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I. PROGRAM NEED

A. Essential Components

1. Campus-specific data demonstrating the need for program

Fisk University, the oldest institution of higher learning in Nashville, Tennessee, presently enrolls only one military personnel, which includes less than a dozen students enrolled in the National Guard and veterans. For some time we have, however, recognized the need to increase enrollment of this population and are grateful for this opportunity to do so. According to the Bureau of Labor Statistics, in 2014, 21.2 million men and women were veterans. Of these, 10.2 million veterans were employed, 573,000 were unemployed, and the rest, 10.5 million, were not in the labor force (neither employed nor seeking employment).

Gulf War-era II veterans. Gulf War-era II veterans served in the U.S. Armed Forces at any time since September 2001. The unemployment rate for Gulf War-era II veterans declined by 1.8 percentage points over the year from 9.0 percent in 2013 to 7.2 percent in 2014. Among Gulf War-era II veterans, the unemployment rate for men declined from 8.8 percent in 2013 to 6.9 percent in 2014. The unemployment rate for women (8.5 percent) in 2014 was not statistically different from the prior year (9.6 percent). The unemployment rate for White Gulf War-era II veterans (6.4 percent) was lower than the rate for Black veterans (9.5 percent).

Gulf War-era I veterans. Gulf War-era I veterans served between August 1990 and August 2001. In 2014, the unemployment rate for male Gulf War-era I veterans was 4.0 percent; the rate for female veterans was 5.2 percent. Both were lower than the rates for Gulf War-era II veterans. These differences in the unemployment rates reflect, at least in part, the older ages of veterans who served during Gulf War era I. Younger people, whether veterans or nonveterans, usually have higher unemployment rates. In noting that Black or African American males and women have the

highest rates of unemployment, 9.5%, and 8.5%, respectively, Fisk University proposes to engage in the active recruitment of all veterans with an emphasis on the recruitment of these sub-groups.

Although Fisk has not enrolled large numbers of veterans, we have had a successful online program for the spouses of military employees. The MyCareerSkill/Fisk online programs [http://www.mycareerskill.org/about_us.php] enrolled the first students in May of 2013. Thus far, we have offered healthcare and IT* programs within the Department of Defense - Military Spouse Career Advancement Accounts (MyCAA) initiative, which provides tuition assistance for workforce development of spouses of military personnel. Out of 1,720 spouses enrolled, the majority of participants enrolled in the following programs:

1. Pharmacy Technician: 788 spouses
2. Medical Front Office Assistant and Administration: 401
3. Medical Front Office and Electronic Health Records: 219

Currently, there are 150 active students - meaning that they are still within their 12-month enrollment window and are working towards completion.

- For students who reached their program expiration in 2014, the completion percentage was 91%.
- For students who reached their program expiration thus far in 2015, our completion percentage is 85%.

The programs available to spouses of military personnel are listed below.

***Information Technology (IT) Certifications**

- A+ (CompTIA)
- Network+ (CompTIA)
- Security+ (CompTIA)
- Healthcare IT Technician (CompTIA)
- MCSA (Microsoft)

Healthcare Certifications

- Certified Billing and Coding Specialist (CBCS)
- Certified Medical Administrative Assistant (CMAA)
- Certified Pharmacy Technician (CPhT)
- Certified Electronic Health Records Specialist (CEHRS)

We are confident that our successful experience with the spouses of military personnel in online programs will serve us well as we implement the proposed program for veterans.

2. Outline of program/intervention

Fisk University proposes to develop and implement a strategic recruitment and retention program targeted to veterans, with an emphasis on women and men of color. Since these two groups of veterans have the highest unemployment rate, it is incumbent upon Fisk University, with an international reputation for academic excellence and for the production of scholars and leaders, to reach out and embrace those who have served or are serving our nation so valiantly.

