

# 2011: A Year of Impact



Iraq and Afghanistan Veterans of America (IAVA)  
FY2011 Annual Report

“Iraq and Afghanistan Veterans of America [...] remains the most important organization representing the new generation of veterans.”

*TIME* Magazine



## Our Mission

Over 2.4 million American men and women have bravely served our nation in Iraq and Afghanistan since September 11, 2001. These men and women carry hard-earned skills and defining experiences with them to the civilian world, yet they also bring the residual effects of ten years of unending war and the challenges that result for themselves and their families. Iraq and Afghanistan Veterans of America (IAVA) is the first and largest nonprofit, nonpartisan organization dedicated to serving this generation of veterans and improving their lives. Founded in 2004 by Iraq veteran Paul Rieckhoff, IAVA has grown to a global membership of over 140,000 Iraq and Afghanistan veterans who benefit from our programs.

**The mission of IAVA is to improve the lives of Iraq and Afghanistan veterans and their families, standing with them from their first day home through the rest of their lives.**

IAVA strives to build an empowered generation of veterans who provide sustainable leadership for our country and their local communities. To that end, IAVA provides programs, products and resources that make impact in the areas where new veterans need the most support: health, education, employment and community. Your support of IAVA helps us provide mental health support, Post-9/11 GI Bill assistance, resume workshops, and leadership and job training programs. These critical resources are provided completely free of charge to all IAVA member veterans; they already paid their dues overseas.

**In 2011, IAVA impacted 270,000 veterans with employment assistance, helped over 550,000 veterans with Post-9/11 GI Bill information and provided mental health support to 20,000.**



# Our Programs

IAVA's programs empower and support veterans both online and offline. Our programs are low-cost, efficient and scalable to make a positive influence on Iraq and Afghanistan veterans in an ever-changing landscape of support and public awareness.

**Health Programs** We know how hard going to, and coming back from, war can be. So IAVA makes it a priority to ensure that both mental and physical health needs are being effectively addressed in our community, and has provided support to over 20,000 returning veterans nationwide.

**Education Support Programs** With nearly a million new veterans headed back to school under the New GI Bill, IAVA has provided over 500,000 with the tools and support needed to make informed decisions about their education.

**Employment Programs** No veteran should come home from Iraq or Afghanistan to an unemployment check. To fight shockingly high joblessness rates, IAVA's Combat to Career initiative helped over 270,000 veterans in their transition to civilian careers in 2011.

**Community Programs** Less than 1% of the country served in Iraq and Afghanistan – a stark contrast to the 12% that served during WWII. Building community, both online and on-the-ground, is a critical factor in fulfilling our mission, which means bridging geographical divides to create a united, supported and proud movement of new veterans. IAVA has connected 140,000 Iraq and Afghanistan veterans with one another online and off, hosting 350 local events around the country.

**Leadership Development Programs** IAVA strives to build an empowered generation of vets who provide sustainable leadership for our country and their communities. Each year, IAVA guides hundreds of vets into leadership roles to show the country that we are the New Greatest Generation.

The sacrifices of our New Greatest Generation must be met with a commitment from the American people.

## A GOOD INVESTMENT

*IAVA's programs are nationally-recognized, trusted and cost-effective. For every dollar donated, IAVA delivers \$4 in programmatic support to Iraq and Afghanistan veterans. IAVA holds a four star rating from Charity Navigator, America's largest independent charity evaluator. IAVA is a top-ranked charity on Guidestar, and annually participates in the Combined Federal Campaign, the charity drive of the federal government and military.*





## Letter from Edward Vick Chairman of the Board, Vietnam Veteran

Friends,

On behalf of the Board of Directors of Iraq and Afghanistan Veterans of America (IAVA), it is my privilege to share the past year's successes and stories in our 2011 Annual Report. I'd also like to thank our dedicated friends, supporters, Member Veterans, and our nation's active duty service members and their families. As a veteran of the Vietnam war, I have been proud to support this innovative and responsive organization as they have built veteran leaders and created a legacy of serving our nation's newest generation of heroes.

I know firsthand how critical it is to return from war knowing you're not alone - that someone has your back. Our nation has now been at war for a decade. More than 2.4 million men and women have served in Iraq or Afghanistan. It's critical to keep the spotlight on new veterans and honor their service to our military and the impact they are now making in the political, business and nonprofit spaces, while serving their needs and standing with them for the rest of their lives. IAVA does just that, while keeping our costs low and our impacts growing.

IAVA believes that veterans of Iraq and Afghanistan are the next greatest generation, and we are determined to empower them to succeed and become leaders. By supporting IAVA and their innovative programs, we can create a generation of leaders to build America's future. Leaders like Reynaldo Leal, who first joined IAVA after seeing a public service announcement late at night when he couldn't sleep after returning from his second tour in Iraq. After benefiting from IAVA's programs and seeking the transitional assistance and community that he needed, Rey is now a photojournalist, a father and a community leader in Texas.

In the last year, with our donors' support, we have improved the lives of our 140,000 member veterans like Rey, and their families, through our innovative programs and leadership initiatives. And compared to 2010, we have impacted a membership 75% larger while operating on the same budget.

On behalf of our fully committed Board of Directors; each one of our thousands of donors, supporters and partners; each one of our members; and our incredibly talented staff, thank you for making our 2011 achievements possible and for having our backs through the year. You understand that Iraq and Afghanistan veterans represent exactly what America needs right now to rebuild its economy and propel its future: leadership, resilience and a commitment to serve. They're a generation who can turn our country around - and who can lead America into the future.

Thank you for your support.

Respectfully,

A handwritten signature in black ink, appearing to be 'E. Vick'.

