

# Step 3: Adapt & Change

## Legal Minimums for Wounded Warriors

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- What is the legal minimum to prepare your campus for nearly 200,000 returning Wounded Warriors who have registered for benefits under the New GI Bill?
  - Notice: Provide effective notice of their responsibilities and protections as individuals with disabilities under Section 504 and Title II
  - Documentation of disability: Engage with them in an interactive process to assist them in presenting documentation of their disabilities

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- Determine accommodations: Engage with them in a diligent search/interactive process for appropriate accommodations (academic adjustments and auxiliary aids) such as a reduced course load, extra time on exams, real time captioning, and alternate media
- Implement accommodations: Ensure that authorized accommodations are implemented

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- Grievance procedures: Provide an effective and well publicized “grievance procedures” for appealing disability-related decisions and for filing complaints of disability harassment or hostile environment
- Facility access: Have a campus with architecturally accessible “new construction and altered facilities” including classrooms, food service centers, labs, dorms, performance and recreation facilities

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## Legal Minimums for Wounded Warriors

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- Program access: Ensure that all programs and activities are accessible, no matter where currently located
  - ADAAG, ANSI, or UFAS compliance may not be a “safe harbor” as to the access needs of an individual wounded warrior

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## Goals for the campus:

- Is your campus prepared?
- “Business as usual” is not likely work—what will it take?
  - Understand and address what is required by law for Wounded Warriors
  - Discover, implement, and share best practices
  - Implement universal design (UD) for all

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## Best Practices

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Best practices collected from colleges and universities around the country:

- Training/In-service
- Campus-wide Committee
- Policies
- Veteran-centric Programs (including VA program on campus)
- Access
- Disabled Student Services
- Virtual World
- Off-campus Outreach
- CSU Research into Best Practices

# Step 3: Adapt & Change Best Practices

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- Training/In-service: Complete faculty, administration, staff in-servicing to build an understanding of what distinguishes veterans, service members, and wounded warriors from other students, even other students with disabilities
  - Student veteran panel presentations are the best!

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## Best Practices

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- Campus-wide committee: A campus-wide interdisciplinary committee to address the needs of veterans, service members, and wounded warriors:
  - DSS, VSO, advising, counseling, student health, academic deans, curriculum development, campus security, student discipline, drug and alcohol abuse programs, housing, physical education, athletic and entertainment events services, recreation and intramural sports, on-line learning, technology acquisition, adaptive technology, campus transit, and grounds/facilities maintenance

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- Policies: Review policies with regard to:
  - Requesting the removal of program access barriers
  - Discipline code and procedures
  - Adding, dropping, and withdrawing from classes
  - Acquiring and bringing on campus personal attendants
  - Drug and alcohol abuse
  - Suicide prevention
  - Use and control of service animals
  - Housing

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## Best Practices

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- Veteran-centric programs:
  - A veteran/service member/wounded warrior based focus group to help identify how the campus can welcome and support such students
  - A new student orientation run by and for them
  - A “veteran/service member/wounded warrior only” transition and other classes on campus and on-line
  - Academic credit for military service
  - A clear point of contact, or a “one stop shop” office, where veterans may resolve common administrative tasks like registering for courses, housing, and GI bill benefits

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- Veteran-centric programs:
  - Campus events honoring veterans and military service
  - Late registration and drop privileges
  - Athletic/strength training activities and programs
  - Housing programs to allow them to pair up as roommates or floor mates, with veteran-centric counselors available

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- Veteran-centric programs:
  - Places where they can gather and support each other (*e.g.*, veterans center, fraternity, house) to enable them:
    - To network with their peers
    - To advocate for better policies and practices on campus
    - To engage in social interaction instead of isolation
    - To emerge as campus leaders
    - To eventually create and implement their own programs

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## Best Practices

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- Veteran-centric programs: VA program on campus
  - Currently five such programs across the country. *E.g.*, City College of San Francisco (CCSF)
  - Goals of CCSF program:
    - Provide preventative services on campus in order to reduce barriers to care and increase use of VA services
    - Remove the stigma associated with going to the VA site
    - Provide a different mental health service than encountered in the military (including individual and couples therapy)
    - Support attendance and academic success at school
    - Medical management
    - Smoking cessation

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## – Goals of CCSF program (cont.):

- Crisis intervention
- Setting up medical appointments
- Enrollment in the VA health care
- Resume writing
- Housing referrals
- Presentations on topics such as obtaining employment, sleep, PTSD/TBI, and transition/adjustment
- Proposed: Recreational therapy services

