

# SUCCESS IN 3-D FOR STUDENT VETERANS

How to Design, Develop and Deliver a Thriving SVO



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# QUICK START GUIDE

Have you ever wanted to create, enliven, revive or even resuscitate a student veterans' organization (SVO)? This manual will help guide you through the steps to **Design, Develop and Deliver** a successful and sustainable SVO.

## Design

DESIGN is “big picture” planning to shape the structure and identity of your SVO.

### Key Ideas

#### 1. Consider Your Campus Culture

Be responsive to the many characteristics that make your campus unique.

#### 2. Form a Steering Committee

Include student service members, veterans, faculty, administrators and other stakeholders who can provide structure and good ideas.

#### 3. Create a Mission Statement, Goals and Value Proposition

Define the SVO—what and who it should represent, and what needs it should address.

#### 4. Formalize Your SVO

Construct governing documents, identify leaders and obtain official recognition from your school.

# Develop

DEVELOP means building the venture based on the vision created during the DESIGN step.

## Key Ideas

### 1. Translate Your Mission and Goals into Objectives and Strategies

Define what you want to do. Describe what you want to accomplish and set realistic targets.

### 2. Develop a Budget and Investigate Sources of Income

Remember to think about not only how much money but also how many people and how much time it will take to accomplish your goals.

### 3. Plan for Sustainability

Develop your membership recruitment strategy, plan for leadership changes and keep good records to ensure smooth operations and longevity of the organization.

# Deliver

Once the SVO has been DESIGNED and DEVELOPED, you can DELIVER it to members, the campus and the community.

## Key Ideas

### 1. Conduct Meetings, Activities and Events

Conduct meetings that are worth your members' time and host activities that generate interest and awareness.

### 2. Build Relationships

Learn from other student organizations, campus departments, faculty and staff, and community partners as you work together on projects and activities.

### 3. Create a Communications and Marketing Plan

Create a unified message and develop marketing strategies that will define how you plan to promote your SVO and reinforce your brand.



# Evaluate

In order to demonstrate your SVO's success, you must first EVALUATE your progress.

## Key Ideas

### 1. Go from SMART to SMARTER

Regularly evaluate and re-evaluate your objectives to determine your progress and plan for future actions.

### 2. Track Output and Outcome

Assess not only what you did, but the differences your SVO made.

# Plan for Success

Running an SVO is an effort in social entrepreneurship. Utilize a business plan to ensure your efforts are focused and strategic.

## Key Ideas

### 1. Prepare Your Plan

In a strategic plan, formalize the work you did to design, develop and deliver your SVO.

### 2. Present Your Ideas

Once you have a plan in place, pitch it to stakeholders, funders and potential partners.

### 3. Implement Your Strategy

Apply those great ideas from your strategic plan to your everyday operations.



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# INTRODUCTION

Since 2008, the Military Family Research Institute (MFRI) has had the good fortune to work with, guide, learn from and collaborate with a rapidly increasing body of student veterans' organizations (SVOs). During this same period, Student Veterans of America (SVA) has worked at the national level to create a unifying framework and voice for more than 800 SVO chapters around the world. This manual pairs the collective knowledge and expertise of MFRI and SVA about creating, sustaining and growing SVOs.

The SVOs we work with are as diverse and remarkable as the student service members and veterans they represent. Each is unique, influenced by individual campus culture and SVO leadership. But all have come together because of a common interest in connecting with others who share military experience and desire to create a sustainable network of support for themselves and those who follow.

There is no one correct “recipe” for an SVO. A successful SVO needs to thrive in the culture where it resides, meaning it grows in the soil where it was planted. It is flexible and responsive to the needs and interests of its members, and has measures in place to ensure sustainability. All organizations have ups and downs and SVOs are no different. Leaders must navigate through a series of hills and valleys. This manual is designed to help your SVO spend less time in the valley and more time on top of the hill.





# 1: DESIGN THE SVO

At the DESIGN stage it's time to think seriously about the SVO, identifying it as distinct from other student groups. This big picture planning defines the organization—what it should represent and what needs it should fulfill.

## 1.1: Consider Your Campus Culture

Campus culture is a compilation of the different, ever-changing factors that make your campus unique. Factors that influence campus culture include size, location, academic focus, private vs. public, age of institution, residential vs. commuter, technical school vs. 2-year vs. 4-year, etc.

Start with an awareness of campus culture when designing your SVO. Consider your student service member and veteran population and how these students interact within this culture. What factors influence how much time and interest potential members may be willing to give the SVO? Try to develop an understanding of their other roles and responsibilities. See Appendix A on page 40 for a campus profile worksheet.

Once you have your sights on what influences your campus culture, you can recruit the assistance of other like-minded individuals to help design (or redesign) the SVO. Formally, this is the steering committee.



## 1.2: Form a Steering Committee

The steering committee will guide the course of the evolving SVO and should be made up of people with an interest in the organization's success. They must be willing to do the planning, research and preliminary tasks necessary to get the SVO up and running. To build your steering committee, tap student service members, veterans, faculty, staff, local veteran service organization representatives and other campus and community advocates.

The steering committee will consider purpose (Who should the SVO represent? What should the SVO represent?) and logistics (What steps are necessary to get the SVO going?).

There are many benefits to becoming an officially-recognized student organization on campus—just ask your student life coordinator. The steering committee should know these requirements before starting the planning process.

### Tips for Steering Committee Success

Task steering committee members with generating and capturing big picture ideas.

- Elect a facilitator to keep things on track.
- Identify someone to record meeting minutes so important ideas and decisions are not lost.
- The steering committee does NOT elect leadership or set policy. Refocus discussions that begin to concentrate on these or similar topics.



## 1.3: Develop a Mission Statement, Goals and Value Proposition

These will define the SVO—what it should represent, who it should represent and what needs it should fulfill. Some questions you'll want to answer:

- What is unique about your organization?
- What does it do that no other student group on campus does?
- What needs do you plan to address, and for whom?
- What can the SVO accomplish in the first three months, six months and year?
- How many members are needed to meet these objectives?

### SAMPLE MISSION STATEMENT

"The SVO's mission is to address the challenges associated with the transition from military service to being actively engaged in the college experience."

### Mission Statement

- A mission statement defines an organization's purpose.
- It should be simple, short and to the point.
- It is a "what" statement that explains the SVO's reason for existing.
- It does not need to address how something will happen, but it lets everyone know who you are and what you hope to achieve.

### GOAL EXAMPLES

- Connect members with on-campus resources needed for college success.
- Generate awareness of veterans on campus.
- Create and promote camaraderie.
- Serve as a voice for veterans on campus.

### Goals

Whether short- or long-term, goals are the results you'll work to achieve, the end toward which actions will be directed.

- Goals are also "what" statements.
- They guide decisions and define priorities.
- They support the organization's mission.



# 1: DESIGN THE SVO

## CREATING AN ELEVATOR PITCH

### What is your organization?

*"We are a student veterans' organization on the campus of (insert name of university)."*

### What does your organization do?

*"We provide information, support and camaraderie."*

### For whom does your organization do it?

*"For military-affiliated students."*

### Why should I care? What's in it for me?

*"This will help veterans successfully complete their college degrees."*

Adapted from (Powell, n.d.).

## Value Proposition

A value proposition clearly defines the benefits the organization creates for others through the work it does. It communicates why the mission of the SVO is important.

As you define your value proposition, consider:

- members' needs, such as friendship, support or resources;
- your SVO's difference from other student organizations on campus; and
- your plan to communicate the value of the SVO to campus and community advocates.

Every member of your SVO should know the value proposition of your organization and be able to communicate it in three or four sentences. This is called an "elevator pitch" because it delivers the summary in about 30 seconds—the time it takes an elevator to get from one floor to another.

## 1.4: Formalize Your SVO

You have added structure to your ideas. Now you can formalize your organization by addressing governing documents, leaders and members.

