

Veteran Affairs Committee

The Veterans Affairs Committee was charged by the Provost on February 6, 2012 and met regularly through the Spring 2012 semester.

The committee was comprised of:

- **Lynn Hill** (chair), Interim Director, CAPS;
- **Lawrence Crane**, M.D., Professor, School of Medicine;
- **Patrick Hannah**, President, Student Veterans Organization;
- **Jerry Herron**, Dean, Honors College;
- **Rob Kohrman**, AVP Budget, Planning and Analysis
- **Cheryl Kollin**, Interim Director, University Advising Center;
- **Matthew McLain**, Advisor, OMVEB;
- **Timothy Michael**, Associate Vice President, Business Operations;
- **John Schiavone**, Chief of Staff, Provost's Office; and
- **Kenneth Smith**, Student Veteran.

The following report comprises the analysis and recommendations of this committee in relation to:

1. Resource Center improvements
2. Operations improvements
3. Housing improvements
4. Faculty awareness improvements

Executive Summary

The cornerstone of the community of veterans is the existing **Resource Center**. Among the recommended improvements is an expansion of this facility. The desired attributes of this expanded center — along with the increased services that would be offered from the Resource Center — are described below. In order to best orchestrate these expanded offerings, the VAC recommends hiring a professional coordinator who will be responsible for the center and its operations.

Overall provision of Veterans Services must be coordinated. To that end, an appropriate **operational structure** is needed to ensure that Wayne State University can recruit, retain and support veteran students. We propose the addition of approximately seven new persons in roles that are described below for an ongoing cost of approximately \$360,000 and one-time costs of \$35,000.

A number of possible improvements by **Housing** operations are discussed below, including flexibility in timing and billing for student veterans Housing and a new, optional RoomSync feature that will allow self-reporting veterans to room with one another. Improvements in staff training and veterans' orientation are also discussed.

We believe that Wayne State University faculty members can and should have a greater appreciation for the student veterans' experience and veterans' contributions to student life. Recommendations to improve **faculty awareness** include: improvements to New Faculty Orientation, additional offerings from the Office of Teaching & Learning (OTL), the inauguration of a Veterans' Day "datablitz", the provision of new online training modules for faculty and augmented communications campaigns.

RESOURCE CENTER

The Veterans Resource Center (VRC) is intended to provide comprehensive support for the existing Wayne State's veteran population while preparing for the expected growth of veterans on campus

Currently, the VRC services 50-60 unique veterans weekly during the Fall and Winter semesters when veteran enrollment is approximately 500. During peak operating hours, when the VRC is filled to capacity at approximately 25 veterans, it becomes impossible to offer all the services we promise. If usage of the VRC increases proportionately when we achieve the desired goal of quadrupling the student veterans on campus, our ability to support our target population will diminish significantly. Therefore, in drafting this proposal, the VRC sub-committee considered a number of factors, including size and usage, services offered and the management of the current VRC and then compared them with forecasted needs based on Provost Brown's desired growth of the veteran population.

An initial needs assessment conducted prior to the formation of this committee is attached to this report as Appendix A.

Recommendations

A. Size and Usage

We recommend that the Veteran Resource Center be expanded to include:

1. A reception area with One Card access for greeting incoming students for both the entrance to the center and the computer lab.
2. A computer lab with at least thirty updated computer stations that require a WSU AccessID and printing capabilities.
3. At least three small rooms or equivalent area for individual quiet study.
4. At least one group area with a minimum capacity of 10 individuals for group projects and group study.
5. A classroom sized room capable of holding at least thirty students with desks, a white board, and media capabilities.
6. A lounge area to accommodate the veteran students and separate from the studying areas. The area should be large enough to hold the current recreation equipment the current resource center has.
7. A standard kitchenette area supporting a microwave, refrigerator, sink with cabinets and counter top.
8. A special purpose room for veteran students to meet with counselors or therapists as part of the "Let's Talk" program.
9. Office space for a resource center manager and the Student Veterans Organization.

B. Services Offered

A comprehensive support system set up to meet the needs of the student veteran population including:

- A veteran specific orientation addressing the unique needs of our incoming veteran population.
- Special classes or remedial training intended to refresh veteran students in the basics of academic success.
- Develop a specific mental health liaison to assist the student veterans coping with combat related issues, beyond current offerings.
- Housing for veteran students that would facilitate veteran-to-veteran housing in student dorm arrangements areas.

