, Director

Email Address and Extension: daniels@csusb.edu, 5195

Name and Title of Person Preparing Report: Marci Daniels, Director

Email Address and Extension: daniels@csusb.edu

SSI PROGRAM/PROJECT OVERVIEW: (Describe the original overarching purpose, goals and outcomes of your SSI-funded project(s), program(s), etc. Bulleted lists and/or tables are encouraged.)

Table1. VSC Original Goals and Outcomes

Goals	Outcomes
Identify space for a Veterans Success Center	Improved rates for: <ul style="list-style-type: none"> • Retention • Graduation • Career Placement
Purchase, furnishings, signage and equipment	
Hire Veterans Coordinator (SSPIII with benefits)	
Hire Veterans Assistant (SSP IB with benefits)	
Hire a Student Assistant (15 hours per week)	
Hire a VA work study student	
Purchase office supplies and computers	
Market VSC to current and incoming student veterans	
Make initial contact for prospective student veterans	
Pre-screen admitted students	
Provide campus advocates and support services for student veterans	
Work with SLD on veterans orientations, provide academic/educational counseling, assist with health benefits, develop mentorship program	
Have staff from community agencies in the VSC on a minimum monthly basis	
Seek out funding for VSC	
Develop joint programs	
Develop campus based programs	
Assess programs and services	Determine effectiveness of programs and services

SSI-FUNDED ACTIVITIES: (Please list and describe the activities undertaken for each year of the initial SSI allocation. If no activities were undertaken or funded for a particular year, please explain why.)

Table 2. VSC Year 1 Activities

	Year 1 Activities
✓	Space for a Veterans Success Center (VSC) was identified.
✓	Furnishings, signage and equipment were purchased.
✓	A Veterans Coordinator (SSPIII with benefits) was hired.
✓	Three Student Assistants were hired.
✓	Office supplies and computers were purchased.
✓	<p>Marketed VSC to current and incoming student veterans.</p> <ul style="list-style-type: none"> • A Veterans View Book was developed and 5,000 copies printed. • Articles about the VSC appeared in the following newspapers: The Sun, the Coyote Chronicle, The Press-Enterprise, and the Inland Empire Weekly, as well as on the CSUSB website. • The VSC Coordinator was interviewed by CSUSB TV Coyote about VSC services.
✓	<p>Made initial contact with prospective student veterans. The VSC began tracking students on 5/24/12, 170 student veterans/dependents visited the VSC. Eight prospective student veterans were referred to Juanita Olivo, Admission Veteran Liaison Counselor, Office of Admissions and Student Recruitment. Out of 8 students, 4 were admitted to CSUSB. Moreover, the VSC Director manned a table at the Fontana Senior Center Veterans Fair, the San Bernardino Farmers Fair and Market's Celebrate Veterans Night, and EDD Victorville Honor a Hero, Hire a Vet Job Fair to recruit potential student veterans. The center staff obtained relevant student contact information, briefly discussed CSUSB admissions procedures and provided referrals when appropriate.</p>
✓	<p>Pre-screened admitted students. The VSC staff provided advocacy and linked 26 students to support services in the following areas: Admissions, career counseling, WIA benefits, financial aid, and GI Bill services.</p>
✓	<p>Provided campus advocacy and support services for student veterans. The VSC staff advocated for veteran graduating seniors resulting in 40 students receiving stoles, referred 6 students to ROTC, 8 to admissions, helped 3 students with PAWS, linked 1 student to an internship, made 1 WIA referral, and 1 student was given moral support.</p>
✓	<p>Worked with SLD on veterans' orientations, provided academic/educational counseling, assisted with health benefits, developed mentorship program. The VSC manned an information table at SOAR events: May 18, 2012 (14 participants); June 2, 2012 (15 participants); June 9, 2012 (7 participants). A luncheon and educational session were also sponsored by the VSC and Student Veterans Organization (SVO).</p>
✓	<p>Staff from community agencies in the VSC on a minimum monthly basis. The County of San Bernardino Dept. of Veterans Affairs, San Bernardino Veterans Center, California Department of Veterans Affairs, Vet Hunters Project, VA Loma Linda Health System, Dept. of California Disabled American Veterans, Employment Development Department, Student Veterans Organization, Crafton Hills Community College, Peace Corps, National Guard, Coast Guard, Navy and United States Army have all toured, provided literature, services and other resources to the VSC.</p>
✓	<p>Sought out funding for VSC. The center received in-kind donations from local businesses in the amount of \$1,653.80.</p>
✓	<p>Developed joint programs. The VSC began coordinating the Military Roundtable and participated in the planning meetings for the Combat to College II Symposium.</p>
✓	<p>Developed campus based programs. The VSC sponsored the following programs: Armed Forces Week, Yellow Ribbon Campaign, Memorial Day and Grand Opening Celebration, and the Student Veterans Graduation event.</p>
✓	<p>Assessed programs and services. Marci Daniels worked with Dr. Allen Butt, Lisa McElvaney and the Office of Institutional Research staff to develop appropriate goals, objectives, assessment tools and measurements for Year 2.</p>

Table 3. VSC Year 2 Activities

Year 2 Activities	
✓	<p>Marketed VSC to current and incoming student veterans.</p> <ul style="list-style-type: none"> Created and distributed seven <i>Reveille</i> e-newsletters that included 45 articles that promoted campus events, policy changes, scholarship and job opportunities and student veterans’ interest stories and spotlights. Created a Facebook and Twitter presence on the World Wide Web. Generated 78 news articles including 7 stories that appeared on the front page.
✓	<p>Made initial contact with prospective student veterans.</p> <ul style="list-style-type: none"> Facilitated 4 recruiting events for potential student veterans to include: the Marine Corps AGCC 29 Palms visit; Future Soldier Fun Run; 163rd Reconnaissance Wing Airmen Day; College Basics Boot Camp; RSP Riverside National Guard Unit – March Air Reserve Base; and, the Immanuel Baptists Church Veterans Lunch and Resource Fair. Coordinated the campus effort to become enrolled in ConAP. During 2012-2013, the VSC followed up by e-mail with 24 potential student veterans.
✓	<p>Worked with SLD on veterans’ orientation sessions.</p> <ul style="list-style-type: none"> 86 student veterans participated in five veteran-specific SOAR sessions. After the sessions, 15 letters were sent to students that had additional questions via e-mail. Out of that number, 5 students requested and were provided with supplemental information.
✓	<p>Provided campus advocacy and support services for student veterans.</p> <ul style="list-style-type: none"> Provided guidance and 71 referrals to student veterans to other campus resources according to their specific needs. Facilitated 2 student veteran advising events during the academic year: the Halloween Haunt and Spring Fling. Thirty-nine student veterans attended the fairs and were provided valuable information about PAWS, academic advising, Workability, the Career Center, Internships, and VA benefits. The VSC hosted two meetings of veteran-dedicated staff: 10/5/12 and 5/2/13. Topics of discussion included: Reporting student veteran numbers, increasing applications/enrollments, VA Work Study, Transfer Seminar, Career Center, and Careers in Teaching. The VSC convened an advisory board comprised of campus and community experts that met 3 times during the academic year and proposed 9 recommendations for improvement.
✓	<p>Developed joint programs.</p> <ul style="list-style-type: none"> The VSC hosted the Military Roundtable event to explore strategies to more effectively deliver education programs and streamline processes to enhance service members’ capacity to pursue higher education. All area bases/posts, local community colleges/universities participated as well as service members from local units. The event received the President’s Staff Award for Team Achievement. Co-facilitated with CalVET three community workshops on issues relevant to student veterans: Military Culture 101 (March Air Reserve Base); Life Beyond War (UCR); and A Day in the Life of a Patient (VA Loma Linda). Shared event costs with the Department of Veterans Affairs, County of San Bernardino, San Bernardino Valley College and UC Riverside to host “The Road Home, from Combat to College II Symposium and College Basics Boot Camp. The VSC in collaboration with the Incredible Edible Community Foundation, the San Bernardino County Department of Veterans Affairs and the CSUSB Facilities and Maintenance Department planted a Living Veterans Memorial Garden on the lawn in front of the Coyote Bookstore. The VSC received an accommodation from the San Bernardino City Council—the mayor and two council members spoke at the event. In collaboration with the U.S. Army Redlands Recruiting Company and Charlie Company, Team Riverside Recruiting and Retention, California Army National Guard, the VSC assisted the Inland Empire 66ers with coordinating their Military Appreciation Night. 170 CSUSB staff members, student veterans and their families attended the game and picnic, free of charge.

✓	<p>Developed Campus Based Programs</p> <ul style="list-style-type: none"> • The VSC hosted 18 university-wide events highlighting military traditions and other positive aspects of the Armed Forces, at which 2,245 individuals participated. • Participated in the University Diversity Sub-committee. Facilitated two luncheons for Conversations on Diversity programs focused on veterans' issues: When Johnny and Janie Come Marching Home and Islamphobia in America. • Collaborated with the Student Veterans Organization (SVO) to facilitate a scholarship workshop conducted by noted expert Eve-Marie Andrews. The VSC assisted 8 student veterans in completing scholarship applications, which resulted in \$24,500 in awards. • Collaborated with the SVO and Student Leadership and Development Office to facilitate the So-Cal Regional SVA Leadership Summit and Community Clean-up. • Provided 216 hours of STEM tutoring for veterans and dependents. • In collaboration with Recreational Sports, 2 major collection drives took place during Veteran's Week. Boxes were placed across campus to collect games, activities, personal hygiene products, snacks, and used electronics to benefit the soldiers of the 426th Civil Affairs Battalion who were deployed in Afghanistan. The second drive was for the 163rd Reconnaissance Wing's families in need. • Chartered CSUSB as a member of the SALUTE National Veterans Honor Society: Twenty-nine graduating veterans received honors.
✓	<p>Sought out funding for VSC.</p> <ul style="list-style-type: none"> • Procured a \$1,500 grant from the University Diversity Committee, which was used to pay costs associated with the Valor Beyond the Call of Duty: Medal of Honor event. • Raised \$570 in contributions for the Veterans Success Initiative Scholarship fund. • Procured \$14,910 from the Vital Technology Initiative Fund to purchase a desktop computer with monitor, two laptops, a Kimball adjustable desk and chair, a laser color printer, two Texas Instruments (TI) 84 Plus calculators, three TI BA II Plus Professional calculators, four SMA JAWS Professional Version 14.0 software licenses, four Wynn Reader software licenses, four SMA On Wynn Reader network licenses, and four Zoom Text/Magnifying Reader software licenses. • Received \$14,400 in in-kind donations to create a memorial garden, build a kitchenette, purchase a microwave, and for hospitality expenses. • Procured a \$5,000 grant from the California Mortgage Bankers Association.
✓	<p>Assessed programs and services.</p> <ul style="list-style-type: none"> • Placed a poll on OrgSync to capture student perceptions of U.S. Military Veterans. • Conducted a customer satisfaction survey. • Analyzed number of visits, number of students served, program satisfaction, and campus demographics of military affiliated students. • Developed Year 3 goals and objectives with assistance from Institutional Research. • Created a program poster that was displayed at the Supporting Student Success through Assessment, half-day conference.