## Governing Documents

Governing documents do not have to be complex or detailed, but are necessary to help your organization function. These documents should include your mission statement, membership requirements and goals, leadership positions, committee structure, election procedures and meeting schedule. Most schools require that registered student organizations submit governing documents to the administrative office overseeing student activities in order to become officially recognized. Even if your steering committee has decided not to seek official recognition, governing documents are still important.

Your student life office may be able to provide sample constitutions or by-laws. Examples are also available from SVA, or by a simple internet search.



# 1: DESIGN THE SVO

## Identify Leaders

You will have identified the SVO's leadership positions while drafting your governing documents. Some leaders will naturally emerge throughout the design phase, while others will need to be recruited. Sometimes more than one person will be qualified for the job and other times you may have difficulty recruiting the right person.

As with any volunteer organization, leaders will do the “heavy lifting” to keep the SVO moving forward. Ideally, you will divide the work among several members of a strong executive board; this will yield better results than allowing one or two leaders to shoulder all responsibility.

“Members are just as important as the leaders...remember the team approach that was used in everything you did in the military.”

– Current SVA student council member

## Identify Members

Before you can set membership goals and recruit new members, you must define your target audience. Ask these questions:

- **WHO WILL YOUR SVO SERVE?**

Student service members and veterans only? Family members? Faculty and staff with military experience? ROTC candidates? Most campuses require official student organizations to open their membership to all students. Defining your target membership can help direct your recruitment efforts towards military-connected students and supporters.

- **WHAT IS YOUR MAXIMUM POTENTIAL AUDIENCE?**

If you want to reach out to every student service member and veteran on your campus, you must first know how many are enrolled. Even if your campus is still working to identify and track all of these students, aim for an estimated number that can help you gauge the effectiveness of your outreach efforts.

- **WHAT IS A REALISTIC MEMBERSHIP GOAL FOR THE NEXT SIX TO 12 MONTHS?**

You may need to differentiate between active members and general members. You will likely add many more members to your contact list than you will actually see at meetings and events. Expect this and account for it in your goals.



# 1: DESIGN THE SVO



## Identify Advisors and Advocates

SVO advisors act as liaisons to campus administration, help navigate the campus system and provide continuity. Whether you recruit them or they recruit you, advisors serve a critical role not only for your SVO but for veteran student services in general. Often the advisor is a veterans' benefit representative, such as the school certifying official, but he or she can be from any area on campus—many SVOs have more than one. In addition to your formal advisor(s), you may identify other professionals on campus who are willing to serve as advocates for your group.

## Obtain Official Recognition

Becoming officially recognized by campus administration can be important. It may allow your SVO to take advantage of resources available only to official student groups, including:

- use of campus facilities;
- access to student activity funding;
- formal officer training;
- campus office or meeting space; and
- membership in Student Veterans of America.

The steering committee may decide that seeking official recognition is not in the best interest of the SVO, but by knowing the requirements you will make a well-informed decision.



# 1: DESIGN THE SVO

## Tips for Success

### LEARN ABOUT OTHER SVOS

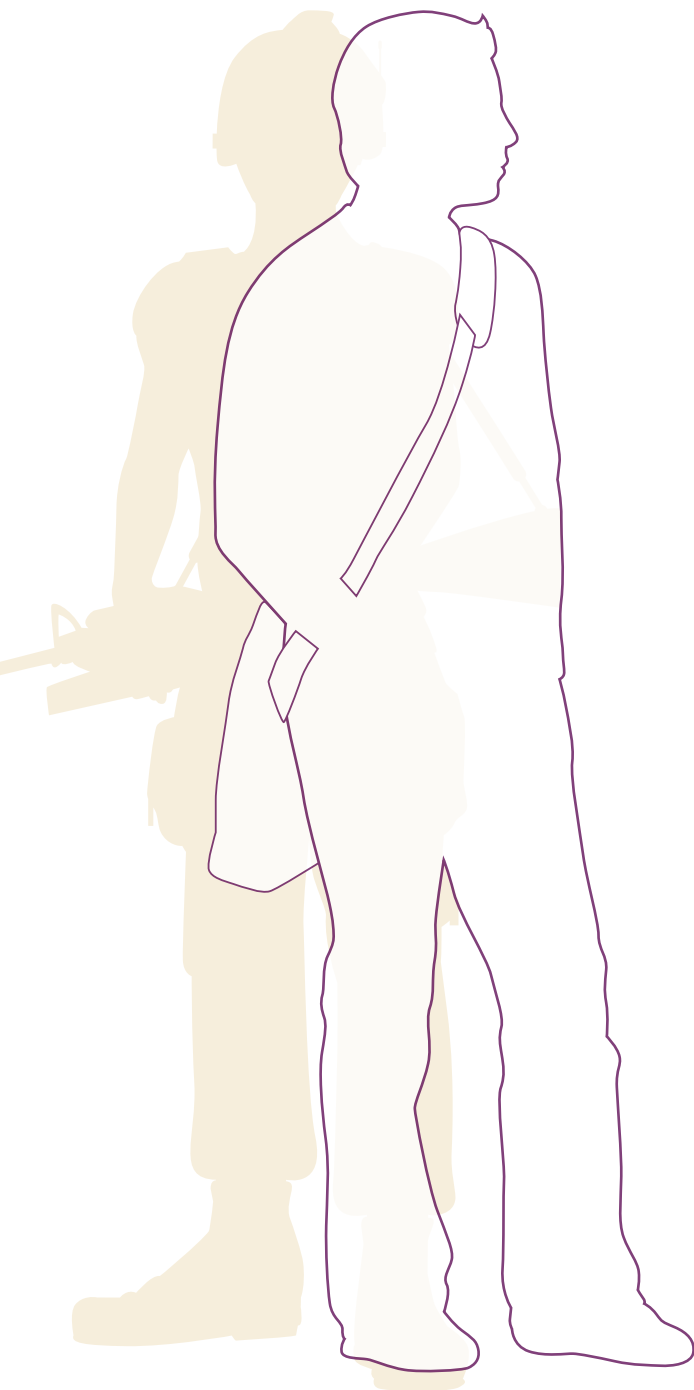
- ✓ Network and reach out to other SVOs.
- ✓ Contact fellow chapter leaders via the Student Veterans of America website and social media groups for chapter leaders.
- ✓ Ask about lessons other SVOs have learned and ideas you can adapt.
- ✓ Discuss opportunities to collaborate.
- ✓ Attend the SVA National Conference, Leadership Institute or Summits, or engage in other SVA activities.

### LEARN FROM OTHER STUDENT GROUPS

- ✓ Become familiar with other student groups on your campus.
- ✓ Identify what your SVO might learn from these groups, particularly those with similar characteristics.
- ✓ Reach out to established student groups to gain campus partners.

### LEARN FROM YOUR STUDENT SUPPORT STAFF

- ✓ Take advantage of their experience assisting student organizations on your campus.
- ✓ Ask them to clarify requirements and help you avoid mistakes and red tape.
- ✓ Request resource materials that can make your job easier.







## 2: DEVELOP THE SVO

DEVELOP is the second step in forming an SVO. While the DESIGN phase involved establishing the identity and structure, the DEVELOP stage is where you delve into the details.

### 2.1: Translate Your Mission into Objectives and Strategies

Mission defines your goals; goals guide your objectives; objectives steer your strategies.

#### Objectives

Objectives are the practical steps needed to achieve short- and long-term goals. Objectives define what you want to do, how you'll quantify it and establish a timeline to achieve it.

Experts often recommend that objectives be "SMART:"

- **SPECIFIC – WHAT EXACTLY IS GOING TO BE ACCOMPLISHED?**

Describe in explicit terms exactly what will change and for whom. Avoid using vague descriptions such as coordinate, partner or facilitate. Try to use measurable action verbs such as increase, decrease, collect, publish, etc.



