



2013 GRANT REPORT

CALL^{OF}DUTYTM
ENDOWMENT

HELPING VETERANS FIND CAREERS

TABLE OF CONTENTS

THE SUPPLY SIDE: PREPARED VETERANS & PROVEN NONPROFITS	3
SEAL OF DISTINCTION	14
THE DEMAND SIDE: MAKING THE BUSINESS CASE	33
FUNDING THE MISSION: CALL OF DUTY DOG TAGS	37
BIOS	38
ACKNOWLEDGEMENTS	40

\$12.3M
DONATED BY ACTIVISION
BLIZZARD SINCE 2009

\$4.1M
VALUE OF GRANTS
AWARDED SINCE 2009

1,886
VETERANS PLACED
IN JOBS SINCE 2009

22
ORGANIZATIONS AWARDED
GRANTS SINCE 2009

\$1,286
AVERAGE COST PER
PLACEMENT IN 2013

\$1.2M
VALUE OF GRANTS
AWARDED IN 2013

840
VETERANS PLACED
IN JOBS IN 2013

12
ORGANIZATIONS AWARDED
GRANTS IN 2013

DEAR FRIENDS OF THE CALL OF DUTY ENDOWMENT,

When I joined the Endowment as executive director in March 2013, I entered an organization already very good at identifying and supporting top-performing veterans employment non-profits. My chief task was to scale that approach by systematically identifying more best-in-class nonprofits and creating a mechanism to help them grow. At the same time, we realized that enabling more job ready vets alone would be insufficient to make an impact on veterans employment nationally. So, we now work to also reframe the national conversation on hiring veterans. The message we want employers to internalize is not one of pity or patriotism, but rather the proven, tangible value of veterans in the workforce.

Combined, these two efforts allow us to address both the supply and demand sides of the veterans employment issue. Let me first elaborate on the supply side—ensuring veterans are “job ready.” To prepare more veterans for the job market, the Endowment introduced in 2013 the Seal of Distinction award. This program is a means through which we identify best-in-class veterans services providers to fund and help grow. We evaluate applicants based upon specific metrics—including cost per placement, number of veterans placed, and quality of placement—that reflect best practice in delivering impact and controlling costs. Our team then coordinates with Deloitte to validate the information and determine which groups are best suited for the honor. Last year we awarded the Seal of Distinction, including an initial \$30,000 grant, to seven new recipients.

Beyond recognizing the most efficient and effective non-profits, we also help them scale to have a larger impact. Organizations that have already proven themselves by earning the Seal of Distinction can submit a plan to expand their operations and place more veterans in jobs. To those organizations whose plans we approve, we offer grants substantially larger than the award that comes with the initial Seal of Distinction recognition. We coined the phrase “chapterization” to describe the strategic process of expanding the reach of well-run, regionally-based organizations by replicating their programs in other targeted geographical regions. In 2013, we provided substantial chapterization grants to Hire Heroes USA, Still Serving Veterans, the Chamber of Commerce’s Hiring Our Heroes and AMVETS Career Centers.

Our two-phase approach of initial recognition and expansion support allows proven programs to reach as many job-seeking veterans as possible. We also build on success through our Mission Continues Fellows program, which places veteran leaders in our funded non-profits. The program aids these organizations’ missions with highly skilled veteran manpower, while simultaneously developing the next generation of veteran non-profit leaders.

To address the demand side of the veterans employment issue, we have focused on communicating to employers the business case for hiring veterans. We’re not pulling on heartstrings; we’re advocating for a valuable business asset. And research is on our side. Data from Syracuse University’s Institute for Veterans and Military Families in 2012 highlighted veterans’ advanced technical training, proven team building skills, successful entrepreneurial track record and remarkable resiliency. Now, new research from the Corporate Executive Board (CEB) provides hard data from over 1 million corporate employees proving that veterans deliver higher productivity and exhibit better retention than their non-veteran peers.

With this information, our grant recipients can more effectively advocate with employers about the benefits of hiring the veterans they serve. At the same time, the Endowment can communicate on a national level the value that veterans bring to the workplace.

To support these efforts beyond its \$2 million direct donation, Activision Blizzard once again sold Call of Duty branded dog tags through retail partners nationwide. By channeling all profits to the Endowment, Activision Blizzard provided an additional \$1.9 million to help us serve veterans through our network of nonprofits. This year’s dog tag effort marked an 11 percent increase from last year’s program—proof of both the company’s and the Call of Duty community’s generosity.

Our improved approach that addresses both supply and demand combined with increased funding led to the placement of over 840 veterans in 2013. The average cost per placement, calculated as total job placement grants divided by total job placements, was \$1,285. As thousands of service men and women return home after drawdowns in Afghanistan, we want employers ready to integrate these talented individuals into their workforce. The pool of job-seeking veterans continues to increase, and so too does our resolve to help them find great careers with the employers who need them. We celebrate the Call of Duty Endowment’s success at helping our veterans in 2013, and we expect significantly greater strides in the year ahead.


DAN GOLDENBERG
EXECUTIVE DIRECTOR



THE SUPPLY SIDE: PREPARED VETERANS & PROVEN NONPROFITS

Addressing the supply side of the veterans employment situation requires committed, best-in-class veterans services organizations. These nonprofits support job-seeking veterans in all phases of the employment process—clarifying career goals, identifying skills sets, preparing resumes, finding right-fit opportunities, succeeding with interviews and adjusting to civilian employment once offers materialize. In each of these respects, the Call of Duty Endowment grant recipients have distinguished themselves. These organizations effectively and efficiently help veterans launch civilian careers and transition to life outside the military.

