## Request for Approval under the “Generic Clearance for the Collection of Routine Customer Feedback” (OMB Control Number: 2900-0770)

**TITLE OF INFORMATION COLLECTION**:

2014 Post-9/11 GI Bill Communications Assessment

**PURPOSE:**

The purpose of this information collection is to assess and improve outreach and communications to veterans and other key stakeholders.

The objectives are to:

* gather perceptions on key areas of concern regarding communication of the Post-9/11 GI Bill benefits to Veterans and other stakeholders,
* assess the effectiveness of VA Education Service’s current methods of communication about the Post-9/11 GI Bill as well as other education programs and initiatives, and
* identify additional methods that will improve outreach and communication efforts and activities for the Post-9/11 GI Bill initiative.

**DESCRIPTION OF RESPONDENTS**:

The potential groups of respondents include student veterans at 15 preselected colleges and universities with significant numbers of student veterans. Other potential respondents will include individuals from:

* Veteran service organizations (American Legion, Iraq/Afghanistan Veterans of America, Veterans of Foreign Wars)
* Student Veterans of America,
* Tragedy Assistance Program for Survivors (TAPS)
* National Association of State Approving Agencies (NASAA)
* Individual State Approving Agencies
* National Association of Veteran Program Administrators (NAVPA)
* Veterans Affairs Committee on Education (Service members Opportunity Consortium)

See Attachment: Post-9/11 GI Bill Communication Assessment for more details

**TYPE OF COLLECTION:** (Check one)

[ ] Customer Comment Card/Complaint Form **[x]** Customer Satisfaction Survey

[ ] Usability Testing (e.g., Website or Software [ ] Small Discussion Group

[ ] Focus Group [ ] Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**CERTIFICATION:**

I certify the following to be true:

1. The collection is voluntary.
2. The collection is low-burden for respondents and low-cost for the Federal Government.
3. The collection is non-controversial and does not raise issues of concern to other federal agencies.
4. The results are not intended to be disseminated to the public.
5. Information gathered will not be used for the purpose of substantially informing influential policy decisions.
6. The collection is targeted to the solicitation of opinions from respondents who have experience with the program or may have experience with the program in the future.

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

To assist review, please provide answers to the following question:

**Personally Identifiable Information:**

1. Is personally identifiable information (PII) collected? [ ] Yes **[X]** No
2. If Yes, will any information that is collected be included in records that are subject to the Privacy Act of 1974? [ ] Yes [ ] No **(Not applicable)**
3. If Yes, has an up-to-date System of Records Notice (SORN) been published? [ ] Yes [ ] No **(Not applicable)**

**Gifts or Payments:**

Is an incentive (e.g., money or reimbursement of expenses, token of appreciation) provided to participants? [ ] Yes **[x]** No

**BURDEN HOURS**

|  |  |  |  |
| --- | --- | --- | --- |
| **Category of Respondent** | **No. of Respondents** | **Participation Time** | **Burden** |
| External Stakeholders | 100 | 20 minutes | 33 hours |
|  |  |  |  |
| **Totals** |  |  |  |

**FEDERAL COST:** The cost has been included in a contract, which will assist with this study.

**The selection of your targeted respondents**

1. Do you have a customer list or something similar that defines the universe of potential respondents and do you have a sampling plan for selecting from this universe?

**[X]** Yes [ ] No

\*A copy of the sampling plan is attached. See Attachment: Post-9/11 GI Bill Communication Assessment for more details

**Administration of the Instrument**

1. How will you collect the information? (Check all that apply)

[ ] Web-based or other forms of Social Media

[**x**] Telephone

**[x**] In-person

[ ] Mail

[ ] Other, Explain

1. Will interviewers or facilitators be used? **[X]** Yes [ ] No

**Attachments:**

**1. Stakeholder Interview Questionnaire**

**2. Post-9/11 GI Bill Communication Assessment – Proposed Plan, dated: February 24, 2014**

**1. Stakeholder Interview Questionnaire**

Thank you for agreeing to participate in stakeholder interviews conducted by the MITRE Corporation on behalf of the United States Department of Veterans Affairs’ Education Service. The purpose of these interviews is to assess and improve outreach and communications to veterans and other key stakeholders.

Our objectives are to:

* Gather your perceptions on key areas of concern regarding communication of the Post-9/11 GI Bill benefits to Veterans and other stakeholders.
* Assess the effectiveness of Education Service’s current methods of communicating to you about the Post-9/11 GI Bill as well as other education programs and initiatives. In addition, we want to identify additional methods that could improve outreach efforts.