Table 4. VSC Year 3 Activities

Year 3 Activities	
✓	<p>Marketed VSC to current and incoming student veterans.</p> <ul style="list-style-type: none"> • Created and distributed 7 Reveille e-newsletters. • Updated campus Veterans/Military Corner website. • Revised Veterans View Book to include Palm Desert Campus services. • Created a monthly blog. • Regularly updated Facebook page. • Generated thirty-eight news articles. • Developed a counselor packet to include: admissions and financial aid information, VSC programs and

	services, and ROTC programs.
✓	<p>Made initial contact with prospective student veterans.</p> <ul style="list-style-type: none"> • Provided a 1.5 hour session to 85 warriors at the RSP-Riverside, March Air Reserve Base. • Provided a session titled “Veterans Success: A Team Effort” at the University of Redland’s Share, Lean, Connect high school and community college counselors event. • Provided a session titled “Veteran Services on Campus” to social workers at VA Loma Linda. • Manned a table at the San Bernardino Vet Center’s event titled “Vet to Vet Project Connect.” • Manned a table at the CSUSB’s Transfer Day.
✓	<p>Worked with SLD on Orientation Sessions. The VSC is scheduled to man a table at the two-day Freshman SOAR Programs on the following dates:</p> <ul style="list-style-type: none"> • July 7-8 • July 9-10 • July 14-15 • July 16-17 • July 21-22 • July 23-24 (non-overnight) <p>The VSC will provide a veterans specific orientation session and lunch for student veterans at the Transfer SOAR One-Day Program on the following dates.:</p> <ul style="list-style-type: none"> • Saturday, May 10, 2014 • Saturday, May 31, 2014 • Saturday, June 7, 2014
✓	<p>Provided campus advocacy and support services for student veterans.</p> <ul style="list-style-type: none"> • Provided guidance and 167 referrals to student veterans to other campus resources according to their specific needs. • Facilitated one student veteran advising event the Halloween Haunt. The Spring Fling will be held on 4/29/14. Twenty-eight student veterans attended the fair and were provided valuable information about PAWS, academic advising, Workability, the Career Center, Internships, and VA benefits. • The VSC partnered with the SAIL program to serve student veterans that meet eligibility requirements. “The program provides services aimed at increasing the college retention and graduation rates of targeted undergraduate students. To date, four students have been referred and three have enrolled. • A weekly mental health support group is provided at the VSC by the Psychological Counseling Center.
✓	<p>Developed joint programs.</p> <ul style="list-style-type: none"> • In collaboration with CalVET and the San Bernardino Vet Center organized five community workshops on issues relevant to student veterans: Best Practices and Education for Military and Veterans; Hiring Our Heroes: Career Development for Student Veterans; Military Sexual Trauma; Neurofeedback; and Service to Civilian. • As part of the Inland Empire’s Women Veterans Collaborative facilitated the Women Veterans Appreciation Luncheon. • Became a designated site for Help Hospitalized Veterans. The VSC provided arts and crafts kits free of charge to veterans and military dependents.
✓	<p>Developed campus programs.</p> <ul style="list-style-type: none"> • Implemented S.T.A.R.S.: a monthly skills building training program for student veterans focused on teaching social skills, time management, academic success, responsibility and self-discovery moderated by campus and other notable experts. • Peer Tutoring Sessions are provided at the VSC in STEM and English. • A total of twenty-seven veteran focused campus events will be carried out by year end. • Military Veterans Screenwriter Workshop will meet for nine sessions during the summer starting on July 1 and ending on Aug 26. • Facilitated the Fall Student Veteran Graduation Celebration on 11/26/13 at which 15 student veterans received graduation regalia, the Spring Celebration is scheduled for 6/5/14 Thirty-three student veterans have requested regalia. • Maintained charter status with SALUTE Veterans National Honor Society. Eight student veterans received

	honors.at the Fall graduation celebration.
✓	<p>Sought out funding for VSC.</p> <ul style="list-style-type: none"> • Worked with SVO in the successful procurement of a \$9,500 grant from the SVA Vet Center Initiative through the Home Depot Foundation. • Procured a \$10,000 donation to establish services for student veterans at PDC. • Received a \$20,000 donation from George Murillo for the Veterans Memorial Statue. • Raised \$1,821.05 in contributions for the Veterans Success Initiative Scholarship fund • Procured \$1,534.03 dollars in in-kind donations for Military Appreciation Night. • Received \$37,500 in an in-kind donation in the form of 500 free annual dental plans for veterans valued at \$75 each. • Received in-kind donations of 30 new suit ensembles (suit, shirt, tie, and belt) valued at \$3,000. • Received \$239.30 in in-kind donations for hospitality station at VSC. • Procured a \$5,000 grant from the California Mortgage Bankers Association. • Submitted a Vital Technology grant for \$15,687.
✓	<p>Assessed programs and services.</p> <ul style="list-style-type: none"> • Placed a poll on OrgSync to capture student perceptions of U.S. Military Veterans. • Created a customer satisfaction survey that will be conducted May 2014. • Analyzed number of visits, number of students served, program satisfaction, and campus demographics of military affiliated students.

ACCOMPLISHMENTS/PROGRESS TOWARDS OUTCOMES: (Describe the progress you have made each year toward your original SSI goals and outcomes. Indicate clearly how student success was enhanced by your program or service/s. Be sure to include the measures you employed and evidence/data you collected for each outcome where appropriate.)

Table 5. Year 1 Accomplishments towards Outcomes

Goals	Outcomes	Progress towards Outcomes
Identify space for a Veterans Success Center	Improved rates for: <ul style="list-style-type: none"> • Retention • Graduation • Career Placement 	Three rooms in the basement of the Coyote Bookstore were identified by the university as appropriate space for the VSC. Two new offices were constructed in the smaller rooms and the whole area was renovated.
Purchase, furnishings, signage and equipment		Furnishings were purchased. The furnishings include: office modular furniture for the VSC Director; reception area and itinerant office; lounge furniture for the group room; a 60" wall mounted television with connection to Direct TV, bulletin boards; Plexiglas holders for brochures and magazine; flags for the 5 military branches; framed posters; and signage.
Hire Veterans Assistant (SSP IB with benefits)		Marci Daniels was hired as the VSC Coordinator on April 2, 2012.
Hire a Student Assistant (15 hours per week)		The VSC Assistant Coordinator was not hired because Ms. Daniels requested the use of student assistants in order to save money for programming.
Hire a VA work study student		Three student assistants were hired in

		June 2012.
Purchase office supplies and computers		Computers were purchased for the three offices, as well as three computers for student use.
Market VSC to current and incoming student veterans		A Veterans View Book brochure was developed and 5,000 copies printed. The brochure was used by the VSC, Admissions & Student Recruitment. Articles about the VSC appeared in the following newspapers: The Sun, the Coyote Chronicle, The Press-Enterprise, and the Inland Empire Weekly, as well as on the CSUSB website. The VSC Coordinator was interviewed by CSUSB TV Coyote about VSC services.
Make initial contact for prospective student veterans		The VSC began tracking students on May 24, 2012, 170 student veterans/dependents visited the VSC. Eight prospective student veterans were referred to Juanita Olivo, Admission Veteran Liaison Counselor, Office of Admissions and Student Recruitment. Out of 8 students, 4 were admitted to CSUSB. Moreover, the VSC Director manned a table at the Fontana Senior Center Veterans Fair, the San Bernardino Farmers Fair and Market's Celebrate Veterans Night, and EDD Victorville Honor a Hero, Hire a Vet Job Fair to recruit potential student veterans. The center staff obtained relevant student contact information, briefly discussed CSUSB admissions procedures and provided referrals when appropriate.
Pre-screen admitted students		The VSC staff provided advocacy and linked 26 students to support services in the following areas: Admissions, career counseling, WIA benefits, financial aid, and GI Bill benefits.
Provide campus advocates and support services for student veterans		The VSC staff advocated for veteran graduating seniors resulting in 40 students receiving stoles, referred 6 students to ROTC, 8 to admissions, helped 3 students with PAWS, linked 1 student to an internship, made 1 WIA referral, and 1 student was given moral support.
Work with SLD on veterans orientations, provide academic/educational counseling, assist with health benefits, develop		The VSC manned an information table at SOAR events: May 18, 2012 (14 participants); June 2, 2012 (15 participants); June 9, 2012 (7

mentorship program		participants). A luncheon and educational session were also sponsored by the VSC and Student Veterans Organization (SVO).
Have staff from community agencies in the VSC on a minimum monthly basis		The County of San Bernardino Dept. of Veterans Affairs, San Bernardino Veterans Center, California Department of Veterans Affairs, Vet Hunters Project, VA Loma Linda Health System, Dept. of California Disabled American Veterans, Employment Development Department, Student Veterans Organization, Crafton Hills Community College, Peace Corps, National Guard, Coast Guard, Navy and United States Army have all toured, provided literature, services, and other resources at the VSC.
Seek out funding for VSC		The center received in-kind donations from local businesses in the amount of \$1,653.80.
Develop joint programs		The VSC participated in the Combat to College II Symposium and agreed to spearhead a regional needs assessment.
Develop campus based programs		The VSC sponsored the following programs: Armed Forces Week, Yellow Ribbon Campaign, Memorial Day and Grand Opening Celebration, and the Student Veterans Graduation event. 290 participated in the events.
Assess programs and services	Determine effectiveness of programs and services	Marci Daniels worked with Dr. Allen Butt, Lisa McElvaney and Office of Institutional Research staff to develop appropriate assessment tools and measurements for Year 2.

Table 6. Year 2 Accomplishments towards Outcomes

Goals	Outcomes	Progress towards Outcomes
SLG Goal 1: Through interaction with the VSC, student veterans will be able to locate CSUSB policies, procedures and resources for use in the pursuit of their academic goals.	Outcome 1: Students will demonstrate the ability to locate CSUSB policies, procedures and resources that are pertinent to their university concerns.	86 student veterans participated in five veteran-specific SOAR sessions. After the sessions, 15 letters were sent to students that had additional questions via e-mail. Out of that number, 5 students requested and were provided with supplemental information. Pre- and post-test surveys were under development for implementation in Year 3.
SLG Goal 2: Through involvement with the VSC, student veterans will be	Outcome 2: Student veterans who receive assistance from the VSC will	The center has an extensive referral tracking process that enables the staff

<p>better able to manage their personal affairs in the university environment.</p>	<p>exhibit self-reliant behavior in the university environment.</p>	<p>to track students linked to resources that are pertinent to their university concerns. Using a referral tracking form, the VSC is better equipped to assist students with their challenges. The VSC staff followed up with staff and 71 students to confirm that they were successfully linked to the referral source.</p> <p>The VSC organized two resource fairs held at the center: the Halloween Haunt and Spring Fling. Thirty-nine student veterans attended the fairs and provided valuable information about PAWS, academic advising, Workability, the Career Center, Internships, and VA benefits.</p> <p>A 5-question 10-point Likert survey was implemented at the Spring Fling. The results were as follows: Respondents: 9</p> <ul style="list-style-type: none"> • 67% rated the event as extremely helpful, 22% as very helpful, and 11% as helpful. • 78% rated the event as extremely informational, 11% as very informational and another 11% as informational. • Reasons for attending: <ul style="list-style-type: none"> -PAWS-21% -Academic Advising-21% -Workability-14% -VA-21% -Career Center-14% -Internships-9% <p>A qualitative question was asked on the survey: What would you like us to change or improve for the next fair? Five respondents remarked that the event needed to be better advertised. Based on this finding, information for upcoming resource fairs is included in the Reveille newsletter and posted on the Facebook and OrgSync pages and flyers are posted throughout the center.</p>
<p>SLG Goal 3: Student veterans that utilize the VSC will demonstrate increased levels of engagement with the VSC and the Greater Campus</p>	<p>Outcome 3: Student veterans demonstrate increased campus engagement by attending VSC-sponsored events.</p>	<p>The VSC organized 18 events at which 2,245 individuals participated. The Reveille e-newsletter contained 45 articles promoting campus events.</p>

community.		
OP Goal 1: The VSC will develop long lasting partnerships on and off campus that serve to support and enhance CSUSB student veteran programs.	Outcome 1.1: Through strategic operations with other post-secondary institutions and community partners, the VSC will provide greater access to learning opportunities and programs for student veterans.	Through the VSC's partnership with other Inland Empire post-secondary institutions and community partners, 6 learning opportunities for students were provided: Best Practices for Military and Veterans Education held on 7/9/13; Hiring Our Heroes: Career Development for Student Veterans held on 9/11/13; Military Sexual Trauma held on 10/1/13; Neuro-feedback held on 1/14/14; and the Women Veterans Appreciation Luncheon held on 3/8/14. Service to Civilian will be held on 4/30/15. Moreover, many of these speakers have provided services to students at the VSC. For example, two VA Loma Linda psychologists who presented Year 2 provided CSUSB student veterans with a session on healthy behaviors on 4/10/14.
	Outcome 1.2: By sharing event costs with partners, the VSC will achieve cost savings that contribute to sustainable operations.	The VSC spent less than 1% of its budget on the total cost of shared events.
OP Goal 2: The VSC will facilitate improved coordination and collaboration among CSUSB veteran-dedicated staff members.	Outcome 2: Student veterans will experience a high quality of service from CSUSB veteran-dedicated staff.	The VSC facilitated two meetings of veteran dedicated staff: 10/5/12 and 5/2/ 13. Topics of discussion included: Reporting student veteran numbers, increasing applications/enrollments, VA Work Study, Transfer Seminar, Career Center, and Careers in Teaching.
OP Goal 3: The VSC will become CSUSB's principal resource for student veteran affairs.	Outcome 3.1: The VSC will increase faculty and staff awareness of student veteran issues.	The VSC hosted 7 events focusing on Military Culture. 2,245 participated.
	Outcome 3.2: The VSC will help improve the image of U.S. Military Veterans on the CSUSB campus.	A poll was placed on OrgSync on 5/30/13 regarding faculty/staff perceptions of veterans. Respondents ranked the U.S. Military as the most valued profession at 92%.
	Outcome 3.3: The VSC advisory board/Veterans Task Force will be more responsive to student veterans' issues.	The Veterans Task Force met 3 times and proposed 9 recommendations for improvement.
OP Goal 4: Student veterans will report having a positive experience at the VSC.	Outcome 4: A majority of students surveyed will report that they are satisfied or very satisfied with the VSC.	The VSC administered a customer satisfaction survey. 100% of respondents stated they would recommend the VSC to a friend and 92% rated their experience at the VSC as excellent, the remainder rated the