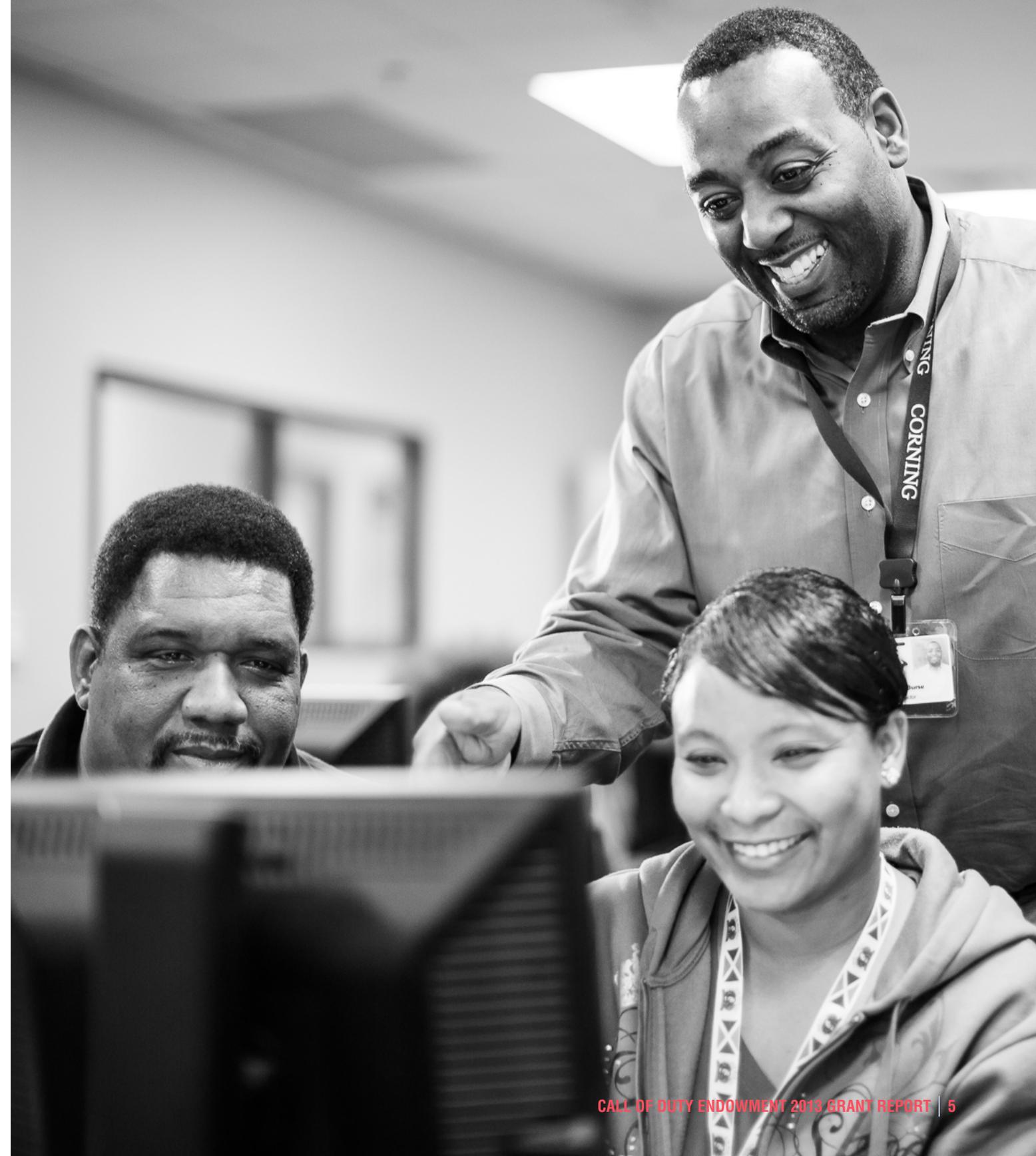
The need for our work grows, given the flood of veterans expected to return home in coming years due to military downsizing. Accordingly, it is critical that we also help the top nonprofits scale, expanding the reach of their proven ability to put vets in jobs. We call this aspect of our funding strategy “chapterization.”

Simply put, grant recipients must be positioned for quick expansion. For some organizations, this entails establishing new facilities, or “chapters,” in additional geographic regions. For others, it requires expanding resources—such as staff and marketing—to serve a broader veteran population.

Consider the success of our original Seal of Distinction winners. These organizations demonstrated low cost-per-placement, but they also articulated the vision and desire to serve a growing population of job-seeking veterans. From small beginnings in Georgia, Hire Heroes USA has now opened additional regional offices in San Diego, Plano and Colorado, with more to follow in 2014. Still Serving Veterans is expanding to locations with high veteran populations throughout Alabama, including Mobile, Montgomery and Birmingham. Meanwhile, AMVETS has used its Endowment funding to open 20 new career centers around the country. And Hiring Our Heroes channels its funding to conduct hiring fairs on or near military bases nationwide.

The Call of Duty Endowment also considered chapterization potential in selecting our 2013 Seal of Distinction Award winners. The Seal of Distinction program, introduced in 2013, serves as a pipeline through which the Endowment identifies top-notch veterans employment nonprofits. The Endowment partners with a leader in the audit and consulting industry, Deloitte, to verify applicants' operations and finances.

Our initial unrestricted grant acknowledges their effectiveness in serving veterans thus far. But it also signals an invitation, for those interested and able to scale their operation, to submit requests for further funding, allowing them to aid still more veterans in establishing civilian careers.



HIRE HEROES USA

Hire Heroes USA (HHUSA) uses a personalized “recruitment to placement” approach with the veterans it serves, guiding veterans through each phase of the process to gain civilian employment. This support results in nearly eight veterans being hired each week. Of Hire Heroes USA’s approach, CEO Brian Stann said, “This mission is very personal, not only to me but to everybody on our team. These are men and women that we’ve stood beside, we’ve served with, we’ve led with.”

Based in Alpharetta, GA, the organization addresses both the supply and demand sides of the veteran employment equation. HHUSA uses its team of military and business veterans to engage corporations, fostering lasting partnerships. The organization simultaneously prepares veterans to successfully fill positions with these businesses when appropriate openings arise.

With 91 percent of veterans placed achieving full-time employment, HHUSA most frequently places veterans in government and contracting, education, nonprofit, or technology-related occupations. To help veterans establish civilian careers, HHUSA begins with Warrior Transition Workshops, hosted at military installations, to support transitioning service members and their spouses. The organization also reaches out to currently unemployed veterans. Both groups proceed through HHUSA’s three-phase process, which includes assessment; resume revision and self-marketing; and follow-on career counseling and mentorship.

Of the organization’s support from the Endowment, Stann said, “The Call of Duty Endowment is such a great partner because their philosophy and methods match our own. We don’t believe in handouts or free rides. What we do believe in is the power of shared transformation through personalized, best-in-class service delivery that is relentlessly standards-based and consistently effective.”



HIRE HEROES

USA

ENDOWMENT FUNDING

\$190,000



VETERANS PLACED THROUGH
ENDOWMENT FUNDING

102



COST PER PLACEMENT

\$1,866

HIRE HEROES USA VETERAN PROFILE: SHANNON POTTS

Today, former Marine Sergeant Shannon Potts mentors and builds self-esteem for the students of the Coalmont, TN school district, where he works as a physical education teacher and football coach. But when he first left the Marines, finding work proved challenging.

“I tried to lean back on my administrative skills. The problem was, there were a lot of certifications that were needed. I went back to my degree; unfortunately, I was still missing certain requirements,” Potts explained. “It made for a very frustrating experience over two years.”

Hire Heroes USA gave Potts’ job hunt direction by helping him write his resume, complete mock interviews and identify which job paths best suited him.

Once he found his teaching and coaching position, Potts turned his attention to paying it forward. Of his students who suffer from economic disadvantages and the lack of a positive role model, Potts said, “I get rewarded by the satisfaction of changing their lives.”

“Without Hire Heroes, I probably wouldn’t have had half the job leads that I got,” Potts recalled. “Without the financial support of the Call of Duty Endowment, those things aren’t possible.”

www.youtube.com/watch?v=IjXujnk7dng

HIRING OUR HEROES

U.S. CHAMBER OF COMMERCE FOUNDATION

Since its inception in 2011, the U.S. Chamber of Commerce Foundation's Hiring our Heroes has distinguished itself as one of America's most effective career fair programs for transitioning service members and veterans. Of the Call of Duty Endowment's support for their program, Hiring Our Heroes Executive Director Eric Eversole said, "Our organizations share a common goal—connecting veterans to meaningful career opportunities once their service is completed. Indeed, the Endowment's support has been critical to the Hiring our Heroes mission. In three years, our program has helped hundreds of thousands of veterans and military spouses find work."

Serving almost entirely younger, post-9/11 veterans, Hiring Our Heroes uses its U.S. Chamber of Commerce connections to thousands of employers in hosting career fairs on or near military bases throughout the United States. And its support for job-seeking veterans doesn't stop with the job fairs themselves. Hiring Our Heroes representatives follow up with attendees at regular intervals after the job fairs, allowing the organization to assess its effectiveness and to identify areas where it can better serve veterans.

