

THE UNIVERSITY OF  
MEMPHIS



Veteran Reconnect Grant Program

Joy Stout, M.S., Director  
Adult & Commuter Student Services  
and Veterans Resource Center  
The University of Memphis

Director's Telephone:

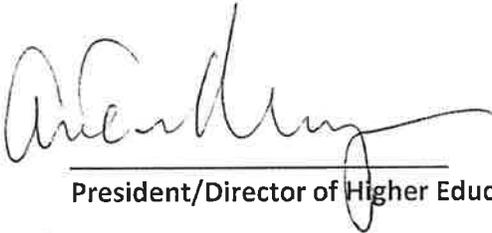
(901) 678-2644

Director's E-mail Address:

jstout@memphis.edu

Funding requested:

\$99,974

  
\_\_\_\_\_  
President/Director of Higher Education Institution

  
\_\_\_\_\_  
Project Director

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## Data List

The University of Memphis has in place several mechanisms for identifying veterans. Veterans are identified through benefit certification, transcript data, FAFSA information, fee payment information, residency status, and self-identification on the admissions application. While there is not a single collection point for identifying veterans, all of the information is entered into the Banner student information system. Then, using the University's various reporting tools such as Hyperion, Argos, and SAS (Statistical Analysis System), student veterans data can be extracted and student veterans aggregated into cohort groups based on enrollment term, and/or veteran type (Veteran, Military, Dependent).

After student veterans have been identified, student veteran success is tracked by the Office of Institutional Research. At the beginning and end of each enrollment term, the Office of Institutional Research collects measurement data including hours earned, GPA, course grades, enrollment, retention rates, and graduation information. The Office of Institutional Research tracks student graduation rates at 200 percent of normal time (eight years for first time freshmen, four years for first time transfers), using both institutional data and data from the National Student Clearinghouse.

While the data collection mechanisms are in place to identify veterans and track veteran student success, reporting on veteran student success is currently an ad hoc process. Different offices across campus such as Registrar, Bursar, and Financial Aid have written Hyperion reports for internal process needs. In addition, the Office of Institutional Research provides the Veterans Resource Center with a basic veteran enrollment report using base SAS. Efforts are currently underway to shift veteran reporting to a dashboard system, which will combine disparate veteran information into a single source of information. The veteran dashboard will allow interested

stakeholders to quickly and easily obtain clear, accurate data about student success, including enrollment data, retention rates, course success, graduation rates, and demographic information. The Office of Institutional Research will create the dashboard using existing SAS Visual Analytics software, after working closely with the Veterans Resource Center and other stakeholders to develop reporting requirements and data definitions. The Student Veteran Support Team will strengthen this effort to identify, monitor, and track student veterans, which will lead to a more concise way of tracking student data.

**Program Need:** The University of Memphis (UM) serves over 21,000 students in Memphis, Tennessee and the mid-south. Memphis is a regional magnet for veterans, with the only public, doctoral-granting, high research university in the area. The UM is serving a small portion of the veterans in its catchment area; implementing the proposed changes under the leadership of our Student Veteran Support Team, will position the University as an attractive option for student veterans and accelerate the achievement of student veterans to reach their educational and career goals.

The UM serves a large, diverse student population: In the spring of 2015, 52% were white, 33% were African American, 4% were Hispanic, 3% were Asian American, 3% were international students, and 5% belonged to other categories. In spring 2015, UM had approximately 700 (3%) student veterans enrolled. Since 2011, UM has seen a 75% increase in veteran enrollment, and a 59% increase in Post 9-11 GI bill utilization.

According to the Census Bureau, the nine counties in the Memphis MSA have an estimated 85,963 veterans<sup>1</sup>. The Memphis VA Medical Center serves over 196,000 veterans from over 53 counties in Tennessee, Mississippi and Arkansas<sup>2</sup>. The 164<sup>th</sup> Airlift Wing, a large Air National Guard unit is located in Memphis. There is also a large Army National Guard Brigade headquartered 70 miles from Memphis in Jackson, TN, with many of its subordinate units in the region, including one in Memphis, and an Army National Guard Sustainment Company located in Memphis<sup>3</sup>. There are a few other Guard units in the Memphis MSA counties<sup>4,5</sup>. The Naval Support Activity Mid-South base, the Navy's Human Resource Center of Excellence, is located in our county. More than 7,500 military, civilian and contract personnel are employed on this base which provides manpower and career management for Sailors and their families<sup>6</sup>. While not

all these veterans are potential students, there is a large pool of student veterans in the UM's region for the University to tap into as it seeks to increase its student veteran population.