		center as very good.
--	--	----------------------

Table 7. Year 3 Accomplishments towards Outcomes

Goals	Outcomes	Progress towards Outcomes
SLG Goal 1: Provide academic support	1.1 Student veterans will understand their coursework	The VSC provided 34 hours of peer tutoring in STEM and English. A 7-question Likert survey was administered. The results are recorded in the cumulative finds section. The VSC provided access to the computer lab during all hours of operation. Through March 31, 2014, 2,948 visits were made to the Coyote Computer Command Center.
	1.2 Students will be able to find and interpret relevant information from text, tables, graphs, maps, media, personal communication, observation and electronic databases.	The VSC will host a seminar on how to conduct research during the Spring quarter.
SLG Goal 2: Connect students to campus resources, policies and procedures.	2.1 New student veterans will be able to locate campus policies, procedures, opportunities and individuals that can contribute to their academic and personal success.	The VSC will provide 3 orientation sessions specific to student veterans during SOAR and table at 6 Freshman SOAR orientations. Student assistants provide peer mentorship to 45 student veterans transitioning to CSUSB. Moreover, 92 letters were sent to veterans interested in attending CSUSB. The VSC facilitated two resource fairs: the Halloween Haunt held on 10/31/14 and the Spring Fling, which is scheduled April 29, 2014.
	2.2 Students will engage as part of a larger campus community.	The August and September Reveille newsletters were devoted to how student veterans are leaving their "boot print" at CSUSB..
SLG Goal 3: Provide co-curricular activities.	3.1 Student veterans will demonstrate increased campus engagement by attending VSC-sponsored events.	To date, the VSC sponsored 9 campus events attended by 1,669 participants. Three events have been scheduled for the Spring quarter (Armed Forces Day/Yellow Ribbon Campaign, Memorial Day, and Spring Veterans Graduation Celebration).
	3.2 Students will participate in clubs and activities.	The VSC hosted a monthly seminar series. To date, six seminars have been held and 81 students have participated.
	3.3 Students will exchange experiences and successes.	The VSC has produced and distributed 7 Reveille e-newsletters featuring 50 articles where students exchanged experiences and successes. Three

		more Reveille e-newsletters will be produced and distributed prior to the end of the academic year.
OP Goal 1: Further interdepartmental coordination to enhance student veterans' retention rates and academic success.	1.1 The VSC will improve coordination and collaboration among CSUSB veteran-dedicated staff members resulting in a higher quality of service.	The VSC hosted a meeting of PDC veteran-dedicated staff members on 10/29/13. The second meeting is scheduled for 4/24/14.
	1.2 The VSC will facilitate a minimum of two student veterans advising events per academic year.	<p>The VSC held one student veteran advising events: the Halloween Haunt on 10/31/13. Twenty-eight students attended. A five-question 10-point Likert survey was administered to participants. The results were as follows:</p> <p>Respondents: 14</p> <ul style="list-style-type: none"> •71% rated the event as extremely helpful, 14% as very helpful, 7% as helpful, and 7% not so helpful. •79% rated the event as extremely informational, 7% as very informational, 7% as informational, and 7% as not so informational. •Reasons for attending: <ul style="list-style-type: none"> -PAWS/Grad Check-37% -GI Bill-11% -Academic Advising-11% -Workability-11% -VA-5% -Career Center-16% -Careers in Teaching-11% <p>A qualitative question was asked on the survey: What would you like us to change or improve for the next fair? Two respondents remarked that the event needed to be better advertised. Based on this finding, information for upcoming resource fairs is included in the Reveille newsletter and posted on the Facebook and OrgSync pages and flyers are posted throughout the center. Two responded wrote that they needed more information than what was provided at the table. The Spring Fling is scheduled for 4/29/2014.</p>
	1.3 The VSC will more efficiently link students to resources and services based on their specific needs.	Through March 31, 2014, the VSC linked 167 students to resources and services based on their specific needs.
OP Goal 2: Develop long lasting partnerships with veteran serving organizations and post-secondary	2.1 The VSC will establish effective partnerships which include diverse memberships, vision statements and	The VSC is a founding member of the Inland Empire Veteran Education, Mental Health, and Women's

institutions to garner community resources, learn best practices and better understand the specific needs of student veterans.	evidence processes.	Collaboratives and as such has facilitated four workshops and one event: Best Practices for Military and Veterans Education held on 7/9/13; Hiring Our Heroes: Career Development for Student Veterans held on 9/11/13; Military Sexual Trauma held on 10/1/13; Neurofeedback held on 1/14/14; and the Women Veterans Appreciation Luncheon held on 3/8/14. Service to Civilian will be held on 4/30/15.
	2.2 The VSC will develop a student veterans' profile to create programs and services that meet student needs.	Beth Jaworski has contracted as the PI for the Inland Empire Student Veterans Needs Assessment. She is working to complete the IRB protocol and student survey. To date, U of R, UCR, SBVC, and CHCC have sent letters of commitment to the project.
OP Goal 3: Build an environment that promotes understanding and nurtures the value of military service and the celebration of human difference.	3.1 The VSC will increase faculty and staff awareness of student veteran issues.	To date, the VSC has hosted 4 university-wide events highlighting military tradition. Three more events Armed Forces Day/Yellow Ribbon Campaign and Memorial Day (SB and PDC campuses) are scheduled for the Spring quarter.
	3.2 The VSC will improve the image of U.S. Military veterans on the CSUSB campus.	A poll was placed on OrgSync on April 10, 2014 to capture student perceptions of U.S. Military veterans.
OP Goal 4: Provide a positive experience for student veterans.	4.0 A majority of students surveyed will report that they are satisfied or very satisfied with the VSC.	The annual student veteran satisfaction survey will be conducted during the month of May 2014.
	4.1 The VSC will determine why veterans leave CSUSB.	Tanner Carollo, Institutional Research, identified 8 veterans that did not return Year 3. The VSC has requested that Grace Dempsey provide contact information so that we can determine why they left CSUSB.

CUMULATIVE FINDINGS: (Please discuss the overall results of your SSI-funded program(s), project(s), etc. as they pertain to your original outcomes *over the course of the past three years*. What improvements should be made?)

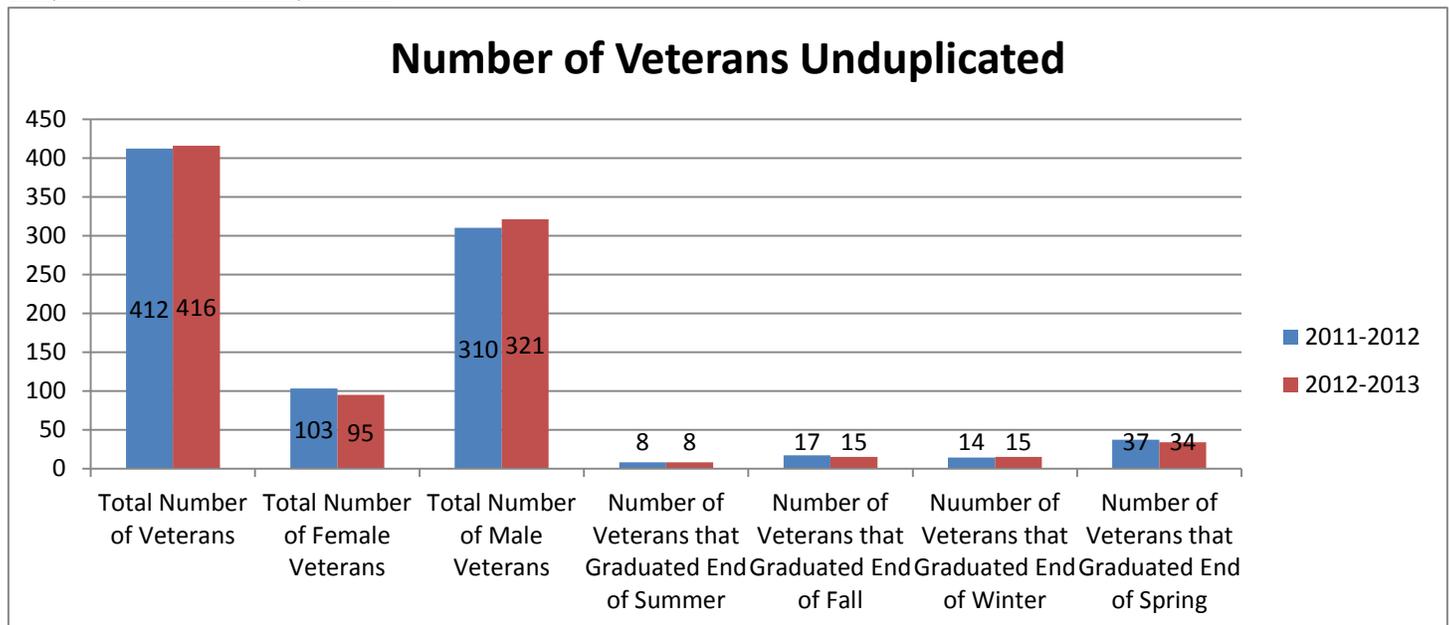
See next page.

I. Student Demographics

Table 8. Unduplicated Number of Student Veterans and Number of Graduates by Gender

	2010-2011	2011-2012	2012-2013
Total # of Veterans (Unduplicated)	401	412	416
# of Female Veterans (Unduplicated)	105	103	95
# of Male Veterans (Unduplicated)	296	310	321
# of Veterans that Graduated at the end of Summer	6	8	8
# of Veterans that Graduated at the end of Fall	15	17	15
# of Veterans that Graduated at the end of Winter	7	14	15
# of Veterans that Graduated at the end of Spring	40	37	34

Graph 1: Veterans Unduplicated



The number of veterans has remained consistent the last two years, showing an increase of 6 student veterans. Although the number of female veterans has dropped, the number of male veterans rose. It is evident from the graph above that most veterans graduate at the end of the spring quarter, followed by fall quarter, winter and summer.