Edward Vick  
Chairman of the Board  
Iraq and Afghanistan Veterans of America

# Letter from Paul Rieckhoff

## Founder and CEO, Iraq Veteran

Dear Friends,

I founded IAVA in 2004 after returning from Iraq because I didn't see the nation giving our returning heroes the attention they needed. Today, I believe that has changed. With support from many sectors, IAVA has found that we can leverage savvy and versatile programs to have enormous impact and make good business sense. IAVA delivers effective services that have a return on investment for donors, for our members and for society.

This was a year of tremendous impact for IAVA, thanks to our donors and our partners. In these difficult economic times, our incredibly generous in-kind and program partners kept our costs low in 2011. From the millions of dollars in donated media for our iconic public service advertisements (PSAs) launched in partnership with the Ad Council; to the million dollars of experiences donated to our veterans by MillerCoors, to our bold new brand provided pro bono by the creative geniuses at Landor, IAVA was able to ensure that every dollar donated returned over \$4 in direct support to new veterans.

Moreover, partners like Y&R/WPP Group, who donate our office space, and Southwest Airlines, who help us fly free of charge to deliver local services to our membership nationwide, further ensure that more of your gift goes towards our mission to improve the lives of Iraq and Afghanistan veterans and their families.

IAVA is the largest and most far-reaching organization that serves veterans of this generation, but we receive no government funding to carry out our mission. With 81% of expenses directed to programmatic services, IAVA is a standout for efficiency, and is recognized by nonprofit resources like Guidestar and Charity Navigator.

IAVA stepped up and got things done for vets this year. But we will need your support if we're going to ensure that every veteran has the chance to fulfill their potential in the civilian world. Please make a donation today, so that we can make 2012 an even more impactful year for 2.4 million Iraq and Afghanistan veterans and their families.

Sincerely,



Paul Rieckhoff  
Founder and Chief Executive Officer  
Iraq and Afghanistan Veterans of America



“I would like to thank you for all the support! IAVA has been such a great resource for us vets!”

– Theresa,  
IAVA Member  
Veteran

## How IAVA Achieves Impact

IAVA creates impact in veterans’ lives through the “3 A’s”: providing direct **assistance** to vets and their families, raising public **awareness** about issues facing our community and **advocating** for supportive policy from the federal to the local level.

### Assistance – IAVA Helps Vets Directly

Through online and on-the-ground engagement, IAVA creates, optimizes and expands assistance to veterans that directly impacts health, education, employment and builds community. IAVA hosts and supports hundreds of community-building events nationwide each year, creating opportunities for veterans and their families to connect with each other and gain access to customized health care, education and employment resources.

### Awareness – IAVA Ensures that Vets are Not Forgotten

IAVA advances public awareness around the unique challenges and opportunities facing veterans of Iraq and Afghanistan. IAVA makes veterans a part of the national media conversation and has powerful public service advertisements (PSAs), created in partnership with the Ad Council, nationwide, shaping the dialogue and connecting the 99% of the population who have not served in Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF) or Operation New Dawn (OND) with the less than 1% of the American public who have.

### Advocacy – IAVA Fights for Vets in Washington

Led by Iraq and Afghanistan veterans, our nonpartisan work in Washington, D.C. ensures that Iraq and Afghanistan vets and their families are supported, protected and never forgotten. Since 2004, IAVA has been a juggernaut in Washington. We've created and driven the national conversation on issues like Traumatic Brain Injury (TBI), the New GI Bill, unemployment and women's issues.



*General David Petraeus,  
Director of the Central  
Intelligence Agency,  
meets with IAVA  
Member Veterans  
Treak Tulloch and  
Tyler Tannahill.*

# Highlights from a Huge Year

Throughout 2011, IAVA's programs delivered tremendous impacts in the areas of health, education and employment while building a robust community of support. Out of the hundreds of thousands of experiences we provided our members through programs like the The Rucksack, our local events and partnerships, here are some highlights from the year made possible by our committed donors, partners and friends.

## 1 Local Vets Step Up for Veterans Day 2011 and One Even Proposes!

Across the country, Over 1,000 IAVA members and their families gathered to celebrate Veterans Day 2011. In New York City, more than 400 IAVA members and their families marched in formation in the country's largest Veterans Day Parade up historic Fifth Avenue. And on the West Coast, IAVA members led by veterans David Smith and Anne Weeby marched in San Francisco's flagship Veterans Day parade. In Texas, Keith Glasgow also led dozens of veterans and supporters in the annual Dallas Veterans Day parade. In Chicago, Steve Lulofs and more than 30 IAVA veterans joined Mayor Rahm Emanuel, Senator Dick Durbin and other officials at Chicago's annual Veterans Day ceremony at Soldier Field. The following day, IAVA closed out an historic week by marching in Atlanta's Veterans Day parade at the direction of IAVA member Jamie Bennet. And in a surprise move, Iraq veteran and IAVA member Tim Hill broke ranks at the NYC Veterans Day Parade to get down on one knee and ask his girlfriend Katie one very important question, and she said yes!

## 2 TIME Magazine Recognizes The New Greatest Generation

In August 2011 IAVA's message was brought to millions of Americans with TIME Magazine's feature on building the New Greatest Generation. The cover of the magazine featured five IAVA members,

including Paul Rieckhoff and Board Member Wes Moore, and the article by Joe Klein showed that the contributions of Iraq and Afghanistan veterans will be immeasurable in the coming years, and highlighted the work of IAVA by declaring that IAVA "remains the most important organization representing the new generation of veterans."

## 3 IAVA Partners with TAPS for a Memorable Memorial Day

Over Memorial Day weekend, IAVA members volunteered with our friends at Tragedy Assistance Program for Survivors (TAPS) as military mentors to work with the children and teens of fallen service members at their Good Grief Camp for Young Survivors. TAPS brings together children of all ages from around the world whose loved one died in service to our country, and IAVA was honored to connect our members with this powerful program.