In preparing for this proposal, UM analyzed specific data to better understand student veterans. The first analysis concerned two cohorts of student veterans who entered the University in 2008 (37 students) and 2009 (47 students). These first time freshman students show a struggle with their retention and graduation rate. The 2008 cohort has a sixth year retention rate of 37.8% and graduation rate of 27%, while the 2009 cohort is showing marked improved, with a sixth year retention rate of 40.4%, and a fifth year graduation rate of 31.9%, ahead of the 2008 cohort's sixth year rate. These types of data led the UM to pilot a Veterans Resource Center (VRC) to better serve student veterans, leading to improved educational and career outcomes.

In January 2014, UM administrators, including President David Rudd (then Provost) and Project Director Joy Stout, responded to the need and created a VRC to provide dedicated space so that military members and student veterans would have appropriate support, services and space. The pilot VRC currently includes a full-time Coordinator and two student worker positions. The VRC offers career seminars, Veterans Day events, Green Zone training to faculty, staff, and students who are interested in creating safe places for student veterans, outreach with the local VA Medical Center to facilitate enrollment and information exchange. The VRC is committed to supporting student veterans at risk of educational failure. The VRC has fostered a strong collaboration with the University's Educational Support Program (ESP) tutoring office, which provides an in-house tutor (who is also a veteran) to the VRC who provides student veterans individualized attention. If the dedicated ESP tutor can't assist the veteran, s/he is referred to the ESP office where a wide variety of specialty tutors are located. The VRC also has a peer tutoring network, which allows student veterans to be tutored by peers.

The second analysis UM conducted in preparation for this proposal concerned internships and use of Prior Learning Assessment (PLA) to earn academic credit. Of the 57 student veterans who responded to the email survey, only 14% had completed an internship for academic credit. However, 77% reported wanting to complete an internship before graduation. While this survey is not a representative sample, coupled with anecdotal reports from student veterans, VRC staff feel confident that UM's student veterans are interested in a program that will expand internship programs for veteran students. This proposal will support dedicated internships for student veterans, an academic experience considered an "high-impact educational practice" along with things such as undergraduate research and global learning by Dr. George Kuh<sup>7</sup>.

According to the Council for Adult and Experiential Learning (CAEL), PLA is "the process by which many colleges evaluate for academic credit the college-level knowledge and skills an individual has gained outside of the classroom (or from non-college instructional programs), including employment, military training/services, travel, hobbies, civic activities, and volunteer service."<sup>8</sup> Of the UM survey respondents, 82% felt they had knowledge or skills from their military training that would warrant academic credit in their degree program. But only 23% of respondents had already received such academic credit. When asked about their awareness that this credit was available, only 51% of the respondents replied "yes," partially explaining why participation in the PLA program is so low. UM will focus on increasing utilization of its PLA program, including experiential learning credit (ELC), the portfolio system particularly useful for veterans.<sup>9</sup> With ELC, students use narrative and supporting documentation such as work samples, certificates, and/or letters from employers to document college level learning. The CAEL interviewed student veterans, and respondents reported that using portfolio assessment (i.e. experiential learning credit) "were able to save time and money while completing their

degrees,” and that the student veterans found the process “challenging and academically rigorous.”<sup>10</sup> While many Universities only offer ELC for undergraduate courses, the University Graduate Council granted UM’s University College exclusive authority to award **graduate level-ELC**. While standards set by the American Council on Education (ACE) for military training and occupations are used by the university, a number of pre-assessment credit awards have been established by evaluators in areas ranging from commercial aviation to information technology. Likewise, ELC portfolio submissions not fitting the pre-assessed categories are reviewed by content experts.