Table 9. Average GPA for Total CSUSB Veteran Population

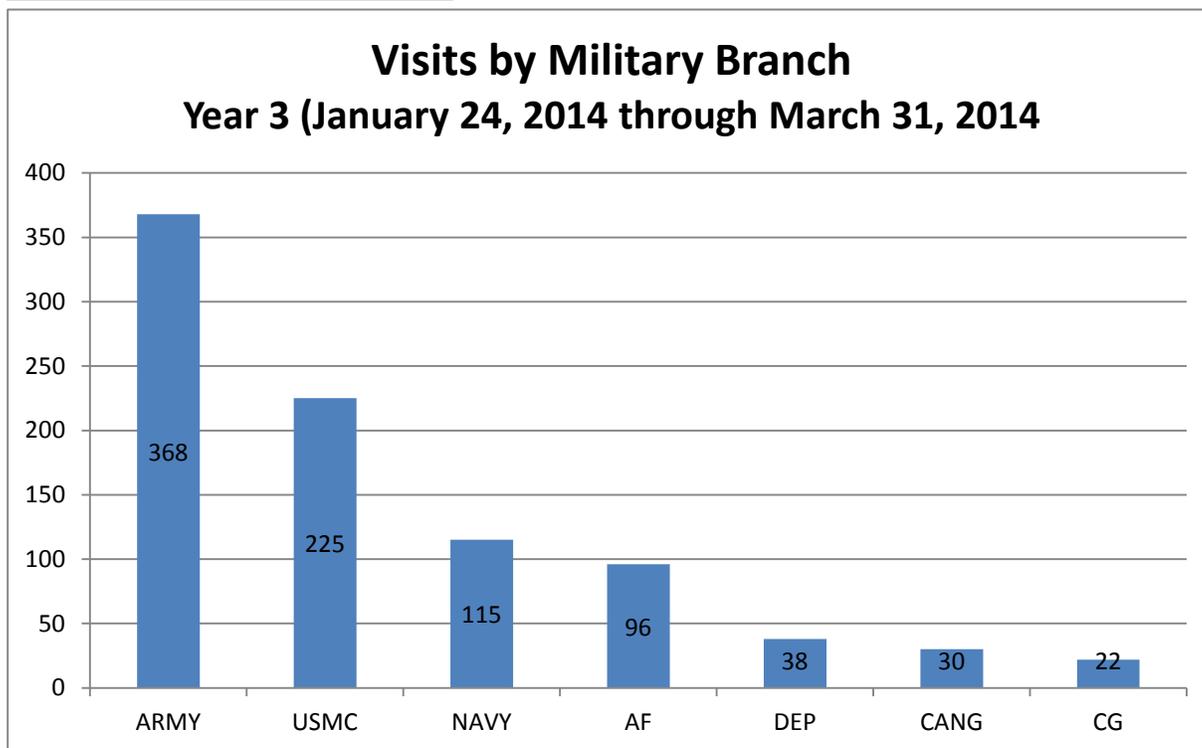
Average GPA for Total Veteran Population per Academic Year	3.20	3.18	3.20
Average GPA for Total Student Population per Academic Year	2.99	2.98	2.99
Average GPA for Female Veterans per Academic Year	3.21	3.18	3.16
Average GPA for Total Female Population per Academic Year	3.01	3.00	3.00
Average GPA for Male Veterans per Academic Year	3.20	3.19	3.20
Average GPA for Total Male Population per Academic Year	2.96	2.95	2.96

Note*: The information presented in Table 9 represents an averaged GPA (of up to 3 terms) which is then averaged across the group. Since veterans tend to be upper division, post-bacc and graduate students the GPA for the vets may be inflated by comparison.

Table 10. Persistence Rates for Total CSUSB Veteran Population

Persistence Rate Per Academic Year	2010-2011	2011-2012
Total Veterans	80.3%	84.7%
Total Female Veterans	81.9%	81.6%
Total Male Veterans	79.7%	85.7%

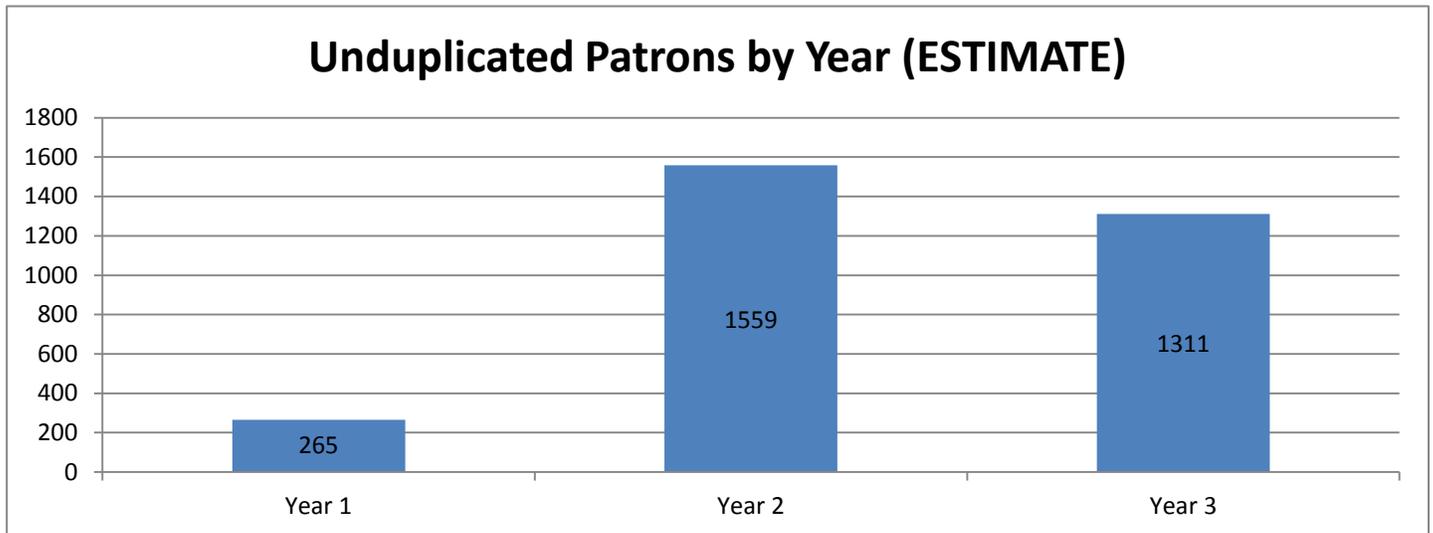
Graph 2: Military Branch (n = 894)



The VSC began recording the military branch of patrons on the sign-in sheets in late January, and as shown by the graph above, U.S. Army veterans visited the center the most, followed by Marines, Sailors, Airmen and Coast Guard. Dependents frequent the center as well, with 38 recorded visits within the past two months.

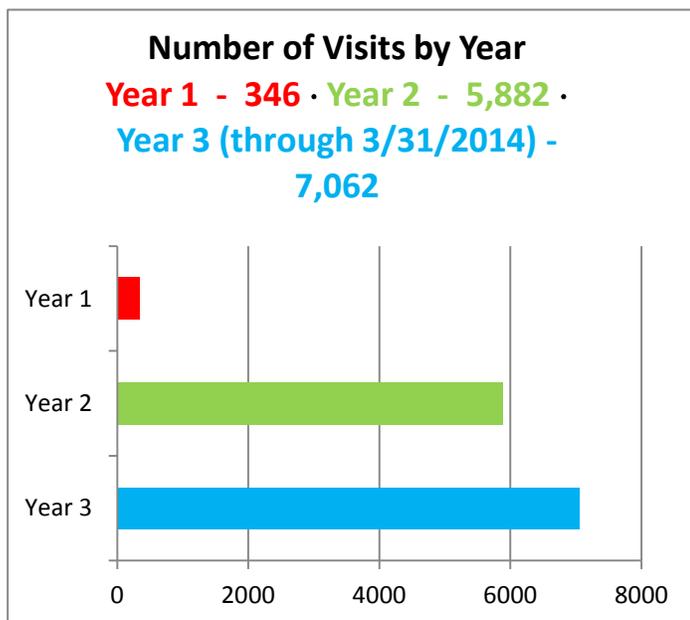
II. VSC User Data

Graph 3: Unduplicated Patrons (n = 3,135)



The VSC uses a sign-in system to record numbers of visits by patron. Using the data obtained from the sign-in sheets, the VSC recorded 1,311 unduplicated patrons for Year 3 (through 3/31/2014), 1,559 for Year 2 and 265 for Year 1. It must be noted that spring quarter and summer session 1 are not included in the data for Year 3. NOTE* There is a small margin of error in analyzing unduplicated patron data due to illegible signatures and inconsistent names used when signing-in.

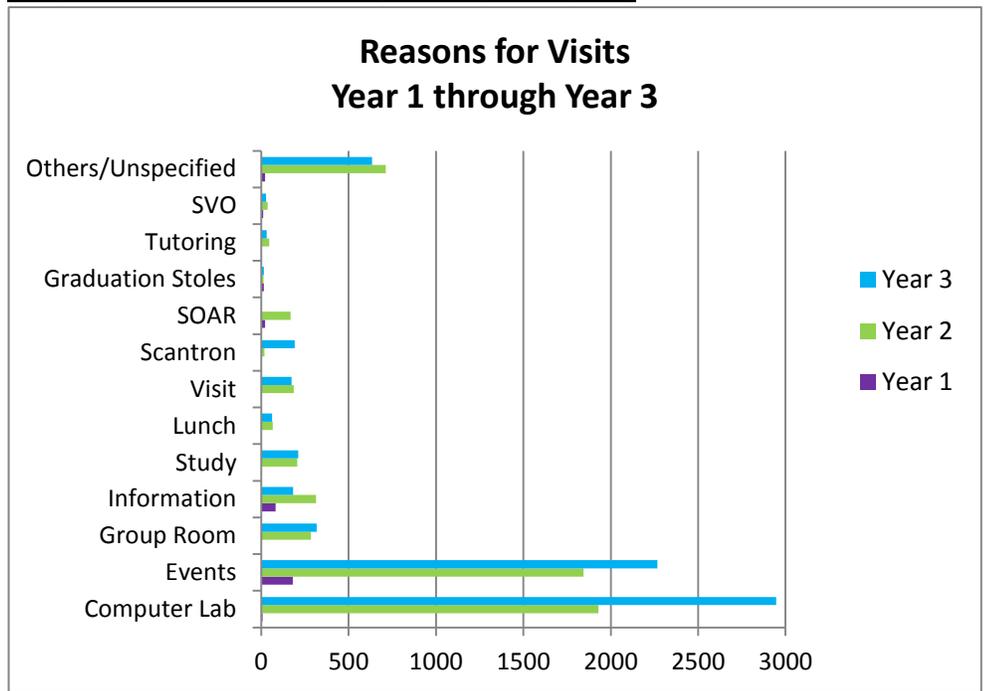
Graph 4: Total Visits by Year (n = 13,290)



VSC analyzed sign-in sheets to determine total visits. Year 3 (through 3/31/14) showed a 20% increase in visits compared to Year 2, it must be noted, however, that the spring quarter and summer session 1 are not reflected in the total. The increase in the number of visits between Year 1 and Year 2 was the most significant, with total numbers increasing from 346 to 5,882. The beginning of Year 3 began with a significant increase in monthly visits, with September and October totaling over 1,000 visits each. The increase in numbers could be partially attributed to better marketing efforts such as the national recognition the VSC received, the e-newsletter and other reasons such as patrons' word of mouth.

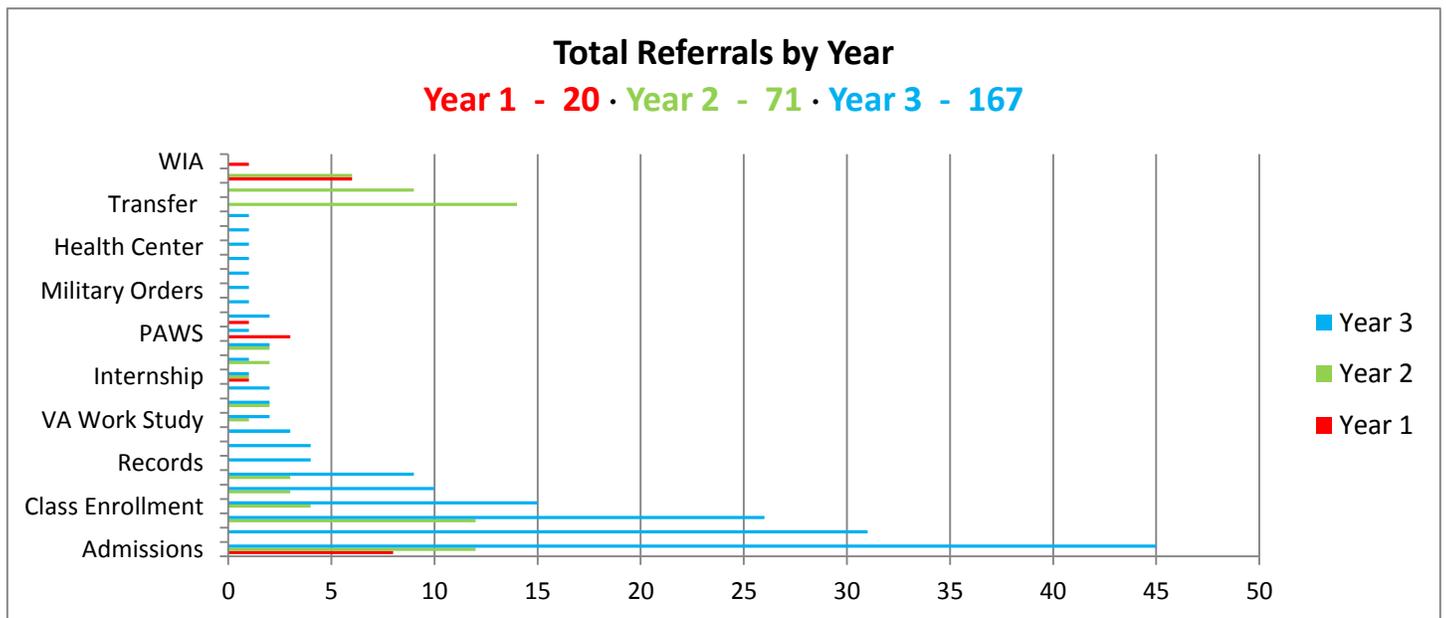
Graph 5: Reasons for Visits by Yearn (n = 13,290)

Sign-in sheets, which include reasons for visit, were analyzed for all three years. The most common reason for visit at the VSC is the Computer Lab, as illustrated in the graph to the right, followed by events and the group room. Between Year 2 and Year 3, computer lab usage increased by 52% and event attendance increased by 23%. Group room usage showed an increase of 11%.