The Veteran Affairs Coordinator will interface with the Office of Recruitment and Admission to recruit veterans through the Tennessee Department of Veterans' Affairs, veterans' organizations including the VFW, and Tennessee installations including NSA Mid-South and Arnold AFB, as well as from Ft. Campbell, which lies between Clarksville, TN and Hopkinsville, KY. He/She will function as a "one-stop shop" to ensure that veterans who enroll receive appropriate academic advisement and course selection, and academic support services (e.g., tutoring, coaching, and mentoring) as needed. The Coordinator will provide career development services including placement in paid internships, and ensure that veterans are prepared for job interviews including preparation of resumes, mock interviewing sessions, and related assistance. Implementation of the career development services will be fulfilled in conjunction with the Office of Career Development and Leadership. All veterans will be given priority for placement in the University's EXCEL Program, which provides co-curricular programming that promotes and develops professional and leadership development in students at Fisk University. EXCEL cultivates and purposefully trains competitive students as they strive for academic, professional, and social excellence during their matriculation and beyond their tenure at Fisk.

Since the Veteran Affairs Coordinator will serve only our veterans and students veterans, he/she will track their academic progress on an ongoing basis using our existing “early warning system” that allows us to monitor students’ academic progress through faculty notifications of missed assignments and absences from class, participation in tutoring sessions and academic workshops with monitoring of attendance and progress, and related academic indicators. In addition, our School of Natural Sciences, Mathematics, and Business is developing a new computerized system with Vanderbilt University. It is projected that this system will be in place by January of 2016, and once operational, will be utilized by the Coordinator of Veteran Affairs for tracking veterans and student veteran success data, including satisfactory academic progress, grade point average, course attainment, CAAP and SuccessNavigator® data, as well as other relevant data.

The Coordinator will staff and serve as a member of the new University Veterans Achievement Committee. This body will be chaired by the Project Director/Vice President of Development & Sponsored Research, and will be comprised of the Provost, Vice President of Enrollment Management, Director of Career Development and Leadership, Director of Corporate and Community Relations, and representatives of companies who provide internships and employment opportunities for our students. At this writing, that includes Sam’s Club, Autumn Hills Assisted Living, Morgan Stanley, and Tractor Supply. Members of the University’s Business Advisory Board will also be asked to participate when that body reconvenes in September (roster attached in Appendix C).

3. Clear linkages between grant activities and program needs

The small number of veterans and student veterans enrolled at Fisk University and the high unemployment rates for women and men of color demonstrate the need for this program at Fisk, which is known for its nurturing environment. In addition, many veterans face a myriad of

challenges when transitioning from the military to civilian life and our environment is designed to be a small, nurturing one that will be enable us to help our veterans make an easier adjustment. We do not anticipate more than 50 enrollees initially, which will allow us to analyze the best practices, make adjustments as needed, and develop a first-rate program for our nation's heroes. Many may be first-generation students and the best practices that we have in operation after ten years of gathering data and the analysis of same to discern the best practices for this population, will most assuredly serve first-generation veterans well. Fisk has been recognized nationally, by *The Washington Monthly*, *Forbes*, and *U.S. News & World Report's* rankings, for its demonstrated track record of success with first-generation students in the past 25 years.

4. Optional Priority Area

Fisk University requests the five-point preference for its partnership agreements with the following local employers: Sam's Club, Autumn Hills Assisted Living, and Tractor Supply (letters attached in Appendix C). Morgan Stanley is another partner with whom we have a very viable internship program that resulted in 12 Fisk students interning in various locations around the country this summer and the employment of three Fisk students this year and two last year. They have agreed to include veterans who are business majors in their internship and employment opportunities as they do other Fisk business students. Steve Austin, the regional head from whom we must secure the letter of commitment, is on vacation but we will secure his letter.

II. PROGRAM PLAN

A. Essential Components

1. Detailed project timeline and overview

The project timeline and overview of our plan is provided on the following page.

**VETERAN RECONNECT
TIMELINE
AUGUST 2015-JUNE 2016**

TASK	AUGUST 2015	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY 2016	FEBRUARY	MARCH	APRIL	MAY	JUNE
Recruit & Hire Program Coordinator											
Recruitment											
Meetings of Veteran Achievement Committee											
Enrollment & Academic Advisement											
Review Academic Progress											
Classroom Attendance											
Enroll in Excel Program											
Mid-Term Exam											
Final Exam											
Tracking Veteran/Student Success (Data)											

2. Measurable objectives for each phase of the project

The measurable objectives for the project are provided below.