Having a vast network of local chambers of commerce, nonprofits and private partners allows the organization to maximize the options it presents for job-seeking veterans. To date, Hiring Our Heroes has hosted more than 610 hiring fairs in all 50 states and the District of Columbia and Puerto Rico. Moving forward, the organization plans to further strengthen its response rate from small- and mid-sized businesses and to move toward its goal of 25,000 veterans placed in jobs.



HIRING OUR HEROES

U.S. CHAMBER OF COMMERCE FOUNDATION

ENDOWMENT FUNDING

\$195,000



VETERANS PLACED THROUGH
ENDOWMENT FUNDING

385



COST PER PLACEMENT

\$506

HIRING OUR HEROES VETERAN PROFILE: REBECCA NEWMAN

Rebecca Newman, a former Master Sergeant in the United States Air Force, wanted to translate her military experience with data management into a civilian career. Finding an employer who understood her military background and recognized where her skills fit into the organization, however, proved challenging. Newman had searched for work for five months before she attended a New York City Hiring Our Heroes job fair in 2013.

After receiving assistance through a one-on-one resume review session with an onsite representative, Newman visited the Verizon booth. Recruiters from the company were there scouting for new veteran talent. At the booth, Newman shared with Verizon representatives the skills she had gained from her service, highlighting how they could fit with Verizon.

Two weeks later, Verizon Wireless hired Newman. She has found a supportive community of colleagues in her new job and is pursuing a career in network security. Newman looks forward to using her experiences to "play a vital role [in] achiev[ing] the goals and objectives" of Verizon.

AMVETS

AMVETS marked a milestone this year, reaching its goal of 20 career centers across 14 states. The centers work with AMVETS' Lanham, MD headquarters to provide employment services to veterans across the country. The organization, which served more than 700 veterans in 2013, offers resume building services, career counseling and transition workshops, as well as assistance with transportation and professional attire.

A nationwide network of volunteers carries out much of AMVETS' mission. Through the work of 180,000 veteran-members serving in 1,150 local chapters across the country, the organization reaches an ever-broadening population. Nevertheless, AMVETS keeps its focus local. Local volunteers staff each career center, which serves vets by helping them find nearby employment, which in turn serves the needs of local businesses too.

In addition to chapterization, AMVETS pursued strategic partnerships with Getting Hired, Inc. and fellow veterans services organization Easter Seals. AMVETS also took its mission online, using social media to attract and stay connected with post-9/11 veterans.

AMVETS National Commander, John H. Mitchell, Jr., remarked on the organization's progress in 2013, noting that, "AMVETS is extremely honored and privileged to have been selected as one of the grantees of the Call of Duty Endowment. It is encouraging to see public companies, like Activision Blizzard, Inc., make a commitment to raise the awareness of the value veterans bring to the workplace. Our goals are complementary in executing a Welcome Home platform for our post-9/11 veterans that will culminate in a positive road to re-integration, including gainful employment."



ENDOWMENT FUNDING
\$250,000



VETERANS PLACED THROUGH
ENDOWMENT FUNDING

60



COST PER PLACEMENT

\$3,242

AMVETS VETERAN PROFILE: RONNIE HAYWOOD

Not even homelessness, addiction, and a lack of transportation could deter Ronnie Haywood (U.S. Air Force) from finding work. Following his military service, Haywood struggled to maximize the skills he honed in the Air Force and achieve stable employment. But with the help of AMVETS center volunteers, Haywood refocused. He first explored career options until he pinpointed areas of interest. With the guidance of an AMVETS workshop, Haywood tailored his resume to highlight pertinent skills for an upcoming job fair.

As a result, Banquet Staffing hired Haywood as a server. With the help of AMVETS' transportation aid and assistance in providing professional attire, Haywood now enjoys the steady employment that seemed out of reach just months ago.

Reflecting on his experience with AMVETS, Haywood characterized it as simply, "More than I expected. Even more than that."



STILL SERVING VETERANS

A Huntsville, Alabama-based nonprofit organization serving veterans and their families, Still Serving Veterans (SSV) guides former service members in the Southeast toward achieving successful civilian employment—and accessing all the benefits and services that they have earned. Recognized as a center of excellence for veteran reintegration and services, SSV has a substantial regional reach.

SSV has proven particularly successful at identifying and engaging veterans at critical phases in the hiring process. It uses initial face-to-face assessment, follows up with career counseling, provides mentorships, and introduces veterans to local resources and employers. Those local resources include fellow nonprofits and veterans organizations. As Co-founder and President Will Webb explained, SSV stays efficient by opting to “refer instead of replicate,” collaborating with the growing pool of government initiatives, public-private partnerships and nonprofits.

For the veterans they serve, SSV’s focus pays off—literally. The average salary for veterans placed through SSV falls well above the state average. Moreover, the majority of placements are for full-time work. IT, government and construction are among the industries in which SSV most frequently places veterans.

With the help of Call of Duty Endowment funding, SSV looks to mature operations in its Huntsville office by expanding facility space, staffing and IT infrastructure. The organization also seeks to slightly broaden its geographical presence into other areas of Alabama and to strengthen its partnerships with both local and national veterans groups.



VETERANS PLACED THROUGH
ENDOWMENT FUNDING

261



COST PER PLACEMENT

\$1,445

ENDOWMENT FUNDING

\$250,000

SSV VETERAN PROFILE: JAE BARCLAY

“I thought I was going to be in the Army forever. I thought it was going to be my career,” said Jae Barclay. But when Barclay, a former infantry officer, was medically retired, he found himself challenged by the transition to civilian work. “There was a time period there where I didn’t know what to do. So I went to Still Serving Veterans,” said Barclay.

At that time, SSV’s board was in the early stages of creating a construction company that was managed and staffed by wounded veterans. Barclay took a leadership role in getting the company off the ground, and he runs it today.

“I still go to [SSV] and say, ‘Hey, I’m looking for an electrician, I’m looking for a carpenter,’” Barclay said of his company, Working Wounded Warriors, or “W3.” According to Barclay, the camaraderie among veterans helped the company and the veterans it employs stay afloat during hard economic times.

Funding by the Endowment “takes a burden off [SSV’s] shoulders,” Barclay explained, allowing the organization to focus on aiding veterans. In Barclay’s case, he continues to reach out for more veterans to hire.

www.youtube.com/watch?v=CKMTCiAiRGE





SEAL OF DISTINCTION



The Call of Duty Endowment launched the Seal of Distinction in August 2013 to recognize the highest level of effectiveness and efficiency in placing veterans in jobs. The seven winners received both a \$30,000 unrestricted grant and the opportunity to apply to the Endowment for significant additional funding.

To identify and validate this year's winners, the Endowment partnered with consulting firm Deloitte. The industry leader completed an audit for each winner to ensure its fiscal viability and the accuracy of the data provided. Mark Goulart, a Deloitte Consulting LLP principal and lead client service partner for

Veterans Affairs, said of Deloitte's role, "We are committed to supporting our nation's heroes and their transition to civilian life, and we are pleased to join the Call of Duty Endowment in this effort to identify the organizations that are most effectively and efficiently assisting our nation's veterans with job placement." Deloitte's pro bono work instills confidence in the winners' organizational integrity—and their ability to serve job-seeking veterans.

Of the 2013 winners, Endowment Executive Director Dan Goldenberg said, "Despite recent data showing that veterans have unique skill sets and offer potential employers a competitive advantage, the reality is that our youngest veterans continue to face a much higher unemployment rate than their non-veteran peers. We are proud to be recognizing those organizations best-equipped at helping place these veterans in jobs, while shining a bright light on the benefits of hiring veterans."