## 4 President Obama Has Lunch with IAVA Members

In August, President Barack Obama visited Cannon Falls, Minnesota where local IAVA members Henry Mathia, Scott Peer and Timothy Loney sat down for lunch with him and shared their coming home experiences. They were also given the opportunity to address their collective concerns about the alarmingly high levels of unemployment facing this newest generation of veterans.



**“I joined IAVA because it made me feel part of a family that understood what struggles I had been through in my readjustment from combat.**

**– Mike,  
IAVA Member  
Veteran**

## **HEALTH** **IAVA’s Dynamic Programs Deliver Assistance, Benefits and Connection**

Nearly 20% of all troops return with traumatic brain injuries (TBI), nearly one-quarter return with post-traumatic stress disorder (PTSD), and suicide rates among in-service troops are the highest since the military began tracking these tragedies. Now, more than ever, our veterans are in need of a strong support community to get resources they need and share their experiences, their struggles and their successes.

### **IAVA’s 21st Century Veterans Hall**

IAVA’s Community of Veterans (COV) is the first online social network exclusively for veterans of Iraq and Afghanistan. COV offers peer-to-peer support, critical mental health resources and camaraderie, helping thousands with their transition home. IAVA launched this program in partnership with the Ad Council in 2008, and since then the community has grown to more than 20,000 members, up more than 90% year-over-year. Members are confirmed by submitting their DD-214 forms, which proves their military service. Once confirmed, they have access to support resources and groups, including 500 active members in the PTSD Support Group. In 2011, 71% of visitors were returning visitors – a big jump from 48% in 2010. Veterans themselves have shaped COV into a community that responds to every kind of issue relevant for our member veterans – and it is a premier safe space in which mental health support has emerged as a defining characteristic of its members’ participation.

COV has impacted the lives of certain veterans in a very powerful way; it has allowed IAVA to intervene in the lives of at least five veterans who expressed suicidal ideation in COV. IAVA has partnered with the Department of Veterans Affairs (VA) and their Veterans Crisis Line to provide a direct line to crisis response for IAVA members. That means no waiting, no bureaucracy and lives saved.

**According to IAVA’s Annual Member Survey, 37% of IAVA members personally know someone they served with or another Iraq or Afghanistan veteran who has committed suicide.**

**“I have had the pleasure of being a member of IAVA for almost a year now and it has definitely had a positive influence on my life. I try to participate in any events I can and always look forward to upcoming events. I enjoy the events because I get to meet other vets and it reminds me that I am not alone. As I still have ties to the military I try to pass on to other vets information on the IAVA and encourage them to join.” –Dennis, IAVA Member Veteran**





## EDUCATION

# IAVA's Groundbreaking New GI Bill Education Support Program

Since 2009, more than one million Iraq and Afghanistan veterans have used their Post-9/11 GI Bill benefits. Over 550,000 have visited IAVA's NewGIBill.org to find the answers they need.

IAVA's New GI Bill Program gives veterans the tools and information they need to get the education benefits they deserve. Thanks to the most comprehensive benefits calculator on the web at IAVA's NewGIBill.org, news updates and experts on staff – veterans themselves – IAVA has provided personal assistance to over five thousand of our members. In 2011 alone, we answered over 3,600 individual questions from members, helping veterans to save time and countless dollars.

Your support has made it possible to provide superior support for a diverse set of student veterans, and helps IAVA continue to simplify this complicated benefits process for the 2.4 million who have served our nation in Iraq and Afghanistan – helping to build the New Greatest Generation.

**35% of IAVA members are already taking advantage of their New GI Bill benefits, and almost 50% plan to use it for themselves or their families.**

**2008:** IAVA led the fight for a new GI Bill that would cover the full cost of an undergraduate education for the then 1.7 million Iraq and Afghanistan veterans. The Post-9/11 GI Bill became law in 2008, and was the largest investment in veterans' education since World War II.

**2009:** IAVA launched [www.NewGIBill.org](http://www.NewGIBill.org) as the legislation took effect in August and helped over ten thousand veterans navigate the complicated enrollment process in the first year of the program.

**2010:** IAVA helped to expand the New GI Bill to 400,000 veterans seeking vocational training.

**2011:** IAVA protected thousands of student veterans under the New GI Bill "Grandfather Clause."

## MEET

### Nick Colgin

In Afghanistan, Army SPC Nick Colgin was a hero, rescuing more than 40 Afghan civilians from a flood and saving the life of a French soldier who had been wounded. Yet when he returned to the U.S. and left the military, he found himself unemployed and unable to become a seemingly equivalent position as Army medic: an emergency medical technician. Nick, who earned a Bronze Star for his actions during deployment, has become one of the faces of the unemployed veterans of the wars in Iraq and Afghanistan. Nick joined IAVA and went to Washington, D.C. for the 2011 Storm the Hill program, began volunteering at events and interned at IAVA. Eventually he found himself a part of history when President Obama referred to him during a speech in August that focused on the need to better prepare veterans for the workforce.



## EMPLOYMENT

### IAVA's Powerful Combat to Career Program

IAVA has stepped up to get veterans jobs and lower the veteran unemployment rate. Veterans of Iraq and Afghanistan return with skills and abilities in high demand in civilian society. Yet many people – civilians and veterans alike – fail to realize the value that experiences and insights from overseas have at home. IAVA's Combat to Career Program gives veterans of Iraq and Afghanistan concrete tools and resources they need to transition into the civilian workforce and the opportunity to meet with private sector partners that are committed to rewarding our veterans with employment, training and mentorship opportunities.