- By August 21, 2015, the Fisk University Veterans Achievement Committee (VAC) will hold its first meeting, review the project, and provide input to enhance/improve the project.
- By September 1, 2015, the Coordinator of Veteran Affairs will be recruited and hired.
- By September 1, 2015, the part-time Secretary will be identified and hired.
- By October 1, 2015, the Coordinator will present the recruitment plan to the VAC for review and approval.
- By December 31, 2015, the first veterans will be enrolled and have received academic advisement for the Spring Semester 2016.
- By April 30, 2016, the second cohort of veterans will be enrolled and have received academic advisement for Summer Term I and/or II.
- By April 30, 2016, the first cohort of veterans will have progressed satisfactorily and will have received academic advisement for Summer Term I and/or II, and Fall Semester 2016.
- By May 15, 2016, up to 50 veterans will be enrolled at Fisk University and progress report on project will be submitted to the Fisk Board of Trustees.
- By June 30, 2016, final project reports will be submitted to the Fisk Board of Trustees and the State of Tennessee.
- By July 1, 2016, University budget for program's continuation will be approved for FY 2016-2017.

3. Project governance and accountability

The project will be organizationally within the Office of the Provost and Vice President for Academic Affairs. The Coordinator will report to the Executive Director of The Center for Teaching and Learning. The Vice President of Development & Sponsored Research, as Project Director, is accountable for the project and its oversight. As executive officers of the University, she and the Provost are collaborators in continual communication and this helps to ensure the success of the project. Both report directly to the President of Fisk University, and this is further assurance for the project's accountability and success. The Board of Trustees of Fisk University is the governing body and the President reports directly to the Board of Trustees.

III. BUDGET PLAN

A. Essential Component

The proposed budget is a cost effective one and ensures that Fisk University will be able to maintain the project after the expiration of State support. We request support for the following items.

Salaries and Fringe Benefits

Veterans Affairs Coordinator – direct salary of \$50,000 and fringe benefits of \$14,000 (at 28% rate) for total of \$64,000; job description provided in Appendix D

Secretary - \$15,000 for part-time at 50% time and effort and fringe benefits at \$4,200 (at 28% rate); to provide administrative support services to the Coordinator and Veterans Achievement Committee

Total Salaries = \$65,000

Total Fringe Benefits = \$18,200

Total Salaries and Fringe Benefits = \$83,200

Non-Personnel Costs

Postage for recruitment mailers and correspondence = \$2,000

Layout, design and printing of brochures and other mailers = \$6,000

Routine office supplies, letterhead, business cards, etc. = \$2,000

Total = \$10,000

Travel to attend military recruitment fairs @ \$2,000 x 2, meetings with local veterans' organizations, and travel to military installations for recruitment of veterans = \$9,800

Total = \$9,800

Grand Total of Requested Budget = \$100,000

IV. SUSTAINABILITY

Fisk University is committed to the success and sustainability of this project. We desire to enhance the diversity of our student body and to provide more services to Tennesseans. Our overall goal is for 25% to 35% of our student body to be from Tennessee and since about half of military personnel based within a state remain in the state after leaving the military, we view this population as integral to attaining our Tennessee enrollment goal and one in which the University must invest its precious resources.

Sustainability of the project is further enhanced because of the additional revenue that this population will bring to the University in terms of tuition and fees, which means it is virtually self-sustaining. The value added to the University and the student body by the diverse and rich experiences that veterans will bring is priceless. +

NAME OF INSTITUTION
FISK UNIVERSITY

Veteran Reconnect Grant Program

Edwina E. Harris Hamby, Ph.D.
Vice President of Development & Sponsored Research

1000 17th Avenue North
Nashville, TN 37208

615.329.8768

ehamby@fisk.edu

Funding requested:

\$100,000

H. James Williams, Ph.D.
President/Director of Higher Education Institution

Edwina E. Harris Hamby, Ph.D.
Project Director

Appendix B- Budget

GRANT BUDGET				
Veteran Reconnect Grant				
The grant budget line-item amounts below shall be applicable only to expenses incurred during the following				
Applicable Period:		BEGIN: August 1, 2015	END : June 30, 2016	
POLICY 03 Object Line-Item Reference	EXPENSE OBJECT LINE-ITEM CATEGORY ¹	GRANT CONTRACT	GRANTEE PARTICIPATION	TOTAL PROJECT
1. 2	Salaries, Benefits & Taxes	83,200.00	100.00	83,200.00
4, 15	Professional Fee, Grant & Award ²	0.00	0.00	0.00
5, 6, 7, 8, 9, 10	Supplies, Telephone, Postage & Shipping, Occupancy, Equipment Rental & Maintenance, Printing & Publications	10,000.00	0.00	10,000.00
11. 12	Travel, Conferences & Meetings	6,800.00	0.00	6,800.00
13	Interest ²	0.00	0.00	0.00
14	Insurance	0.00	0.00	0.00
16	Specific Assistance To Individuals	0.00	0.00	0.00
17	Depreciation ²	0.00	0.00	0.00
18	Other Non-Personnel ²	0.00	0.00	0.00
20	Capital Purchase ²	0.00	0.00	0.00
22	Indirect Cost	0.00	0.00	0.00
24	In-Kind Expense	0.00	0.00	0.00
25	GRAND TOTAL	100,000.00	0.00	100,000.00

¹ Each expense object line-item shall be defined by the Department of Finance and Administration Policy 03, *Uniform Reporting Requirements and Cost Allocation Plans for Subrecipients of Federal and State Grant Monies, Appendix A.* (posted on the Internet at: www.state.tn.us/finance/act/documents/policy3.pdf).

² Applicable detail follows this page if line-item is funded.

APPENDIX C

Letters of Support



Savings Made Simple

June 30, 2015

Dr. Edwina E. Harris Hamby

Vice President of Development & Sponsored Research

Fisk University

Division of Institutional Advancement

1000 17th Avenue North

Nashville, TN 37208

Dear Dr. Hamby:

Sam's Club Market 28 is pleased to support Fisk University and its proposal to the State of Tennessee for the new Veterans Achievement Program. To this end, we will provide internship and employment opportunities to veterans enrolled at Fisk University.

In addition, Market 28 agrees to provide a representative to serve on the Fisk University Veterans Achievement Program Committee. In this capacity, we will help to ensure the assessment and effectiveness of the program, and the success of the veterans it will serve.

If additional information is required, please contact me at the address or telephone number hereon.

Sincerely,

A handwritten signature in cursive script that reads "Melissa Bailey". The signature is written in dark ink and is positioned above the printed name.

Melissa Bailey

Market Manager Mkt. 28



6-25-15

Dr. Edwina E. Harris Hamby
Vice President of Development & Sponsored Research
Fisk University
Division of Institutional Advancement
1000 17th Avenue North
Nashville, TN 37208

Dear Dr. Hamby:

Tractor Supply Company is pleased to support Fisk University and its proposal to the State of Tennessee for the new Veterans Achievement Program. To this end, we will work to provide internship and employment opportunities to veterans enrolled at Fisk University.

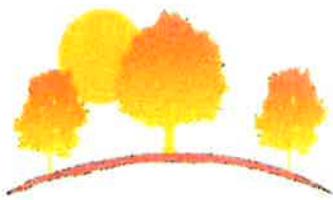
In addition, Tractor Supply Company agrees to provide a representative to serve on the Fisk University Veterans Achievement Program Committee. In this capacity, we will help to ensure the assessment and effectiveness of the program, and the success of the veterans it will serve.

If additional information is required, please contact me at the address or telephone number hereon.

Sincerely,

A handwritten signature in black ink, appearing to read "Carl T. Blair", is written over a light blue horizontal line.

Carl T. Blair
Director Leadership Development



AUTUMN HILLS

ASSISTED LIVING

June 10, 2015

Dr. Edwina E. Harris Hamby
Vice President of Development & Sponsored Research
Fisk University
Division of Institutional Advancement
1000 17th Avenue North
Nashville, TN 37208

Dear Dr. Hamby:

Autumn Hills Assisted Living is pleased to support Fisk University and its proposal to the State of Tennessee for the new Veterans Achievement Program. To this end, we will provide internship and employment opportunities to veterans enrolled at Fisk University.

In addition, Autumn Hills agrees to provide a representative to serve on the Fisk University Veterans Achievement Program Committee. In this capacity, we will help to ensure the assessment and effectiveness of the program, and the success of the veterans it will serve.

If additional information is required, please contact me at the address or telephone number hereon.