To generate additional value from the announcement, the Endowment hosted a panel-based symposium at the National Press Club on November 7, 2013. General James L. Jones, (USMC Ret.), former national security advisor, headlined the event. In opening the event, Jones acknowledged the "seven great organizations that are doing their part to address the [veterans employment] challenge," adding that the panels would allow participants to identify the "successful approaches" these enterprises employ.

SEAL OF DISTINCTION THEMES



As representatives from the seven Seal of Distinction-winning nonprofits addressed the principles that help their organizations succeed, eight common themes emerged. Winners acknowledged the need to:

EDUCATE THE GATEKEEPER

Despite corporate initiatives, the staff who flag resumes on a day-to-day basis may not understand how to interpret veterans' experience. As David Muir of the Easter Seals' Veteran Staffing Network explained, HR "screeners," who determine which applicants gets into the organization, need education on handling veteran applicants.

LIGHTEN THE EMPLOYERS' WORK LOAD

Applying a recruiting mentality to the veterans employment initiative is key. Nonprofit staff should approach employers as professional staffing agencies would, reducing the workload of potential employers—and increasing their receptivity to hiring vets.

INTEGRATE WITH PARTNERS

Effective veterans nonprofits create partnerships that allow them collectively to serve veterans in a larger geographical area or across a broader range of needs. Achieving what Ross Cohen of Hiring our Heroes called a "fluency of conversation between the different initiatives," allows veterans employment nonprofits to assist—and receive assistance from—partners, maximizing their ability to aid veterans in finding jobs.

TAKE THE JOB (THEN CLIMB THE LADDER)

Veterans don't always feel challenged or fairly compensated by the jobs they are first offered outside of the military, several panelists commented. But long periods of unemployment don't sit well with potential employers, Dan Kloeppel of Corporate America Supports You explained. Their advice to veterans is most often: Take the job! After starting with an employer, veterans can work their way up the organization—often more quickly than they would expect—once employers experience their capabilities firsthand.

EXPAND BEYOND THE TRANSACTION

Effective organizations don't just "put a veteran on [an employer's] doorstep," Lisa Anderson of the Salvation Army Haven's Return to Work Program explained. Instead, these organizations deliberately establish trust and build rapport with businesses that want to hire veterans.

STAY ON TARGET: REFER RATHER THAN REPLICATE

For veterans employment nonprofits, success hinges on focus—understanding what you don't do—and referring unrelated requests accordingly. Sometimes that requires referring veterans who need services of a different kind and not diffusing the nonprofit's efforts by trying to offer services outside of scope, however well intentioned. As Will Webb with Still Serving Veterans explained, the way to stay efficient is to "Refer rather than replicate."

BUDDY UP

Younger veterans differ from veterans of previous generations in how they search for civilian work. As Vincent Perrone noted, older veterans would join organizations such as the American Legion to network. Younger veterans are less inclined to do so. So, as Perrone described, Veterans Inc. works to "buddy them up," inviting young veterans to social gatherings. David Muir described how, similarly, social connections in the workplace can bolster a veteran's chance for success.

TRACK AND EVALUATE

"Insist on everybody in the organization doing it," Dan Kloeppel said of tracking progress, "from the people that are working with the applicants and recruiters to the applicants themselves." Kloeppel's organization, Corporate America Supports You, has the lowest per-veteran placement costs of the Seal of Distinction winners. He attributes that in part to the importance of incorporating technology to drive down costs and to evaluate what's working—and what's not.

With the recognition of the Seal of Distinction Award and the knowledge reflected in the above tenets, these nonprofits are well-equipped to match scores of veterans with job opportunities in the coming years.

VETERAN STAFFING NETWORK

Based in Silver Spring, MD, Easter Seals of Greater Washington-Baltimore Region's Veteran Staffing Network functions as a full-service staffing agency for the area's veterans. The program launched in 2013 as a social enterprise employment agency and now provides temporary, temporary-to-permanent, and direct job placements for veterans, National Guard members and reservists, and wounded warriors.

In fact, wounded warriors are an area of particular focus for the Veteran Staffing Network. The organization routinely provides one-on-one career preparation and support for injured veterans at Walter Reed National Military Medical Center and Fort Belvoir Community Hospital. Not only do they serve these particular veterans especially well, they do so much more efficiently than other comparable organizations.

To empower veterans to launch civilian careers, the Veteran Staffing Network addresses both the supply and demand aspects of the veterans employment equation. The organization builds a bridge between employers' needs and veterans' capabilities, providing the support infrastructure each needs to succeed. For increased sustainability, Veteran Staffing Network uses a private industry model. In the coming years, Veteran Staffing Network seeks to scale the program nationwide using the Easter Seals network.

As Easter Seals President and CEO Lisa Reeves said, "The Veteran Staffing Network is a new model for veterans employment, designed to become and remain sustainable long after the 'sea of goodwill' diminishes. The investment from the Call of Duty Endowment is helping to accelerate VSN's growth and achieve our goal of helping veterans from coast-to-coast achieve meaningful careers and successful community reintegration."

VETERAN STAFFING NETWORK



VETERAN STAFFING NETWORK VETERAN PROFILE: RALPH BOLLER

Former Marine Ralph Boller works as a cook for a Marriott Hotel and anticipates using his culinary experience to advance in the food preparation industry. Pleased with his new job, Boller credits VSN with helping him transform his resume and prepare for a successful interview process. "I appreciate VSN and what they've done for me to help find a job that I enjoy," Boller noted.

When he first came to VSN, Boller struggled to apply his military background to the civilian job market. Boller had served as a military police member and later an infantryman. He also sustained an injury that limited his job prospects. Finding that his skills didn't easily transfer, Boller decided to pursue new opportunities in an area of interest—the food industry.

To help Boller obtain his job with Marriott, VSN staff reviewed his resume and conducted a preliminary interview with Boller. They then helped revise his resume to capture specific skills relevant to available opportunities. Once Marriott agreed to interview Boller, VSN helped prepare him through mock interviews, dressing for success, and an in-person introduction between Boller and the hiring manager before the interview.

Boller reflected upon the success, saying, "Working with the Veteran Staffing Network was great. The help I received to prepare for the interview was very tremendous. Taking me to meet the hiring managers in advance helped to ease nervousness."

THE SALVATION ARMY HAVEN

The use of a professional staffing firm mentality distinguishes The Salvation Army Haven's Return to Work Program, based in Long Beach, California. Haven (Helping All Veterans with Emergency Needs) serves homeless veterans, or those at risk for homelessness—most with additional barriers such as disabilities, substance abuse and legal barriers to employment. The program entails in-depth case management, career coaching and placement assistance, as well as recruitment and liaising with employers. But more than simply finding veterans a paycheck, Haven strives to match a veteran's specific skills and experience with the right job opportunity.

Perfecting this equation requires significant work. Haven screens and preps veteran applicants while simultaneously building trust and rapport with potential employers. As a result, Haven staff can then approach employers as professional staffing firms would.

To prepare veterans to thrive in their new jobs, Haven provides transportation assistance, clothing for interviews and work, tools, and necessary fees for licenses or certifications, when required. Aid also includes the organization's 250-bed residential facility. The program served 250 veterans in 2012, with a 71 percent success rate for job placement (an impressive statistic given that 75-80 percent of clients battle chronic homelessness).

Haven's goals extend beyond employment, however; the organization also seeks to remove barriers to self-sufficiency and to promote integration into the community. Moving forward with the Call of Duty Endowment's help, Haven is expanding services into undeserved areas with a high number of at-risk unemployed or underemployed veterans, including areas of north Los Angeles County.

