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Legal Affairs

Belmont University

Veteran Reconnect Grant Program

Dr. Mimi Barnard, Project Director
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Nashville, Tennessee 37212

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Funding requested:

\$100,000



President



Project Director

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Veteran Reconnect Program Proposal

Abstract

Belmont University seeks a Tennessee Higher Education Commission Veteran Reconnect Grant in the amount of \$100,000 to expand current services and create a comprehensive program tailored to the diverse needs of returning service members in order to accelerate the success of veterans already enrolled and create favorable conditions to recruit new student veterans. Four challenges areas for student veterans were identified: Learning Support, Community Building, Career Advancement, and Communication to Internal and External Stakeholders. Collaborating across the institution, a detailed initiative was designed to increase student veteran success, which will provide opportunities to a wide variety of stakeholders, including faculty, staff, students, alumni, area employers, and NGOs, all with the goal of supporting student veterans.

Introduction

Ranked No. 5 in the Regional Universities South category and named for the seventh consecutive year as one of the top “Up-and-Comer” universities by *U.S. News & World Report*, Belmont University consists of approximately 7,400 students who come from every state and more than 25 countries. Committed to being a leader among teaching universities, Belmont brings together the best of liberal arts and professional education in a Christian community of learning and service by offering more than 80 areas of undergraduate study, 22 master’s programs, and five doctoral degrees. Belmont University is committed to investing in and supporting student veterans; this commitment is demonstrated by the fact that we offer unlimited Yellow Ribbon benefits for both undergraduate and graduate programs.

The education of returning veterans is an important part of the success of the Tennessee Reconnect Drive to 55 initiative, which promotes the completion of a postsecondary degree or credential. At a time when an ever-growing mandate exists for a highly trained and skilled labor force, these students are the beneficiaries of unprecedented support for higher education. According to the Veterans Education Task Force report, *A Strategic Plan to Make Tennessee the Number One State in the Country for Veteran Education Achievement and Employment*,

Tennessee is home to 521,267 Veterans who receive \$1.9 billion per year in tax-free federal benefits to include \$237 million in educational benefits... Currently, the United States Department of Veterans Affairs places Tennessee in the bottom ten in the country in regards to the Veteran population under 25 years old. The Task Force believes improved access to higher education and innovative support resources will make Tennessee more attractive to college-aged Veterans interested in pursuing a college degree.

The transition from military life to college presents significant challenges to many returning service members—it is imperative that student veterans have the necessary resources and support for educational success and employment. Belmont seeks funding to accelerate the success of veterans already enrolled and create favorable conditions to recruit new student veterans by expanding current programs and services.

Section 1. Program Need – 25 points

Overview of the current state of veteran enrollment: Belmont's Yellow Ribbon Program was implemented in 2010. Since then, student veteran enrollment has more than tripled, and military family enrollment has more than doubled, as indicated in the following table.

Term	Veterans Enrolled	Military Family Members Enrolled	Total Receiving VA Benefits	Male Under-graduate	Female Under-graduate	Male Graduate	Female Graduate
Fall 2010	28	45	73	36	25	4	8
Spring 2011	28	44	72	37	25	3	7
Fall 2011	40	55	95	48	29	10	8
Spring 2012	49	45	94	49	25	13	7
Fall 2012	58	71	129	68	40	14	7
Spring 2013	62	65	127	68	40	11	8
Fall 2013	74	81	155	84	54	11	6
Spring 2014	75	76	151	80	52	12	7
Fall 2014	88	100	188	84	76	15	13
Spring 2015	86	92	178	84	72	11	11
Fall 2015	103 (projected)	114	217	98	89	16	14

Identify the challenges facing student veterans: While Belmont offers a highly supportive environment for all students, opportunities to increase assistance for student veterans by expanding current services and creating a comprehensive program tailored to the diverse needs of returning service members have been identified. This initiative will provide resources to a wide variety of internal and external stakeholders, including faculty, staff, students, alumni, area employers, and NGO partners, all with the goal of supporting student veterans.