## 2: DEVELOP THE SVO

### SMART EXAMPLE

#### Objective

*Compile a summary of available campus services for veterans and make it available in print and online by Aug. 1.*

**S** = The end result of this objective is specific: compile and distribute a summary of services.

**M** = Measurement of this objective does not stop with whether or not it occurred. In addition to tracking access (website hits or prints distributed), impact could be tracked through surveys.

**A** = This objective is actionable and could be achieved through proactive efforts. This objective is within the SVO's scope of influence.

**R** = It is realistic to expect that the SVO has the resources available to achieve this object.

**T** = This objective has a clearly defined timeframe with a specific deadline.

- **MEASURABLE – DO WE HAVE THE ABILITY TO COUNT OR OTHERWISE QUANTIFY OUR ACTIONS?**

Sometimes you may use number goals, while other times you might measure yes or no—whether something did or did not happen. In either case, you must be able to collect information/data and measure it.

- **ACTIONABLE – CAN WE DEVELOP STRATEGIES TO PUT THIS OBJECTIVE IN MOTION?**

Ask yourself whether it is within your power to influence the change you are proposing. Can you do the work necessary to implement the strategies or actions that will move you towards accomplishing this objective?

- **REALISTIC - CAN WE ACHIEVE THIS OBJECTIVE WITH THE RESOURCES CURRENTLY AVAILABLE?**

Consider whether your objective is attainable. Decide whether the effort needed to achieve the objective is a good use of your limited resources. Ensure that it is relevant to one or more of your short- or long-term goals.

- **TIMELY – WHAT IS OUR DEADLINE TO ACHIEVE THIS OBJECTIVE?**

You will need to define your timeframe for achieving the objective. It should be specific and reasonable. Assigning definite dates (e.g. “by Dec. 1”) will help the group be accountable. Adapted from (Institute of Medicine, 2010)

#### Objective examples:

- Compile a summary of available campus services for student service members and veterans and make it available in print and online by Aug. 1.
- Add 15 new email addresses to the SVO's contact list by the end of September.
- Increase personal contact with student veterans by five new contacts per week during the fall semester.



## 2: DEVELOP THE SVO

### EXAMPLE OF STRATEGIES

#### Objective

*Add 15 new email addresses to contact list by the end of September.*

#### Example of Strategies

- Put an email sign-up sheet in the veterans' benefits coordinator's office.
- Have an email sign-up sheet available at the SVO table during welcome week.
- Create an email link on the SVO website.

### Strategies

Strategies are methods or courses of action that describe how to achieve an objective. You might think of a strategy as a roadmap or to-do list that will move you forward.

If strategies create the map, then tactics provide the step-by-step directions to get you to your desired destination. You will need to develop an implementation plan for your strategies. This details the chronological steps that add necessary detail to strategies and assign tactics to individual team members. In order to implement your strategy, you will need to translate those tactics into specific work assignments.

## 2.2: Create a Budget and Investigate Sources of Income

Budgets are an integral part of planning; they help you anticipate and track your resources.

### Consider Your Resources

In order to implement your plans, you must have resources. Three commonly cited resources are:

- time;
- people; and
- money.

These resources, among others, are less often identified but also important:

- space;
- support;
- marketing opportunities; and
- partnerships.



## 2: DEVELOP THE SVO



Typical budget items might include refreshments for meetings and events, and costs related to planned activities, including facility rental, publicity, or speaker travel and honoraria. Budget items sometimes overlooked include administrative costs, such as printing and supplies, and travel to network with other SVOs or attend conferences.

Like any other non-profit organization, SVOs must secure and direct resources. SVO leaders will likely find themselves competing with others for resources. Although challenging, such competition provides opportunities for SVO leaders to think strategically about chapter operations. A business plan is a valuable tool in this process. Both MFRI and SVA support this model and use it in our own grant programs. For this reason, we have dedicated Section 5 on page 33 to the topic of competing for resources and the benefits of creating a business plan.

### Budget Your Money

A budget is a planning tool that outlines expenses related to planned activities in terms of time, people and money. Budgets help the SVO stay within its means and also serve as a record for future planning. Priorities identified by the SVO's objectives and strategies will drive the budget. Budgets detail how and which tactics (actions, events, programs) planned for the next six to 12 months will be financed.

As living documents, budgets are:

- **detailed** to track specific expenses, including quantity and unit price;
- **updated** after purchases to reflect anticipated vs. actual costs; and
- **changed** to reflect shifts in priorities and plans.

Budgets serve as planning documents at the beginning of a project; they include anticipated income and expenditures. At the conclusion of the project, budgets become records, reflecting actual income and expenditures. Both the anticipated and actual budgets inform program evaluation and serve as planning documents for future projects. See Appendix B on page 41 for a blank SVO budget template.





## 2: DEVELOP THE SVO

### POSSIBLE SOURCES OF REVENUE

- Funds from campus student life and/or student government;
- fundraisers;
- grant support;
- membership dues;
- donations; and
- shared expenses with campus or community partners.

### Budget People and Time

Your members and their time are valuable resources. Use them wisely in support of the SVO's mission. It is better to scale back your goals than to drive away members by making demands on their time that they cannot meet. Consider how many members you currently have and how much time they can afford to give when developing your human budget. Members will vary in their level of commitment and ability to be involved and their availability may change each term.

### Tips for Success

- ✓ Achieve immediate impact for your members before reaching out to others. Some SVOs use their financial resources to support philanthropic projects and other worthy causes at the cost of benefits intended for SVO members.
- ✓ If your SVO is committed to philanthropy, leverage your resources to create a call to action that gets members involved in a worthy cause, raises awareness about your organization and preserves your own funds.
- ✓ Carefully consider the amount of effort required to execute a fundraising project. Complex, time-consuming events may not generate enough revenue to make the effort worthwhile, even if they significantly raise awareness.
- ✓ SVA offers funding for worthwhile initiatives through the Chapter Grants program. Visit the SVA website at [www.studentveterans.org](http://www.studentveterans.org) to learn about current opportunities.





### 2.3: Plan for Sustainability

Members and leaders will come and go. In order to plan for sustainability, continually recruit new members and groom prospective leaders. Preserve records of the valuable lessons you've learned for those who follow.

#### Recruit New Members

Membership is a challenge for all SVOs—in fact, for most student and community organizations. People are busy and have many competing interests. For this reason, you can expect a few things to happen at some point in the life of the SVO:

- **Membership will wax and wane.** (Remember those hills and valleys?) One semester there may be a roomful of members at every meeting and the next semester it may be a struggle to recruit enough attendees to get anything done.
- **Leadership turnover may be significant.** At some point, it may seem that all the SVO leaders are graduating or moving on at once.
- **Interest in membership will spike.** An enthusiastic leader or an outstanding event can draw significant positive attention to the SVO.

Sometimes student service members and veterans need more than what your SVO can provide. There are professionals on campus and in the community who are trained to provide support for military service-related issues, as well as financial, domestic and spiritual matters. Be familiar with available resources and know how to put members in touch with professionals.

SVOs can be proactive about keeping membership constant. In the words of business author Rick Page, “Hope is not a strategy.” Consider these tactics:

- **Work with what you have.** Membership recruitment is an ongoing process but don't wait for a critical mass before getting to work. A lot can be accomplished with even a small core group of dedicated individuals.
- **Address the needs and expectations of student service members and veterans on campus.** If you don't know what these are, do a survey and find out. A sample survey is available in Appendix C on page 42.



## 2: DEVELOP THE SVO

The most successful organizations give members what they need or want or both.