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- Access: Reconsideration of mobility access for wounded warriors:
  - Dust off your “transition plan”
  - Review access to housing, classrooms, labs, performance centers, dining facilities, counseling/advising/health services, athletic and strength training centers, parking, paths of travel
  - Include wounded warriors in the campus-wide access review
  - Appoint, train, empower, and public notice of an individual with the authority to promptly remove program and facility access barriers

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- DSS: Rethinking of Disabled Student Services:
  - An opportunity to lead other campus components in preparing for Wounded Warriors
  - New name/location that is more “veteran friendly” (*e.g.*, Access Services)
  - Veteran-centric outreach through channels of communication veterans/service members/wounded warriors are likely to use, like VA service centers, on-campus veterans’ service office, veterans’ web-sites, and social network sites
  - VA coordination

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- DSS: Rethinking of Disabled Student Services (cont.):
  - Modification of documentation requirements to terms veteran service providers will understand
  - Revision of auxiliary aids for persons late to their disabilities, such as more preparedness for real time captioning and alternate media services

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## Best Practices

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- Virtual world:
  - Development of disability access standards and measures for all on-line learning programs
  - Participation by DSS in technology acquisition to ensure adaptive measures are included in planning, budgeting, and technology acquisition

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## Best Practices

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- Off-campus outreach:
  - Local VA medical center/polytrauma center
  - Local military base transition programs, training officers, and family assistance centers
  - Veterans' Assistance Centers
  - Mental health services/Suicide prevention programs
  - Drug and alcohol abuse services
  - Local Vocational Rehabilitation Office
  - U.S. Dept. of Labor's Transition Assistance Program (TAP) vendor (*e.g.*, employment development agency)
  - Governors' programs

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## Best Practices: Example CSU

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- CSU research into best practices: CSU Student Veteran Service Assessment Data Collection and Analysis
  - Two peer evaluator teams
  - Half day interviews
  - All 23 campuses participated
  - Interviewed responses were scored and analyzed
  - Surveyed: Institutional climate, academic support programs and services, financial support, veteran policies, leadership and co-curricular engagement opportunities, wellness programs and services, and type and delivery mode of veteran specific services

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## Best Practices: Example CSU

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- CSU Findings:
  - Senior level support should be evident and result in mobilization of key managers, faculty, and on and off campus staff
  - At least one full-time point person to coordinate veteran services—this professional should work with a team of colleagues to plan and coordinate veteran activities to move beyond “access” toward “academic success”

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## Best Practices: Example CSU

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- CSU Recommendations:
  - An integrative team approach to serving student veterans
    - A veteran service coordinator should partner with on-campus units and off-campus entities
  - Programs and services focused on both “access” and “success”
    - Include academic support programs, co-curricular activities, degree completion assistance, career development and placement
  - Identification of key data points and tracking mechanisms
    - Track success data (GPA, retention, placement, academic standing, graduation rates) to create and improve programs, intervention strategies, policies and protocols

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## Best Practices: Example CSU

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- CSU Recommendations:
  - Interactive and regularly updated veteran website
    - A dedicated website that includes veteran specific information and links to resources and virtual communities
  - Designated office/multi-purpose space:
    - Private, physical space to allow student veterans to connect
  - Student leadership opportunities
    - Leadership opportunities to help translate military skills to the type of skills coveted in the work place
    - Leadership programs should solicit and feedback to improve services to student veterans

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- Universal Design
  - Addresses the reluctance of veterans and service members to self-identify as individuals with disabilities
  - Reduces the need for documentation, DSS labor, and stigma
  - Addresses the needs of all students with disabilities
  - Addresses the needs of all students

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## Best Practices

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- Examples of universal design
  - Allow all students to use adaptive technology like calculators, spell-checkers, note-taking pens
  - Give tests with word rather than time limits
  - Make class notes available to all students
  - Post all class materials on accessible web sites
  - Move part of curriculum on line
  - Repeat brick and mortar classes on line
  - Make all facilities mobility accessible
  - Bring all facilities up to the 2010 standards

# Step 4: Develop Leaders

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- Develop and support emerging leaders--What seems to work:
  - Use veterans for in-servicing faculty
  - Feature veterans in events sponsored by senior administrators:
    - Veterans day
    - Dinner with the president
    - Opening of veterans center
    - Campus stand down
  - Use the veterans center as your incubator: Identify leaders, involve them in campus committees, encourage them to run for student government

# Internet Resources: OCR

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- Extensive on-line faculty training. Collaboration between OCR, the Cal. Comm. College System and the Galvin Group  
<http://www.galvin-group.com/training/veterans-and-the-community-college-a-training-guide>
- Students with Disabilities Preparing for Postsecondary Education: Know Your Rights and Responsibilities,  
<http://www.ed.gov/ocr/transition.html>
- Auxiliary Aids and Services for Students with Disabilities,  
<http://www.ed.gov/ocr/docs/auxaids.html>
- “Dear Colleague” letter including announcement of the Wounded Warriors Initiative and attaching “So You Want to Go Back to School,” a document for wounded warriors.  
<http://www.ed.gov/about/offices/list/ocr/letters/back-to-school-2008.html>