Low educational levels have plagued the Memphis region, with only 26% of adults in the region having a bachelor’s degree or higher. The Brookings Institute<sup>11</sup> estimates that nearly 40% of jobs in Metro Memphis require this level of education. UM is partnering with many state and local organizations and initiatives to address this concern, including the Drive to 55 Initiative, Memphis and Shelby County Regional Economic Development Plan Steering Committee, the Greater Memphis Chamber of Commerce, Memphis Tomorrow, PeopleFirst!, Memphis Talent Dividend, Graduate Memphis, and the Greater Memphis Alliance for a Competitive Workforce. As described in Memphis’ recent regional economic redevelopment plan strategic overview<sup>12</sup>:

Persistently low levels of educational attainment pose formidable barriers to the regional economy’s potential to grow and diversify. Metro Memphis confronts an urgent challenge to raise the skills of its workforce. This reality undermines the ability of the region’s industries to innovate and expand while limiting many workers to low-skill, low-wage positions.

We know that the veteran population in the area reflects the educational attainment of the general population. Approximately 24% of the veterans in the Memphis MSA are estimated to

have a bachelor's degree or higher<sup>13</sup>. As stated in the Memphis Plan, all this is a formidable barrier that must be overcome for Memphis to thrive and enter the new economy.

In summary, **the program plan will address the identified needs:** 1) Large pool of nearly 86,000 veterans in the Memphis region, but a **low enrollment of student veterans within UM student population** (3%); 2) **Unsatisfactory six-year retention rates** for first-time freshmen student veterans (37.8% and 40.4% for two cohorts, respectively); 3) **Unsatisfactory six and five-year graduation rate** for these same cohorts (27% and 31.9%, respectively); 4) Student veterans report **high interest in internship programs** (77%); and 5) **Low utilization of ELC** among student veterans (only five applied for ELC last year)

**Program Plan:** One of the first and most important steps that UM will do is create a Student Veteran Support Team (SVST), including representatives from the offices described in Table 1. The SVST will be co-chaired by the Project Director and Dr. William Akey, Associate Dean of the University College. The Support Team will 1) Serve as an Advisory Committee for the VRC and Grant Oversight Committee; 2) Collaborate so the VRC serves as a single point of contact to coordinate comprehensive services for student veterans; 3) Plan, assist with implementation, and evaluate the revised New Student Veteran Orientation; 4) Develop a Sustainability Plan for the expansion of the VRC; 5) Plan, develop, monitor, and evaluate data systems for serving student veterans; 6) Use data provided by Support Team members and other sources to improve services to student veterans; and 7) Meet at least nine times per year. SVST members marked with an asterisk will serve on the Grant Oversight Committee, actually providing governance and decision-making for the grant project. Joy Stout, Project Director, will chair this team. Their responsibilities will include monitoring progress toward goals and

objectives; preparing reports for THEC and UM senior administrators; and reviewing grant expenditures quarterly.

**Table 1: Student Veteran Support Team Members and Department**

<b>Student Veterans Support Team Member</b>	<b>UM Department</b>
Joy Stout, Project Director, Co-chair*	Adult and Commuter Services
Dr. William Akey, Co-chair	University College
VRC Coordinator (in process of being hired)	Veterans Resource Center
Mary Jean Nelms*	Benefits and Certification
Geraldine Lynn Taylor	Registrar and VA Certification
Susan Te Paske*	Disability Services
Alishia R. Henderson	Career Services
Mary Brignole	Academic Advising & University College
Gloria Moore*	Admissions
To be Named (in process of being hired)	Adult & Commuter Student Recruiter
Dr. Dan Bureau*	Student Affairs Learning and Assessment
Jacqueline De Fouw	Health Center
DebraAnn Brown	Financial Aid
Dr. Jane Clement	Psychological Counseling
Dr. Barbara Bekis	Educational Support Program (ESP)
Tracy Robinson*	Center for Innovative Teaching and Learning, Prior Learning Assessments/ELC
Bridgette Decent*	Office of Institutional Research (OIR)

The project planning team has carefully crafted the following goals, objectives, activities, and timeline to address the needs identified on page five.