- **Work with your campus culture, not against it.** SVO programming is not “one size fits all.” Take advantage of the opportunities your unique campus situation presents.
- **Regularly re-evaluate the SVO’s goals and objectives in relation to your mission.** More information about evaluating your progress and demonstrating success is available in Section 4 on page 30.
- **Maintain communication.** There are many ways to reach out to current and potential members. Aim for consistent communication through a variety of channels and don’t underestimate the power of personal connections. More information about communication is presented in the DELIVER section starting on page 22.
- **Engage new members immediately.** Make a focused effort to help them feel included and valued. If they express interest in assuming some responsibility, take them up on it.
- **Never miss an opportunity to provide contact information to potential members and partners.** Carry business cards or fliers. Put contact information on all promotional materials. Make sure student service members and veterans have multiple ways to reach your SVO.

### Create a Leader Transition Plan

Change is inevitable and even desirable for student organizations. Proactively planning for changes in leadership can help ensure the SVO remains in existence as leaders naturally move on.

- **Recruit and train new leaders.** Those in the corporate world are often encouraged to recruit their replacements. As a leader, you should always be on the lookout for the next person to step up and take over the responsibilities of your office. Keep active members well-informed and engaged. Transition strong leaders up the pipeline to assume progressively more responsibility.
- **Balance between leader entrenchment and smooth succession.** Leadership entrenchment means keeping the same leaders in place for several semesters. It can be comfortable to keep the same people in leadership positions, but leadership turnover is healthy.

Have fun! Make future SVO leaders want to be in your shoes. A positive mental attitude demonstrates that the organization is worth your time—and theirs.



## 2: DEVELOP THE SVO

### SAMPLE FILE PLAN

#### Legal

- Governing documents
- Membership roster
- Contracts

#### Financial

- Budget
- Bills and receipts

#### Administrative

- Meeting minutes
- Committee assignments
- Calendar of previous, current and past events
- Program reports or after action reports
- Logins and passwords for SVO accounts
- Training materials
- Important contacts

#### Historical

- Promotional material
- Photographs
- Media coverage

(Student Veterans of America, 2011)

New leaders bring fresh ideas and creative approaches, but outgoing officers also provide a wealth of information and guidance on lessons learned. Allow time for outgoing leaders to mentor incoming officers or consider a president-elect position to lessen disruption and loss of information during leadership turnover.

- **Engage alumni mentors.** More and more SVO members are graduating. Keep track of them—they are a source of information and networking. Tap their knowledge and commitment to your organization by inviting them to serve as alumni mentors.

### Manage Your Records

To record SVO history and activities and to prevent duplication of efforts in successive years, your SVO needs a records management system. This preserves important documents and ensures that they are accessible to current and future members.

Consider these three steps:

1. **Document.** This may take many forms including written meeting notes, event fliers, important campus and community contacts and helpful processes.
2. **Organize.** Follow a simple file plan.
3. **Store.** Many options exist for storing your records, including paper files and binders, flash drives, external hard drives and online storage sites.

### Leader Records

In addition to keeping records on the SVO as a whole, individual officers and committee chairs should document notes that apply to their specific roles and responsibilities. Create continuity binders that can be easily passed down to future leaders.





# 3: DELIVER THE SVO

Now that the SVO has been DESIGNED and DEVELOPED, it is time to DELIVER it to members, the campus and the community.

Many SVOs try to measure success by meeting attendance. This may be one indicator of success, but it is important to use several metrics to evaluate your SVO. See page 30 for more information about evaluation.

Promote your meetings and events with customizable marketing materials available through SVA at [www.studentveterans.org](http://www.studentveterans.org).

## 3.1: Conduct Meetings, Activities and Events

### Meetings

Meetings are important to the work of most SVOs. They provide a forum to address and communicate issues that are important to the organization and its members. They can also foster camaraderie and serve as an opportunity for learning. The following suggestions may increase attendance and allow your meetings to run more smoothly.

- **Ask your membership.** Although there will never be a perfect meeting time for every member, getting feedback about their availability can help establish a general consensus about the right time to meet. Do this each semester as schedules change.
- **Maintain a consistent schedule and location.** Avoid confusion. Whether you meet once a week or once a semester, keep it consistent. Try to meet in the same location whenever possible. Set your meeting schedule for the entire semester and make it widely available to current and prospective members. This creates an expectation and reduces confusion.





### 3: DELIVER THE SVO

More information about parliamentary procedure and Robert's Rules of Order is available online.

- National Association of Parliamentarians:  
[www.parliamentarians.org](http://www.parliamentarians.org)
- The Official Robert's Rule of Order website: [www.robertsrules.com](http://www.robertsrules.com)

Your campus student organization office may have additional recourses.

To hold a paper meeting, the presiding officer requests that all organization leaders and committee chairs submit written reports. These are then compiled into one document that is distributed to keep members updated.

- **Set a meeting agenda and stick to it.** Marathon meetings can dampen member enthusiasm and energy. Don't let your meetings become something that members dread—respect their time and keep the meeting on schedule.
- **Hold separate meetings for the leadership team.** Don't fill regular meetings with operational details. Address these issues in executive board meetings.
- **Follow a fixed order of business.** Many organizations follow parliamentary procedure, also known as *Robert's Rules of Order*. Implementing even a few basic rules of order ensures that everyone is heard and decisions are documented.
- **Create committees as needed.** Committee chairs and volunteers can tackle specific event or program details that would otherwise slow the progress of a general meeting. Add committee reports to the meeting agenda so members are kept up-to-date.
- **Provide an opportunity for learning.** Invite speakers who can add value to the meeting and spark members' interest. Give your members a good reason to attend and, hopefully, gain valuable information. Allow time for networking and questions.
- **Hold virtual meetings.** Some SVOs conduct meetings virtually, especially if members are in geographically diverse locations or have outside commitments that make physical attendance at meetings impossible. SVOs use virtual or paper meetings during busy times, such as around mid-terms or final exams, to communicate important updates without demanding too much of their members' time.

#### Tips for Success:

- ✓ Make meeting minutes available to all members, whether they attend meetings or not.
- ✓ Make personal contact with no-shows. Reach out to those who are missing from meetings and events.
- ✓ "If you feed them, they will come." A little food goes a long way towards motivating members to attend your meetings.



### 3: DELIVER THE SVO

#### Activities and Events

SVO activities and events are as diverse as the individual campuses on which they take place. They will take many forms and will meet the needs of different audiences at different times.

SVA suggests potential programming efforts, including:

- advocacy campaigns;
- participation in research;
- new student orientation;
- sponsor, mentor or buddy-to-buddy programs;
- campus veterans' centers;
- veterans' monuments;
- community service projects;
- intramural sports teams; and
- military-focused events such as discussion panels, special lecturers and film screenings.

#### Tips for Success

- ✓ Assign committee chairmen for special events and activities. Sharing responsibility often provides motivation for involvement by more members and takes the load off the leadership team.
- ✓ Hold events in the heart of campus to generate awareness and take advantage of high-traffic areas.
- ✓ Utilize social, local and campus media, including newspapers, community calendars, alumni magazines and campus radio, to promote your SVO programs and events.

## 3: DELIVER THE SVO



The American Council on Education's Toolkit for Veteran Friendly Institutions sites supporting SVOs as a best practice (<http://vetfriendlytoolkit.org/campus/svo.cfm>).

### 3.2: Build Relationships

Build relationships with other student organizations, faculty, staff, campus departments and community groups to strengthen the SVO and broaden its reach.

#### On Campus

- **OTHER STUDENT ORGANIZATIONS**

There are many advantages to working with other student groups on your own campus. Leaders from other organizations can share experiences, tips and advice that you would otherwise have to learn on your own. You will create synergies that allow you to achieve more together than you could have on your own. Such collaborations allow your SVO to show support for other groups and increases your SVO's visibility.

- **CAMPUS DEPARTMENTS**

Many campus departments want to serve you well and will welcome your attention. They want to engage with you, so reach out to them and explore opportunities to combine efforts. This can increase productivity for you and strengthen the departments with which you partner. Potential partners include admissions, alumni relations, career services, disability services and ROTC, among many others.