#### **Veterans are not a charity, they are an investment.**

The Combat to Career Program served thousands of IAVA members in 2011: through public policy changes impacting 270,000 veterans, and in the private sector, IAVA provided offline and online support to 500 veterans. In the summer of 2011, IAVA announced a groundbreaking partnership with the U.S. Chamber of Commerce through the Clinton Global Initiative's inaugural CGI America summit to host five innovative Hiring Our Heroes Smart Job Fairs over the next year—the cornerstone events of the Combat to Career Program. IAVA's Smart Job Fairs are high touch, data-driven events that provide attendees with a full range of services, from GI Bill help to resume workshops and networking opportunities.

### PROGRAM SPOTLIGHT:

#### IAVA's First Smart Job Fair in San Francisco

On October 6, 2011 IAVA hosted the first of five Combat to Career Smart Job Fairs in partnership with the U.S. Chamber of Commerce. Over 150 Member Veterans attended and met with veteran-friendly employers like Southwest Airlines, Tesla Motors and Bechtel in a supportive environment. Each attendee also received free professional apparel, our resume workshop and GI Bill resources. IAVA was thrilled to test this exciting model, and exit data collected at the Smart Job Fair shows the beginnings of far reaching results, which will be replicated in Chicago, Dallas, New York and Atlanta in 2012. IAVA plans to scale these events up and create an online portal so that employers can connect with veterans directly.

- **More than 75% of attendees felt more confident about their ability to get a job.**
- **86% of attendees exchanged contact information with employers.**
- **71% of attendees reported they had secured a follow-up meeting, conversation or interview as a result of the Fair.**

# COMMUNITY

## The Rucksack: Rewards and Experiences from IAVA's Innovative Online Program

IAVA created The Rucksack, a groundbreaking online system that distributes thousands of donated rewards directly to confirmed IAVA members. Veterans can access a range of experiences through the site, including free tickets, giveaways, resources, workshops and more. Since launching in 2010, over 25,000 IAVA members from across the country have enjoyed unique opportunities through the system. Once they sign up, members stay for the unique health, education and employment support that IAVA provides, making The Rucksack a critical on ramp to the new veterans' community. Quality experiences donated by trusted partners generate high quality experiences that truly transform lives, and allow IAVA to scale veteran outreach at a national level.

**"The last two events I attended with IAVA were both great. Both events gave me instant friends in my area that I could hang out with and relate to. That is what the IAVA has done for me; it's reconnected me with people who will be there no matter what if I need them."**

**—Russ, IAVA Member Veteran**

## Fostering a Strong Network through IAVA's National Event Program

From San Francisco to New York to Dallas and Chicago, IAVA organized over fifteen thousand member veterans through data-driven community events and campaigns this year. Events included meet and greets, resume workshops, hiring fairs, parades, fishing trips, events at The White House and national sporting events.

**"In July, I received tickets to a San Francisco Giants game [from IAVA]. I had a great time. I am grateful for the donations from companies that IAVA has partnered with. I welcome any opportunity to meet other veterans in my area."**

**— Jeremiah, IAVA Member Veteran**





# LEADERSHIP

## Empowering the New Greatest Generation

### Local Leader Development Program

In 2011 we cultivated more than 40 local leaders nationwide to mobilize and give back to the community by organizing over 350 local events and service projects for holidays and commemorative occasions, including Veterans Day, Memorial Day and Pat's Run, the annual Run/Walk benefiting the Pat Tillman Foundation. At these events, leaders provide information about IAVA programs and resources. IAVA also trains leaders across the country to be IAVA spokespeople in the media, so that they can share their personal stories of service, struggle and success to millions of Americans.

### Storm the Hill Program

IAVA's innovative Storm the Hill Program is an expert leadership training initiative designed to empower Iraq and Afghanistan veterans to become leaders, stewards and spokespeople for the New Greatest Generation. After a week of professional training in media, the legislative process, organizing, public speaking and social media, as well as unforgettable opportunities and experiences, veterans leave Storm the Hill with a profound sense of accomplishment, pride and optimism about their future and their ability to continue to serve in their local communities.

**Since 2006, Storm the Hill has brought more than 125 IAVA Member Veterans to Washington, D.C. where they have gained critical leadership skills and built important networks of connections.**

Storm the Hill Member Veterans have advocated before members of Congress for expanded GI Bill benefits, better mental health care, improved health care for female vets, and job training and employment assistance for their fellow veterans work in leadership at VA.

After completing the program, Storm the Hill Member Veterans return to their local communities where they advance veteran support networks and advocate for important issues. Storm the Hill Member Veterans have gone on to run for political office, start nonprofits, teach and become critical members of the New Greatest Generation.

### Annual Internship Program

Every summer IAVA brings over a dozen qualified Iraq and Afghanistan veterans to our offices in New York City and Washington, D.C. to serve internships across IAVA's programs. This year, over 300 of our members applied. Our interns come from across the country, are highly motivated and get hands on training to become more effective leaders and advocates for their fellow veterans.

# Shaping Policy Solutions for Veterans: IAVA's Dynamic Advocacy Program

IAVA remains the foremost advocate on Capitol Hill for this generation of veterans. As the first new member of The Military Coalition, a prestigious group comprised of organizations serving 5.5 million veterans and service members, since the Vietnam era, IAVA works with both sides of the aisle, the White House, the VA and other veterans' and national security organizations to achieve nonpartisan objectives related to employment, suicide prevention, the New GI Bill and homelessness.

IAVA's 2011 Policy Agenda was released early in the year as a comprehensive blueprint for how federal and local governments, as well as the private and nonprofit sectors can improve the lives of veterans and their families. And as a result of this strategy, two out of the five veteran-related bills signed by the President in 2011 were IAVA-led, and three out of these five contained top IAVA priorities as voted on by our members.

Through IAVA's policy programs, our representatives testified 12 times in 2011 before Congress on subjects including employment, suicide, the GI Bill and homelessness. IAVA members also met with the President, the First Lady and White House staff 6 times throughout the year.