As Major Kyle Smith, General Secretary of The Salvation Army's Southern California Division, said, "We at The Salvation Army and its Return to Work Program are honored to walk side by side with the Call of Duty Endowment and play a role in giving back to the men and women who have worn our nation's uniform."



THE SALVATION ARMY HAVEN VETERAN PROFILE: QUINTEN MCFADDEN

"I think that every veteran should know about Salvation Army Haven," said Quinten McFadden, a former Navy Personnel Specialist Seaman now employed as a Wells Fargo Customer Service Sales Representative.

McFadden's success with Haven reflects the program's holistic approach to matching veterans with job opportunities. After struggling to adjust to civilian life and battling unemployment for a year, McFadden found himself unable to answer basic questions about his qualifications, objectives and ability to compete in the job market. Haven conducted an assessment to determine McFadden's challenges, education, experience and goals. Together, they created a personalized career plan.

To act upon the plan, McFadden worked with Haven to enhance his resume, participated in mock interviews and acquired interview attire. The preparation empowered McFadden to focus his job search, better analyze job requirements and interview effectively. After only two months of working with Haven, McFadden was offered a position with Wells Fargo.

"The Haven is passionate about helping veterans," McFadden explained. "They have given me all the support, tools and resources that I need to succeed in the civilian workforce. I attribute my employment success to the Haven and I know I will continue to receive ongoing support to help me advance my career."

U.S. VETS

Los Angeles-based U.S. VETS doesn't just find veterans jobs; it finds them jobs that fit. With 90 percent of U.S. VETS-placed veterans staying in their jobs for more than 90 days, the organization has earned a reputation for retention. Staff routinely follows up with placed veterans—30, 90, 180, 270 and 365 days after job placement—to ensure that they continue to thrive in their positions and to offer any additional support needed.

U.S. VETS has a notable retention and placement track record, particularly considering the populations U.S. VETS serves. Ninety-two percent of veterans placed by U.S. VETS are homeless. Many of these homeless veterans lived in U.S. VETS' residential facilities while completing workforce programs. Assistance for these veterans, who face significant barriers to employment, includes job fairs, short-term training, interview workshops, employment counseling and case management.

U.S. VETS staff also works with veterans to encourage self-sufficiency and to cultivate life skills. This effort entails both intervention and prevention activities, which encourage stability in veterans' personal lives and enable them to succeed with the employment they secure.

Moving forward, U.S. VETS will tap into more local job opportunities by actively maintaining relationships with more than 300 local employers in growth industries. The organization also fosters partnerships with local nonprofits and colleges to identify unemployed and under-employed veterans.

"U.S.VETS is committed to providing high quality career placement assistance for our veterans, and supporting them throughout the entire process," said President and CEO Stephen Peck. "By working with the Call of Duty Endowment, we have been able to leverage our resources and make a greater impact on the number of placements made. We are looking forward to continuing to work with the Call of Duty Endowment, and are extremely grateful to have found a partner that is dedicated to supporting veterans."



U.S. VETS VETERAN PROFILE: ART PHILLIPS

U.S. Army veteran Art Phillips' current job as a roofing and solar company's contract administrator pays \$2 an hour more than the wage he requested. But the position—reviewing budgets for commercial and residential roofing projects—required focused collaboration between Phillips and U.S. VETS.

Phillips came to U.S. VETS with substantial challenges. A single father, Phillips has three children, one with special needs. Complicating his search for employment, he had been laid off from his human resources job at a large hospital and remained unemployed for three years. Phillips, who lacked relevant or recent experience for many positions, needed guidance on how to put his skills to work.

At U.S. VETS, staff worked with Phillips on his resume and cover letter, minimizing his employment gap and emphasizing his administrative skills. They guided Phillips through the interview process, explaining what to expect and how to proceed. U.S. VETS also provided Phillips an extra surge of confidence by sending him to interviews in a new business suit from a local retailer.

Now in a position that allows him to provide for his family and continue on his career path, Phillips credits U.S. VETS with "provid[ing me] with the moral support and confidence to get... through this difficult time" and giving him what he calls an "incredible life-altering opportunity."

CORPORATE AMERICA SUPPORTS YOU (CASY)

Metrics fuel efficiency for St. Louis-based Corporate America Supports You, which distinguishes itself among veterans employment organizations by having one of the lowest costs-per-placement of any nonprofit in the space. “Insist on everybody in the organization doing it,” Rear Admiral Dan Kloeppel (USN Ret.), CASY founder and CEO said of tracking progress, “from the people that are working with the applicants and recruiters to the applicants themselves and the recruiters themselves.”

The data-driven organization offers five levels of training, each available online 24/7. Support includes workshops and skills assessments for veterans across the country. Volunteers and staff undergo intensive and ongoing training. The experience prepares them for CASY’s focused approach, which keeps the program streamlined by offering veterans the precise services they need—and moving them toward employment as directly as possible.

Integration plays a key role in the organization’s future. CASY works with military and nonprofit partners to perform outreach from within the military and veterans community. The organization also maintains a relationship with every service branch, including the Army National Guard and the Coast Guard. Staying connected to the community it serves brings CASY 300 new candidates a week—even without marketing. CASY also works on both the employer and candidate side of the employment equation, matching available skills with available opportunities.

“CASY is honored to continue to receive the full support of the Call of Duty Endowment through their steadfast commitment to veterans and the organizations that serve them. By being awarded this generous grant, our organization will be able to strengthen our employment readiness and job placement work by hiring more employment specialists to serve a higher number of veterans,” Kloeppel said.



CORPORATE AMERICA SUPPORTS YOU



CASY VETERAN PROFILE: JOANNA NOBLE

After leaving the Navy, Joanna Noble returned to school on the GI Bill to earn her nursing degree. Though the degree helped address her skill gap, she still struggled to apply her military experiences to the job hunt. Then she registered with CASY.

“Immediately, I was contacted by an employment specialist who reviewed my resume and contacted me to set up a consultation,” Noble said. “The specialist helped me illustrate my military service in a way that would appeal to hiring professionals; I learned that the additional duties that I excluded were valued experiences that could help me stand out. Together we reviewed multiple positions that were perfect for my skills and goals. Once I applied, she prepped me through interview training.”

Learning to translate her skills transformed Noble’s job search. With CASY’s help, Noble applied for, and was offered, a nursing job that tied directly to her long-term career goals. “Reflecting back,” Noble said, “I realize that I had undervalued my full military service and the diverse experience I gained. My employment specialist and her knowledge of military training and volunteerism taught me how respected my time in the military was to my future. CASY strengthened my confidence by reinforcing that what I did mattered and [that] I was a viable candidate for a post-military career.”

VETERANS INC.

The only veterans services organization serving all six New England states, Veterans Inc. brings effective employment services to veterans in an otherwise underserved area. “Veterans Inc. has made employment and training a cornerstone of our mission for two decades,” said President and CEO Vincent J. Perrone. “The Call of Duty Endowment shares our commitment to this goal, and their support of Veterans Inc. has been an invaluable boost. Together, we are working to make sure that our veterans have the tools and resources they need to obtain good jobs that foster a productive civilian life after service.”