- **FACULTY AND ADMINISTRATORS**

Engage faculty and administrators early and often. You can be a resource for them and they can be a resource for you. Whether they are veterans, military family members or veteran supporters, they can serve as advocates for student service members, student veterans and for your SVO. Explain your SVO's mission and activities and maintain regular communication.



## 3: DELIVER THE SVO

“I remember vividly the first time I met SVO members from another school in the state. The students spoke of how they were struggling with various issues and I wanted to jump out of my chair and shout, ‘Us too!’ It’s reassuring to know that it’s not easy and you’re not the only one struggling to achieve your goals.”  
– SVO alumnus and former chapter leader



### Off Campus

- **OTHER SVOS**

Consider collaborations with SVOs at schools in your shared community. They are often trying to accomplish the same goals as you. They may have a similar population of student service members and veterans.

- **MILITARY-AFFILIATED ORGANIZATIONS**

These might include veterans service organizations such as the American Legion, VFW or AMVETS, staff at local military installations, military recruiters and county veterans service officers.

- **COMMUNITY-BASED SERVICE ORGANIZATIONS**

Other service groups such as the USO, local firefighter and law enforcement organizations, American Red Cross chapters and faith-based groups are likely to be supportive of your efforts.

- **PATRIOTIC COMMUNITY EVENTS**

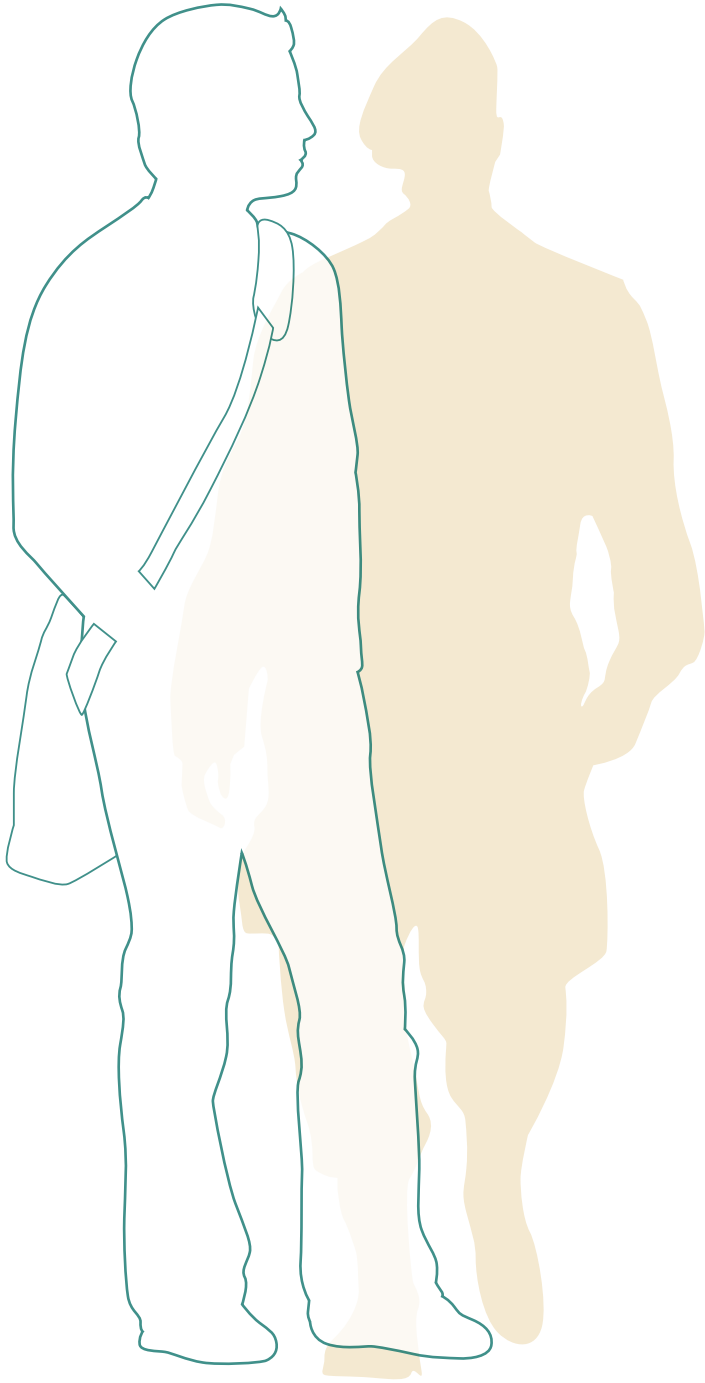
Many communities sponsor celebrations during patriotic holidays. Explore opportunities to participate in local parades, provide a color guard for special events or set up an information booth at community festivals.

### 3.3: Create a Communication and Marketing Plan

Communication and marketing efforts will promote your SVO and its activities, build membership, strengthen relationships and solidify your identity or brand. A solid communication and marketing plan will keep your current members well-informed, target nonmembers to grow the size of your SVO, as well as engage and educate the campus and local community. A sample communication and marketing plan can be found in Appendix D on page 43.



### 3: DELIVER THE SVO



#### Create Your Brand

##### WHAT IS A BRAND?

- Your brand is what others think about when they encounter your organization.
- This can be a name, a logo, a symbol, a motto—something that identifies your organization as distinct from others.
- Your brand is also the customer experience others have when they encounter your name, logo, etc. If you build a reputation of delivering excellent service, your brand then reflects that reputation.

##### HOW DO YOU PROTECT YOUR BRAND?

- **Use it.** If you have a name or logo for your SVO but you never use either, what good is it? Use it in a way that promotes your organization in a positive manner and in a way that you control. Use the name or logo of your SVO in written and verbal communications to internal and external audiences, and on marketing materials.
- **Reinforce it.** Utilize your brand consistently. Explain to your members that it must be used in the same way whenever it is used. Do not allow members to dilute your brand by adding additional language to the motto, for example, or different color schemes for your logo.
- **Defend it.** Your brand is an extension of your SVO, so it must reflect the beliefs and values of the organization. Defend your SVO from damage to its reputation by defending the brand from harm. If a member speaks on behalf of your SVO, it should be in a context that reinforces the organization's association with excellence. Do not allow members or external constituents to use your SVO's name, logo, motto or other branded material without express permission from the leadership. Educate your members about these concepts.





### 3: DELIVER THE SVO



#### BE STRATEGIC IN YOUR OUTREACH.

- Create an SVO contact list and keep it up-to-date.
- Use sign-in sheets for all meetings and events. Ask members to opt into your contact list: “By checking this box, I give SVO officers permission to share my contact information with members of the SVO.”
- If your campus administration does not allow access to contact information of potential members, ask your veterans’ coordinator or school certifying official if they would be willing to deliver your SVO’s communications to their own lists of student service members and veterans on campus.
- Inform other campus administrators about your SVO and ask them to refer potential members. Be sure to include details about meetings, social media and other ways to connect with the SVO.
- Reach out to incoming student service members and veterans. Find out if you can be part of orientation or if an email can be sent to new students on the SVO’s behalf.
- Maintain communication with other organizations on and off campus. Provide them your SVO’s contact information and ask them to send potential members your way.

#### MAKE INFORMATIONAL DOCUMENTS AVAILABLE.

- Create an FAQ for your SVO. This should include your mission statement, goals and leadership contact information. Make the document available to your membership so that they can pass it on when appropriate.
- Consider providing members and especially leaders with SVO business cards. Make sure to include all the ways your SVO can be contacted, including through social media.





### 3: DELIVER THE SVO



“Be sure to publicize the differences your SVO has made. It is easy for an SVO to stay under the radar on campus unless you are sure to let people know about the good things you are doing for the veteran population on campus. Celebrate and publicize your wins.”