*Please rate the degree to which you agree with the following statements, on a scale of 1 to 5, with 1 being “strongly disagree” and 5 being “strongly agree.”*

1. Communications from VA about the Post-9/11 GI Bill have improved since 2012 [or since we last spoke with you in \_\_\_\_ FOR PREVIOUS INTERVIEWEES ONLY].
2. Communications from VA help veterans better understand the Post-9/11 GI Bill.
3. Communications from VA about the Post-9/11 GI Bill are accurate.
4. Communications from VA about the Post-9/11 GI Bill are timely.
5. Communications from VA about the Post-9/11 GI Bill are sufficient in helping you provide information to Veterans.

Today, we would like to better understand the ***current*** level and nature of your concerns about issues related to the Post-9/11 GI Bill.

*For these issues (and related questions), we’re interested in open-ended responses. Please share your thoughts or impressions about what you have experienced with the VA’s outreach and communications to Veterans and other key stakeholders concerning the Post-9/11 GI Bill.*

|  |
| --- |
| **Communications:**   * Timeliness/accuracy of information * Effective outreach to veterans * Effective outreach to other stakeholders |
| **Providing Guidance to Veterans:**   * GI Bill complexity (makes the decision process difficult) * Inaccurate or inconsistent information (could result in poor choice of programs) * Irrevocability of choice (no going back if a poor choice is made) |
| **Payment Issues:**   * Delay in payments to schools and/or veterans * Overpayments charged to veterans * Potential for fraud by schools/educational institutions |

1. Which VA communication resources do you find most useful (e.g., the VA GI Bill website; VA GI Bill Facebook page; VA blogs; conference calls; brochures, letters, and other mailings; presentations at conferences / meetings; webinars)?
   1. VA recently redesigned the GI Bill website. Have you noticed any changes that you enjoy? Any additional suggestions for VA about the website?
2. How would you characterize your understanding of the GI Bill enhancements resulting from the President’s Principles of Excellence? These include the new school comparison tool and the feedback (or complaint) system featured on the GI Bill website.
   1. What have been your primary sources of information about the comparison tool and feedback system?
   2. What communications, if any, have you received from VA about these enhancements? Do you have suggestions for how VA can improve its communications about the comparison tool and feedback system?
   3. What have you heard about the helpfulness of these enhancements? Any suggestions for improvements?
   4. What have you heard, if anything, about how schools are adhering to the Principles of Excellence? What’s going well? What are the challenges? Do you think schools know about their role regarding the feedback system?
3. What is your perception of the role of State Approving Agencies (SAAs) with the Post-9/11 GI Bill? Do you think schools view the SAAs as intermediaries between themselves and VA?

* 1. VA Education Service launched quarterly webinars to share information about the Post 9/11 GI Bill and other education programs with a broad audience including SAAs, School Certifying Officials, VetSuccess on Campus Counselors, and more. Are you aware of these webinars? Any suggestions for improvements in the way VA communicates with SAAs?

1. Do you have suggestions for additional ways that VA could communicate with you about the Post-9/11 GI Bill or other education benefit programs?
2. What didn’t we ask you that we should have?

**2. Post-9/11 GI Bill Communication Assessment – Proposed Plan, dated: February 24, 2014**

|  |
| --- |
| **Prepared for:**  The Department of Veterans Affairs Veterans Benefits Administration Education Service |
| Post-9/11 GI Bill Communication Assessment | |
| Proposed Plan |
| February 24, 2014 |
|  |
| Version 4.0 |
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1. Purpose

As set forth in Task 4.1 of the Performance Work Plan, this assessment is part of MITRE’s organizational change and communication support to VA’s Education Service. The findings from this assessment will serve as the basis for calibrating current outreach and communication activities, and will provide recommendations for planning and implementing future outreach and communication activities for the GI Bill initiative.

**2. Scope**

MITRE will assess previous communication activities and conduct follow-up interviews with key stakeholders to assess performance and concerns relative to the continued implementation of the Automate GI Bill Initiative and related programs. MITRE will:

* Assess implementation and effectiveness of previous communication efforts
* Using previous stakeholder analyses as the baseline, interview key stakeholders to assess current level of concern relative to the key issues identified in 2012
* During interviews, elicit feedback on issues, concerns, problems with communications and their implementation. Elicit “what is going right” to identify potential best practices. Assess methods of delivery, messaging and effectiveness
* Provide recommendations for ongoing and new outreach and marketing activities, and for integration of communication best practices and tools into future plans

**3. Approach and Schedule**

The following individuals are identified as leads for this effort:

* ***VA:*** *Robert Worley (RW), Brandye Terrell (BT), Bill Spruce (BS), Barrett Bogue (BB)*
* ***MITRE:*** *Martha Goldstein (MG), Jack Gribben (JG), Nicki Crane (NC), Theda Parrish (TAP), Tricia Lennon (TL)*