C. Management

A dedicated Veteran Resource Center Coordinator responsible for the following:

- Daily operations of the VRC while managing a staff of VA work studies.
- Coordinating veteran specific student services and acts as a liaison between veterans and supporting services on campus to aid in academic success.
- Acting as Faculty Advisor to the Student Veterans Organization and is responsible for the coordination and planning of student veteran activities and events on campus.

OPERATIONS

Overall provision of Veterans Services must be coordinated. To that end, an appropriate operational structure is needed to ensure that Wayne State University can recruit, retain and support veteran students. This proposal is developed to support the Provost's mission of quadrupling the number of veteran student within the next 5 years.

Recommendation

In the tri-county area alone we have close to 230,000 military veterans. Take into consideration neighboring counties and that number increases substantially. This group of veterans will potentially have full educational benefits from the Post 9/11 GI Benefits package and many will be interested in pursuing an academic degree. Right now is our best opportunity to increase our number of veteran students. Wayne State is a forerunner in the student veteran support services we provide to our veteran population but with limited personnel and resource we are not able expand our efforts to grow this particular population.

A. Key Personnel

We recommend the following operational structure to support the initiatives needed to attract veterans to Wayne and then once here have the necessary supports and programs in place so they can successfully complete their degree.

The pulse of veteran services is based in the Office of Military and Veteran Educational Benefits (OMVEB) which is housed in the University Advising Center. Currently, we have one Academic Advisor supporting the 500 plus veterans using benefits. **We recommend an extensive expansion of OMVEB,** (to be renamed The Office of Military & Veterans Academic Excellence - OMVAE), to include the following positions:

Assistant Director. The Assistant Director, who will report to the Director of Advising, will manage the day to day operations of OMVAE, supervise the OMVAE staff, assist with the development of recruitment initiatives, and implement orientation and other veteran related programs.

Veteran Enrollment Coordinator. The Enrollment Coordinator will report to the Assistant Director and will be responsible for recruiting new (freshman and transfer) student-veterans. The duties of the coordinator will include: development and participation in veteran recruitment activities at veteran specific venues and fairs, outreach community events, recruitment/-education events at the VA, and community college events; coordinate with Enrollment Management data related to veteran applicants; assist veterans with a smooth transition to Wayne State University.

Academic Advisor. The Academic Advisor will provide one-on-one advising to veteran students including declaration of major, development of Plan of Work, planning courses, determining progress toward degree, exploring strategies to improve GPA, assist with processing of benefits by approving courses for certification.

Professional Technicians. The Professional Technicians will perform data processing of veteran education benefits and maintain student records.

Veteran Resource Center Coordinator (described above). The Coordinator will report to the Assistant Director and will be responsible for the day-to-day operations of the Resource Center, coordinate with relevant offices to provide comprehensive veteran support services, plan and implement student veteran activities and events. The Coordinator will work with the leadership of the Student Veteran Organization in the coordination of events and activities.

An organizational chart and budget projections are attached on the next two pages.

B. University-wide Council

In addition to developing an Office of Military and Veteran Academic Excellence, we recommend the development of a University-wide Council with membership representing key student services office across campus.

The purpose of this Council will be to address the issues and needs of our veteran students from a campus-wide perspective, develop veteran liaisons with all student support service offices, and ensure that veteran students have a smooth transition from military to school with the necessary supports in place to provide them the best opportunity for academic excellence. The Assistant Director of OMVAE will chair the Council and the Veteran Enrollment Coordinator, Academic Advisor and Veteran Resource Center Coordinator will sit of Council. Additionally, representatives from the following offices will be members of the Council:

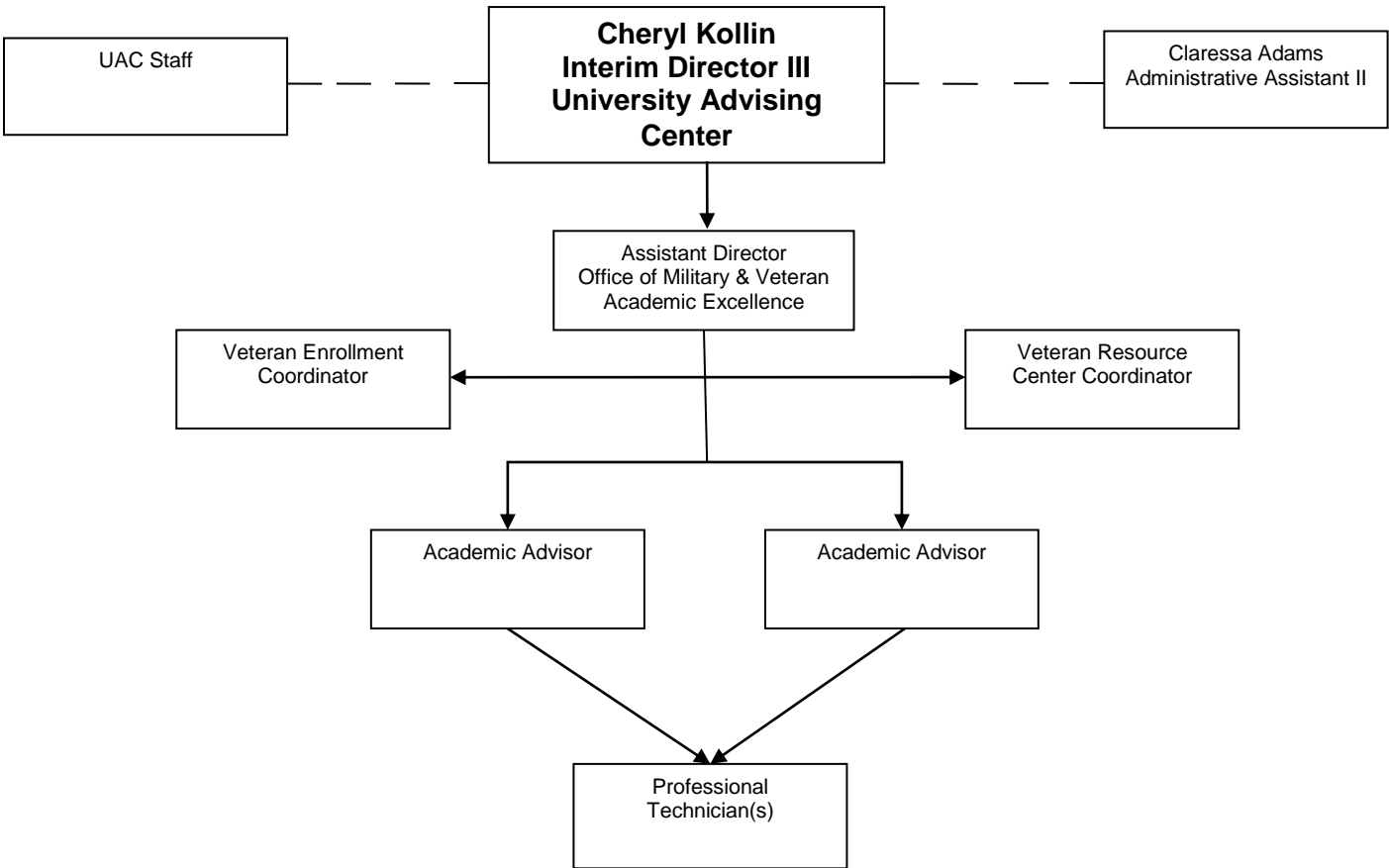
- Admissions
- Registrar
- Financial Aid
- Student Account Receivable
- Career Services
- Housing
- Faculty
- Counseling and Psychological Services (CAPS), and
- Veteran Education Opportunity Programs.

We recommend that the Provost's office charge the Council with the task of developing a strong liaison between all student support service offices to ensure a holistic approach to supporting our veteran students is achieved.

C. Marketing

A preliminary draft marketing plan is attached as Appendix B.

Office of Military & Veteran Academic Excellence
Organizational Chart



Wayne State University
Office of Veterans Affairs
Proposed FY 2013 Budget Needs

In order to meet the needs of establishing an Office of Veterans Affairs, approximately seven new staff would need to be added to the University at a total cost of \$322,080 (excluding one already-existing Academic Advisor position). In addition, the office would need a general expense budget of approximately \$111,000. These two items total \$433,080 and this funding would need to be budgeted on a permanent basis (effective for FY2013).