## **Victory:** The VOW to Hire Heroes Act

IAVA led the fight from inception to passage of the only jobs bill to pass through Congress in 2011. As the legislative component of IAVA's Combat to Career Program, the VOW to Hire Heroes Act was a major bipartisan victory for veterans. The legislation will impact an estimated 270,000 returning veterans by providing programs that translate military skills into civilian jobs and certifications, improving the Transition Assistance Program to provide resume and career counseling, and providing tax incentives of up to \$9,600 for each veteran that businesses hire.

## **Victory:** The GI Bill "Grandfather Clause"

Continuing our role as leaders in the fight for the Post 9/11 GI Bill, IAVA protected the benefits of over 3,000 student veterans who were facing a reduction in those benefits under GI Bill modifications of the prior year. IAVA raced against the clock to ensure that these benefits were "grandfathered" so that these students could graduate with the benefits they started with.

## **Victory:** New Veterans Benefit From The 2012 National Defense Authorization Act (NDAA)

Thanks to a year of constant advocacy and thoughtful pressure on Congress, the 2012 NDAA contained IAVA-led priorities for veterans, that will help separating service members find jobs, enhance suicide prevention, better protect victims of Military Sexual Trauma (MST) and improve access to health care.

For more information on IAVA's policy work, please visit [www.IAVA.org/Advocacy](http://www.IAVA.org/Advocacy).



*The First Lady of the United States Michelle Obama speaks to IAVA leaders during Storm the Hill 2011.*

# Serving As A Multimedia Powerhouse to Raise Awareness



Less than 1% of the American population has served in Iraq and Afghanistan. IAVA seeks to connect the public with the issues facing our constituency through a strong media presence and one-of-a-kind research into our community. IAVA receives earned media through national and local press mentions, donated media for IAVA's powerful PSAs and social media through active conversations with members and the community.

IAVA's ongoing public service advertisement (PSA) program with the Ad Council addresses the mental health challenges and feelings of isolation facing returning veterans. Launched in November 2008, the program has received more than \$138 million in donated media, reaching millions of Americans and showing Iraq and Afghanistan veterans that IAVA has their backs.

**IAVA is a nationally recognized authority on the unique issues impacting this generation of heroes, with IAVA staff and members making weekly appearances in the national press, from CNN to Fox News and The New York Times. IAVA averaged 20 press mentions a week in 2011, with 5 in national outlets.**

In addition to IAVA's national media presence, our collection of social media properties includes more than 350,000 Facebook fans and over 20,000 Twitter followers – more than the Departments of Defense and Veterans Affairs combined. IAVA.org receives more than 100,000 unique views a month and our email list includes more than 200,000 veteran and civilian supporters. These touch points provide an invaluable platform for reaching veterans and their families, advancing agenda items important to the veteran community and communicating information about events and experiences for the veterans in our community to share.

To find IAVA's media appearances, statements and press releases, visit [www.IAVA.org/Press-Room](http://www.IAVA.org/Press-Room).

## PROGRAM SPOTLIGHT: IAVA's "Daily News Brief" Program

With stories from Baghdad to Kabul to Capitol Hill and the White House gathered each day, IAVA lets veterans and civilians stay on top of breaking news impacting our community. Nearly four thousand people receive the Daily News Brief in their inbox each morning, completely free of charge.

To sign up for your Daily News Brief, visit <http://iava.org/take-action/daily-brief>



# INNOVATIVE PARTNERSHIPS

## IAVA and jcpenny: Welcome Home Heroes

In October, IAVA and jcpenny launched an exciting and innovative employment support program with an ambitious goal: connect over 6,250 IAVA members with the clothes they need to step back into civilian life with confidence. The results were huge —“Welcome Home Heroes” provided America’s newest generation of veterans with more than \$1 million in work apparel and footwear.

“I have tears in my eyes. THANK YOU!!!! This is so great. I am in training to become a County Veteran's Service Officer and I am in dire need of clothes!!! This will help so much. I can't wait to go shopping and start looking professional!  
—Vicki, IAVA Member Veteran

Thanks to IAVA's database technology, the gift certificates came just in time for the holiday shopping season. Veterans received their gift certificates in their email inboxes before Thanksgiving, and many took advantage of the holiday deals to replace their combat uniforms with blouses and suits. Across America, vets cashed in on a program that improved their lives immediately. Having the confidence to walk into an interview and articulate the value of their military experience is absolutely critical for navigating today's job market.

## IAVA and MillerCoors Give Veterans a Piece of the High Life

For the second year of this powerful private partnership, IAVA and MillerCoors provided IAVA members with one-of-a-kind experiences to sporting events, concerts, trips and more—experiences for those who have sacrificed so much for our country. By gathering thousands of veterans together, this community-building program says “Thank You” while allowing IAVA to expand outreach and provide expertise and resources to veterans who attend events. Some highlight rewards from the program included baseball games in Washington, D.C. and Baltimore that gathered over 1,500 veterans and their families, and a premier NASCAR event in Richmond, Virginia.

“I was selected winner of jcpenny's gift certificates and I am ever so grateful. Today started off good then sometimes if I look at myself I can still see and feel the pain of a past deployment and today was a day I wasn't sure if I was going to be able to endure. Receiving this certificate made me cry.”

— Sammi, IAVA Member Veteran



## PROGRAM SPOTLIGHT: IAVA Releases “New York Veterans” Report

New York State veterans are facing unemployment rates significantly higher than the rest of the state, while nearly 25% face mental health challenges. In June 2011, IAVA released the in-depth report “New York’s Newest Veterans,” sponsored by the New York State Health Foundation and in partnership with the RAND Corporation. The report serves as a model and guide for state-level research and policymaking, and is the first such study to be released in three years. “New York Veterans” identifies unemployment, mental health and navigating services and benefits as the top issues facing Iraq and Afghanistan veterans from New York.