Note*: There is a margin for error as patrons write their initial reason for visit, which does not include subsequent services provided.

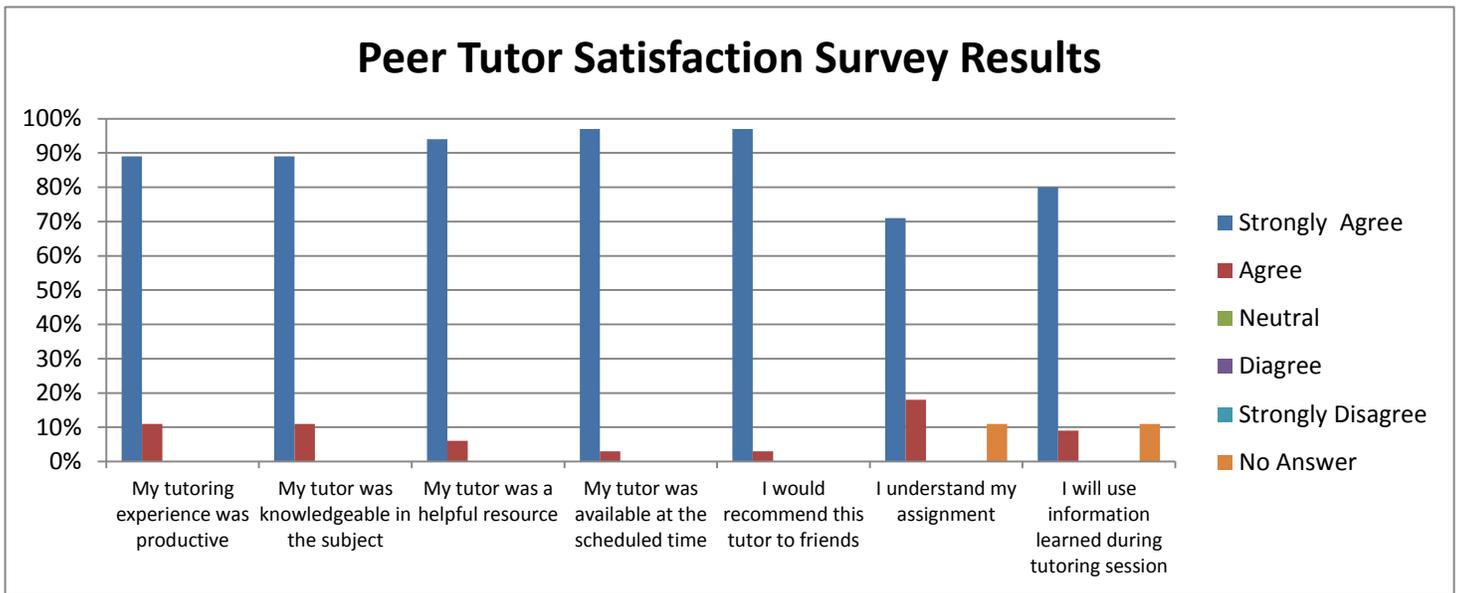
Graph 6: Total Number of Referrals (n = 258)



Referral forms were analyzed for all three years. The VSC more than doubled the number of student referrals between Years 2 and 3, from 71 referrals to 167. The most common reason for referral was to acquire more information from admissions, followed by class enrollment and then information from the office of Records, Registration and Evaluations.

III. VSC Programs

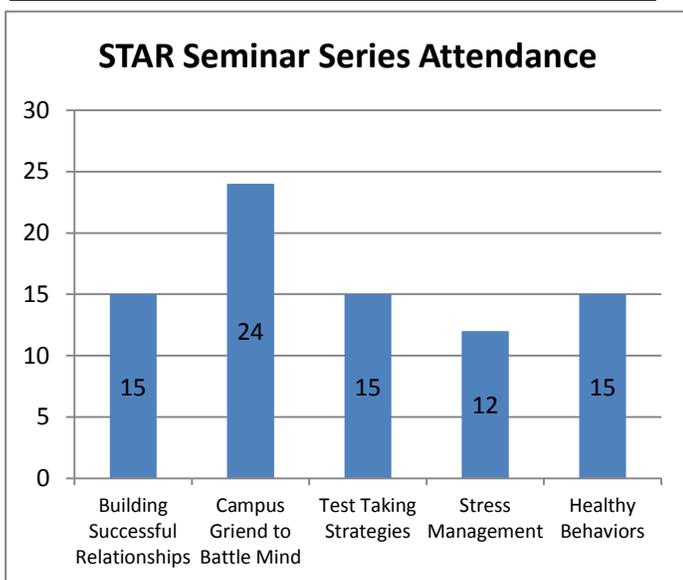
Graph 7: Tutor Satisfaction (n = 34)



A satisfaction survey instrument consisting of 7 questions based on a 10-point Likert scale, 10 being the most positive mark is administered at the conclusion of tutoring sessions. The responses were grouped using the following scale: 10-9 strongly agree, 8-7 agree, 6-5 neutral, 4-3 disagree, and 2-1 strongly disagree.

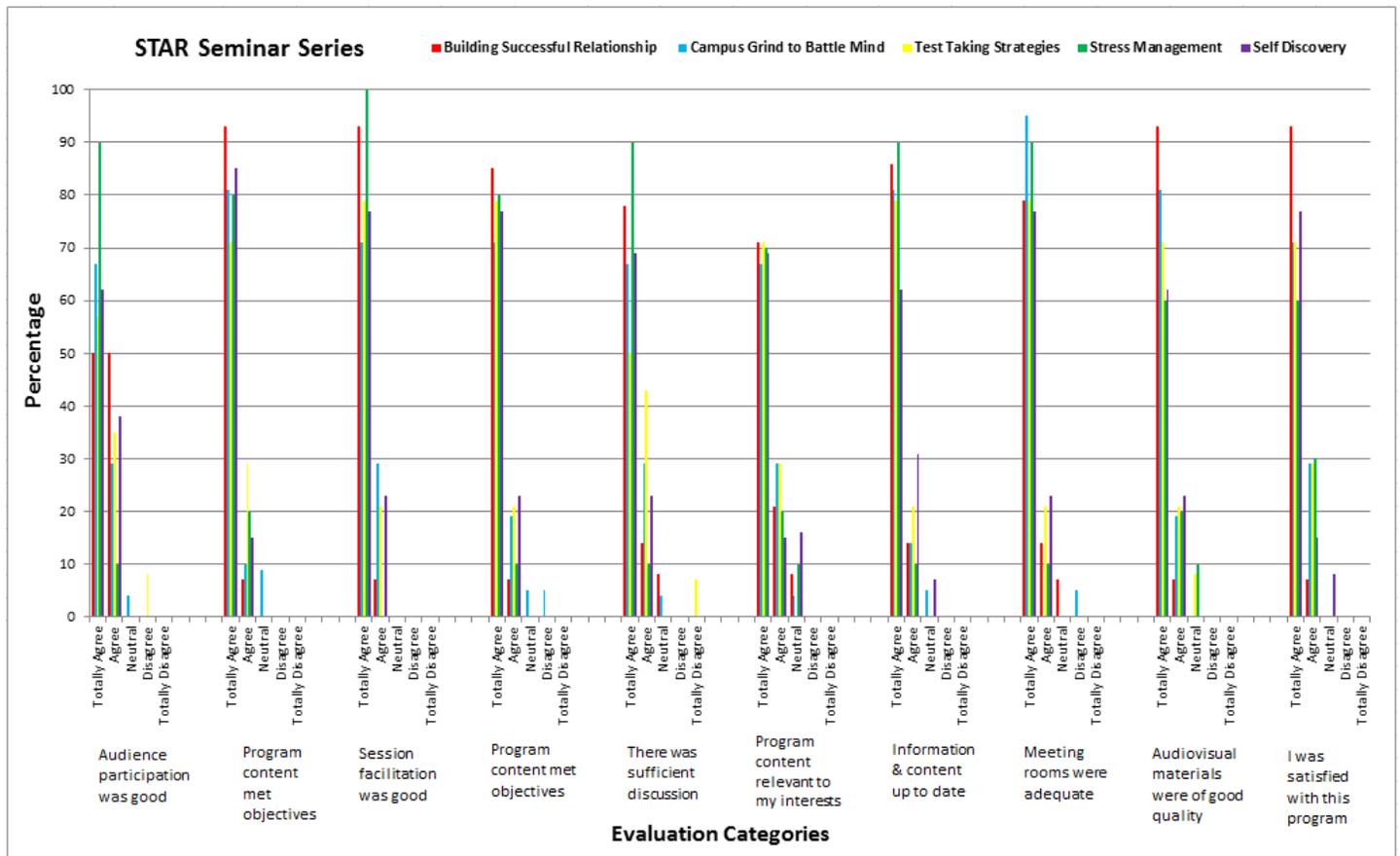
The peer tutoring offered at the VSC was a success, as 97% of survey respondents strongly agreed that they would recommend the tutor to friends and 94% responded that their tutor was a helpful resource. 72% strongly agreed and 18% agreed that they understood their assignment at the conclusion of the session. 80% strongly agreed and 9% agreed that they will use the information learned during tutoring. Not a single respondent felt that their experience was a waste of time.

Graph 8: STAR Seminar Series Attendance (n = 81)



Seminar attendance rosters were analyzed. The attendance at the STAR seminars has been generally consistent, with the highest recorded number at the “Campus Grind to Battle Mind” seminar hosted on November 5, which recorded 24 attendees, while the average attendance for the other seminars was 14. The VSC provides a free lunch for veterans that attend.

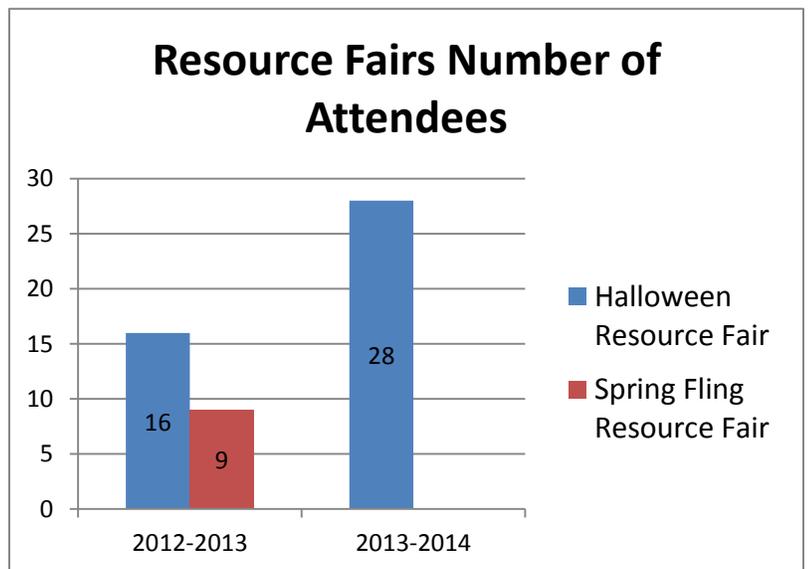
Graph 9: STAR Seminar Series Survey Results (n = 72)



The graph on the preceding page displays the results of the satisfaction survey that STAR seminar attendees are asked to complete after each session. The instrument has five questions based on a 5-point Likert scale. As you can see, the seminars are successful; nearly all respondents gave positive feedback on the question of the seminar’s relevance to their interests. We expect to continue with our monthly seminar series, providing veterans with opportunities to gain knowledge on a wide variety of topics relevant to student veterans’ success.