The return on this investment with even only 35-40 students could be quite high to the extent that Wayne State is able to attract a disproportionate number of returning student veterans — each of whom would bring a substantial amount of government funding (\$10K/year) for tuition and ancillary expenses (e.g. books, housing, etc.).

There are two other one-time expenditures that would need to be accomplished in order to provide the proper physical facility for the office. First, the current space is inadequate. A complete remodel would need to be done. The budget below (for the space renovation in the Student Center) represents a placeholder for estimated construction cost. Secondly, a computer center within the Office would need to be established. The \$32,375 budgeted below represents the funding for 25 new computers for the office.

Category	Salary	Benefits	Other	Total
PERMANENT BUDGET REQUIREMENTS				
Incremental Personnel				
Assistant Director of OMVAE	\$70,000	\$18,200	\$0	\$88,200
Academic Advisor	\$44,000	\$11,440	\$0	\$55,440
Professional Tech	\$20,000	\$0	\$0	\$20,000
Professional Tech	\$20,000	\$0	\$0	\$20,000
Professional Tech	\$20,000	\$0	\$0	\$20,000
Veteran Enrollment Coordinator	\$44,000	\$11,440	\$0	\$55,440
Veterans Resource Center Manager	\$50,000	\$13,000	\$0	\$63,000
Total Incremental Personnel	\$268,000	\$54,080	\$0	\$322,080
Incremental General Expense				
Marketing	\$0	\$0	\$76,000	\$76,000
Operating Expenditures	\$0	\$0	\$35,000	\$35,000
Total Incremental General Expense	\$0	\$0	\$111,000	\$111,000
Total Incremental Costs	\$268,000	\$54,080	\$111,000	\$433,080
Existing Personnel (already funded)				
Academic Advisor	\$44,000	\$11,440	\$0	\$55,440
Total Permanent Budget Needs	\$312,000	\$65,520	\$111,000	\$488,520
ONE-TIME BUDGET REQUIREMENTS				
Space Renovation in Student Center	\$0	\$0	\$1,000,000	\$1,000,000
Computer & Supplies start-up	\$0	\$0	\$32,375	\$32,375
Total One-Time Budget Needs	\$0	\$0	\$1,032,375	\$1,032,375

HOUSING

Wayne State University can better accommodate veterans' housing needs and enhance their experience while they live and learn on campus.

Recommendations

- A. **Tracking.** We propose utilizing data already collected by Housing to better serve veterans. A question on our license agreement asks if the resident is a veteran. If the student chooses to self-disclose that s/he is a veteran we can then use this information to provide additional services, as needed.
- B. **Billing.** We propose better communicating that all veterans have the option to have their housing bill posted by month or semester to their student account. In addition, veterans have the option to have their \$100 application fee for residence halls billed to their student account.
- C. **Cancellation of Contract.** Veteran's license agreements will be canceled if they get deployed and are no longer attending WSU for the semester.
- D. **Roommate Matching.** RoomSync is a new feature that is being added to the Housing website. RoomSync is a roommate matching tool that uses Facebook to allow incoming students an opportunity to meet each other and find a roommate. A question on RoomSync allows veterans an opportunity to connect with another veteran who is living in campus housing. This tool can be used for incoming veterans who are interested in unfurnished apartments, furnished apartments and residence hall spaces. Options are being looked at for veterans that do not have Facebook.
- E. **Staff Training.** Training of all live in staff on the special needs of veterans will be held each summer during professional staff training and resident advisor training.
- F. **Veteran Orientation.** A housing representative will be available to speak at veteran orientation sessions to discuss on campus housing options.
- G. **Flexibility in Accommodation.** Housing will do its best to provide flexibility to veterans in regards to move in and move out dates; there are unfurnished apartment and residence hall options that are available all year round to accommodate the needs of a veteran student. There may also be opportunities for one or more veterans to serve as a resident advisor (RA).

FACULTY AWARENESS

We believe that Wayne State University faculty members can and should have a greater appreciation for the student veterans' experience and veterans' contributions to student life.

The recommendations below take into account a number of factors, including the number of faculty reached, the timing of any outreach, the desired behavioral-change in individual faculty members and cost.