In preparation for participating in the Veteran Reconnect Grant Competition, Belmont faculty and staff completed several information gathering activities. These included a focus group with student veterans convened in February 2015; the attendance of five Belmont representatives at

the Veteran Education Academy at Austin Peay State University on March 10, 2015; a survey assessment of student veterans; the ACEnet Veteran Toolkit Webinar on June 25, 2015; and the Middle Tennessee Society for Human Resource Management presentation of "Hiring America's Military Veterans: Great for Business and Great for America," by Bob Ravenor, Executive Vice President and Chief People Officer for Dollar General and member of the Governor's Task Force on Workforce Development. Additionally, Belmont will send Jonathan League, incoming president of Bruin Vets, our Student Veterans Association chapter, to an SVA conference in Charlotte, NC, in July 2015. Meetings with administrators, faculty, staff, alumni, and current student veterans were conducted June 12-26, 2015, in order to identify current needs of student veterans. Additionally, we have been in ongoing communication with General Keith Huber since February 2015, who has agreed to serve as our consultant during the grant period. The following challenges, organized into four categories, have been identified:

1. Learning Support

- Student veterans would be better served if Belmont were able to implement a tracking system that would provide a uniform set of data tools, including an early alert system, demographics, retention, and degree completion
- Student veterans need information about available student support services on campus, including tutoring (math, writing, "College Survival Skills")
- Student veterans need academic advising that is detailed through to graduation, and designed for their success within the perimeters of major, time, benefits available, etc.

2. Community Building

- Student veterans need assistance for successful assimilation into the institutional culture—they go from a highly structured environment to one with many choices
- Student veterans need assistance in building community and unity within the student veteran population on campus and with the institution as a whole
- Student veterans would benefit by having opportunities to gather so that they are able to develop community and unity and to support and encourage one another

3. Career Advancement

- Student veterans need career assistance in order to leverage their military service into the current demands of the workforce and to identify and build upon their talents and career interests, to secure appropriate internships, build resumes, develop networking and interviewing skills, etc.

4. Communication to Internal and External Stakeholders

- Student veterans and potential student veterans need to know about all benefits available at Belmont (full Yellow Ribbon Program, etc.)

Proposed program/intervention: The Belmont Veteran Reconnect initiative will provide a series of services, events, and programs that will accelerate the success of veterans already enrolled and create favorable conditions to recruit new student veterans by addressing the challenge areas of Learning Support, Community Building, Career Advancement, and Communication to Internal and External Stakeholders. The U.S. Department of Education has published “8 Keys to Veterans’ Success,” which suggest institutional practices that ensure student veteran success:

- Create a culture of trust and connectedness across the campus community to promote well-being and success for veterans
- Ensure consistent and sustained support from campus leadership
- Implement an early alert system to ensure all veterans receive academic career, and financial advice before challenges become overwhelming
- Coordinate and centralize campus efforts for all veterans, together with the creation of a designated space for them (even if limited in size)
- Collaborate with local communities and organizations, including government agencies, to align and coordinate various services for veterans
- Utilize a uniform set of data tools to collect and track information on veterans, including demographics, retention, and degree completion
- Provide comprehensive professional development for faculty and staff on issues and challenges unique to veterans
- Develop systems that ensure sustainability of effective practices for veterans

The Belmont Veteran Reconnect Program will address the challenge areas through the following initiatives and interventions:

1. Learning Support

- In collaboration with Belmont’s Office of Assessment and Institutional Research, implement the Veterans’ Academic Success and Engagement Tracking, which will provide a uniform set of data tools, including an early alert system, demographics, retention, and degree completion (see Appendix)
- Academic advising: develop and implement a comprehensive curriculum plan, “Operation Graduate,” that is designed for student success within the perimeters of major, time, benefits available, etc., and would include *academic coaching with an advising mentor prior to advising* with department faculty