Graph 10: Resource Fairs (n = 53)

Resource Fair sign-in sheets were analyzed. The attendance for the fall resource fair almost doubled, with the attendance of our Year 3 Halloween Resource Fair increasing by 75% compared to our 2012 Halloween Fair. We recorded 9 visits for the Spring Resource Fair that was held in Year 2. The next Spring Fling is scheduled on April 29, 2014.



Graph 11: Resource Fair Satisfaction: Experience (n = 53)



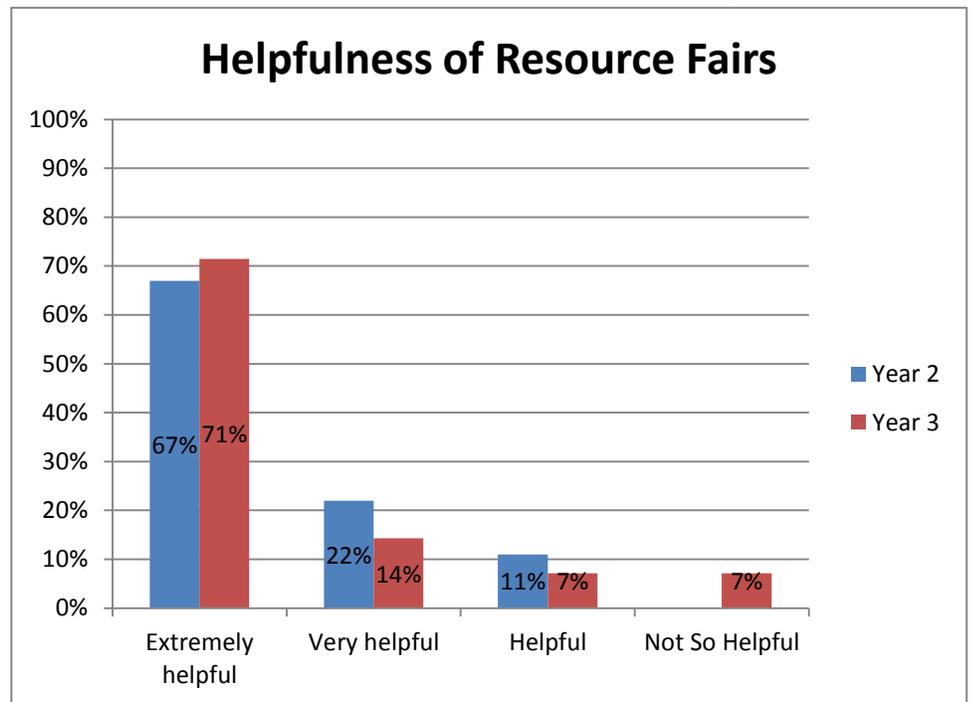
The satisfaction survey instrument consists of five questions on a 10-point Likert scale, 10 being the most positive mark. The responses were grouped according to the following scale: 10-9 excellent, 8-7 very good, 6-5 good, 4-3 fair, and 2-1 poor.

There has been an improvement in the quality of our resource fairs, with a 22% improvement in survey respondents marking their experience as “excellent.” In terms of overall experience, there has not been a single

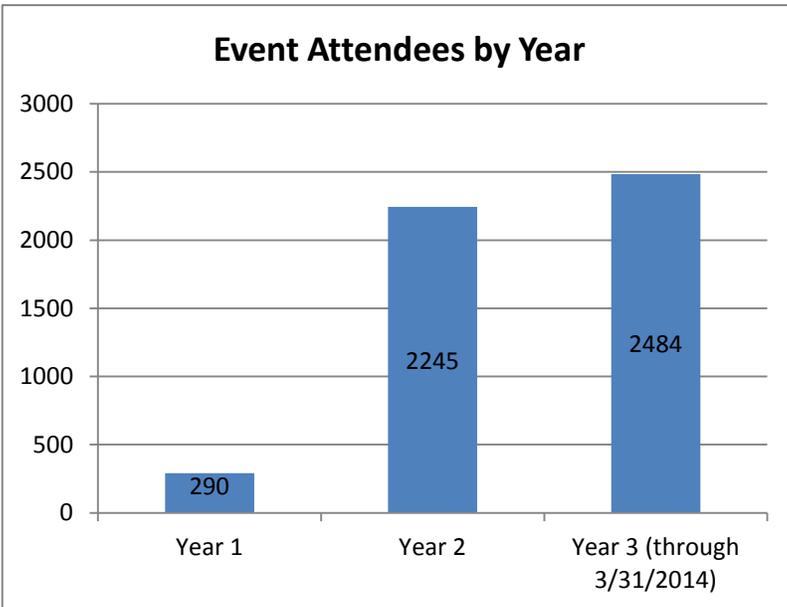
negative remark in the resource fairs that we held.

Graph 12: Resource Fair Satisfaction: Helpfulness (n = 53)

The ranking of helpfulness of the resource fairs has been consistent throughout Year 2 and 3, with 67% rating it extremely helpful in Year 2 and 71% rating it extremely helpful in Year 3. One individual rated the fair as not so helpful due to the department he was interested in left before he arrived.



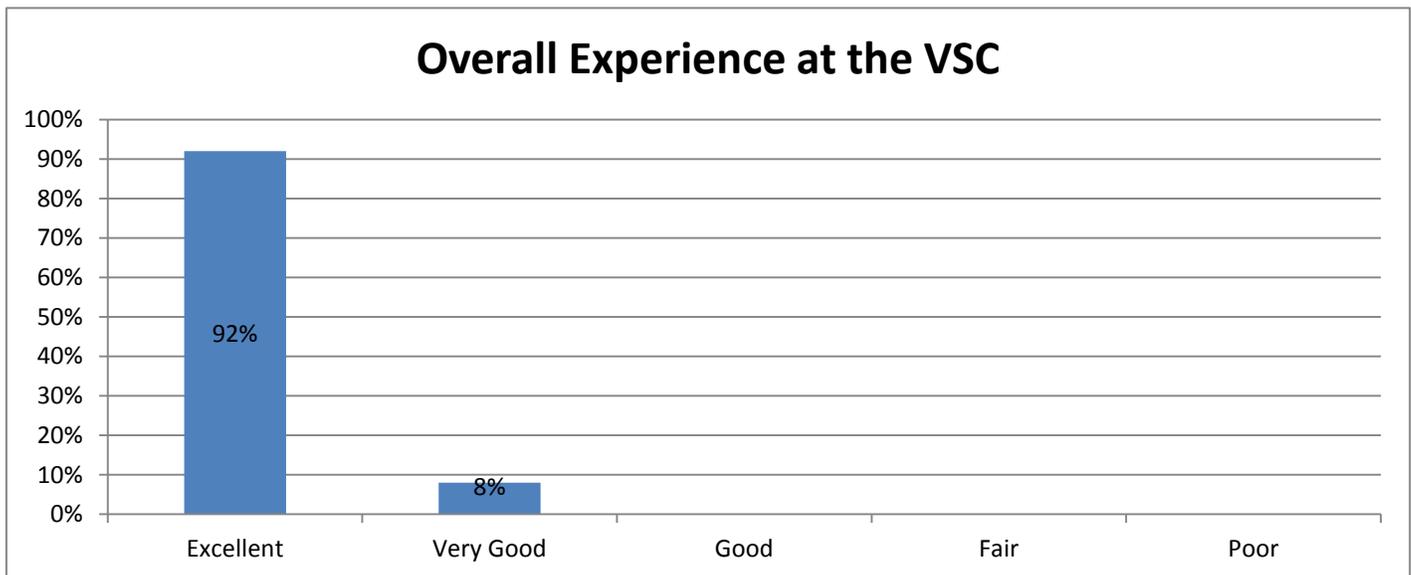
Graph 13: Events: (n = 5,019)



Event sign-in sheets were analyzed by year. Year 3 has surpassed Year 2 in number of participants at events, and it must be noted again that spring quarter and summer session 1 are not included in the data. Year 1 only includes events from May 25, 2012 to June 30, 2012

IV. Customer Service

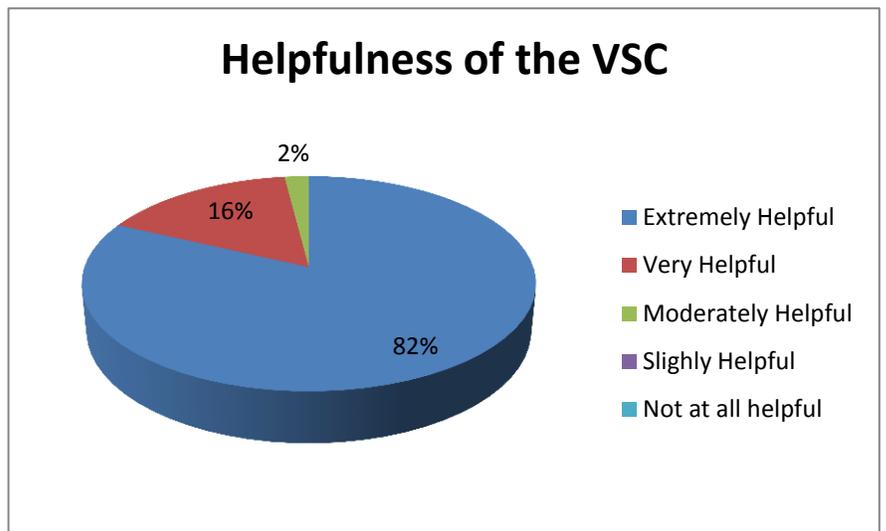
Graph 14: Survey Results: Experience (n = 72)



The VSC conducted a satisfaction survey in Spring of 2013 to assess how patrons perceive the center and how we can better assist them. A survey instrument gathering quantitative and qualitative data was given to all veterans during the month of April. The survey consisted of 13 questions and was based on a 10-point Likert scale. The responses were grouped according to the following scale: 10-9 excellent, 8-7 very good, 6-5 good, 4-3 fair, and 2-1 poor. As illustrated by the graph above, 92% of those surveyed rated their experience at the VSC as excellent, and 8% rated their experience as very good.

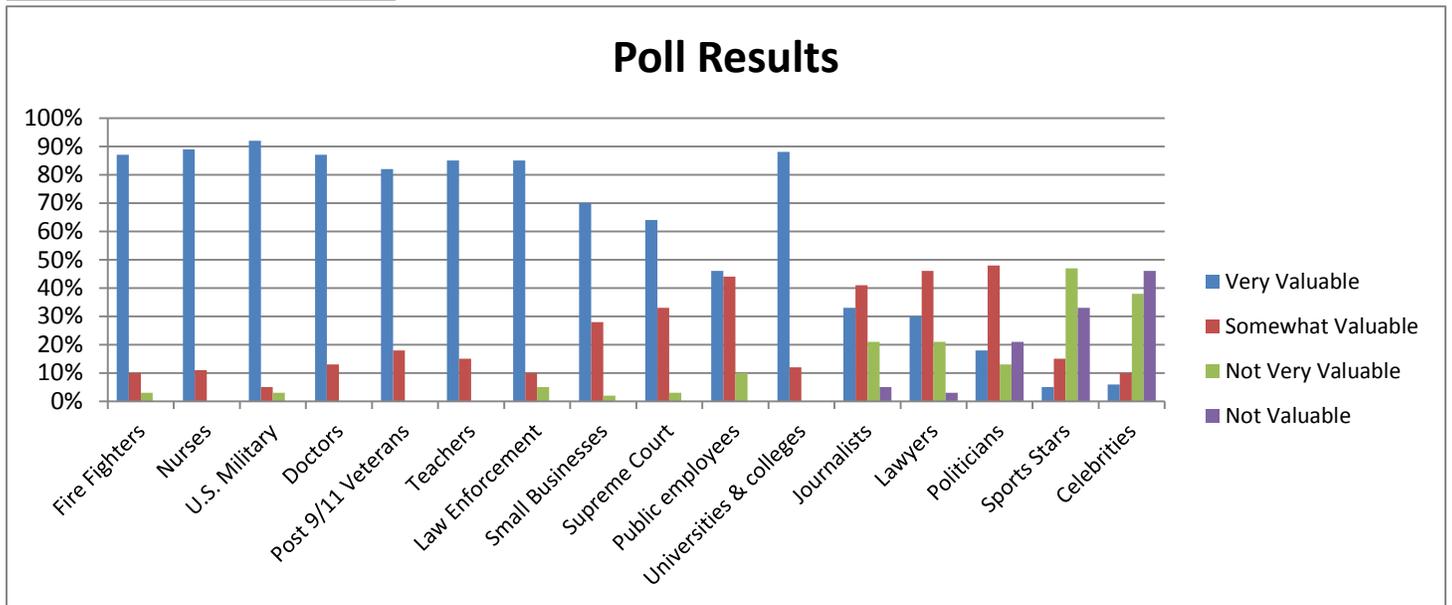
Graph 15: Survey Results; Helpfulness (n = 72)

The satisfaction survey posed a question asking respondents how helpful the center staff is to the patrons. 82% of respondents stated extremely helpful, followed by 16% stating they are very helpful and the remaining 2% stating they are helpful.