Recommendations

- A. **New Faculty Orientation.** We recommend including a subset of Dr. Lightfoot's presentation as part of the New Faculty Orientation program coordinated by Kelley Skillin in the Office of the Provost. These sessions take place in the mid- to late-August period.
- B. **Office of Teaching & Learning (OTL).** The OTL offers many different programs for faculty members around pedagogical methods, etc. We recommend that Kristi Verbeke, interim director of OTL, be invited to discuss contributors and programs to include in the FY12-13 OTL programs.
- C. **Veterans' Day "datablitz".** There is a tradition at the School of Medicine and within the Psychology discipline to convene faculty members from multiple units to share research findings and to network. These sessions typically offer a series of talks, grouped by category, which last 5-10 minutes and include ~5 min. of Q&A. We recommend that faculty members who are veterans be polled to work with the Student Veterans' Organization to sponsor, publicize and orchestrate a partial-day "veterans-related datablitz" on or around Veterans' Day *each year*. Invited speakers might come from history, psychology, medicine, anthropology, sociology, etc. and they would talk about cultural and other issues related to veterans' affairs; messages concerning the student veterans' experience could be integrated into these talks as well.
- D. **Online training modules.** These third-party, self-paced online training modules afford a deeper investigation of student veterans' issues in the university setting. Because the better modules run at least an hour in length (roughly) we recommend that this be made available to faculty members on a *voluntary* basis. We recommend that the OTL provide the online infrastructure (e.g. web hosting, URL listing and tracking mechanism) and that faculty members who successfully complete one or more modules "earn" a veteran-friendly certificate (or sticker) that can displayed prominently in faculty offices.
- E. **Concerted communications campaigns**
 - o **AAUP newsletter.** Approximately once per month the AAUP publishes a newsletter with articles on various topics. We believe this newsletter is the most widely-read circular among faculty. With the cooperation of the AAUP leadership, we recommend that one article each year be dedicated to student veterans' issues.

- **Marketing & Communications outlets.** The Wayne State Marketing & Communications group sponsors numerous communications outlets including Today@Wayne, WS-You, campus signage and plasma-displays. We recommend that veteran-friendly messages be posted on a regular and frequent basis across *all* these outlets. For example, a list of faculty members who have successfully completed online training modules could be updated and displayed monthly; articles about student veteran issues could be included in Today@Wayne and WS-You, etc.
- **Provost & President Town Halls and emailed remarks.** We recommend that the Chiefs of Staff to the President and Provost commit to include comments about student veterans' issues in each of the once-per-semester Town Halls conducted by these two university leaders.

APPENDIX A

WAYNE STATE UNIVERSITY
STUDENT VETERANS ORGANIZATION
NEEDS ASSESSMENT REPORT

May 2012

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EXECUTIVE SUMMARY

This report presents the findings and conclusions developed for the Provost's commission charging a committee to reassess student veteran's needs at Wayne State University, and to be included in the final report due June 1, 2012. This report represents the findings from the Student Veterans Survey, Personal Interviews, Data Collection and Research. This needs assessment is in preparation for forecasted increases in the overall number of veteran students projected to attend Wayne State University.

- Survey results from student veterans at Wayne State University cited the current resource center as an invaluable asset for veteran students to utilize for studying, networking and providing a safe environment for veterans to gather.
- Data collected from several sources, including the National Chapter of the Student Veterans of America, other colleges and universities in Michigan, and schools located across the United States have shown that those universities which support their student veteran population with specific services to meet their needs have improved enrollment, retention, and graduation rates.
- The Student Veterans Resource Center has greatly improved the college experience for student veterans attending Wayne State University. Community service projects and initiatives have attracted more veteran students to participate, created positive community awareness, and provided an outlet for student veterans to exercise their community spirit.

In many ways, the most valuable aspect of the data collected through the surveys and research is that it verifies that having a dedicated Student Veterans Resource Center is beneficial both to the student and the University. In the one year since the establishment of the Student Veterans Resource Center, the number of veterans using the center has grown exponentially, and the center has quickly become too small to effectively meet the needs of our current veteran population. The resource center has provided invaluable support to meet the needs of the student veterans currently attending Wayne State University. To continue to support the veteran population on campus several items will need to be readdressed:

- To accommodate the growth or desired growth of student veterans attending Wayne State University, we recommend expanding the existing facility or possibly finding a new larger space to meet our veteran's needs. Personal interviews and survey responses have shown that many veteran students are not able to take full advantage of the services offered at the resource center because the high volume of veterans in the center prevents silent study or group study. The increase in space designed to separate common areas and study areas would satisfy this need.