- In collaboration with academic departments, provide learning support through “College Survival Skills,” tailored to student veteran needs and available campus resources (refreshing math and writing skills, writing mentors and groups, etc.)
2. Community Building
 - Bruin Vet Orientation and Welcome Dinner for student veterans and their families, Belmont faculty and staff who work with student veterans, and area employers who support student veterans’ education and employment, with General Keith Huber
 - Schedule opportunities for student veterans to gather so that they are able to develop community and unity and to support and encourage one another
 - Build capacity for Bruin Vets Student Veteran Association (send president to SVA conferences, schedule weekly meetings, dinners, etc.)
 3. Career Advancement
 - In collaboration with Belmont’s Office of Career and Professional Development and area employers, provide career assistance, helping student veterans to translate military experience into the civilian context and to identify and build upon their talents, skills, and career interests to secure appropriate internships, attend job fairs, etc.
 - Encourage student veterans to attend “Belmont and Beyond,” a Convocation series focused on assisting students to successfully transition from university life to the work force by providing networking opportunities, resume building, interview skills, etc.
 4. Communication to Internal and External Stakeholders
 - Provide professional development for faculty and staff who serve student veterans
 - Dr. David Rudd, University of Memphis
 - Dr. Wayne Robinson, SVA President
 - Gayle Tzemach Lemmon, author of *Ashley’s War*
 - Green Zone training
 - Train the Trainer for counseling staff
 - Lunch and Learning meetings for faculty and staff
 - In collaboration with Marketing, develop a comprehensive plan that includes print, web, and other promotional materials to communicate the full Yellow Ribbon benefits available at Belmont

A signature component of the Veteran Reconnect Program, unique to Belmont, is a tailored Convocation series, informed by General Keith Huber and offered to student veterans and other stakeholders that will address all four challenge areas in distinctive, interdisciplinary ways. Belmont’s Convocation Program exists to:

- encourage learning outside the classroom
- emphasize the value of life-long learning
- create opportunities for students to hear exciting issues presented by speakers from both on and off-campus
- challenge students to be active in serving their community
- contribute to community life at Belmont University

By developing a Convocation program tailored to the needs of returning service members and other interested parties, Belmont will be able to better serve this student population through a series of speakers, seminars, and social gatherings that will assist student veterans in their successful assimilation into the institutional culture. We will partner with Belmont Bruins, our Student Veterans Association Chapter, area employers (Caterpillar Finance, Service Source, etc.), government entities, and NGOs to provide relevant, compelling programming. Additionally, the general student population will benefit from hearing from their student veteran peers. To that end, Convocation presentations by student veterans, open to the entire campus, will allow the broader culture to begin to understand the student veterans' perspective, sacrifice, and contribution. We will also work to support student veteran writers through mentoring and publishing opportunities.

Demonstrate how program/intervention will assist the state's future labor needs: According to *Drive to 55 Mission: Workforce Ready*, a minimum of 55% of Tennessee jobs will require some form of postsecondary education by 2025. Currently, in Tennessee, 32% of those between the ages of 25 and 64 hold at least a two-year degree—if we continue on our current trajectory, we will reach 39% by 2025, falling short of the 55% goal. An additional 494,000 degrees are necessary to reach this goal. Tennessee desires to be the premier state in the nation for student veteran success, and Belmont University is eager to recruit, support, retain, and graduate veterans so that they are equipped for career and life success. Over the last five years, Belmont's student veteran enrollment has more than tripled, but we believe we can do far more to support veterans with their education and employment goals.

Section 2. Program Plan — 30 points

Timeline and Overview

August (Fall Term begins 8/26)

- Veteran Success Committee initial meeting
- Consultation services begin with Gen. Keith Huber, US Army (Ret)
- Veteran Orientation and Welcome with Gen. Keith Huber-8/29
- Identify data tracking system by 8/30
- T-shirts for Bruin Vets

September

- Speaker-Dr. David Rudd, President, University of Memphis
- Green Zone training for faculty and staff

- Learning Support: Writing mentor training
- Learning Support: College Survival Skills and Writing Groups begin
- Implementation of data tracking begins
- Student veterans gathering opportunities scheduled with Bruin Vets
- Weekly Convocation meetings sponsored by Office of Career and Professional Development
- Training for Counseling Center Staff

October

- Veteran Success Committee meeting
- Faculty/Staff Lunch and Learn
- Learning Support: Writing groups continue
- Long term academic advising plan in place for students
- Weekly Convocation meetings sponsored by Office of Career and Professional Development

November

- Veterans Day program
- Challenge coins designed, purchased and delivered
- Faculty/Staff Lunch and Learn
- Learning Support: Writing groups continue
- Weekly Convocation meetings sponsored by Office of Career and Professional Development
- Advising focus groups