**Table 2: Goals, Objectives, Activities, Personnel, Timeline**

<p><b>GOAL 1: To accelerate the success for student veterans by enhancing the marketing for Prior Learning Assessment, particularly experiential learning credit; dedicated internships; and a comprehensive Veterans Resource Center in order to provide a single point of contact for student veterans to ease their transition into campus life, reduce their attrition and improve their likelihood of achieving their educational and career goals.</b></p> <p>OBJECTIVE 1.1 Increase student veteran annual retention rate from 74% to 76% by end of project period as measured by the SIM.</p> <p>OBJECTIVE 1.2 Increase student veteran six year graduation rate by 4.5% each year, as measured by the SIM.</p> <p>OBJECTIVE 1.3 Increase student veteran participation in Prior Learning Assessment by 15%, with baseline set at beginning of grant year, as measured by the SIM.</p> <p>OBJECTIVE 1.4 Add 26 paid internships dedicated for student veterans, to begin no later than Spring 2016 and ending by Summer 2016.</p>
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ACTIVITIES	PERSONNEL	TIMELINE		
		Aug-Nov	Dec-March	April-July
1.1 Provide 2-day training in understanding and applying prior learning options (PLA) for student veterans, conducted by ACE, serving 50 faculty and 75 professional academic advisors and recruitment staff.	Tracy Robinson	X	X	--
1.2 Conduct outreach to active duty, reservists and potential students, and current students regarding the benefits of attending UM and using PLA to earn course credits.	Tracy Robinson, GA	X	X	X
1.3 Recruit and place a graduate student to work with internships and PLA program.	Tracy Robinson	X		
1.4 Recruit employers for internships, targeting fields with high numbers of undergraduate majors (Goal: 13 for Spring 2016, 13 for summer 2016).	Tracy Robinson, GA	X	X	X
1.5 Recruit students for internships, targeting 13 for Spring 2016, 13 for summer 2016)	Tracy Robinson, GA	X	X	X
1.6 Fill recently vacated VRC Coordinator position, and continue employment of Coordinator.	VRC Director	X	X	X
1.7 Restructure and implement veterans' new student orientation to include more student veteran participation, and address the student veteran's sense of belonging, offering at least one session in year one	VRC Director	X	X	X
1.8 Plan and deliver one seminar per semester to provide assistance with resume building, interview training, and job placement.	VRC Coordinator	X	X	--
1.9 Continue monthly-outreach services allowing student veterans to register with the Memphis VA Medical Center.	VRC Director	X	X	--
1.10 Provide technical assistance for student veteran organization(s) and veteran support groups.	VRC Coordinator	X	X	X
1.11 Survey student veterans at the end of each semester and integrate feedback into the evaluation process.	Principal Investigator VRC Coordinator	X	X	--
1.12 Arrange, coordinate and provide academic accommodations and support services for qualified students with disabilities.	Disability Services Director	X	X	X
1.13 Continue weekly onsite tutorial services for student veterans in Math, English and Science to enhance student veteran's academic success.	Educational Support Program Coordinator	X	X	X

**GOAL 2: To create favorable conditions on the campus of the University of Memphis by enhancing marketing, expanding outreach to community colleges and military partners, and improving the campus climate for student veterans in order to recruit more student veterans to the campus.**

OBJECTIVE 2.1 Increase student veteran enrollment from 700 to 750 by end of project period as measured by the student information system (SIM).

OBJECTIVE 2.2 Increase student veterans' satisfaction with campus services (baseline collected and targets set in first year) as measured by a survey.

OBJECTIVE 2.3 Increase student veterans' satisfaction with campus climate (baseline collected and targets set in first year) as measured by a survey.

OBJECTIVE 2.4 Form a high functioning Student Veteran Support Team as measured by a self-assessment and program review of national standards.

2.1 Establish a Student Veteran Support Team with representatives from admissions, registration, financial aid, veterans' benefits, academic advising, student health, mental health counseling, career services and disability services.	VRC Director	X	X	X
2.2 Develop a marketing and recruitment campaign to reach targeted populations of veterans for enrollment. Center Staff will market/recruit veterans transitioning from 2-year colleges and local military base.	VRC Coordinator Graduate Assisant	X	X	X
2.3 Expand social media presence, including web page, Facebook, and Twitter activity.	VRC Coordinator, GA, student worker	X	X	X
2.4 Add VRC Coordinator and student worker to outreach team, recruiting veterans, assisting with orientations and campus tours. Team will focus on 2-year colleges and local military installation.	VRC Coordinator, student worker	X	X	X
2.5 Provide Green Zone training (addressing the needs of active duty, reserve and student veterans) to 75 faculty and staff per year, including two "train-the-trainer" events per year to support sustainability.	VRC Coordinator	X	X	--
2.6 Draft sustainability plan to expand the scope of the VRC.	Director and VRC Coordinator SVST		X	X
2.7 Partner with OIR, the Veterans Education Benefits and Certification office, and the SVST to identify, collect, and analyze data about student veterans. This includes monitoring rates of enrollment, retention, satisfaction, and graduation.	VRC Director VRC Coordinator OIR, SVST & Benefits and Certification	X	X	X