- Space for comprehensive supplemental instruction and tutoring, to include remedial course assistance in the basic disciplines to prepare these students for college.
- A larger recreation/lounge area where these students can connect, collaborate, and network with other veterans and peers who share their unique experiences.
- Expansion of the psychological services for students suffering from combat related injuries and psychological.
- Continued Community involvement programs to engage these students and to facilitate social reintegration and reinforce the students self image.
- Handicap access to all areas of the Student Veterans Resource Center

PROJECT BACKGROUND

A proposal was submitted to Wayne State University to support the establishment of a Student Veterans Resource Center in the fall of 2009. The Student Resource Center now provides a safe environment for veteran students to be able to study, connect and find both academic and social supports.

Phase I of the new project was initiated by the Provost's Office to reassess the needs of student veterans on campus, and determine if the services being provided were adequate and comprehensive to meet the veteran student's needs.

Phase II of the new project was to again do a comparative survey of other colleges and universities to determine what services, if any, were being provided by other schools within the state and determine how those services compared to those at Wayne State University.

Phase III of the new project was to research other universities outside of Michigan to determine if programs were being developed in support of student veterans and if so, what services they were providing.

Phase IV of the new project was to investigate these other universities and colleges, to assess the programs they were utilizing and then to propose the best practices as well as established guidelines provided through organizations such as the Student Veterans of America which has published guidelines with recommendations for schools to adopt for the establishment of a resource center.

Phase V of the new project was to assess the programs that are currently being utilized by Wayne State University and determine which programs were effective and how to improve those that were not.

PROJECT APPROACH

The Student Veterans Organization at Wayne State University developed two distinct surveys that allowed student veterans an opportunity to identify those services that they felt were most needed at Wayne State University. This approach was taken to allow the student veteran population to have a voice in the proposal to the university. Additionally on the spot interviews were taken as well as consensus collection done during scheduled Student Veterans Organizations meetings. A committee was established by the Provost's Office that included a sub-committee charged to reassess these programs.

Additional research was conducted on universities and colleges within Michigan to assess the projects being undertaken by these institutions in support of their student veteran populations, as well as the practices and programs that were being utilized that were successful. This data was collected and assessed as to its practicality to Wayne State University.

Additional research was conducted across the United States to investigate what universities and colleges in other states were doing to support their student veteran populations and the practices and programs that were being utilized as well. This data was collected and assessed as to its practicality to Wayne State University.

Finally, research was conducted by the Student Veterans Organization to determine the effectiveness of our current programs, what needs are not being met, and develop recommendations to propose to the council.

FINDINGS

Data was collected and analyzed by the Student Veterans Organization committee for the purposes of this assessment and the following results were realized:

- The student veteran population in responding to the survey identified the need for an enhanced Student Veterans Resource Center to include complete handicapped access to all areas of the Student Veterans Resource Center, a larger modern computer lab, an increase in supplemental study areas, and a larger lounge/recreation area as their top three needs. Additional needs identified were for items such as a program that facilitated a veteran specific orientation process and a one-stop area for addressing their needs. Additionally, conversations were held with other veteran support agencies within Wayne State: the Veterans Educational Opportunities Program, the WSU Veteran Alumni Organization, and the ROTC Alumni Association to assess interests in partnering or supporting efforts by the university.

Universities and colleges in Michigan were assessed on their levels of commitment to their respective student veteran populations, including the University of Michigan, Eastern Michigan University, and Michigan State University. All of these universities are charter members of the Student Veterans of America offering programs and services closely related to those requested at Wayne State University. The following statistics were taken from "Source: UM-Flint" and research by the group "Supportive Education for the Returning Veteran (SERVE)" published in the Flint Journal on May 25th, 2009:

- There are 288,952 veterans on America's campuses today, which is 16 percent of total available or less than 1 in 5 attending college. There will be over 50 thousand veterans returning this year alone and over 1 million by 2016.
- From 2001-2010, 13 percent of freshmen veterans got four-year college degrees, compared to 30 percent of all college freshmen.
- Less than 6 percent of the 23 million vets used the GI Bill through graduation in 2008. On average, less than 17 months were used of 36 months eligible.
- UM-Flint draws less than 0.7 percent of available vets in the area.
- There are currently over 400 veterans attending Wayne State University and receiving benefits for education.