For more information and to download the full report visit [www.IAVA.org/nyveterans](http://www.IAVA.org/nyveterans)

# Educating America: IAVA’s Powerful Research Program

IAVA continues to offer comprehensive analysis and policy research on the most critical issues facing veterans, including veterans’ health care, unemployment and homelessness. IAVA’s timely and informative Issue Reports are a go-to resource for lawmakers, journalists and concerned citizens, and have a huge impact in the media.

As the Iraq war came to a close, IAVA released “Unsung Heroes: Military Families After Ten Years of War,” our comprehensive report on the economic, health and education issues facing military families after multiple deployments. The report, funded by the Blue Shield of California Foundation, is a groundbreaking effort to better understand the issues facing these families and explore solutions to assist these families in the long term. From business and community leaders to the media and lawmakers on Capitol Hill, this report received wide attention when it was released in October.

- Almost 1/3 (31%) of IAVA members divorced or broke up with a long-term partner as a result of deployment and the return home.
- A quarter of IAVA members with children said their child had emotional problems (25%) or had problems in school (24%).

## MEET The Emmer Family

The Emmer Family is a military family through and through. SFC Laurie Emmer, an IAVA member and leader, deployed to Afghanistan from Fort Bragg in 2003, while her husband Michael was stationed eight hours away in Fort Benning, GA. They relied on live-in daycare and relatives’ support to care for their two children while they were deployed. While “mission first” is a credo that all service members and their families understand and appreciate, it can often place huge burdens on dual-military like the Emmers. As a result of an injury during her tour, Laurie suffers from PTSD as well as traumatic brain injury. When Laurie returned home, she felt isolated and had difficulty connecting with others. However, when she found IAVA’s Community of Veterans program, she found a place “bursting with vets with shared experiences,” great advice, a place to vent, and others who understood her. She is currently in school on the Post-9/11 GI Bill after using IAVA’s New GI Bill program, and in 2010 and 2011 Laurie participated in IAVA’s Storm the Hill program.





# Looking Towards the Future: Scaling Impact

With the war in Iraq at a close and the conflict in Afghanistan drawing down, the coming years will be an urgent turning point for new veterans and their families. IAVA recognizes that the needs of returning veterans will only grow more critical without the proper support structures in place, and we are committed to bringing these issues to the forefront and saving lives.

Now is the time to scale our technology to build up our programs and create a lasting support structure for this generation of veterans, before the country turns its attention away from the challenges that arise as our 2.4 million veterans transition home.

Please step up and support IAVA today, and have a lasting impact on our nation's newest generation of heroes.

## Expand the Combat to Career Program Dramatically

In partnership with the U.S. Chamber of Commerce and our employer sponsors, IAVA will hold four IAVA Smart Job Fairs in 2012 in Dallas, Atlanta, Chicago and New York. The Smart Job Fairs will support 600 veterans nationwide by providing high-touch connections with veteran-friendly employers and career resources as they transition to successful futures. IAVA will also take to scale other employment partnerships to reach hundreds more veterans online and off.

**An investment of \$1,000 provides a successful job fair experience for 30 Iraq and Afghanistan veterans.**

## Increase Mental Health Support

In 2012, IAVA's Mental Health Support Program will provide resources and support to over 30,000 veterans nationwide to heal the invisible wounds of war. As part of our continuing Mental Health Program, IAVA will provide best-in-class services through Community of Veterans and local events. IAVA will also fight for legislation that will stem the tide of suicide among service members and veterans and implement new crisis response methods so that IAVA members can reach help if and when they need it.

**An investment of \$1,000 gives 100 IAVA members mental health resources.**

## Strengthen the New GI Bill Education Support Program

Through assistance and advocacy, IAVA will support 300,000 Iraq and Afghanistan veterans nationwide to access financial benefits for the higher education they have earned. Staff assistance and online resources at [NewGIBill.org](http://NewGIBill.org) will give veterans the personal customer service not provided by any other nonprofit or the VA. And IAVA will work to defend and protect veterans' current education benefits.

**An investment of \$1,000 provides a session of IAVA's New GI Bill "Office Hours" for 100 of our members.**



# Ways to Give & Get Involved

## Make A Gift Directly

Please visit [www.IAVA.org/Donate](http://www.IAVA.org/Donate) to make a contribution online. You can sign up to make a recurring donation each month or year, or make a gift in honor of a loved one. IAVA accepts check, cash and stock donations to our offices. Please find our address on the back of this report. An investment in IAVA is an investment in the future leaders of America. Your contribution to IAVA, a 501(c)3 nonprofit, nonpartisan organization, is tax-deductible to the fullest extent of the law.

## Ask Your Employer To Match Your Gift

Many companies and organizations will match your tax-deductible contributions, and many employers hold annual charitable giving events to promote the organizations you support. Ask your employer what options they provide and double your impact for IAVA.

## Give to IAVA During the CFC

Each year IAVA is honored to be a part of the Combined Federal Campaign (CFC), the charitable giving program of the federal government. Each fall, all federal employees and military personnel can donate a portion of their paychecks to IAVA. IAVA's CFC number is 75335.

## Support or Host a Special Event

IAVA holds its Annual Heroes Gala in New York City, where in 2011 we honored Stephen Colbert, host of Comedy Central's *The Colbert Report*, and Corporal Aaron Mankin, an Iraq veteran and advocate for wounded warriors. In addition, IAVA holds many special events throughout the year, many hosted by our committed donors and friends. If you are interested in supporting or hosting a fundraising event for IAVA, please email [development@iava.org](mailto:development@iava.org).

## Legacy Gifts

If you would like to explore making a gift through your estate, please email us at [development@iava.org](mailto:development@iava.org).

## Corporate Opportunities

IAVA works with socially conscious, patriotic and forward-thinking companies and organizations interested to support new veterans and their families. Companies can donate products and resources directly to IAVA's membership through The Rucksack, IAVA's innovative benefit rewards platform. Visit [www.IAVA.org/partner-app](http://www.IAVA.org/partner-app) to learn more.