During the project, we will continuously assess and improve the efficiency and effectiveness of the project design. Focus groups, surveys, data reviews, and OIR reporting will help us continuously enhance the project. The Project Director, and the University's Director of Student Affairs Learning and Assessment will collaborate to develop a mid-point and annual report of key data, which will be presented to the SVST for review, discussion, analysis, and action.

Ms. Joy Rogers Stout, Director of Adult and Commuter Student Services, will serve as the **Project Director**. Ms. Stout is the founder and supervisor of UM's pilot VRC. Ms. Stout has over 12 years of management experience in higher education administration, staff supervision, and budgetary responsibilities. Ms. Stout will fill the recently vacated VRC Coordinator position (resignation submitted June 30, 2015) and serve as supervisor of the Coordinator. Veterans will be given preference in the hiring process.

**Sustainability:**

The university is currently funding the staff and resources to support student veterans through the pilot VRC. Veteran Reconnect grant funds would allow us to expand what the University is currently doing with our own resources. Internship work sites will continue the paid internship beyond the grant period, supporting paid internships for the 2016-17 year out of their own funds. **See letter of commitment from Sedgwick, documenting our partnership to satisfy the priority preference requirement, in appendix.**

One of the key activities on our timeline is the development of a Sustainability Plan to expand the scope of the VRC. UM is committed to changing the way it recruits, serves and supports student veterans through the VRC and SVST, which will make a significant impact on the local economy. Memphis and the UM are ripe for this type of intervention at this time. The city, county and state are prioritizing college completion for adults, and the urgent need of the

community for all stakeholders to coalesce around this goal. The outcomes-based educational environment in Tennessee provides additional urgency for UM's commitment to recruiting more veterans and serving them better. It is critically important for UM to strategically focus resources to improve student retention, persistence and graduation, and we have created many program to align with the governor's "Drive to 55" campaign, such as our Finish Line program, and Academic Coaching for Excellence.

The commitment to developing and implementing a Sustainability Plan for the VRC extends to UM's President, M. David Rudd. Throughout his career, Dr. Rudd has been responsible in part for more than \$18 million in research grant funding, including more than \$3 million for research to help military populations. Dr. Rudd co-founded and serves as Scientific Director of the National Center for Veterans Studies at the University of Utah. Dr. Rudd will move the headquarters of National Center for Veterans Studies (NCVS) from the University of Utah to the UM campus during the 2015-2016 fiscal year. Dr. Rudd has provided considerable leadership and support to the pilot VRC, including designating a \$100,000 donation in his honor, which started the Dr. M. David Rudd Fund for the Benefit of US Military Veterans, to benefit the VRC (and other veteran services). This donation honors Dr. Rudd's "unwavering commitment to our country's veterans"<sup>14</sup>. Dr. Rudd is a nationally recognized expert on veteran issues, having testified seven times before the U.S. Congress on issues related to veterans and suicide. In 2015, Rudd coauthored a study published in *The American Journal of Psychiatry* documenting a landmark achievement in the treatment of soldiers who had attempted suicide or who were at high risk for attempting suicide<sup>15</sup>. In 2014, Dr. Rudd received the "Outstanding Research Accomplishment: Team Award for Excellence" by the Military Health System Research Symposium, the Department of Defense's premier scientific meeting<sup>16</sup>.

## Grant Budget Line Item Budget Detail

The proposed expenditures are reasonable, responsible and necessary to support the goals and objectives described in this proposal. The budget will provide the resources to carry out the activities to meet our stated goals and objectives. The budget details each item with costs associated for actions that will allow us to increase support for student veterans transitioning from military life to civilian life. The university estimates serving at least 750 unique student veteran's during the course of this project.