# Internet Resources: Higher Education Organizations

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- American Council on Education:  
<http://www.acenet.edu/Content/NavigationMenu/ProgramsServices/MilitaryPrograms/serving/index.htm>
- College Educators for Veterans' Higher Education:  
[vetscollegefuture.org](http://vetscollegefuture.org)
- “The Ultimate College Web Page for Veterans” (California centric but adaptable)  
<http://www.cccco.edu/SystemOffice/Divisions/StudentServices/TroopstoCollege/TroopstoCollegeResources/tabid/692/Default.aspx>
- The Association for Non-Traditional Students in Higher Education:  
[www.back2college.com/library/faq.htm](http://www.back2college.com/library/faq.htm)
- Student Veterans of America:  
[www.studentveterans.org](http://www.studentveterans.org)

# Internet Resources: Higher Education Organizations

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- National Association of Student Personnel Administrators, Veterans Knowledge Community,  
<http://www.naspa.org/kc/veterans/>
- National Association of Veterans Personnel Administrators,  
<http://www.navpa.org/index.htm>
- Servicemembers Opportunity Colleges,  
<http://www.soc.aascu.org>

# Internet Resources: Education Benefits for Veterans

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- New G.I. Bill Fact Sheet  
[http://www.newgibill.org/VA\\_Facts\\_New\\_GI\\_Bill\\_Jul\\_3\\_2008.pdf](http://www.newgibill.org/VA_Facts_New_GI_Bill_Jul_3_2008.pdf)
- U.S. Department of Veterans Affairs Education Benefits  
[http://www.gibill.va.gov/GI\\_Bill\\_Info/benefits.htm](http://www.gibill.va.gov/GI_Bill_Info/benefits.htm)
- The American Legion Guide to Veterans Education Benefits  
<http://www.mygibill.org/>
- Military.com's Education Benefits in the Military  
<http://www.military.com/money-for-school/education-benefits-in-military>

# Tuition Assistance and Scholarship Resources

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- [Air Force Aid Society](http://www.afas.org/Education/body_scholarship-links.cfm)  
http://www.afas.org/Education/body\_scholarship-links.cfm
- [DoD Voluntary Educational Programs](http://www.voled.doded.mil/voled_web/voledhome.asp)  
http://www.voled.doded.mil/voled\_web/voledhome.asp
- [FinAid](http://www.finaid.org/military/)  
http://www.finaid.org/military/
- [Navy-Marine Corps Relief Society](http://www.nmcrs.org/education)  
http://www.nmcrs.org/education
- [Servicemembers Opportunity Colleges](http://www.soc.aascu.org/)  
http://www.soc.aascu.org/
- [Military.com's Scholarship Finder](http://aid.military.com/scholarship/search-for-scholarships.do)  
http://aid.military.com/scholarship/search-for-scholarships.do
- [Military.com's Dependents Educational Assistance](http://www.military.com/money-for-school/spouse-family/dependents-educational-assistance-dea)  
http://www.military.com/money-for-school/spouse-family/dependents-educational-assistance-dea
- [U.S. Army Education Division](https://www.hrc.army.mil/site/education/index.html) (copy and paste the URL onto an open Web browser)  
https://www.hrc.army.mil/site/education/index.html

# Medical Conditions

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- [U.S. Veterans Affairs Office Polytrauma Centers](http://www.polytrauma.va.gov/index.asp)  
http://www.polytrauma.va.gov/index.asp
- [National Center for PTSD](http://www.ncptsd.va.gov/ncmain/index.jsp)  
http://www.ncptsd.va.gov/ncmain/index.jsp
- [PBS Now: Veterans of PTSD](http://www.pbs.org/now/shows/339/index.html)  
http://www.pbs.org/now/shows/339/index.html
- [Military Veterans PTSD Reference Manual](http://www.ptsdmanual.com/)  
http://www.ptsdmanual.com/
- [Defense and Veterans Brain Injury Center](http://www.dvbic.org/)  
http://www.dvbic.org/
- [Centre for Neuro Skills/TBI Resource Guide](http://www.neuroskills.com/veterans/index.shtml)  
http://www.neuroskills.com/veterans/index.shtml
- [Deployment Health Clinical Center \(DHHC\)](http://www.pdhealth.mil/TBI.asp)  
http://www.pdhealth.mil/TBI.asp