* Source: UM-Flint and research by the group Supportive Education for the Returning Veteran. (SERVE)

- Universities and colleges across the United States were also assessed to determine the numbers and scope of student veteran's resource centers available to assist veterans. The following is a sample of those findings:
 - Portland State University- http://growingapples.com/sva_index.shtml
 - Colorado State University- <http://veterans.colostate.edu/csu-student-veteran-group.aspx>
 - University of Minnesota- <http://www.sua.umn.edu/groups/directory/show.php?id=1474>
 - Purdue University- <http://www.purdue.edu/newsroom/students/2009/MacDermidGrants.html>
 - Florida State University- <http://svafloridaconference.eventbrite.com/>

The list of student veterans organizations and resource centers is too long to include in this document, but suffice it to say that more and more colleges and universities recognize the special needs of these veteran students and invest in the futures of those who have served; the programs and services those institutions have instituted bear this out.

- The Student Veterans of America began as an outreach program between student veteran's organizations in the summer of 2007 to address the administrative and social barriers faced by student veterans returning to college. Their founding conference in January 2008 was attended by just over twenty student veterans groups. Within one year they had expanded to cover seventy chapters and today represent more than seven hundred chapters in over forty states. The Student Veterans of America played a vital role in the passing of the legislation that led to the Post 9/11 Benefits that many veterans are receiving

today. Today they have many programs established that assist veterans in the transition from the battle field to the classroom. Additionally over 200 of these universities have already established dedicated Student Veteran Resource Centers to increase enrollment, raise retention rates, and graduate more veteran students.

CONCLUSIONS

The needs assessment determined that:

1. Almost all of the student veterans attending Wayne State University identified a need for an increase in the size of the Student Veterans Resource Center, which would include:
 - An expanded and updated computer lab, that includes access for handicapped veteran students. A minimum of thirty computers are required to meet the projected increase of veteran students attending Wayne State University. Having a dedicated veteran student computer lab addresses and relieves the psychological issues that veterans struggling with mental health issues face.
 - An expanded supplemental study area where veterans can engage in both individual and group supplemental studying. Currently there is not enough room to facilitate this effort and the confined quarters makes it especially challenging due to the lack of separation from the lounge area. Three small rooms for individual study and one larger room for group study are required to meet this need.
 - A quiet and comfortable area where veteran students can meet with a therapist or counselor as part of the “Let’s Talk” program that has been so successful in aiding our veteran population. This program has been integral to the increase of veteran students seeking mental health care.
 - An expanded lounge/recreation area where veterans can connect, collaborate and network. This area has been touted by many veteran students as invaluable in helping our veteran population with reintegration struggles associated with returning from combat to the classroom.
 - A classroom sized area where up to thirty students can meet to work on academic and the community service projects that are integral to our successful reintegration programs. This area needs to have media capabilities and desks for the students to utilize.
 - A kitchenette area similar to what the current Student Veterans Resource Center has. This area allows our veterans to enjoy hot lunches and a coffee/soda mess.

2. A need exists for dedicated services for student veterans to assist in the registration, orientation, and class scheduling processes, as well as assisting the veterans to acclimate to life at Wayne State University.

3. Support for our comprehensive programs which include a veteran specific orientation that is applicable and addresses the veteran's needs on campus. Our "Vet 2 Vet" and "Battle Buddy" programs require dedicated space that can be utilized for peer meetings and to work collaboratively on these programs.

RECOMMENDATIONS

- An expanded dedicated student veteran resource center be established at Wayne State University in support of the student veteran population, to include:
 10. A reception area for greeting incoming students and one card access for both entrance into the area and for the computer lab.
 11. A Computer Lab with at least thirty computer stations and printing capabilities.
 12. At least three small rooms or equivalent areas for individual study areas.
 13. At least one group study area that would hold at least 10 individuals for group projects and studying.
 14. A lounge area that is large enough to accommodate the veteran students, but is removed from the studying areas. The area should be large enough to hold the current recreation equipment the current resource center has.
 15. A classroom sized room capable of holding at least thirty students with desks, a white board, and media capabilities.
 16. A kitchenette area that can support a microwave, refrigerator and cabinets. Also a sink and counter top for cleaning and storage.
 17. A room to be utilized for veteran students to meet with counselors or therapists as part of the "Let's Talk" program.
- A comprehensive orientation program set up to meet the needs of the student veteran population, to include:
 1. An orientation program designed to address the specific needs of veterans.
 2. Special classes or remedial training intended to refresh veteran students in the basic academics.
- Develop a specific mental health liaison to assist the student veterans coping with combat related issues, above and beyond what are already offered.
- Housing arrangements for veteran students that would facilitate veteran to veteran housing arrangements in student dorm areas.