### Salaries, Wages, and Benefits

Ms. Joy Stout will serve as the **Project Director**. She will devote 5% effort (in-kind) to managing the project, including all issues related to the budget, and supervising the VRC coordinator. Ms. Stout will co-chair the Student Veteran Support Team.

The project funds **one graduate assistant**. This assistant will receive a stipend of \$9,000 during the school year and \$3,000 during the summer. The graduate assistant will assist with marketing the Prior Learning Assessment program in person and via social media and assist with planning and implementing the internship program for student veterans, securing 30 internships and recruiting 30 student veterans for paid internships. Preference will be given to placing a student veteran in this position. (\$12,000)

The grant will support 26 **paid internships for student veterans**, funding 26 students to work 150 hours at \$10 per hour. Students and site placements will be recruited during Fall 2015, placements will begin Spring 2016 (approximately 13 students) and Summer 2016 (approximately 13 students). (\$39,000)

The project will support **two student workers** who will assist with two discrete functions. One will assist with updating the Veterans Resource Center's webpage and other sources of social media (Facebook, Twitter). The second student worker will assist the VRC Coordinator with marketing and recruitment of student veterans, including making outreach presentations, drafting marketing materials, and assisting with New Student Orientation. The website student worker will receive a stipend of \$12 per hour, and the marketing student worker will receive a stipend of \$10 per hour, which is consistent with the rate that student workers are paid on campus. Funds are budgeted to allow for the two student workers average 7.5 hours per week for 40 weeks (for a total of 300 hours). Preference will be given to placing student veterans in these positions.

(\$3,600 + \$3,000 = \$6,000)

Graduate Assistants and student workers do not receive fringe benefits.

**Total Salaries = \$57,600**

#### **Travel, Conferences and Meetings**

**Local mileage** will be reimbursed for the graduate student at a rate of \$.47 per mile, estimated at 175 miles per month. The student workers will also be reimbursed for mileage at the same rate, estimated at 50 miles per worker per month.

**Total Travel = \$1,422**

#### **Professional Fees, Grants and Awards**

The UM will pay tuition for the **graduate student** at a cost of **\$11,603**.

UM will hire the **American Council on Education** to **consult and provide a training session**.

The two-day training session will help faculty, departmental advisors and other administrators

understand and apply prior learning assessment options for student veterans. The first day of training will be geared to faculty and will provide an overview of principles, practices, tools and resources in order to most effectively serve student veterans in applying their military training and occupational experiences to their intended degree programs. Participants will learn about practices at peer institutions, including the use of portfolio, challenge exams, and other individualized assessment methods. Faculty members will discuss and analyze case studies. UM will target departments with high volume student veteran enrollment like Criminal Justice, Health and Human Performance, and Business, serving approximately 50 people in the training. The second day of training will focus on helping professional advisors and recruitment staff create and implement outreach and guidance strategies to assist student veterans in successfully identifying and completing prior learning assessment options. Training participants will participate in several student scenarios and will also discuss ways in which to work more collaboratively across units in order to provide more integrated services. Both training sessions will offer orientation to the Military Guide and Joint Services transcript, along with access to a series of archived webinars. Follow up consultation calls will provide additional technical support as the grant activities are implemented. The second day will target professional academic advisors and recruitment staff and reach 75 people. ACE will send two workshop leaders, and consultation fees (inclusive of travel costs) **total \$10,000.**

**Total Professional Fee, Grant and Award = \$21,603**

#### **Other Non-Personnel**

The UM will host a **workshop to train students and on-site supervisors** who are participating in the internship program. Costs are budgeted to fund one session in the spring semester and one in the summer, serving 35 people at each event at a cost of \$4.50 per person. (\$315) A

**culminating event** will be held at the end of the spring and summer semesters to recognize the interns and site supervisors for their accomplishments. This event will include senior University administrators in addition to the students and employers, serving 55 people at each event at a cost of \$15 per person. (\$1,650) UM will use grant funds to pay for meals for the **ACE PLA training**. Funds are budgeted for purchase 125 meals at a cost of \$5.75 each. (\$719) Training materials will also be needed, budgeted at 125 notebooks at a cost of \$5 each. (\$625)

The University will print special **recruitment materials** targeted to potential student veterans. These are projected to cost \$2.00 per piece for 1,500 pieces. **Total Non-personnel = \$6,309**

#### **Total Direct Costs**

Total Direct Costs for this grant are \$86,934.

