Executive Summary:

Our objective was to develop a marketing/branding plan to distinguish UCR as an employer of choice for Veterans and Military Community. We approached the task by analyzing what already exists at UCR with respect to recruiting veteran or military staff. We also examined other educational institutions that would be considered “competitors” as well as companies that were considered military friendly. We interviewed current employees that are military, veterans, and families. Part of our approach was to look for niches and opportunities in the community to brand ourselves as vet friendly. Challenges included defining the scope of the project. Another challenge we faced was identifying veteran services on campuses, our own and those we are comparing ourselves to, that were for staff rather than for students. Translating military terminology into civilian terms for job aptitude was also difficult at times. In order to address these concerns we divided into smaller groups to research different areas. We met outside of class and created a manageable project scope. We compiled a “strengths, weaknesses, opportunities, and concerns” list that we communicated to others in the group through our cloud group on iLearn.

Description of Deliverables:

UCR Military Commitment Statement
- Development of a branding statement that will brand UCR as an employer of choice for members of the military community
- Will provide a consistent message that can be embedded into all advertising mediums
- Embed a link to UCR Diversity page: [http://diversity.ucr.edu/](http://diversity.ucr.edu/)
- Consider an military specific logo

Identifying Key Indicators which make UCR Employer of Choice
- Geographical location. UCR is within close range to military base
- Ability to retire for the second time
- Security Clearance level jobs
- Employee educational discounts
- Internships for student vets/spouses
- On the job training for vets/spouses
- Managerial training for vets/spouses
- Apprenticeships for transitioning military
- Networking events for military/spouses
- Professional gatherings or summits

Division of Diversity, Excellence and Equity: Veterans, Military Members, Families Groups

Web Presence
- Recommendations to changes on UCR HR webpages
- Drop-down menu page on initial landing page- Jobs for vets
- Link under featured jobs: “Jobs for Vets”
- An online tool for job seekers to translate military skills, experience and training to find UCR career opportunities such as O*Net: [http://www.mynextmove.org/vets/](http://www.mynextmove.org/vets/)
- Profiles of current employees who are veterans or military. Hyperlink to UCR Veterans Page.
- Develop a mockup designed to demonstrate UCR HR website recommendation to changes.

**Community Outreach**

- Create a presence and partnership with Inland Empire Military One Source: [www.ie-mos.com](http://www.ie-mos.com)
- Join the Greater Riverside Chamber Military Affairs Committee
- Host workshops on translating military service to civilian terms for resumes
- Efforts could be in conjunction with the services which [www.ie-mos.com](http://www.ie-mos.com) is already doing, along with MOAA, EDD, UCR Employee Resource Group (ERG)
- Methods to Source candidates
  - Community job fairs
  - Military job boards
  - Presence on military bases
  - Military placement firms
  - Have UCR host their own Career Fair Summit fashioned after USC’s recruiting event
  - Professional associations- i.e. MOAA
  - Print ads – i.e. in the Beacon at March AFB
  - Virtual job fairs
  - Government resources
  - College campuses
  - Non-profit groups
  - Inland Empire Employment Development Department (EDD)
  - Involvement in community, regional or national Veteran’s Day events
  - Participation in community, regional or national Memorial Day events
- Utilize Employee Resource Groups (ERG) to assist in recruitment activity.
  - Utilize ERG to promote/represent us in community outreach initiatives/workshops, job fairs
  - Link from the webpage we are suggesting for implementation

**Social Media Presence**

- LinkedIn Groups
  - Currently 800+ Veteran Groups on LinkedIn such as Veteran Job Opportunities, The Veteran Network and Hiring our Heroes.
- Facebook
- Twitter
- Instagram
- Pinterest

**In-House Internship Program**

- Transition students who are veterans into staff careers at UCR.
- Develop a targeted internship for UCR student veterans. Goal of which would be to assist student veterans transition into UCR career opportunities.

**On-boarding of New Hires & Retention**

- Welcome, preparation and transition into campus
  - Information for this section can be obtained by collaborating with Group 2 (Supervisor guidelines and promising practices for creating and maintaining a Veteran/Military Member friendly work environment).

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- Institutions financial commitment/Cost-analysis
  - Staffing
- Travel
- Cost of fairs
- Cost of ad space and generation of ad graphics
- Web developer

- Overcoming the perception that an educational institution is not veteran friendly
- Overcoming perception of exiting military who do not have degrees thinking that they should not work at an educational institution
- Marketing to a very diverse audience- all vets are not the same and we would have to target the different groups differently
- Competitors in the area who are already military friendly- many industries are actively hiring veterans and receiving financial benefits for hiring veterans
- Tracking data on actual military hires. This is a self-identified part of the application and not mandatory.

**Solutions:**

- Seek grant money
- Request additional funding for staff from the university
- Highlight mental health benefits, family benefits, educational discounts
- Feature jobs that do not require bachelors’ degree
- Partnerships with outside agencies/organizations such as [www.ie-mos.com](http://www.ie-mos.com)
- Consideration revision of UCR employment application that has broader Veteran statement (University of Redlands an example).
- Opportunity-downsizing military means that we will be flooded with recently separated veterans, also we have one of the largest community of veterans in our area (Southern California).

**Measures:**

- Survey current staff/faculty to encourage those who may have not self-reported. This is to establish a baseline number of current hires as of 2013 (may be obtained through HR).
- Move forward by monitoring/tracking additional hires based on new outreach efforts.
- Survey/track new hires to identify where and how they heard of us. This is in an effort to obtain data of how effective/successful UCR has been in reaching out to military prospects through our job fairs, workshops, partnerships, etc.
- Establish a goal after data retrieval of current and new hires. (Work with Group 1, as they will be covering practices for recruiting Veterans and Military members).
- Recognition in local, regional or national publications such as: Top 100 Military Friendly Employers, [http://employers.militaryfriendly.com/](http://employers.militaryfriendly.com/)
- Who will be responsible for the product going forward? Tracking current and future data regarding hires with background military may be obtained by Human Resources. Since former data has been optional/self-reported by military candidates.

**Resources:**

- Assemble a binder which will include tabs containing printouts of our findings, such as sites visited, exemplary institutions/campuses recognized for being employers of choice and identifying best practices.
- A document listing all of the resources utilized by each one of our members gathered as part of research.