December

- Commencement 12/18, Challenge coins awarded
- Mid-year review of success indicators
- Bruin Vets Christmas Party
- Student Veteran website created

January

- Green Zone training for faculty and staff
- Speaker-Wayne Robinson, SVA President
- Veteran Success Committee meeting
- Math Boot Camp

February

- Faculty/Staff Lunch and Learn
- Math tutoring continues

- Weekly Convocation meetings sponsored by Office of Career and Professional Development

March

- Veteran Success Committee meeting
- Learning Support: Math tutoring continues
- Long term academic advising plan in place for students
- Weekly Convocation meetings sponsored by Office of Career and Professional Development

April (Spring Term ends 4/26)

- Faculty/Staff lunch and learn
- Learning Support: Math tutoring continues
- Weekly Convocation meetings sponsored by Office of Career and Professional Development
- Advising focus groups

May

- Commencement 5/6, Challenge coins awarded
- Veteran Success Committee (VSC) meeting
- Analysis of tracking data

Measurable Objectives— The success of the Veteran Reconnect Program will be determined by the degree of participation of student veterans, faculty, staff, area employers, NGO partners, etc., and also by gains made in academic success, retention, and student satisfaction. Student veterans will meet Satisfactory Academic Progress standards of the university as defined in the university catalog. The Office of Assessment and Institutional Research will include veteran-specific questions in their annual student satisfaction surveys, conducted in April. Program success will be quantified through the methods detailed in the following table:

Objective: Address Challenge Area(s)	Description of Activity and Measurable Objective
Learning Support (1), Community Building (2), Career Advancement (3), Communication to Internal & External Stakeholders (4)	Veterans Success Committee (VSC) meets five times 2015-2016
Learning Support (1)	A standardized system of tracking student veterans will be implemented, providing data to support their success
Learning Support (1) Community Building (2)	75% of student veterans will attend orientation and be able to identify campus resources; participants will complete a checklist with resources they plan on accessing
Communication to Internal & External Stakeholders (4)	Promotional materials will be developed, a marketing campaign implemented, Challenge Coins designed and purchased—samples will be provided to VSC, and enrollment will be tracked
Learning Support (1)	Professional development will be provided for faculty and staff; Dr. Rudd and others will conduct training; pre- and post-assessment will record gains in understanding of issues affecting student veterans
Learning Support (1) Community Building (2) Career Advancement (3) Communication to Internal & External Stakeholders	Convocation programming will be developed, speakers and activities scheduled; an average of 50% of student veterans will attend
Community Building (2)	Bruin Vet programming and participation will increase by 50%
Learning Support (1) Communication with Internal & External Stakeholders (4)	25% of current Belmont Faculty and Staff will attend Green Zone training and Lunch and Learns; participants will be given a pre-test and post-test to measure their knowledge of the challenges facing student veterans
Learning Support (1)	A minimum of 20 student veterans will successfully participate in “College Survival Skills” programming as demonstrated by a GPA of 2.0 or better
Learning Support (1)	A minimum of 10 student veterans will improve their writing skills through participation in six writing mentor group

	sessions; writing mentors will utilize rubrics to measure student success and determine program effectiveness at term end; students will have earned a C or better in writing courses
Learning Support (1)	At least 15 students will improve math skills through participation in Math Boot Camp and will attend a minimum of 6 sessions; students will have earned a C or better in math courses or pass the Belmont Math Placement Test
Learning Support (1)	Following academic coaching, student veterans will be equipped with knowledge about their major and requirements prior to the Faculty/advisor appointment; student veterans will complete a survey immediately following the appointment to determine level of preparedness and satisfaction; focus groups will be held after the academic advising periods in November and April to assess satisfaction with faculty advising
Career Advancement (3)	Belmont will assist student veterans with the transition from higher education to career placement; 50% of student veterans will attend Belmont and Beyond Career transition programming during their senior year; the Office of Career and Professional Development will track career placement of student veterans via a survey at graduation and again six months after graduation to determine job placement and graduate school admission rates
Career Advancement (3) Communication with Internal & External Stakeholders (4)	Belmont will partner with a minimum of 5 area employers who provide internships, participate in job fairs, and hire veterans, communicating opportunities and tracking progress