– Current SVA student council member

#### MAXIMIZE SMART SOCIAL MEDIA EFFORTS.

Use social media to drive traffic to your SVO website, remind members about meetings times and share interesting news items that are relevant to your membership. Consider these tips:

- Maintain your social media pages. Post new material regularly and keep information updated, but remember to protect your brand by discouraging postings that do not reflect your organization’s mission and values.
- Use events features to publicize meetings and events.
- Designate a page administrator who can remove inappropriate content immediately.
- Utilize social media sites with various audiences in mind. Consider how to reach not only current and potential members but also professional partners and community supporters.

#### Tips for Success

- ✓ Include marketing/communications in your budget—placing it there will help you prioritize it as a necessary part of a successful SVO.
- ✓ Dedicate time to build important relationships between on- and off-campus stakeholders, the media and your SVO members.
- ✓ Foster smart media relations. Tips for working with your local media can be found in Appendix E on page 44.



# 4: EVALUATE THE SVO

You have invested a lot of resources to DESIGN, DEVELOP and DELIVER your SVO. But how will you know if your efforts are successful? How will you gauge your return on investment to help guide future decisions? You need to evaluate and re-evaluate your progress in support of your mission, goals and objectives.

## 4.1: Go from SMART to SMARTER

Evaluation is key to program improvement, sustainability and the ability to secure resources. Refer back to your objectives. They should already be SMART (refer to page 14). Now it's time to make them SMARTER.

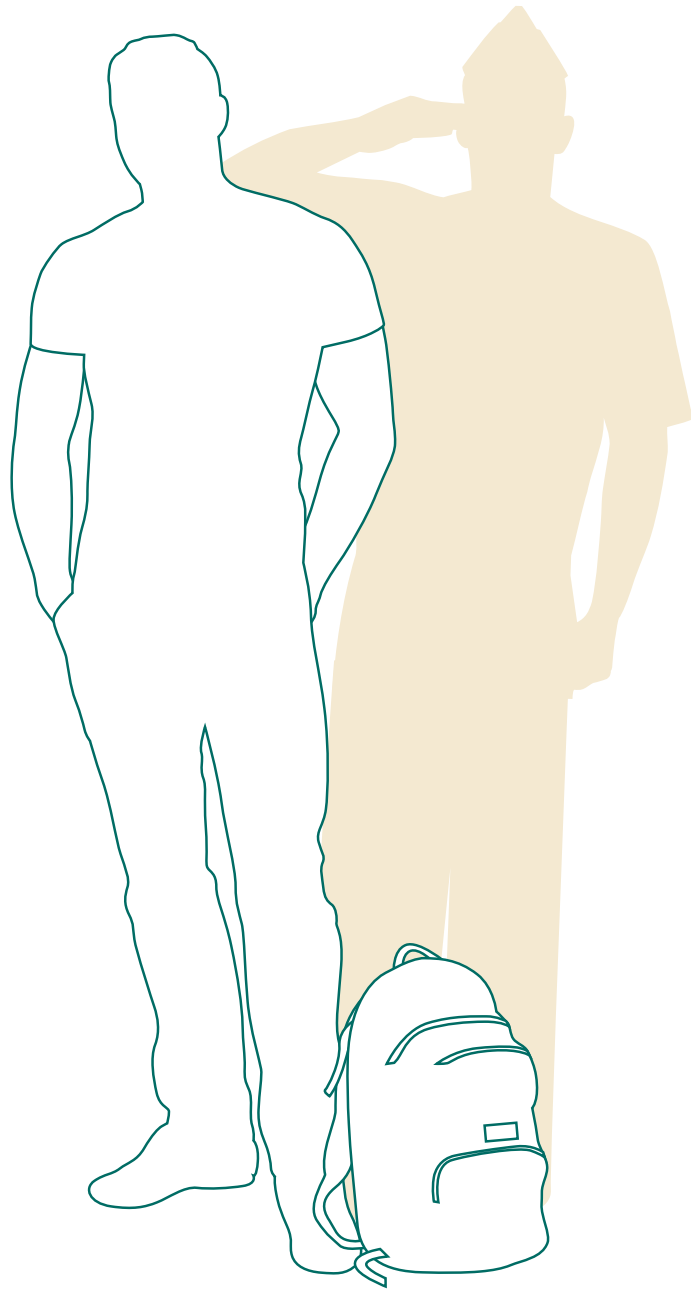
**SPECIFIC**  
**MEASUREABLE**  
**ACTIONABLE**  
**RELEVANT**  
**TIMELY**  
**EVALUATED**  
**RE-EVALUATED**

To ensure expenditures of time, effort and funds have the intended result, ask your leadership team the following:

- Do we demonstrate that we are legitimate and worth consideration?
- Are we making progress toward our objectives?
- How will we plan for the future?



## 4: EVALUATE THE SVO



Regular evaluation and re-evaluation of your objectives allow you to gauge and track the progress you've made and demonstrate success. It also allows you to make proactive changes if objectives are not being met. Evaluating your progress requires two components: demonstrating outputs (what we did) and measuring outcomes (what difference it made).

### 4.2: Track Output and Outcome

#### Output

Outputs indicate counts and activity. Questions to ask include:

- What events did we have?
- How many participants attended?
- How many meetings did we have?
- How many new members did we attract?

Output metrics include frequencies, rates, proportions, durations and expenditures.

#### Outcome

Outcomes show benefits, influence and effect. Questions to ask include:

- In what ways did we ease the transition to school for our members?
- How was the academic experience improved for our members?
- Did we raise awareness? How do we know?
- How did we collaborate with other groups on campus? In the community?

Outcome metrics include knowledge acquisition, motivation, perception, behavior change and policy shift.



## 4: EVALUATE THE SVO

Don't forget to establish baselines. Baseline data are essential to demonstrating progress, but are the most often overlooked aspect of evaluation. If your goal is to increase membership by 10%, you must first know how many members you had when you started.

Begin planning how and when to evaluate your progress immediately. Once you know your measurement criteria—what you are going to track and measure—evaluate your progress regularly. This will help you decide whether you are meeting your SVO's objectives, goals and mission.

**TABLE 1: OUTPUT VS. OUTCOME**

Output	Outcome
The SVO gained five new members.	We succeeded in meeting our objective of increasing SVO membership by 10 percent. The addition of these new members allowed the group to fill all leadership positions.
We conducted two activities with other student organizations.	SVO members collaborated with the student senate and the student newspaper on initiatives to raise awareness of military issues on campus.
The SVO hosted a seminar attended by 12 SVO members.	We connected with campus support services to familiarize our members with on-campus resources they might need for college success.







# 5: PLAN FOR SUCCESS

The information in the previous sections of this manual is designed to help you create, grow or strengthen an SVO. For those who want to take their SVO to the next level, this section will help you create a strategic business plan and run your SVO as a social entrepreneur.

“You absolutely HAVE to have a business plan. You can’t survive without a proper plan for the present and future.”  
– SVO alumnus and former chapter president

## 5.1: Prepare Your Plan

### Why a Business Plan?

The U.S. Small Business Administration describes a business plan as an essential roadmap for success that guides an organization forward. Your SVO’s business plan will outline your goals and plans for reaching them. It is also evidence to the outside world that you are a viable, legitimate entity. Preparing a business plan is hard work, but it can lead to short- and long-term benefits.

Thoroughly consider key aspects of the SVO’s strategic operations—mission, goals, objectives, strategies, budget and sustainability. Formulating the plan is strategic and entrepreneurial because each SVO is different. Each is influenced by its own campus and organizational culture. There is not a single right way to do it, but we offer a few recommendations to consider:

- Create a concise mission, defined goals and SMART objectives. Test their power and impact by shopping them around to your members, advisors and business professionals.
- Do not overlook the importance of establishing metrics to assess your impact. You want to demonstrate your success and value to prospective members, partners and funders.
- Demonstrate evidence of your organization’s sustainability. Show that you are prepared to stand the test of time.