Below is an outline of our recommended approach and schedule:

| **Steps** | **Tasks** | **Leads** | **Due Dates** |
| --- | --- | --- | --- |
| **General approach to assessment** | Provide both qualitative and quantitative assessments: Update the 2012 protocol to re-interview key stakeholders, with focus on Veterans; use 2012 assessment feedback and previous stakeholder analyses as a baseline; evaluate implementation and effectiveness of previous communication activities and results; recommend a set of ongoing communication activities, as well as new activities to communicate about the GI Bill | **Draft:**  MITRE  *JG/NC/TAP*  **Review:** *MG* | February 17 thru February 28  DONE |
| **Determine delivery details** | Report delivered on June 30, 2014 in Word and PowerPoint to:  EDU Director, Brandye Terrell, Bill Spruce, and Barrett Bogue | MITRE *MG* | February 17 thru February 28  DONE |
| **Define potential scope, draft outline for assessment, develop list of stakeholders to interview, develop draft interview protocols** | * ***How far back to assess?***  June 2012 * ***What is included in assessment?*** Major communication initiatives such as Website redesign (reevaluate, with 2012 evaluation as baseline), social media, print, direct mail, and specific outreach initiatives * ***Stakeholders?***  Focus groups and selected individuals for follow-up interviews and analysis (see Stakeholder Interview section for more detail) | **Draft:**  MITRE  *JG/NC/TAP*  **Review:**  *MG* | February 17 thru February 28  IN PROGRESS |
| **Meet with customer to validate outline and proposed stakeholders; discuss other questions** | * ***Meeting with Brandye, Bill, and Barrett***  Monday, February 24 * ***Feedback from EDU:*** * Areas of Inquiry for External Stakeholders   + Vets: Level of knowledge about complaint system – do they know about it, would they use it, do they have complaints.   + Are schools adhering to POE and PL?   + What are perceived strengths and weaknesses of communications about POE and PL?   + Do schools know about their role with the complaint system?   + Do schools now see SAAs as intermediaries?   + Vets: Are more Vets using Facebook, other social media as an information source?   + Is the GI Bill website better / easier to use post-redesign?   + Perceptions of quarterly webinars with SAAs (also includes ELRs, SAAs, CELOs). * Areas of Inquiry for Internal Stakeholders   + Field: Are we successfully disseminating information through the following flow: Field Office>ELR>SAA>Schools? | MITRE  *MG JG/NC/TAP*  **Review/ Approve:**  EDU  *BT/BS/BB* | February 17 thru February 28  DONE |
| **Conduct assessment** | * Review documents * Schedule and conduct interviews * Report weekly on status to EDU and MITRE leads | MITRE  *JG/NC/TAP* | March 3 thru  April 16 |
| **Analyze data and draft preliminary recommendations** | * Continue with interviews and focus groups, and begin analysis of initial data collected * Validate preliminary findings with EDU and MITRE leads * Prepare first draft of assessment | **Draft:**  MITRE  *JG/NC/TAP*  **Review:**  EDU *BT/BS/BB* | April 16 thru May 21 |
| **Deliver first draft of assessment for review** | * Review of first draft by EDU leads | **Review:**  EDU *BT/BS/BB* | May 21 thru June 4 |
| **Revise assessment based on feedback** | * Incorporate feedback from EDU leads * Obtain final signoff from MITRE VA PM * Finalize formatting and prepare electronic and print copies for delivery | MITRE  *JG/NC/TAP*  *MG/TL* | June 4 thru June 18 |
| **Deliver final draft of assessment** | * Revise as needed and deliver final assessment to COTR and EDU leads | MITRE  *JG/NC/TAP*  *MG* | June 30 |
| **Brief EDU Director** | * Conduct briefing to review findings with EDU Director | MITRE  *JG/NC/TAP*  *MG*  EDU *RW/BT/BS /BB* | TBD |

**4. Review of Foundational Documents**

MITRE will review documents, plans, surveys, and assessments that formed the basis for previous communication activities and will have an impact on future communication planning. These include, but are not limited to, those detailed in the following table.