## Connect With Us on Social Media

IAVA connects with veterans and supporters where they are, helping them to stay current on issues in our community. Find us on Facebook ([facebook.com/IAVA.org](http://facebook.com/IAVA.org)), Twitter (@IAVA), Foursquare, Flickr, SocialVibe, Google+, Crowdrise, and all the latest technology platforms for outreach, connection and support.

## Volunteer for New Vets

IAVA offers a range of volunteer opportunities for veterans and supporters looking to get involved all across the country. To learn more about how you can get involved, please head to [www.IAVA.org/volunteer](http://www.IAVA.org/volunteer) and get started!

## Wear IAVA Gear

Let everyone know that you are part of the IAVA movement and showcase our new look by visiting [www.IAVASTore.org](http://www.IAVASTore.org) and getting some gear.



# Supporters of IAVA and the New Greatest Generation

IAVA is honored to have the support of thousands of donors every year. Thank you to all of the individuals, foundations and corporations whose ongoing commitment to Iraq and Afghanistan veterans helps us build the New Greatest Generation.

## \$500,000 +

The Iraq Afghanistan Deployment  
Impact Fund of The California  
Community Foundation

MillerCoors

The Charles and Helen Schwab  
Foundation

## \$100,000 – \$499,999

The Annenberg Foundation / explore.org\*

jcpenney

Prudential

The van Ameringen Foundation

## \$50,000 – \$99,999

The Call of Duty Endowment

Citi

Craig Newmark, craigconnects /  
craigslist Charitable Fund\*

The New York Community Trust

Pete Peterson\*

Southwest Airlines\*

Stephanie and Edward Vick\*

Walmart\*

## \$25,000 – \$49,999

Alcoa Foundation\*

Laura and Marc Andreesen\*

Bill Brandt, Development Specialists, Inc.\*

CNN\*

Anne and Sean Coffey\*

The Steven A. and Alexandra M. Cohen  
Foundation\*

The Colbert Report/Spartina Productions\*

Fisher Brothers\*

Michael Gordon

Philip D. Green

Johnson & Johnson\*

JPMorgan Chase\*

Mission Essential Personnel\*

Max J. & Winnie S. Rosenshein Foundation

The Rosenthal Family Foundation

Jennifer and Jonathan Allan Soros\*

Triad Foundation

TriWest Healthcare Alliance

Viacom\*

Steve Victor, Development Specialists, Inc.\*



# Supporters of IAVA and the New Greatest Generation

Continued

## \$10,000 – \$24,999

Bechtel Corporation Inc.  
Booz | Allen | Hamilton\*  
Buchanan Ingersoll and Rooney PC  
Burke Distributing Corporation  
The Stephen Case Foundation  
CB Richard Ellis  
Credit Suisse\*  
Neda and Tim Disney  
Durst Organization LP  
Excelsior College\*  
Raina and Guy Filippelli  
HBO\*  
HealthCentral\*  
Health Net Inc\*  
Victoria Jackson  
The Lear Family Foundation  
Legg Mason Global Asset Management\*  
Rachel Maddow  
NBC News\*  
The New York State Health Foundation  
North American Energy Alliance Foundation  
NYSE Euronext\*  
Operation Mend, UCLA Health System\*  
The Michael Reese Health Trust  
Megan Roach  
The Rosenthal Family Foundation / Jamie  
Rosenthal Wolf & Nancy Stephens  
Jeanne S. and Herbert J. Siegel  
Philanthropic Fund  
Tesla Motors  
U.S. Chamber of Commerce  
USO\*  
Western Asset Management Company\*

## \$5,000 – \$9,999

24 Hour Fitness  
Activision  
The Agua Fund of the Community Foundation of  
Collier County  
Allen & Company  
American Federation of Government Employees  
Associated Jewish Charities of Baltimore  
The David R. & Patricia D. Atkinson Foundation  
The Bank of New York Mellon Community  
Partnership  
Patricia and Walter Bardenwerper  
The Bristol-Myers Squibb Foundation  
James Burroughs  
Robert Cohn  
Cotton Global Disaster Solutions  
Disabled American Veterans (DAV)\*  
Michael Fux  
Garwood Custom Cycles  
Donald Graham  
Jeffrey Gural  
Nicholas Hallam  
Heroes for Hope Foundation  
Intrepid Museum Foundation  
Peter Kellner  
Iris and Bruce Klatsky  
George Loening  
Dawn and Wes Moore  
Georgette Mosbacher & Jason DeYonker  
Mountco Construction & Development  
Corporation  
The National Christian Foundation  
Arthur Ortenberg  
Anne Neuberger  
The Powers Foundation  
Maria and Randy Proto  
The Richard Salomon Family Foundation  
Sciame Construction, LLC

\* Donors who served as Sponsors of IAVA's Fifth Annual Heroes Gala in New York City and/or IAVA's Third Annual Heroes Celebration in Los Angeles.

This list shows total receipts for the year.

# IAVA Power Partners

Partnering with IAVA provides companies and organizations with a unique opportunity to better the lives of veterans and foster a national culture of appreciation and support.

## Leadership Partners

Providing significant program, pro bono and in-kind support in FY2011.

Ad Council jcpenny	Jonathan Kirschenfeld Architect PC Landor MillerCoors and Miller High Life	Saatchi & Saatchi Southwest Airlines Y&R and The WPP Group
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## Friend Partners

Providing program support in FY2011.