# 5: PLAN FOR SUCCESS

- Be inclusive and show that you value diversity.
- Have immediate value to your members. Long-term goals of philanthropy and community service are important but your SVO must first focus on benefit to members.
- Be prepared to present or “pitch” your business plan to potential supporters. Tips are available in Appendix F on page 45.

## Business Plan Format

Table 2 shows the elements of a typical SVO business plan. A well done plan pulls everything together in a concise, easily communicated format.

**TABLE 2: BUSINESS PLAN**

	Element	Purpose
FOR ALL SVOS	<i>SVO Mission Statement and Goals</i>	Clearly state what you hope to achieve on your campus—your SVO’s reason for existing. See page 9.
	<i>Campus Culture</i>	Provide information such as institution location, size and veteran population. Address how the SVO is responding to your unique campus culture. See page 7.
	<i>Objectives and Strategies</i>	Objectives define what you want to do, how you’ll quantify it and what your deadline is. Strategy is how to achieve an objective; it is a course of action. See pages 14-16.
	<i>Budget</i>	This should include a line item accounting of funds, including all anticipated income and planned expenses. See page 16.
	<i>Sustainability</i>	Discuss what the SVO is doing now to ensure it will continue to exist in the future, including communications, membership, leadership succession and records management. See page 19.
FOR ESTABLISHED SVOS	<i>Accomplishments and Lessons Learned</i>	Detail SVO accomplishments that had the greatest impact on your members, campus or community. Describe challenges encountered and lessons learned.
	<i>Strategic Partnerships</i>	Describe how your SVO plans to reach out to other groups on your campus, on other campuses or in the community. See page 25.
	<i>Evaluation</i>	Evaluate your outputs and outcomes, and discuss whether they are moving your SVO towards its objectives. See page 30.



# 5: PLAN FOR SUCCESS



## 5.2: Implement Your Strategy

Whether you are participating in a business plan competition, addressing your school's administrators or making a pitch for funding, the real goal of a business plan is to apply what you have gained in the process to strengthening your SVO and positioning it competitively.

### Review Your Proposed Activities

Ensure your organization stays on track with its mission and objectives and try not to be distracted by pop-up projects. Do not let the urgent or emergent distract you from the important.

### Assemble Evidence and Evaluate Progress

Refer to page 30 for guidance on how to collect high quality, meaningful evidence of success. Administrators and funders expect to see evidence of your value and impact.

### Begin Writing Your Impact Report Immediately

End of year reports that describe accomplishments, account for funds and discuss lessons learned are essential. To ensure the fullest and most accurate accounting, and to avoid last minute fire drills, start writing your impact report on day one. A sample impact report template is available in Appendix G on page 46.



# 5: PLAN FOR SUCCESS



## 5.3: Summary

The process of identifying, attracting and effectively using resources is constant for SVO leaders. Whether requesting funds from student government, launching a membership drive, seeking partnerships with other organizations or participating in philanthropy, the SVO should regularly revisit its business plan. In order to sell the SVO to potential advocates and sponsors, the leadership team must present a strong mission, achievable and measureable objectives, a realistic plan for sustainability, a sensible budget and sound implementation strategies. This process will help your SVO accomplish its goals and continue to thrive as an invaluable resource to current and future student service members and veterans.



# About Us

## The Military Family Research Institute (MFRI)

MFRI is a research and outreach organization based at Purdue University. Our mission is to conduct studies that provide insight into the experiences of military and veteran families and to design and implement outreach activities that assist service members, veterans and military families.

MFRI began working specifically with post-secondary institutions and SVOs in 2008. Through grant making, consultation, and other resources, MFRI's Education and Employment initiative has helped campuses create supportive services for student service members and veterans and helped SVOs become sustainable assets to their campuses and the students they serve. We provide ongoing, hands-on support to SVOs through business plan competitions, statewide networking and communication, and annual conferences for SVO members, post-secondary faculty and administrators and veteran service providers. By supporting campus initiatives, we help transform the post-secondary landscape for student service members and veterans.

For more information, please visit us online at [www.mfri.purdue.edu](http://www.mfri.purdue.edu)

## Student Veterans of America (SVA)

SVA's mission is to provide military veterans with the resources, support and advocacy needed to succeed in higher education and after graduation. The organization was born from the experiences of young veterans transitioning from the wars in Iraq and Afghanistan to college campuses across the nation. What they encountered were unprepared school environments void of peers with shared experiences.

To overcome these challenges, student veterans began to organize into SVOs to create campus-wide networks of peer support. Since its inception in 2008, SVA has grown to be the largest network of SVOs in the country with over 800 chapters in all 50 states, the District of Columbia, Paris and Rome.

SVA's chapters are the "boots on the ground" that help veterans reintegrate into campus life and succeed. Therefore, SVA's main focus is to provide chapters with high-quality programs and services that will enable them to support a maximum number of veterans.

To learn more about Student Veterans of America, please visit [www.studentveterans.org](http://www.studentveterans.org)





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# APPENDICES

- Appendix A:  
Campus Profile Worksheet
- Appendix B:  
Sample Needs Assessment Survey
- Appendix C:  
SVO Budget Template
- Appendix D:  
Communication Plan Outline
- Appendix E:  
Smart Media Relations
- Appendix F:  
Pitching Your Ideas
- Appendix G:  
Impact Report Template

The following section contains the various documents (referenced throughout the manual) designed to help you design, deliver and develop your SVO. Many of the worksheets are formatted in Microsoft Word and available for download.



## Appendix A: Campus Profile Worksheet

### SUCCESS IN 3-D FOR STUDENT VETERANS

#### Appendix A Campus Profile Worksheet

School type	
Setting	
Total student enrollment	
Full time vs. part time	% full time % part time
Resident vs. commuter	% live on/near campus % commute
Number of benefit-using student service members, veterans and/or dependents	
Estimated number of total enrolled student service members & veterans	
Profile of enrolled student service members and veterans	% married and/or with children % work part time % work full time % live on campus

#### SVO Profile:

- How long has the SVO been in existence?
- How many general members? How many active members?
- What is the current leadership status?
- What are the SVOs primary initiatives, events and activities?



## Appendix B: SVO Needs Assessment Survey

### SUCCESS IN 3-D FOR STUDENT VETERANS

#### Appendix B SVO Needs Assessment Survey

1. What year are you in school?
  - ☐ Freshman
  - ☐ Sophomore
  - ☐ Junior
  - ☐ Senior
  - ☐ Graduate student
2. Are you a full-time student or a part-time student?
  - ☐ Full-time student
  - ☐ Part-time student
3. What is your branch of service?
  - ☐ Army
  - ☐ Navy
  - ☐ Air Force
  - ☐ Marines
  - ☐ Coast Guard
  - ☐ Family member/dependent
4. What is your status?
  - ☐ Active duty
  - ☐ Reserve/Guard
  - ☐ Discharged
  - ☐ Family member/dependent
  - ☐ N/A
5. What is your major?
6. Are you interested in being involved with the SVO?
  - ☐ Yes, meetings and events
  - ☐ Yes, events only
  - ☐ Yes, would like communication only
  - ☐ No, not at this time
7. If you are interested in being added to the SVO contact list, please provide your name, email address and phone number.