Project governance and accountability plan: The Belmont University Veterans Success Advisory Committee will be comprised of several faculty and staff from across the institution:

Mimi Barnard, Associate Provost for Interdisciplinary Studies & Global Education
Linda Mullins, VA Benefit Coordinator
Lori LeBleu, Massey College of Business Career Services
Vanessa Tucker, Student Affairs
Greg Faulk, Massey College of Business Faculty
Jennifer Bussell, Student Financial Services
David Mee, Associate Provost and Dean of Admissions
Peg Leonard Martin, Director of Counseling Center
Nicole Smart, Belmont alum and former Bruin Vet president, Nissan
Jenny Crowell, Faculty
Cayce Elliott, Academic Advisor
Tracy Rokas, Associate Provost for Institutional Assessment
Patricia White, Director of Business Intelligence and Data Management
University College representatives

APPENDIX B - BUDGET

GRANT BUDGET LINE-ITEM DETAIL:

PROFESSIONAL FEE, GRANT & AWARD	AMOUNT
Consultant fee for General Keith Huber, US Army, Ret.	\$25,000
Faculty Development Green Zone Training \$750 Dr. David Rudd \$1,500 Gayle Lemmon \$1,500 Wayne Robinson \$1,500 Lunch and Learn Conversations \$750	\$6,000
Convocation Series Weekly events addressing the need for community, support, academic support, and job placement skills	\$1,000
Challenge Coins	\$5,000
Learning Support Math Boot Camp and tutoring: \$4,000 Writing Mentors: \$4,000	\$8,000
TOTAL	\$45,000

INTEREST	AMOUNT
Specific, Descriptive, Detail (Repeat Row As Necessary)	Amount
TOTAL	Amount

DEPRECIATION	AMOUNT
Specific, Descriptive, Detail (Repeat Row As Necessary)	Amount
TOTAL	Amount

OTHER NON-PERSONNEL	AMOUNT
Specific, Descriptive, Detail (Repeat Row As Necessary)	Amount
TOTAL	Amount

CAPITAL PURCHASE	AMOUNT
<p>Veterans' Academic Success and Engagement Tracking System</p> <p>To monitor the success of our new programs targeted toward veterans, we will build a tracking system showing key performance metrics for veterans, their spouses and dependent children. The system will include creating an infrastructure for business intelligence (BI), obtaining appropriate software to create an interactive dashboard, as well as providing daily operational reporting and end of year analysis and predictive analytic support.</p> <p>The tracking system will present traditional determinants of student success as well as those that are unique to veterans identified through continued research as a collaborative effort with Institutional Research carried out as a part of this proposal. These tangible key performance indicators (KIPs) include retention and graduation rates, GPA, course performance, social integration and other metrics as seen in seminal works on college student success such as Tinto [1] and Pascarella & Terenzini [2].</p>	\$30,000
TOTAL	\$30,000

APPENDIX B - BUDGET

GRANT BUDGET LINE-ITEM DETAIL

Line 1 Salaries And Wages

On this line, enter compensation, fees, salaries, and wages paid to grant program staff.

Line 2 Employee Benefits & Payroll Taxes

Enter (a) the organization's contributions to pension plans and programs such as health, life, and disability insurance; and (b) the organization's portion of payroll taxes such as social security and Medicare taxes and unemployment and workers' compensation insurance.

Line 3 Total Personnel Expenses

Add lines 1 and 2.

Line 4 Professional Fees

Enter the organization's fees to outside professionals, consultants, and personal-service contractors. (A detailed description is required in the Grant Budget Line-Item Detail if this line-item is funded.)

Line 7 Postage And Shipping

Enter the organization's expenses for postage, messenger services, and overnight delivery.

Line 10 Printing And Publications

Enter the organization's expenses for producing printed materials, purchasing books and publications, and buying subscriptions to publications.

Line 11 Travel

Enter the organization's expenses for travel, including transportation, meals and lodging, and per diem payments.

Line 12 Conferences And Meetings

Enter the organization's expenses for conducting or attending meetings, conferences, and conventions.

Line 15 Grants And Awards

Enter the organization's awards, grants, subsidies, and other pass-through expenditures to individuals and to other organizations, including travel and equipment allowances. (A detailed description is required in the Grant Budget Line-Item Detail if this line-item is funded.)