But Veterans Inc. doesn't just help veterans look for jobs; it helps them qualify for jobs. Comprehensive bio-psychological assessments as well as medical, mental health, legal and other support services work in tandem to prepare veterans for employment stability. Veterans Inc.'s “total veteran” approach helps the organization maintain one of the country's highest success rates for transitioning veterans out of homelessness. It has also helped earn the organization a “Best Practice” acknowledgement from the U.S. Department of Labor and the National Coalition for Homeless Veterans.

Veterans Inc. plans to expand its reach in coming years, particularly to the region's community of disabled veterans. “Helping to place our veterans in successful, stable employment situations helps them to regain control of their lives, and to maintain the sense of honor and dignity which is their due,” said Executive Director Denis M. Leary. “Like the folks at the Call of Duty Endowment, we too are concerned with the higher rate of unemployment for younger veterans returning home from Iraq and Afghanistan, to say nothing of veterans of earlier conflicts who are still struggling. Through our partnership, and through partnerships with potential employers, we're going to address that concern.”



VETERANS INC. VETERAN PROFILE: STEPHEN WILBER

Patriotism spurred Stephen Wilber to enlist in the Army for Operation Enduring Freedom/Operation Iraqi Freedom. But substance abuse and addiction posed a constant challenge for Wilber. Although he received an honorable discharge, Wilber hesitated to disclose his veteran status when looking for civilian work because of his past struggle with substance abuse. Wilber found himself homeless, unemployed and deeply dependent upon alcohol before he finally sought help from Veterans Inc.

Staff from Veterans Inc. Case Management and Employment and Training divisions helped Wilber address his substance abuse. Staff, praised by Wilber as “people [...] whose work is

to find us and let us know that there is help,” also trained him on resume writing, job searching and interview skills.

As a result, Wilber now holds a full-time position at Hooksett, New Hampshire's Rimol Greenhouse Systems. Wilber also has found stability in other areas of his life. He transitioned from homelessness to living in a shelter to now paying rent on his own apartment. He also qualified for a loan to buy a reliable vehicle, which he soon hopes to use to go back to school. Of Veterans Inc., Wilber said simply, “Thank you for helping me find a job and for believing in me.”

THE WEINGART CENTER FOR THE HOMELESS

The Weingart Center for the Homeless brings veterans employment assistance to one of the nation's most challenging populations: downtown Los Angeles' Skid Row. Working with a veteran population that faces serious impediments to stable, civilian life, the Weingart Center employs innovative solutions that empower these veterans to find employment, combat poverty and break the cycle of homelessness.

Veterans served by the organization have historically been 51-61 years of age, often those who served in Vietnam or subsequent conflicts. In recent years, however, the Weingart Center has begun to assist younger veterans, those returning from Iraq and Afghanistan, in increasing numbers. Roughly one third of all veterans assisted by the organization suffers from mental illness or chronic substance abuse. Many also suffer combat-related physical or mental illness or have limited education.

Despite this population's tremendous challenges, the Weingart Center aids these veterans with marked financial efficiency. The organization's historical cost-per-veteran-placed is approximately \$738.

The Weingart Center looks forward to expanding its operations in the coming years. At present, the organization is establishing a Cal Vets partnership program that employs veterans to perform proactive outreach to help other vets obtain job search support, benefits and resources, and ultimately become more self-sufficient. The Weingart Center also expanded its workforce development program this year to include forklift training and certification.

Regarding support from the Call of Duty Endowment, Weingart Center President and CEO Kevin Murray said, "We are focused on serving veterans' needs at the Weingart Center, and the Call of Duty Endowment's support makes so much of our work possible. Getting veterans employed and on their own two feet is our top priority. We are grateful for the Endowment's noble mission and generosity."



THE WEINGART CENTER VETERAN PROFILE: MATTHEW HERNANDEZ

Matthew Hernandez, U.S. Army veteran and former Reservist, faced nearly insurmountable obstacles to employment. Barriers included a criminal record, a suspended driver's license and a substance abuse problem. Hernandez approached the Weingart Center in 2011, unemployed and homeless. Despite these challenges, however, Hernandez had many valuable skills and a clear focus on his goals of obtaining employment and permanent housing.

With the Weingart Center's help, Hernandez has now realized those goals. Hernandez successfully completed Weingart's Workforce Development Curriculum and Guard Card Training. As a result, he obtained his Guard Card and full-time employment as a security guard. While working as a security guard on the night

shift, he attended and completed Weingart's Pest Control Training during the day. He then obtained his Pest Control License and was hired by 360 Solutions. He also now has permanent Section 8 housing.

Looking back, Hernandez said, "My experience at Weingart has been wonderful and extremely rewarding. The doors that have opened up for me are far beyond anything that I ever thought was possible. Not only have I remained clean and sober for over 10 years, I now have permanent housing, a job that I enjoy and full-custody of my 17 year old twins."

CENTER FOR INNOVATION AND RESEARCH ON VETERANS & MILITARY FAMILIES

The Center for Innovation and Research (CIR) on Veterans & Military Families at the University of Southern California's School of Social Work takes a train-the-trainer approach to guiding veterans toward careers in social work—where they then work to support other veterans for decades to come. The only program in the country of its kind, CIR provides scholarships for veterans obtaining a master's-level degree in military social work. Many of these veterans go on to spend their careers helping fellow veterans and their families transition to civilian life through counseling and social services expertise.

Interest in CIR's veterans programs continues to grow exponentially, and they are widely seen as an important thought leader and convener on veterans issues in Southern California. Enrollment in their military Master of Social Work program has risen from 14 students in 2010 to more than 450 students during the current academic year.

Of the organization's mission, CIR Director Dr. Anthony Hassan said, "Our goals are greatly aligned to those of the Call of Duty Endowment. We are committed to helping veterans develop the skills that will enable them to succeed in the workplace and connecting them with career opportunities to serve their fellow veterans."

USC Social Work
*Center for Innovation and Research
on Veterans & Military Families*



USC VETERAN PROFILE: DAVID BARR

"After leaving the active duty Army, it was difficult to find a career that provided the same sense of purpose that the military had provided," said former Army Captain David Barr. "Then I discovered the military sub-concentration for the Master of Social Work program at the University of Southern California. This program allowed me to combine my desire to continue serving the community and my passion and concern for veteran populations."

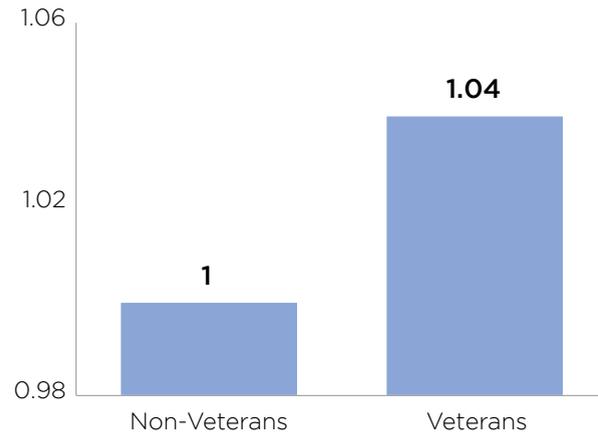
Though Barr had never planned on a career in social work, the military social work program "changed all that." Barr was lured by the opportunity to "apply social work theories and principles to assisting the veteran community," helping fellow veterans achieve healthy and productive lives. The CIR program, Barr

explained, gives veterans with social work master's degrees added credibility with prospective employers.

Barr looks forward to applying his leadership skills from military service to a career that aids other veterans. Barr added that "most of our service members deploy into combat with the majority of their lives ahead of them. Organizations like CIR help service members, challenged by their deployments, move past their wartime experience."