# Transition Assistance Programs

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- [Transition Assistance Program](http://www.taonline.com/TapOffice/)  
<http://www.taonline.com/TapOffice/>
- [Department of Defense Transition Assistance Program](http://www.transitionassistanceprogram.com/register.tpp)  
<http://www.transitionassistanceprogram.com/register.tpp>
- [DoD Post-Deployment Health Reassessment \(including Battlemind Video\)](http://fhp.osd.mil/pdhrainfo/)  
<http://fhp.osd.mil/pdhrainfo/>
- [Military.com's Transition Center](http://transition.military.com/reg/transition_center_registration.do)  
[http://transition.military.com/reg/transition\\_center\\_registration.do](http://transition.military.com/reg/transition_center_registration.do)
- [U.S. Department of Veterans Affairs OEF/OIF Returning Service Members](http://www.oefoif.va.gov/)  
<http://www.oefoif.va.gov/>

# California Resources

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- [I Can Afford College](http://www.icanaffordcollege.com/applications/homepage.cfm)  
*http://www.icanaffordcollege.com/applications/homepage.cfm*
- [California Directory of Veteran Services](http://158.96.229.240/de6033.pdf)  
*http://158.96.229.240/de6033.pdf*
- [Educational Resources for Veterans](http://www.cdva.ca.gov/Resources/Education.aspx)  
*http://www.cdva.ca.gov/Resources/Education.aspx*
- [Veterans Benefits Overview](http://www.cdva.ca.gov/VetService/Overview.aspx)  
*http://www.cdva.ca.gov/VetService/Overview.aspx*
- [California Department of Rehabilitation](http://www.rehab.cahwnet.gov/)
- [California Association of County Veterans Service Officers, Inc.](http://www.cacvso.org/)  
*http://www.cacvso.org/*
- [California Employment Development Department Services for Veterans](http://www.edd.ca.gov/Jobs_and_Training/Services_for_Veterans.htm)  
*http://www.edd.ca.gov/Jobs\_and\_Training/Services\_for\_Veterans.htm*

# Widely followed Publications

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- Robert Ackerman and David DiRamio, ***Creating a Veteran-Friendly Campus: Strategies for Transition and Success: New Directions for Student Services***, No. 126 (J-B SS Single Issue Student Services) - Paperback (2009) Douglas Herrmann, Bert Allen, Roland B. Wilson, and Charles Hopkins, ***Educating Veterans in the 21st Century*** (2009)
- Charles Hopkins, Douglas Herrmann, Roland B Wilson, and Bert Allen, ***Improving College Education of Veterans*** (2010)

# Other Suggested Publications

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- Grossman, P. (2009). *Forward with a challenge: Leading our campuses away from the perfect storm*. *Journal of Postsecondary Education and Disability*, (22)1, 4–9.
- AHEAD – JPED Special Issue: **Veterans with Disabilities**, Vol. 22, No. 1, 2009
- AHEAD - **Veterans with Disabilities: Promoting Success in Higher Education** *Thomas E. Church*
- NACADA - **M19: Advising Students with Disabilities: Striving for Universal Success**, 2nd ed. ISBN No. 978-1-935140-19-1
- DiRamio, D., & Spires, M. (2009). *Partnering to assist disabled veterans in transition. New Directions for Student Services*, (126), 81–88.
- Cook, B. J., & Kim, Y. (2009). *From soldier to student: Easing the transition of service members on campus*. Washington, DC

# Other Suggested Publications

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- Ford, D., Northrup, P., & Wiley, L. (2009). ***Connections, partnerships, opportunities, and programs to enhance success for military students.*** New Directions for Student Services.
- Madaus, J. W., Miller, W. K., & Vance, M. L. (2009). ***Veterans with disabilities in postsecondary education.*** Journal of Postsecondary Education and Disability, (22).
- Radford, A. (2009). ***Military service members and veterans in higher education: What the new GI Bill may mean for postsecondary institutions.*** Washington, DC: American Council on Education.
- Rumann, C., & Hamrick, F. (2009). ***Supporting student veterans in transition.*** New Directions for Student Services (126).

# Other Suggested Publications

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- Shackelford, A. L. (2009). Documenting the needs of student veterans with disabilities: Intersection roadblocks, solutions, and legal realities. *Journal of Postsecondary Education and Disability* (22).
- Vance, M. L., & Miller, W. K. (2009). Serving wounded warriors: Current practices in postsecondary education. *Journal of Postsecondary Education and Disability* (22)
- *From combat to campus: Voices of student-veterans. NASPA Journal, 45(1), 73-102.* Jackson, A., & Sheehan, J. (2005, Fall).
- *The returning college veteran: Challenges and strategies. NASPA Leadership Exchange. 26-27.* Leibowitz, Z. B., & Schlossberg, N. K. (1982).