Line 22 Administrative Expenses

This amount is intended to cover costs associated with administrative functions including providing the required project reports, financial information, and information to support project evaluation.

Line 25 Total Expenses

The sum of Line 23, Total Direct and Administrative Expenses, and Line 24, In-kind Expenses, goes on this line.

Section 4. Sustainability — 20 points

The Veteran Success Committee will provide governance and accountability for the Veteran Reconnect Program, guide sustainability efforts beyond the funding period, and make recommendations to the Project Director, Dr. Mimi Barnard, Associate Provost for Interdisciplinary Studies and Global Education, who will be responsible for the initiative's success. Dr. Barnard will report to the Provost on ongoing programming, and University College staff and faculty will work in collaboration with faculty and staff from across the institution to accelerate the success of veterans already enrolled and create favorable conditions to recruit new student veterans by expanding current programs and services. Many of the Veteran Reconnect Program components are enhancements of ongoing initiatives at Belmont—these include programming provided by the Office of Career and Professional Development, the Office of Assessment and Institutional Research, the Teaching Center, the Office of University Marketing and Public Relations, Convocation, Academic Advising, and Learning Support. The Veteran Reconnect Program will provide professional development for faculty and staff so that they are better able to serve student veterans. Bruin Vets is an established SVA chapter that needs to build capacity by offering community-building opportunities—a year of intentional support will strengthen its identity and cohesion. The tracking system is a one-time capital expense that will need some level of annual maintenance that Belmont will provide. Belmont will seek sponsorships from area employers and NGOs to underwrite the orientation, welcome dinner, and T-shirts—these sponsorships will raise awareness for student veterans for potential internship and employment opportunities. General Huber will work as a consultant for the funding period, helping us shape the program, informing us of best practices and resources to support student veterans.

Veterans' Academic Success and Engagement Tracking System

To monitor the success of our new programs targeted toward veterans, we will build a tracking system showing key performance metrics for veterans, their spouses and dependent children. The system will include creating an infrastructure for business intelligence (BI), obtaining appropriate software to create an interactive dashboard, as well as providing daily operational reporting and end of year analysis and predictive analytic support.

The tracking system will present traditional determinants of student success as well as those that are unique to veterans identified through continued research as a collaborative effort with Institutional Research carried out as a part of this proposal. These tangible key performance indicators (KIPs) include retention and graduation rates, GPA, course performance, social integration and other metrics as seen in seminal works on college student success such as Tinto [1] and Pascarella & Terenzini [2].

Staff will easily be able to see trends over time for veteran academic performance as well as data regarding engagement and student experiences collected through university survey instruments. The tracking system will follow BI best practices to define a process for collecting, storing and cleaning the data [3]. This will also ensure that we are able to produce meaningful end of year reporting to analyze the success of new programs for veterans.

Goals:

- Provide a method to monitor academic performance, engagement and satisfaction levels of veterans both individually and collectively to assess the overall success of individual veterans as well as of newly implemented programs on campus.
- Provide comprehensive annual reporting to assess progress toward goals.
- Provide ad-hoc or daily operational reporting for staff working with veterans.
- Discover new avenues for supporting veterans through research that triangulates data from multiple sources.

Objectives:

- Present a high level overview of performance trends for all veterans to help assess the success of programs. Allow various slicing of data by specific pre-defined groupings such as GI benefit type, age groupings, gender, etc. Provide comparison data through other pre-defined groups such as the overall student population, adult learners, etc.
- Allow drill down to the individual level to identify and target veterans who are struggling academically or socially in order to provide an opportunity for intervention. Possibly make this piece of the dashboard available to advisors.
- Provide self-service dashboards using a secure, reliable presentation method.
- Provide additional reporting support as needed for monitoring veterans' success.
- Provide predictive analytic support to identify key factors affecting veteran retention and success.