#### **Indirect Costs**

Total Indirect Costs for this grant are \$13,040, figured at a rate of 15%.

#### **Total Costs**

Total Project Costs for this grant are \$99,974.



**GRANT BUDGET LINE-ITEM DETAIL:**

<b>SALARIES, BENEFITS, &amp; TAXES</b>	<b>AMOUNT</b>
Project Director, Joy Stout, M.S.	\$0
Graduate Assistant: one Graduate student * \$1,000 per month * 12 months	\$12,000.00
Interns: 26 interns * \$10 per hour * 150 hours	39,000.00
VRC (website, social media): one student worker * \$12 per hour * 300 hours	3,600.00
VRC (recruiting, marketing): one student worker * \$10 per hour * 300 hours	3,000.00
<b>TOTAL</b>	<b>\$57,600.00</b>

<b>TRAVEL</b>	<b>AMOUNT</b>
Mileage: reimbursement for one (1) graduate student at a rate of \$.47 per mile * 275 miles	\$1,422.00
<b>TOTAL</b>	<b>\$1,422.00</b>

<b>PROFESSIONAL FEE, GRANT &amp; AWARD</b>	<b>AMOUNT</b>
Tuition: Fixed cost for one (1) full-time, in-state at \$11,603	\$11,603.00
American Council on Education (ACE) Consultant to provide training sessions to faculty participants	10,000.00
<b>TOTAL</b>	<b>\$21,603.00</b>

<b>OTHER NON-PERSONNEL</b>	<b>AMOUNT</b>
Workshop refreshments: 35 participants * 2 workshops * \$4.50 per participant	\$315.00
Refreshments for Recognition events: 55 participants * 2 events * \$15 per participant	1,650.00
Food for ACE workshop: 125 participants * \$5.75 per participant	719.00
Training Materials for ACE workshop: 125 participants * \$5 per participant	625.00
Printing & Publications: Recruitment materials/Promotional brochures	3,000.00
<b>TOTAL</b>	<b>\$6,309.00</b>



July 1, 2015

Mr. Scott Sloan, Veterans Reconnect Program  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

Dear Mr. Sloan:

Sedgwick is pleased to support the University of Memphis Veterans Resource Center in meeting the unique educational needs of a growing population of veterans and veteran students through the Tennessee Higher Education Commission's Veterans Reconnect Program.

Sedgwick is the leading global provider of innovative, technology-enabled claims and productivity management solutions. We are headquartered in Memphis and have more than 12,000 colleagues nationwide. More information about our company is available at [www.sedgwick.com](http://www.sedgwick.com).

At Sedgwick, we have always believed that our outstanding people are the keys to our success. The continued growth of our organization is driven by our colleagues' ability to listen to clients, learn about their challenges, and provide tailored solutions. Our commitment to diversity and inclusion makes all of that possible. By assembling diverse teams and fostering an environment where everyone feels included and valued, we are able to drive innovation, understanding and creative problem-solving. Our people practices in attracting, developing, caring for, and retaining the most talented individuals in our industry helped us earn recertification as an Employer of Choice® in 2015; Sedgwick is the only risk and insurance services organization to receive this distinction.

Our support of veterans is just one example of our commitment to diversity and inclusion. Working with the Military Spouse Employment Partnership (MSEP), Sedgwick has developed online counseling, job coaching programs and employment opportunities for military spouses. Further, in partnership with the U of M, we intend to work closely with the leadership of the Veterans Resource Center to grow the number of student veterans we engage as interns and colleagues.

The challenges faced by active duty service members, veterans and their spouses often translate into resilience, adaptability and an unparalleled work ethic, and those are exactly the kinds of qualities we look for in Sedgwick colleagues. We commend the U of M Veterans Resource Center for their continued work on behalf of those who have served our country with honor.

Sincerely,

Terri Browne  
Chief People Officer