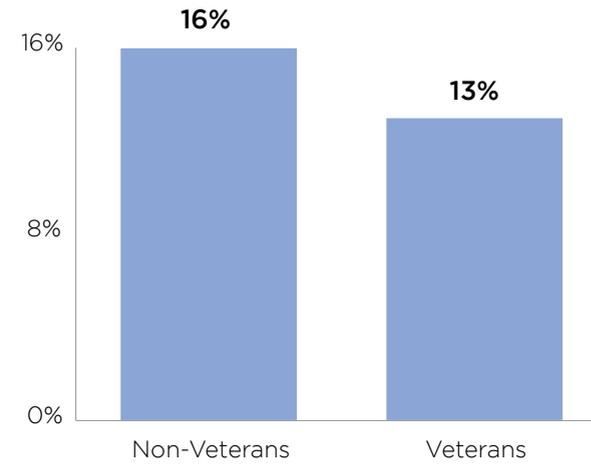
VETERANS MAKE BETTER EMPLOYEES

Employee Performance
Indexed



Source: CEB analysis.

Employee Turnover
Average Turnover Rates



Source: CEB analysis.

THE DEMAND SIDE: MAKING THE BUSINESS CASE

Addressing the demand side of the veterans employment situation means encouraging businesses to recognize veterans' value in the workplace. Both anecdotal feedback and statistical analysis reveal veterans to be a vibrant, experienced work force.

For example, a 2012 study on veterans' capabilities from Syracuse University's Institute for Veterans and Military Families pinpointed several common characteristics among former service members. Veterans, the study noted, exhibit entrepreneurial spirit, advanced technical training, exceptional resiliency, advanced team-building skills and experience in diverse work environments.

This year, research once again demonstrated veterans' value to employers. "The Business Case for Hiring Veterans," a study from the CEB's Corporate Leadership Council™, proved particularly compelling.

CEB—which annually surveys roughly 1 million people worldwide on employee-related issues such as hiring, background, performance and turnover—uncovered insightful data about employers in 2013. CEOs overwhelmingly cited talent, having the right people in the right positions, as a key priority. Without the right employees, companies proved less innovative, less likely to grow and less likely to meet financial targets.

But data also demonstrated that hiring managers regretted approximately one in five new hires just one month into their tenure. New hires' turnover rate also proved to be significant.

In short, CEB discovered that, though companies need talented and committed employees, they struggle to bring them into their organizations. The community of job-seeking veterans offers an ideal solution to this challenge.

www.youtube.com/watch?v=JJm0mgqTPBc

DOING THE MATH

For a company of 1,000 employees and average revenue per employee of \$150,000, decreasing turnover by 3% saves \$1.3 million annually and increasing performance by 4% improves revenue by \$6 million.

	Company A Hires No Veterans	Company B One in Four New Hires are Veterans
Number of Employees	1,000	1,000
Percent of New Hires that are Veterans	0%	25%
Revenue Improvement per year by one of four hires being veterans		\$1,500,000
New Hire Cost Savings per year by one of four hires being a veteran		\$325,000

Source: CEB analysis.

Though CEB's data acknowledged high unemployment for young veterans in particular, the research revealed that veterans typically perform at higher levels than their nonveteran colleagues do. "Holding everything else constant," CEB Managing Director Brian Kropp explained, "someone who's a veteran performs at a level that's four percent higher than someone who's not."

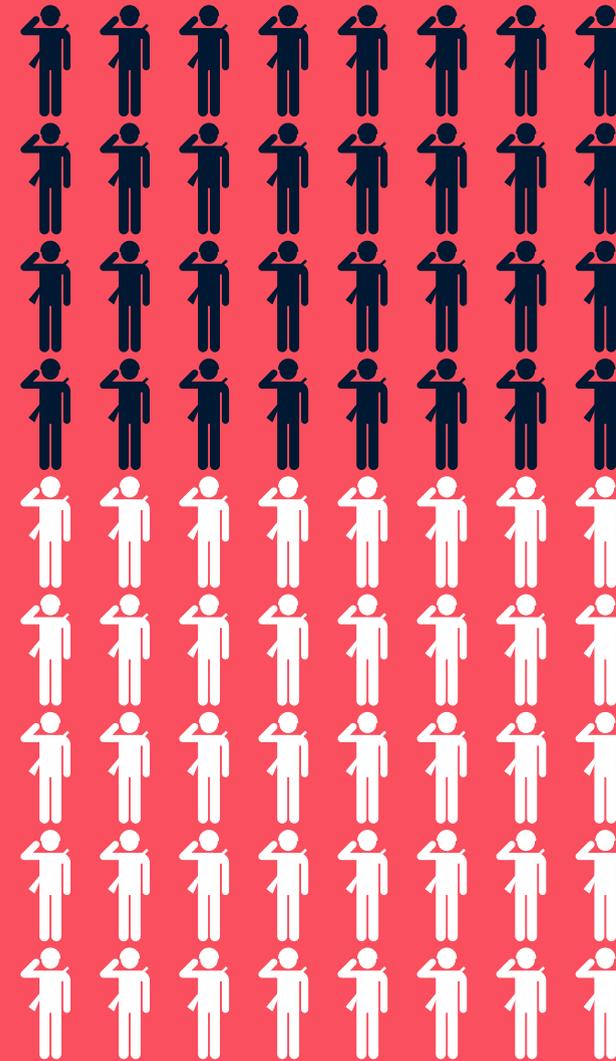
As the study explains, increasing the number of veterans in a typical American business' workforce could generate substantial outcomes. A company that employs no veterans, but consists of 1,000 people and produces an average revenue per person of \$150,000, could create \$1.5 million in revenue improvement each year by making one in every four employees a veteran. That move could also save the same company \$325,000 annually in new hire costs. That's adding \$1.8 million to the bottom line.

Of the report, Kropp said, "Talent acquisition and talent management are top priorities for executives we speak with. Our research shows that veterans, on average, perform at higher levels and are more loyal, long-term employees."

Incorporating CEB's latest analysis, the Call of Duty Endowment continues to tout the business case for hiring veterans. With more than 1 million veterans returning home over the next five years, American businesses have a chance to boost their ranks with driven, experienced employees who will help their companies' performance. Our grant recipients and external communications work to ensure that employers do just that.

UNEMPLOYMENT RATE

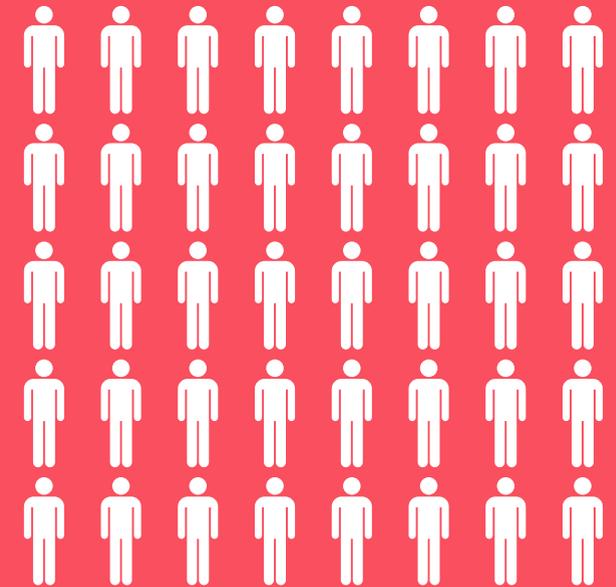
FOR PEOPLE (AGE 20-24) IN SEPTEMBER 2013