V. Military Friendliness

Graph 16: Poll Results (n = 39)



A poll was placed on OrgSync to assess how the campus community viewed different professions. Out of 39 respondents, 92% ranked the U.S. Military as very valuable, 5% marked the profession as somewhat valuable and the remaining 3% marked the profession as not very valuable. Sports stars were viewed as the least valuable profession, as 47% marked this profession as not very valuable and 33% marked it as not valuable.

CHALLENGES: (Please list any significant challenges encountered over the course of the past three years that have affected your ability to fully implement your intended activities or to reach your articulated outcomes. How did you address these challenges?)

Through the tenacity and fortitudinous of its staff, the VSC has been able to implement its intended activities. The following represented opportunities to improve service delivery.

One-stop Shop: Originally, veteran serving community organizations and campus departments were scheduled to provide monthly “office hours” at the Veterans Success Center. Unfortunately, there was not enough demand for the services as generally student veterans had a one-time need and once addressed did not require ongoing services. Moreover, several departments required confidential work space at the VSC. Since the VSC has only two offices, VSC staff had to vacate, displacing them for that period of time. In light of this, two resource fairs are held at the center-- one in the fall quarter and one in the spring quarter. Implementing the resource fairs has proven to be a much more efficient and effective use of staff and agency time.

ASA II Position: The VSC director requested foregoing hiring the ASA II position and instead hiring 1.5 FTE student assistants because of limited SSI funding. Had the position been filled, the VSC would have had approximately \$6,000 for office supplies and programming for the year. This presented a challenge because student assistant schedules changed quarterly leaving large gaps without coverage. In order to attend meetings, mandatory trainings, participate in activities, etc. the director had to rely on volunteers to man the center during these gaps. As the center grew in popularity this became a tremendous challenge for the director to serve students and attend on and off campus activities. President Morales recognized this challenge and increased the center’s budget so that an ASA II could be hired.

Graduation and Retention Rates: The VSC is a voluntary center and, therefore, student veterans are not required to receive services. While this allows the VSC to function as a safe haven for student veterans who are faced with academic and social challenges, it does not allow staff to sanction students (i.e. academic holds, etc.) so that they must receive needed services. In order for the VSC to maintain this delicate balance, the VSC Director partnered with SAIL.

LESSONS LEARNED: (Please share any additional information you’d like regarding this area not covered above.)

University Processes: CSUSB has complex approval processes that in some instances require approval from multiple departments and the creation of accounts to receive funds from collaborators. Moreover, locating these policies on the website can be challenging and time consuming. In light of this, the VSC staff has learned to begin the approval process early so that activities are not hindered.

Collaborations: When collaborating with organizations and campus departments on events, staff now ensures that they have a documented understanding (meeting minutes/MOU) of each party’s roles and responsibilities. Unfortunately, the VSC has on many occasions had to assume costs and provide labor to carryout activities assigned to others.

Be Flexible: On any given day what you had mapped out to do will change—as the Marine Corps mantra states, “Improvise, Adapt, and Overcome.”

SUSTAINABILITY: (Please explain how your department is planning for the continuation of your SSI-funded programs, projects, activities, etc.)

CSUSB’s VSC has developed high quality programs and services that have been well received by the student veterans it serves. The results of the annual customer satisfaction survey for the 2012-2013 academic year support this claim. On the question “Would you recommend the Veterans Success Center to a friend?” One hundred percent of the respondents marked “Yes.” When asked, “How has your experience at the Veterans Success Center been?” Ninety-two percent of student veterans marked their experience at the center as excellent and 8% marked very well. The center, which has been in existence for just under two years has already built a strong reputation throughout the Inland Empire for offering innovative leadership opportunities and education programs. Recently, CSUSB was ranked No. 12 among

four-year colleges by Military Times, "Best for Vets: Colleges 2014" and as the top public university in the state for services it offers to military personnel and veterans, according to Military Advanced Education's 2014 Guide and was named by Victory Media Group as a Military Friendly School, placing CSUSB in the top 20 percent of colleges, universities and trade schools in the nation working with vets. VSC staff placed a poll on OrgSync regarding faculty/staff perceptions of veterans. Respondents ranked the U.S. Military as the most valued profession at 92%. With continued SSI funding, the VSC will continue to foster a welcoming campus environment, quality programs, and a path to success for veterans, dependents and service members.

In addition to maintaining existing programs and services, plans for the 2014-2015 academic year include:

- Military Veterans Screenwriter Workshop provided by Adjunct Faculty Professor Andreas Kossak, a graduate of the USC School of Cinematic Arts, will meet for nine sessions during the summer starting on July 1 and ending on Aug 26. The proposed outcomes for veterans include: the development of professional skills in screenwriting; expanded career opportunities; and, the creation of a screenplay with commercial potential. Eventually, veterans could form writers' groups to support each other, as well as gain access to resources available to them in the film industry.
- In collaboration with Professor Michael Stull, Academic Director, Entrepreneurship program (BA & MBA) and Director, Inland Empire Center for Entrepreneurship (IECE) six workshops on topics ranging from credit and debt education, benefits of homeownership, and personal finance literacy will be offered. The workshops will be provided both at the main campus in San Bernardino and at the Palm Desert campus during lunch time and food will be provided to participants. At the conclusion of the series of workshops, students who have attended all the sessions and completed evaluations will receive commendations and certificates for their portfolios.
- Establish a Center of Excellence for Student Veterans Success at California State University, San Bernardino's Palm Desert Campus in order to provide a single point-of-contact to coordinate comprehensive support services for student veterans. Funds will be used to institute a student veteran support team; establish a vet-to-vet mentoring program; create an orientation program; deliver an academic-career program; increase tutoring and academic skills-building instruction assistance; establish an honor program for student veterans; and, create activities designed to ease the transition to campus life.
- Increasing Alumni Involvement: CSUSB's military affiliated alumni will be encouraged to participate in all program activities, especially as presenters/mentors and as potential hosts for student internships. A Veteran Alumni Professional Networking Group will also be formed. Faculty may provide alumni contact information and suggest alumni presenters.

The VSC's goal is to implement high quality programs and services and maintain our exemplary national rankings. In light of limited, fixed resources maintaining and expanding programming and services both at the San Bernardino and Palm Desert Campuses, will require the VSC to evaluate its operations over the summer to determine areas for greater efficiency, less duplication in service delivery, and more measurable results. The VSC will restructure and focus on program consolidation or eliminations and strategic collaborations-- up to and including: 1) community awareness; 2) governance and management development; 3) process improvement and streamlining; 4) technical assistance; and 5) the requirements imposed by funders.

Moreover, staff will determine possible community partners by closely examining those relationships that would benefit from the research or services that the VSC provides and then involve those partners in future endeavors to share costs.

Staff has also begun networking with colleagues in the field of veterans' education/affairs to learn about new funding opportunities. When attending conferences, staff listens closely to presentations and has created a list of agencies that have grant funded programs and the type of funding they have procured. Once back at the center, staff visits those agencies' Web sites and then researches the funder's priorities to determine if they fit the VSC's mission.

The VSC staff has been working with a university director of development and a philanthropic grant specialist to gain knowledge about possible funding sources and to procure private donations and foundation grants to support VSC activities. Staff has also familiarized themselves with online resources like the Federal Register Web site and Grants.gov, which publish announcements of competitive grants funded by federal agencies. The VSC staff recognizes that funds are competitive and that they will be continually engaged in securing new funding sources to ensure the sustainability of the VSC.

2013-2014 Budget Summary: (Please account for all expenditures and/or encumbrances of SSI funds to date this fiscal year. Be sure to include detailed information regarding the outcome and activity or line item to which each expenditure is connected.)

Expenditure Description	Outcome(s) Supported	Supported Activities	FTE	Amount
Staff, Student Assistant, Researcher & Tutor Salaries				
Regular Salaries and Wages				
VSC Director, \$4,865 monthly salary	<p>OP 1.1 The VSC will improve coordination and collaboration among CSUSB veteran-dedicated staff members resulting in a higher quality of service.</p> <p>OP 1.2, 1.3 The VSC will more efficiently link students to resources and services based on their specific needs.</p> <p>OP 2.2 The VSC will develop a student veterans' profile to create programs and services that meet student needs.</p> <p>OP 2.1 The VSC will establish effective partnerships which include diverse memberships, vision statements and evidence processes.</p> <p>OP 4 A majority of students surveyed will report that they are satisfied or very satisfied with the VSC.</p> <p>SLG 2.1 New student veterans will be able to locate campus policies, procedures, opportunities and individuals that can contribute to their academic and personal success.</p>	<p>OP 1.1 Semi-annually, the VSC will host a meeting of CSUSB veteran-dedicated staff focused on strategies to increase retention rates and academic success.</p> <p>OP 1.2 The VSC will facilitate a minimum of two student veterans advising events per academic year.</p> <p>OP 1.3 Daily, the VSC will provide guidance and referrals to student veterans to other campus resources according to their specific needs.</p> <p>OP 2.1 The VSC will assume a leadership role in the CalVet Education and Mental Health Collaboratives and help facilitate quarterly workshops on community resources and best practices.</p> <p>OP 2.2 The VSC will partner with post-secondary and community partners to conduct a region wide needs assessment of student veterans.</p> <p>OP 4.1 The VSC staff and student assistants act in a manner that is consistently supportive and responsive to student veterans' needs.</p> <p>SLG 2.1: The VSC will provide an orientation session specific to student veterans during SOAR.</p>		\$43,785
Projected Salary for Director through 6/30/14				\$14,595
Total Directors salary		Total end of FY 6/30/14		\$58,380
VSC- ASAII \$2,795 monthly salary	<p>OP 1.2, 1.3 The VSC will more efficiently link students to resources and services based on their specific needs.</p> <p>OP 4.1 A majority of students surveyed will report that they are satisfied or very satisfied with the VSC.</p> <p>OP 4.2 The VSC will determine why veterans leave CSUSB.</p> <p>SLG 2.1 New student veterans will be able to locate campus policies, procedures, opportunities and individuals that can contribute to their academic and personal success.</p>	<p>OP 1.2 The VSC will facilitate a minimum of two student veterans advising events per academic year.</p> <p>OP 1.3 Daily the VSC will provide guidance and referrals to student veterans to other campus resources according to their specific needs.</p> <p>OP 4.1 The VSC staff and student assistants act in a manner that is consistently supportive and responsive to student veteran needs.</p> <p>OP 4.2 The VSC staff and student assistants help identify appropriate resources to meet student needs.</p> <p>SLG 2.1 The VSC will provide an orientation session specific to student veterans during SOAR.</p>		\$25,155
Projected Wages for ASAII through 6/30/14				\$8,385
Total ASAII Wages		End of FY 6/30/14		\$33,540