APPENDIX B

The following marketing budget is a start point provided by Carolyn Berry, Director, Office of Marketing and Communication:

Tagline: “Aim Higher”

Headline: “Welcome Back to Wayne State Warriors”

Veteran Student Marketing Plan

The Marketing Opportunity:

The influx of soldiers returning from war in Iraq and Afghanistan and Post-9/11 GI Bill benefits present a significant enrollment opportunity for Wayne State. WSU intends to grow the veteran population on campus from 400 to 2,000 students. The Office of Marketing and Communication is charged with the creation of an integrated marketing plan to increase applications and yield of veteran students (undergraduate and graduate).

The Desired Participants:

Veterans, with a special emphasis on prospective students eligible for Post-9/11 GI Bill benefits. The demographics (e.g. age, race, income) group varies greatly.

The top motivators for veterans returning to school:

- Fulfill the dream; many veterans entered the service with the vision of earning a higher education degree after their service commitment.
- Enhance employment opportunities.

In comparison to civilian students, veteran students seek a more structured environment; they don't readily relate with civilian student and have an unwavering allegiance to the U.S. Their previous training has promoted patriotism, civic duty, honor and integrity.

Key Communication Idea:

WSU provides a veteran friendly environment to help students fulfill their dream and enhance employment opportunities. Examples of WSU veteran friendly environment include: the veteran student organization, veteran resource center, specialized advising, veteran specific orientation and student support services.

Marketing Plan Components:

1. "Introduction Piece" available at recruitment fairs and requests for information mailings. Content: Admission process overview; Military and veteran benefits overview; Transfer credit; Veteran student organization and student resource center; Introduction to the Office of Military and Veteran Benefits; Brief overview on programs / online options / extension centers; Why Wayne State (research, midtown, proximity to the VA); Military endorsements (military friendly schools, yellow ribbon?)

2. "Next Steps Piece" - Welcome to Wayne State. Content: Welcome message from Director of Admissions; Next steps Military and veteran benefits; Next steps for transfer credit; Next steps for registration / orientation save the date; Invitation to join student veteran association; Invitation to special veteran orientation

3. Website updates: <http://admissions.wayne.edu/veterans/index.php> and <http://omveb.wayne.edu/education.php>

4. Video content for website and email campaigns

5. Email/CRM campaign

- Automated campaign to hand raisers – push to apply
- Automated campaign to admitted students – next steps, invitation to orientation, Welcome to WSU

6. Advertising units (TBD pending media buy approval – e.g. web banners, magazine ad)

7. Social media outreach

Veteran Marketing Budget - DRAFT

Veteran Admissions Recruitment Brochure (includes new photography)	\$3,000
Next Steps Brochure for Admitted Students	\$2,000
Orientation materials (custom Green and Gold guide est. at \$5 per book, invitation)	\$3,000
OMVAE website update	\$5,000
Video content for website (testimonials from current students, etc.)	\$3,000
Advertising ¹	\$60,000
TOTAL	\$76,000

The advertising components would vary greatly depending on the final budget and the objectives of the team. I assumed a baseline awareness campaign targeted directly at current service members and veterans. We could not afford all of the advertising channels listed for \$60,000, but we could possibly buy a few outdoor boards near Selfridge and three print ads with online support in GI jobs. I'm concerned a radio buy would be too expensive to reach this target as we would have to buy multiple channels and would have a lot of waste (from listeners that are not service members). I would recommend targeted media channels. If the budget gets approved I would like to investigate all the online advertising opportunities with geo-targeting capabilities before we finalize the plan.

¹ Could include billboards near Selfridge Air National Guard, print ad in GI Jobs, or online display ads.