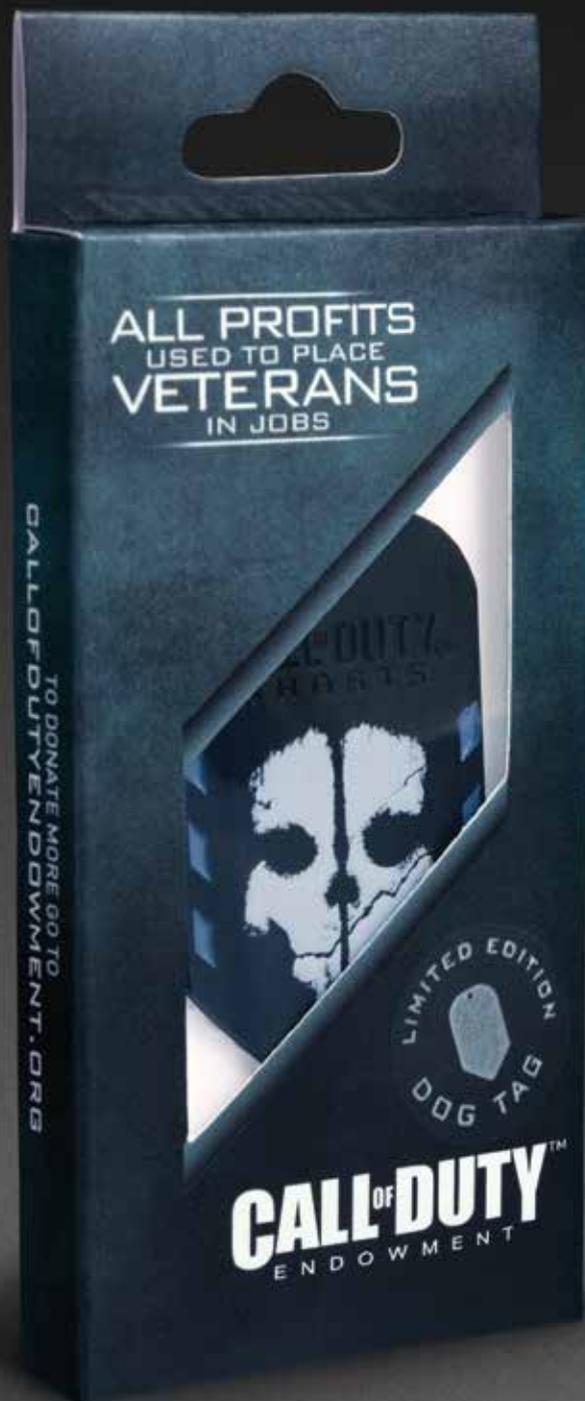
GULF WAR ERA II VETS ARE

81%

MORE LIKELY TO BE
UNEMPLOYED THAN NON VET



SOURCE: SYRACUSE UNIVERSITY INSTITUTE FOR VETERANS AND MILITARY FAMILIES AND THE BUREAU OF LABOR STATISTICS



FUNDING THE MISSION: CALL OF DUTY DOG TAGS

To benefit the Call of Duty Endowment, Activision Blizzard once again sold dog tags in 2013 through retail partners across the country. All profits went to the Endowment.

The Call of Duty® Ghosts-inspired tags became available November 5, coinciding with the release of the franchise's newest game. Dog tags sold at more than 12,000 stores across the country, including GameStop, Costco, Walmart, Toys 'R' Us, Best Buy and Target. These retail partners purchased more than 500,000 units.

Thanks to the patriotism and support of Call of Duty gamers nationwide, the effort proved successful once again this year. Dog tag profits provided \$1.92 million for the Endowment and its veterans services nonprofits, marking an 11 percent increase over last year's funding.

With gratitude, the Endowment acknowledges the loyal Call of Duty gaming community for its role in keeping this program, and the work of the Endowment, strong.





BIOS



General James L. Jones became co-chairman of the Call of Duty Endowment in 2012. Having served as Supreme Allied Commander Europe and National Security Advisor to the president of the United States, General Jones has over 40 years of experience in military and veterans affairs. He is sought after for his wisdom, guidance and political endorsement.



Bobby Kotick founded The Call of Duty Endowment in 2009 after recognizing the need for an organization that could aid veterans in a real and impactful way, by ensuring jobs for them to come home to after military service. Mr. Kotick served as Activision, Inc. Director and Chief Executive Officer from February 1991 until July 2008, when he became Chief Executive Officer of Activision Blizzard in connection with the combination of Activision and Vivendi Games.



Dan Goldenberg, executive director of the Call of Duty Endowment, brings to the job 21 years of active and reserve military service and more than a decade of business experience—most recently serving as Sr. Vice President of Growth Partnership Services at Frost & Sullivan. Prior to that, he served as a senior director and practice manager at CEB. Highlights of his military service include tours as a commanding officer, carrier-based naval flight officer and special assistant to the Secretary of the Navy.

ACKNOWLEDGEMENTS

The Call of Duty Endowment would not be able to accomplish the work demonstrated in this report were it not for the dedication and hard work of so many.

THE CALL OF DUTY ENDOWMENT BOARD CHAIRMEN

GEN James Jones Jr. (USMC-Ret.)
Brian Kelly, Activision Blizzard Co-Chair
Bobby Kotick, Activision Blizzard CEO

THE CALL OF DUTY ENDOWMENT BOARD*

Jennifer Brewer
Coddy Johnson
Rob Kostich
Maryanne Lataif

THE CALL OF DUTY ENDOWMENT ADVISORY COUNCIL MEMBERS

COL Alan Baldwin (USMC-Ret.)
RADM James Carey (USN-Ret.)
COL Roger Dimsdale (USA-Ret.)
CPT Gordon H. Mansfield (USA-Ret.)
MG James A. "Spider" Marks (USA-Ret.)
SGM Alford L. McMichael (USMC-Ret.)
SFC Steve Robinson (USA-Ret.)
LTC Lisa Rosser (US Army Reserve-Ret.)
BG Harry Sieben (USANG-Ret.)
LTG Martin Steele (USMC-Ret.)
MCPO Maurice Wilson (USN-Ret.)

ADDITIONALLY, WE WOULD LIKE TO ACKNOWLEDGE:

Employees of Activision Blizzard	Gina Hope
Roxann Belle	James L. Jones III
Nancy Berglass	Willis Kao
Andrew Brown	Daniel Kirschner
Mark Burmeister	Mark Lamia
Ed Byers	Chris Marvin
Phil Carter	Thomas Meyer
Christopher Cosby	Kate Ogosta
David Cushman	Mike Pelletier
Deloitte	Susie Pulido
Geoffrey Deutsch	Humam Sakhnini
Sean Dexheimer	Sapient
Terri Durham	Kelly Schwarm
Tim Ellis	Chuck Shapiro
LtCol Chris Ford, USAF	Lewis Shiro
Mark Goulston	Matt Small
Dr. Anthony Hassan	Travis Stansbury
Todd Harvey	Jennifer Sullivan
Eric Hirshberg	Twitch
Brian Hodous	Chris Walther
	Adam White



CALL OF DUTY ENDOWMENT 2013 GRANT REPORT

*As of April 15, 2014

CALL^{OF}DUTY™

ENDOWMENT



www.CallofDutyEndowment.org



[/callofdutyendowment](https://www.facebook.com/callofdutyendowment)



[@code4vets](https://twitter.com/code4vets)