(2) Student Assistants I (\$8.25 per hour, 32 hours a week)	OP 4.1 A majority of students surveyed will report that they are satisfied or very satisfied with the VSC. SLG 2.2 Students will engage as part of a larger campus community.	OP 4.1 The VSC staff and student assistants act in a manner that is consistently supportive and responsive to student veteran needs. OP 4.2 The VSC staff and student assistants help identify appropriate resources to meet student needs. SLG 2.2.1 Student assistants will provide peer mentorship to student veterans transitioning to CSUSB. SLG 2.2.2 The VSC will refer students to campus resources, policies and procedures.	\$8,712.03
SAI projection for 2 through 6/30/14			\$5,015.97
Total SAI Wages		End of year 6/30/14	\$13,728.00
(1) Student Assistants III (\$10.25 per hour, 18.50 hours a week)	OP 4.1 A majority of students surveyed will report that they are satisfied or very satisfied with the VSC. SLG 2.2 Students will engage as part of a larger campus community.	OP 4.1 The VSC staff and student assistants act in a manner that is consistently supportive and responsive to student veteran needs. OP 4.2 The VSC staff and student assistants help identify appropriate resources to meet student needs. SLG 2.2.1 Student assistants will provide peer mentorship to student veterans transitioning to CSUSB. SLG 2.2.2 The VSC will refer students to campus resources, policies and procedures.	\$6734.27
SAIII Projection through 6/30/14			\$3,126.23
Total SAIII Wages		End of year 6/30/14 for SAIII	\$9,860.50
Peer Tutors (\$10.00 per hour)	SLG 1.1 Student veterans will understand their coursework.	SLG 1.1 The VSC will provide 216 hours of STEM peer tutoring.	\$360.00
Peer Tutoring Wages Projection through 6/30/14			\$1,800
		End of year 6/30/14 for Peer Tutoring	\$2,160
Principle Investigator	OP 2.2 The VSC will develop a student veterans' profile to create programs and services that meet student needs.	OP 2.2 The VSC will partner with post-secondary and community partners to conduct a region wide needs assessment of student veterans. OP 2.2.1 The needs assessment will be analyzed to develop a student profile.	\$500.00
Projected Contract Wages for PI through 6/30/14			\$4,000
Total Contract		End of FY 6/30/14	\$4,500
1 Graduate Assistant (\$15.00 per hour for 15 weeks, 20 hours a week)			\$0
Projected amount for Graduate Assistant 6/30/14			\$3,600
		Total Graduate Assistant 6/30/14	\$3,600
		SSI Clean Up	\$4,085.91
Projected Amount of Salaries & Wages End of Year 6/30/14			\$40,522.20
601- Regular Salaries and Wages Total		Total salaries & wages until 6/30/14	\$129,854.41
603-Benefits Group			
Benefits –OASDI, Dental, Health & Welfare, Life Insurance, Medicare, Vision			

Care, Long Term Disability Insurance, PERS, and Other			
VSC Director's Benefits			\$14,243.49
Projected Benefits for VSC Director through 6/30/14			\$4,747.83
		Total Benefits for VSC Director	\$18,991.32
ASAIL Benefits			\$13,193.74
ASAIL, Projected Benefits through 6/30/14			\$4,452.33
ASAIL Total Benefits		FY 6/30/14	\$17,646.07
SA I Benefits I/III Summer			\$19.86
SAI Projected Benefits through 6/30/14			\$0.00
Total Benefits SAI		End of FY 6/30/14	\$19.86
SSI Clean Up & Clear-out Expenses SB001-SBSSI			\$62.16
Total Projected Benefits through 6/30/14			\$9,200.16
603-Benefits Group Total		Total End of FY 6/30/14	\$36,719.41
Communications			
Phone	<p>OP 1.1 The VSC will improve coordination and collaboration among CSUSB veteran-dedicated staff members resulting in a higher quality of service.</p> <p>OP 1.2, 1.3 The VSC will more efficiently link students to resources and services based on their specific needs</p> <p>OP 2.1 The VSC will establish effective partnerships which include diverse memberships, vision statements and evidence processes.</p> <p>OP 2.2 The VSC will develop a student veterans' profile to create programs and services that meet student needs.</p>	<p>OP 1.1 Semi-annually, the VSC will host a meeting of CSUSB veteran-dedicated staff focused on strategies to increase retention rates and academic success.</p> <p>OP 1.2 The VSC will facilitate a minimum of two student veterans advising events per academic year.</p> <p>OP 1.3 Daily, the VSC will provide guidance and referrals to student veterans to other campus resources according to their specific needs.</p> <p>OP 2.1 The VSC will assume a leadership role in the CalVet Education and Mental Health Collaboratives and help facilitate quarterly workshops on community resources and best practices.</p> <p>OP 2.2 The VSC will partner with post-secondary and community partners to conduct a region wide needs assessment of student veterans.</p>	\$242.23
		Projected Communications	\$120.00
604-Communications Total		Total End of FY 6/30/14	\$362.23
606-Travel			
Travel to PDC, Professional Development	<p>OP 1.1 The VSC will improve coordination and collaboration among CSUSB veteran-dedicated staff members resulting in a higher quality of service.</p> <p>OP 1.2, 1.3 The VSC will more efficiently link students to resources and services based on their specific needs.</p>	<p>OP 1.1 OP 1.1 Semi-annually, the VSC will host a meeting of CSUSB veteran-dedicated staff focused on strategies to increase retention rates and academic success.</p> <p>OP 1.3 Daily, the VSC will provide guidance and referrals to student veterans to other campus resources according to their specific needs.</p>	
Travel as of 4/8/14			\$137.32
Projected Travel through 6/30/14			\$4,659.03
606- Travel total		End of FY 6/30/14	\$4,796.35
Misc. Operating Expenses			

660003-Supplies & Services			
Veterans Success Center- Replace Blinds, Tables and Chairs for events, 32 inch TV, TV mount, Smart Board, Maintenance & Utilities, Direct TV, Office Supplies, Reception Sign, Recruitment 2014	OP 4 A majority of students surveyed will report that they are satisfied or very satisfied with the VSC. SLG 1.2 Students will be able to find and interpret relevant information from text, tables, graphs, maps, media, personal communication, observation and electronic databases. SLG 3.2 Students will participate in clubs and activities. SLG 3.3 Students will exchange experiences and successes.	OP 4.1.1 The VSC staff and student assistants act in a manner that is consistently supportive and responsive to student veterans' needs. OP 4.1.2 The VSC staff and student assistants help identify appropriate resources to meet student needs. SLG 1.2 The VSC will provide access to the computer lab during all hours of operation. SLG 3.2 The VSC will host 2 seminars on relationship building and networking. SLG 3.3 The VSC will produce and distribute a minimum of six Reveille e-newsletter that include articles that promote campus events, services and student interest stories.	722.91
Operating Expense Projected through 6/30/14			\$26,472.57
Total Operating Expense		End of FY 6/30/14	\$27195.48
FY 2012-2013 Carryover			
Memorial Day 2013, Armed Forces Day 2013, Medal of Honor 2013	OP 3.1 The VSC will increase faculty and staff awareness of student veteran issues. OP 3.2 The VSC will improve the image of U.S. Military veterans on the CSUSB campus SLG 3.1 Student veterans will demonstrate increased campus engagement by attending VSC-sponsored events. SLG 3.2 Students will participate in clubs and activities. SLG 3.3 Students will exchange experiences and successes.	OP 3.1 The VSC will host a minimum of two university-wide events that highlight military traditions and other positive aspects of the Armed Forces. SLG 3.1 The VSC will sponsor a minimum of four campus events per academic year.	\$3,795.46
		Carryovers from FY2012-2013	\$0.00
		End of FY 6/30/14	\$3,795.46
Spring Graduation 2013, Finals week lunch 2013, ROTC Leadership Event 2013, LTC Knox Retirement 2013	SLG 3.1 Student veterans will demonstrate increased campus engagement by attending VSC-sponsored events. SLG 3.2 Students will participate in clubs and activities. SLG 3.3 Students will exchange experiences and successes.	SLG 3.2 The VSC will host two seminars on relationship building and networking.	\$1,638.88
Carryovers from FY2012-2013			\$0.00
Total Carryover Student Program		End of FY 6/30/14	1,638.88
FY2013-2014 Campus wide events- July 3rd, Air Force Birthday 2013, Navy Birthday 2013, Marine Corps Ball 2013, Veteran's Day Parade 2013, Military Appreciation Night 2014, Yellow Ribbon Day 2014, Armed Forces Day 2014, Memorial Day 2014, Memorial Day PD Campus	OP 3.1 The VSC will increase faculty and staff awareness of student veteran issues. OP 3.2 The VSC will improve the image of U.S. Military veterans on the CSUSB campus SLG 3.1 Student veterans will demonstrate increased campus engagement by attending VSC-sponsored events. SLG 3.2 Students will participate in clubs and activities. SLG 3.3 Students will exchange experiences and successes.	OP 3.1 The VSC will host a minimum of two university-wide events that highlight military traditions and other positive aspects of the Armed Forces. SLG 3.1 The VSC will sponsor a minimum of four campus events per academic year.	\$4,632.82
Projections for upcoming events through 6/30/14			\$7,052.57
Total Campus Wide Events		End of FY 6/30/14	\$11,685.39
FY2013-2014 Student Programs -Brown Bag Lunch Series 1-5, Life Tapestry Seminar, Fall Resource Fair 2013, Military	OP 1.1 The VSC will improve coordination and collaboration among CSUSB veteran-dedicated staff members resulting in a higher quality of service. OP 1.2 The VSC will more efficiently link	OP 1.1 Semi-annually, the VSC will host a meeting of CSUSB veteran-dedicated staff (Veteran Success Team) OP 1.2 The VSC will facilitate a	

101-2013, Army ROTC Leadership Lab-, Finals Week Lunch, Thanksgiving 2013, Fall Graduation 2013, Neuroscience Collaborative, Spring graduation 2013, Spring Graduation 2014, Brown Bag Lunch Series 6&7, Spring Fling 2014 SALUTE Veterans National Honor Society Spring 2014, Event Parking 2014, SSI Clean Up , , Finals Week Spring 2014	students to resources and services based on their specific needs. OP 2.1 The VSC will establish effective partnerships which include diverse memberships, vision statements and evidence processes. SLG 2.1 New student veterans will be able to locate campus policies, procedures, opportunities and individuals that can contribute to their academic and personal success. SLG 2.2 Students will engage as part of a larger campus community. SLG 3.1 Student veterans will demonstrate increased campus engagement by attending VSC-sponsored events. SLG 3.2 Students will participate in clubs and activities. SLG 3.3 Students will exchange experiences and successes.	minimum of two student veterans advising events per academic year. OP 2.1 The VSC will assume a leadership role in the CalVet Education and Mental Health Collaboratives and help facilitate quarterly workshops on community resources and best practices. SLG 2.1 The VSC will provide an orientation session specific to student veterans during SOAR. SLG 3.2 The VSC will host two seminars on relationship building and networking.		\$5,714.82
Projected Amount for Student Program through 6/30/14				\$7,707.91
Total Student Program		End of FY 6/30/14		\$13,422.73
Total Projected Operating Expenses FY2013-2014 6/30/14				\$41,233
Misc. Operating Expenses Total		Total Expenses Projected with Carryover FY2012-2013&FY2013-2014		\$57,737.94
Postage & Freight				
660803-Postage & Freight				\$264.11
Total Postage Projected through 6/30/14				\$0
Postage & Freight Total		End of FY 6/30/14		\$264.11
660816- Duplicating				
Printing, View Books	OP 3.1 The VSC will increase faculty and staff awareness of student veteran issues. OP 3.2 The VSC will improve the image of U.S. Military veterans on the CSUSB campus	OP 3.1 The VSC will host a minimum of two university-wide events that highlight military traditions and other positive aspects of the Armed Forces. OP 3.2 The VSC will complete an institutional survey to gauge the campus's military friendliness.		\$1,059.36
Total Duplicating Costs Projected through 6/30/14				\$5,497.14
660816-Duplicating Total		End of FY 6/30/14		\$6,556.50
660822-Other Opr-End Of Yr carry over				\$0.00
660906-Unallocated Expenditures				\$0.00
660-Misc. Operating Expenses Total				\$0.00

TOTAL: \$236,290.95

including \$101,331.37 projected expenses thru 6/30/14