Sincerely,

Paul C. Miller
Administrator

APPENDIX D

Job Description

FISK UNIVERSITY
Job Description Form

Position Title: Veteran Affairs Coordinator

Department: Office of the Provost– The Center for Teaching and Learning

Reports To: Executive Director, The Center for Teaching and Learning

FLSA Designation: Exempt

Bargaining Unit Position: No

Date Written/Revised: June 30, 2015

POSITION SUMMARY

The Veteran Affairs Coordinator recruits veterans for enrollment at Fisk University; and expands, coordinates and implement services for the student veteran population.

ESSENTIAL FUNCTIONS

- Recruits veterans for enrollment at Fisk University via outreach to veterans' organizations, National Guard, and military installations; represents University at major military recruitment events.
- Plans, organizes, and directs activities related to student veterans.
- Assesses, monitors and tracks the needs of the current student veteran population; recommends new initiatives according to the identified needs.
- Maintains up-to-date information on effective services at other institutions and in the community for veterans.
- Serves as a professional resource to the university community regarding helpful strategies for working with student veterans.
- Collaborates with other program areas on activities to enhance the holistic wellbeing of student veterans.
- Consults with students regarding academic concerns, assists students in obtaining support and/or resources to meet specific needs.

- Works with student veterans to facilitate a successful transition to civilian life, and an effective retention plan.
- Coordinates assigned activities, promotional efforts and programs during the academic year.
- Provides administrative assistance to immediate supervisors; will occasionally develop, prepare and present recommendations and reports.
- Performs other duties as assigned.

SECONDARY FUNCTIONS

In addition to the performance of essential functions, this position may be required to perform varied high level functions, with the percentage of time performing each function to be solely determined by the Provost and/or Executive Director, The Center for Teaching and Learning, based upon the particular requirements of the University and/or the specific veteran needs.

ORGANIZATIONAL RESPONSIBILITY

The employee will regularly exercise a high degree of judgment in their work. The performance of office or non-manual work, which relates to the employer's management policies or general business operations, will be a primary duty of this position. The employee in this position will assist the Provost and/or Executive Director, The Center for Teaching and Learning to perform specialized or technical work and/or undertake special assignments. The work in this position is intellectual and varied, and most work may be accomplished per a timetable.

SPECIFIC JOB KNOWLEDGE, SKILLS AND ABILITIES

Activities and decisions are highly complex, so significant independent action and judgment, subject to University-wide policies, are expected. Other qualifications required include:

- A minimum of three years successful experience in counseling, program development or related areas; preference to experience working with veterans
- Ability to develop and build relationships with prospective corporate and community organizations for internships and job placement of veterans
- Ability to travel, as needed
- Ability to work independently and collaboratively in a fluid organizational environment
- Ability to maintain confidential information with tact and discretion
- Understanding of the importance of setting a proper tone for the Office of the Provost
- Minimum of two years of experience with Word, Excel, PowerPoint and Internet Explorer

- Outstanding verbal and written communication skills;
- Excellent interpersonal and organizational skills with strong attention to detail
- Ability to work with a wide variety of constituents
- Ability to work independently and exercise sound judgment
- Ability to be flexible and highly adaptive to change
- Excellent presentation skills
- Flexibility and the ability to manage multiple tasks
- Knowledge of marketing skills
- Excellent interpersonal, verbal, and written communication skills
- Ability to work with a diverse student population
- Experience in workshop and program development

QUALIFICATIONS

Education: BA/BS/BBA required; master's degree preferred; terminal degree a plus

Experience: Minimum of three years of experience within an educational or business setting required

Licenses or Certificates: N/A

Additional Requirement: A background and credit check will be required of the successful applicant. An official transcript and names, addresses and phone numbers of three (3) references will be required of the successful applicant.

PHYSICAL DEMANDS

While performing the duties of this job, the employee is frequently required to stand; walk; sit; use hands to handle or feel; reach with hands and arms; talk and hear. The employee may regularly lift and/or move up to 10 pounds and occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

WORK ENVIRONMENT

Normal office conditions prevail. The noise level in the work environment is usually moderate.

This job description is not an exclusive or exhaustive list of all job functions that an employee in this position may be asked to perform from time to time.