#### APPENDIX B SVO NEEDS ASSESSMENT SURVEY

8. What are your expectations for the purpose of an SVO on campus? (please rank 1 -5 with 1 being your top choice)
  - ☐ Camaraderie
  - ☐ Resources
  - ☐ Raising awareness of student veteran issues
  - ☐ Community service
  - ☐ Mentoring
  - ☐ Academic support
  - ☐ Professional/career development
  - ☐ Networking
  - ☐ Easing transition
  - ☐ Advocating veteran-friendly policies
  - ☐ Other (please describe)
9. What kinds of activities/events would you like to see the SVO sponsor? (please rank 1-5 with 1 being your top choice)
  - ☐ Social
  - ☐ Professional development (resume writing workshops, networking advice, etc.)
  - ☐ Veterans Day commemoration
  - ☐ Guest speakers on veteran-related topics (educational benefits, health benefits, veteran service organizations, etc.)
  - ☐ Community events (parades, veterans expo, etc.)
  - ☐ Community service
  - ☐ Campus events (Above and Beyond award for faculty & staff, campus-wide guest speakers, etc.)
  - ☐ Veteran-specific new student orientation
  - ☐ Intramural sports
  - ☐ Family-friendly events
  - ☐ Other (please describe)
10. What day works best for you to meet during the next semester?
  - ☐ Monday
  - ☐ Tuesday
  - ☐ Wednesday
  - ☐ Thursday
11. What time works best for you?
  - ☐ Morning
  - ☐ Noon
  - ☐ Afternoon
  - ☐ Evening
12. What is your preferred location?
  - ☐ On campus
  - ☐ Off campus
  - Please suggest a location:





## Appendix C: SVO Budget Template

## SUCCESS IN 3-D FOR STUDENT VETERANS

Revenues		
Description	Budget	Actual
	<b>Budget</b>	
	\$ -	\$ -
Balance		
	<b>Budget</b>	
	\$ -	\$ -

## Appendix D: Communications Plan Outline

### SUCCESS IN 3-D FOR STUDENT VETERANS

#### Appendix D Communications Plan Outline

1. Determine your message.
2. Describe how it supports your mission and goals.
3. Define your target audiences.

##### On Campus

- ☐ SVO members
- ☐ Other student organizations
- ☐ Campus departments
- ☐ Faculty and administrators
- ☐ Others

##### Off Campus

- ☐ Other SVOs
- ☐ Military-affiliated organizations
- ☐ Community-based service organizations
- ☐ General public
- ☐ Others

4. Establish appropriate delivery channel(s) for each audience. Consider multiple methods:
  - ☐ Electronic
  - ☐ Print
  - ☐ Face-to-face
  - ☐ Media outlets
  - ☐ Others
5. Determine evaluation methods(s) to monitor whether your SVO receives the desired outcome(s) (feedback from target audiences, for example).
6. Establish a deadline.

Consider your calendar as well as your audiences' calendar. In most cases, avoid final exam weeks or holidays or other times when audiences have competing interests.
7. Create the message, fine-tuning it for different audiences.

##### Attend to:

- ☐ accuracy, including spelling and details;
- ☐ clarity;
- ☐ tone; and
- ☐ consistency across platforms.

#### APPENDIX D COMMUNICATIONS PLAN OUTLINE

Include details such as:

- ☐ relevance to the target audience;
- ☐ when/how to get more information; and
- ☐ how to help/get involved in the SVO.

8. Deliver the message.
9. Monitor success. Maintain records about what worked, what didn't and why.



## Appendix E: Smart Media Relations

### Foster good media relations

- Build relationships with local reporters. Ask for reporters' cell phone numbers, email addresses and other pertinent information.
- When working with a daily paper or TV station, pitch stories to them about 10 days in advance of your events. Media organizations that publish less frequently require a longer lead time; ask them about their deadlines.
- Remember that you can be a resource for the media. Offer to send them your FAQ and to be a source or contact if they need quotes from student service members or veterans.
- Think visually. You are more likely to get coverage from the local TV station if they can shoot interesting or compelling video or photos of an event or activity. You'll get better placement in the paper as well.
- Timing is everything. Return calls from reporters immediately. Unless you are returning a call, never initiate a call to a reporter later than noon (they are likely on deadline.)

### Prepare for media interviews

- Build your own sound bite: Memorize a two to three sentence quote that defines your SVO's state on the topic that you are being interviewed about. Use the quote in the interview.
- Provide targeted SVO information to the media representative either before, during or after the interview. This can be your elevator speech, your FAQ or appropriately sourced facts and statistics about student service members and veterans. This could include: the number of such students on your campus; the number of SVOs in your state or region; or some facts specific to your SVO.
- Ask your advisor and other partners for permission to give out their names and phone numbers as press contacts.
- Realize your 30-minute conversation will result in a paragraph or two in the story.

### Follow up

- Thank the reporter via phone call or email (with a copy furnished to his or her editor, if possible).
- Post the news items on your website, social media pages and other electronic media.
- Call any errors to the reporter's attention immediately. If a correction is warranted, politely request one.



## Appendix F: Pitching Your Ideas

Professionals are often called upon to present or “pitch” ideas. The ability to clearly communicate ideas and persuade others is a natural skill for many student service members and veterans, but it must be practiced and polished. Consider the following presentation tips.

### PRESENTATION TIPS

Presentation Elements	Advice
<i>Presentation delivery</i>	<ul style="list-style-type: none"> <li>• Practice your presentation ahead of time.</li> <li>• Convey passion and enthusiasm for your SVO.</li> <li>• Make eye contact with the audience and speak with confidence and authority.</li> <li>• Be persuasive and stick to the message.</li> <li>• Pace your presentation to stay within allotted time.</li> <li>• Dress professionally.</li> <li>• Savor the process! You have worked hard to define your SVO and communicate its value to experts. Be proud of your efforts!</li> </ul>
<i>Presentation materials</i>	<ul style="list-style-type: none"> <li>• Outline only key points in your presentation. Avoid large amounts of text. Use notes to remember what you want to say.</li> <li>• Ensure tables, charts and other graphics are clear, correct and easy to read.</li> <li>• Include relevant photographs of your SVO's members and events.</li> <li>• “Think outside the box” for your presentation format. PowerPoint is always acceptable, but there are others to consider.</li> </ul>
<i>Question and answer session</i>	<ul style="list-style-type: none"> <li>• Listen to the question being asked and be prepared for follow-up or more probing questions from the judges.</li> <li>• Be intimately familiar with the content of your presentation, including goals, activities, and budgets (this applies to all presenters on your team).</li> </ul>





## Appendix G: Impact Report Template

### SUCCESS IN 3-D FOR STUDENT VETERANS

#### Appendix G Impact Report Template

SVO Name:

School:

Date of Report:

#### SVO Officers/Advisor Names and Contact Information

Name	Role	Email address	Phone

#### BUDGET REPORT

1. Please list line items. Describe briefly in the comments section any deviations from or changes to your initial budget.

Proposed budget:	Actual budget:	Comments:

2. What were your SVO's other sources of funding? Did you receive money from your campus student life office or student government? Did you conduct any fund raisers? Did you use other means of generating additional funds?

#### ACTIVITIES

1. What activities, projects and/or events did the SVO conduct? Please include dates and estimated attendance, when possible.

2. What were the takeaways? What did your SVO gain or learn through these activities?

#### APPENDIX G IMPACT REPORT TEMPLATE

3. What worked? Why?

4. What didn't? Why?

5. Did your SVO collaborate or partner with other groups on campus or in the community on a project or event? If so, please describe the organizations and projects.

#### MEMBERSHIP

1. Did membership increase, decrease or remain the same? Please provide numbers if possible

2. How did you recruit new members?

3. If members left the SVO, what were the reasons?

#### CAMPUS AWARENESS

1. What did your SVO do to improve faculty, staff, and student awareness?

2. Were you able to document or measure improved awareness?

3. Were SVO members and/or student veterans more engaged with the campus? Did they feel more satisfaction with the institution? How?

4. Were you able to document or measure increased engagement and/or higher satisfaction?

#### LESSONS LEARNED

1. What was the greatest challenge your SVO faced this year?

2. How did you address this challenge?

3. What was the greatest highlight for your SVO this year?