24 Hour Fitness	Goldman Sachs	Robin Hood Foundation
Ad Council	Google	Rockstar Mayhem Festival
Adaptive Action Sports	HBO	Salesforce
Ashoka	Health Net	Snag Films
BT	The Home Base Program	Sony Music Masterworks
CBRE	IFC	Spike TV
CGIAmerica	Jerabek	Street Wise Partners
Charles Schwab	JPMorgan Chase	TAPS
Cisco	KaBoom!	UCLA Health System Operation Mend
Citi	Marvel	UFC
The City of New York	Microsoft	United States Tennis Association
The City of San Francisco	The Mission Continues	U.S. Chamber of Commerce
The Colbert Report	National Geographic	Veritas Prep
Deutsche Bank	NASCAR	Veterans Crisis Line
Disabled American Veterans	NCIRE – The Veterans Health Research Institute	Warrior Champions
Dog Bless You	The New York Mets	The War Tapes
ESPN	OAR	The White House
GMR	The Pat Tillman Foundation	WWE
	Prudential	

**“IAVA programs not only give veterans an opportunity to relax and have a good time, but they are a reminder that we are not alone, and reaffirmation to our loved ones that their sacrifices did not go unnoticed.”**

**— Julian, IAVA Member Veteran**



# 2011-2012 Leadership

IAVA is thankful to have the exceptional leadership, guidance and support of our Board of Directors. This distinguished group of leaders represents diverse private and public sector experiences, and provides accountability and oversight. The Board of Directors has been vital in shaping IAVA's successes and will chart IAVA's future. These individuals ensure the success of our mission to improve the lives of Iraq and Afghanistan veterans and their families.

## **Edward Vick** (Chairman)

Former CEO, Young & Rubicam; Vietnam veteran

## **Bonnie Carroll**

President and Founder of the Tragedy Assistance Program for Survivors (TAPS)

## **Bill Cowher**

Studio analyst on *The NFL Today* on CBS, Super Bowl-winning coach of the Pittsburgh Steelers

## **Leslie Gelb**

President Emeritus of the Council on Foreign Relations

## **Rosanne Haggerty**

President, Community Solutions

## **James Hirschmann**

President & CEO, Western Asset Management Company

## **Perry Jefferies**

Founding Member of IAVA, TexVets Initiative at Texas A&M University, Iraq veteran

## **Yannick Marchal**

Foreign Exchange Derivatives, Deutsche Bank; Former CFO of IAVA

## **Wes Moore**

*New York Times* best-selling author and nationally-recognized host of OWN's *Beyond Belief*, Afghanistan veteran

## **Craig Newmark**

Founder and Customer Service Representative, Craigslist.org

## **Paul Rieckhoff**

Founder and CEO, IAVA; Iraq veteran



# IAVA FY2011 501(c)3

## Statement of Financial Position / Statement of Activities

STATEMENT OF ACTIVITIES	2011	2010
<b>CHANGES IN UNRESTRICTED NET ASSETS:</b>		
Support and Revenue		
Contributions	\$4,375,804	4,394,486
Special Events	1,245,322	921,395
Non-Cash Donation	1,911,171	313,000
Unrealized Gain on Investment		10,151
Interest Income	553	
<b>TOTAL SUPPORT AND REVENUE</b>	<b>7,532,850</b>	<b>5,639,032</b>
<b>Expenses</b>		
Program Services	6,503,037	4,633,433
Management and General	634,964	496,759
Fundraising	851,367	540,944
<b>TOTAL EXPENSES</b>	<b>7,989,368</b>	<b>5,671,136</b>
<b>INCREASE (DECREASE) IN NET ASSETS</b>	<b>(456,518)</b>	<b>(32,104)</b>
<b>NET Assets, Beginning of the Year</b>	<b>802,910</b>	<b>835,014</b>
<b>NET Assets, End of the Year</b>	<b>\$ 346,392</b>	<b>802,910</b>

ASSETS	2011	2010
Cash	\$ 104,780	291,527
Investments	1,049	68,346
Accounts receivable	269,045	398,216
Prepaid expenses	1,143	42,041
Due from related party	16,986	16,986
Property and equipment	406,884	44,310
Other assets	21,942	21,942
<b>TOTAL ASSETS</b>	<b>\$821,829</b>	<b>883,368</b>

LIABILITIES AND NET ASSETS	2011	2010
<b>Liabilities:</b>		
Accounts Payable	\$ 475,437	80,458
<b>TOTAL LIABILITIES</b>	<b>475,437</b>	<b>80,458</b>
<b>Net Assets:</b>		
Unrestricted	346,392	802,910
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 821,829</b>	<b>883,368</b>

### In-kind (non-cash) contributions:

- Donated Office Space (Y&R):** \$307,000
- Donated PSA Media (The Advertising Council):** \$16,617,400
- Donated Brand Development Services (Landor Associates):** \$149,850
- Donated Architect Services (Kirschenfeld Architect):** \$30,625
- Donated Travel (Southwest Airlines):** \$40,000
- Donated Membership Gift Certificates (jcpenny):** \$1,200,000
- Donated Membership Experiences (MillerCoors):** \$640,546
- Total In-Kind: \$18,985,421**

### IAVA's Action Fund

IAVA Action Fund, the sister organization to Iraq and Afghanistan Veterans of America (IAVA), is a 501(c)4 nonprofit organization. IAVA Action Fund helps direct solutions for the issues facing our nation's troops, veterans and military families. IAVA Action Fund's biennial Congressional Report Card holds legislators accountable for their votes on items critical to veterans as outlined by IAVA Action's legislative and policy priorities. For IAVA Action Fund's financial statements, please visit [www.IAVA.org/2011AnnualReport](http://www.IAVA.org/2011AnnualReport).





IRAQ AND AFGHANISTAN  
VETERANS OF AMERICA

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212-982-9699

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Washington, DC 20002  
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[www.IAVA.org](http://www.IAVA.org)

**“Iraq and Afghanistan Veterans of America [...] remains the most important organization representing the new generation of veterans.”**

***TIME* Magazine**  
August 29, 2011