Implementation Steps:

- Work with staff in the Adult Degree Program and Institutional Research to identify key performance metrics such as retention and graduation rates, average GPAs, number of withdrawn courses, number of failing grades, average completed hours, full-time/part-time status etc.
- Perform statistical analysis on data from multiple sources to identify the factors that influence student success and retention specifically for veterans through predictive modeling.
- Research what other universities are providing in this area.
- Ensure that the data are collected and stored in a format that enables calculation of key performance metrics and trend analysis. This may include collecting data from multiple sources. This may also include new data collection strategies for monitoring participation in programs and events.
- Ensure that the data are clean and trustworthy by providing automated audits to check for data entry errors, inconsistent or missing data, etc.
- Build a business intelligence infrastructure for reporting veteran data. This includes building new tables or views in order to present data effectively and improves dashboard performance.
- Establish baseline metrics from historical data to provide details on veterans' success.
- Purchase a software package that would present this data securely and reliably in an easy-to-use dashboard format across multiple platforms.
- Obtain and provision hardware or contract hosting services for both the application server and database server if necessary.
- Provide training as necessary for development staff for the dashboard tool.
- Provide documentation for the dashboard and related terms/data in the university metadata management tool.
- Provide training as necessary for end users as the final product is rolled out.

Budget:

Description	Estimated Expense
Dashboard software	\$18K
Hosting or Hardware	\$10K
Data transfer software (APIs) getting data from other sources	\$2K

In kind contributions:

Description	Estimated Expense
Technical staff to implement new software product for dashboard	8 days
Development staff to create reporting infrastructure	30 days
Development staff to create dashboard(s)	20 days
Development staff to identify new data collection and storage methods	20 days
Development staff to create data transfers as needed	unknown
Research analyst staff to perform statistical analyses	20 days
Training staff to develop training materials and documentation as needed	10 days
Development staff to support operational reporting needs	On-going

References

- [1] Tinto, V. (1994) *Leaving College: Rethinking the Causes and Cures of Student Attrition*. Chicago: University of Chicago Press.
- [2] Pascarella, E.T. & Terenzini, P.T. (2005). *How college affects students, Vol.2, A third decade of research*. San Francisco: Jossey-Bass.
- [3] Maydanchik, Arkady (2007) *Data Quality Assessment*, Technics Publications, LLC, USA.

Caterpillar Financial
Services Corporation
2120 West End Avenue
Nashville, Tennessee 37203



June 23, 2015

Dr. Mimi Barnard
Associate Provost for Interdisciplinary Studies and Global Education
Belmont University
1900 Belmont Boulevard
Nashville, TN 37212-3757

Dear Dr. Barnard,

I am writing this letter to support Belmont's initiatives to increase resources for veterans. Belmont has continuously provided Caterpillar Financial with outstanding candidates. Over the last two recruiting cycles, our team has worked with Belmont to build strong connections between veterans and Caterpillar Financial.

We partner with Belmont to hire full time employees into our leadership development program. We also partner with Belmont to hire interns over the summer to take on specific projects. It is our focus as a company to increase awareness about our programs among veterans. We have found that our values, Integrity, Excellence, Teamwork, Commitment, & Sustainability, align very well with what veterans are looking for within a company.

We are looking forward to being back on campus this fall and increasing our connections with veterans attending the university.

Sincerely,

A handwritten signature in cursive script that reads "Michele Hinton".

Michele Hinton
Recruiter
Caterpillar Financial
2120 West End Avenue
Nashville, TN 37203



June 26, 2015

Dr. Mimi Barnard
Associate Provost for Interdisciplinary Studies and Global Education
Belmont University
1900 Belmont Boulevard
Nashville, TN 37212-3757

Dear Dr. Barnard,

ServiceSource is happy to confirm our participation with Belmont's efforts to provide increased support and resources for veterans. We have worked to build a strong relationship with Belmont over the years as the university has successfully supported our recruiting initiatives here in the Nashville community.

ServiceSource continues to seek candidates for a variety of positions within our Nashville Sales Center. We will partner with Belmont to hire veterans for our inside sales positions within our delivery function. As a global organization, our core values support our innovative vision. We win as a team; do the right thing and deliver results. Our partnership with Belmont will allow us to hire veterans that will exemplify our values to meet business goals and exceed client expectations.

We look forward to partnering with you in the fall and building connections with veteran students at Belmont.

Sincerely,

A handwritten signature in cursive script, appearing to read "Candi Flowers".

Candi Flowers, SPHR
Director, Human Resources
ServiceSource
201 4th Ave. North, 3rd Floor
Nashville, TN 37219