| **Documents/Assessments to Review** | **Organization/Leads** | **Proposed Action** |
| --- | --- | --- |
| **Feb.2009 Communication Strategy and Plan and subsequent updates (2012 is most recent update)** | EDU/ Brandye Terrell, Barrett Bogue | Assess effectiveness of specific activities |
| **Legislation and executive actions that have impacted the Post-9/11 GI Bill since the last assessment**  **(e.g., Public Law 112-249; Principles of Excellence)** | EDU/James Ruhlman | Identify areas to be addressed in communication planning |
| **Regulations and Policies** | EDU/James Ruhlman | Assess new regulations that require communication activity |
| **VBA Call Center** | EDU/Pam Stephens | Collect anecdotal information about most frequent questions and complaints regarding GI Bill |
| **Surveys (Veterans, schools, other)** | EDU/Brandye Terrell | Assess results and determine if follow-up surveys are feasible; potential coordination with PA&I |
| **Website: Quantitative evaluation (user data, Web analytics) and**  **qualitative evaluation (comments, feedback)** | EDU/Barrett Bogue | Collect data and evaluate; leverage VA’s Google Analytics to assess overall usage. Consult data from Internet Inquiry System on FAQs, common inquiries. |
| **Social Media (Facebook, Twitter, You Tube, VA Blogs): quantitative (number of users, comments) and qualitative (comments, feedback)** | EDU/Barrett Bogue | Collect data and evaluate  Interview VA social media leads |
| **Print: Fact sheets, brochures, posters, briefings, giveaways, etc.** | EDU/Barrett Bogue | Review for consistency, accuracy, determine need to update to reflect new legislation |
| **Portable Media: DVDs, podcasts, Webinars, videos** | EDU/TBD | Review usage, determine relative value and whether new versions are needed |
| **Marketing Activities** | EDU/ Brandye Terrell, Barrett Bogue | Review results; determine if marketing efforts should be included in future plans |

**5. Stakeholder Interviews**

MITRE has conducted stakeholder interviews concerning Post-9/11 GI Bill communications on several occasions, including three rounds of interviews in 2009, and subsequent rounds in 2011 and 2012.

We recommend holding conversations with stakeholders included in the previous analyses to 1) assess effectiveness of previous communication activities in addressing their earlier concerns, and 2) identify ongoing and new concerns and risks. We also suggest using pre-existing relationships from previous assessments, where applicable.

Potential groups include (in descending order of priority):

**Student Veterans**

For the 2012 assessment, MITRE conducted focus groups at colleges and universities with significant numbers of student Veterans. MITRE ultimately convened focus groups with 15 colleges and universities to collect feedback from a broad sample of these institutions. We identified them by the following characteristics:

* School type (public, state, community college, and for-profit)
* Geography (Northeast, Mid-Atlantic, South, Southwest, West, and Midwest)
* School size (large: 20,000+, medium: 6,000–19,999, and small: <5,999)
* Veteran population (large: >1,000, medium: 300–999, small: <299)
* Yellow Ribbon Program

The following are colleges and universities we propose targeting in the 2014 assessment. We are proposing that one-third (5) of the sample be made of up of schools that have not participated in previous communication assessments. The new schools are highlighted in RED TEXT.

**Student Veterans (con’t)**

| **School** | **Type** | **Geography** | **School**  **Size** | **Vet Pop**  **Size** | **Yellow**  **Ribbon** |
| --- | --- | --- | --- | --- | --- |
| Brookdale Community College, NJ | Community | Northeast | M | S | No |
| Cameron University, OK | State | Midwest | S | M | Yes |
| Colorado State University – Ft. Collins | State | West | L | M | Yes |
| George Mason University, VA | State | Mid Atlantic | M | L | Yes |
| Kaplan University, CA | For Profit | All | L | L | No |
| Mississippi State University, MS | State | South | L | M | Yes |
| Northern Virginia Community College (NVCC), VA | Community | Mid Atlantic | L | M | No |
| Portland Community College, OR | Community | West | L | L | No |
| Santa Fe College, FL | Community | South | L | M | No |
| St. Louis Community College | Community | Midwest | L | S | No |
| Texas A&M | Public | Southwest | L | M | Yes |
| University of Nevada – Reno | State | West | M | S | No |
| University of Phoenix, AZ | For Profit | All | L | L | Yes |
| West Virginia University | Public | Mid Atlantic | L | M | Yes |

**Other External Stakeholders**

| **Organization** | **Individual(s)** |
| --- | --- |
| **American Legion** | Steve Gonzalez, Economic Division - Assistant Director |
| **Iraq/Afghanistan Veterans of America** | Tom Tarantino, Chief Policy Officer |
| **Student Veterans of America** | D. Wayne Robinson, President  Darren Phelps, Program Coordinator  Kelsey Hill, Communications and Outreach Coordinator |
| **Veterans of Foreign Wars** | Ryan Gallucci, Legislative Service Deputy Director |
| **Tragedy Assistance Program for Survivors (TAPS)** | Ashlynne Haycock, Education Support Specialist |
| **American Council on Education (ACE)** | Tanya Ang, Associate Director of Veterans Programs |
| **National Association of State Approving Agencies (NASAA)** | Joe Wescott, President |
| **Individual SAAs** | Individual TBD (Note: Janice to help identify)  Individual TBD (Note: Janice to help identify)  FYI. MITRE spoke with the following SAAs in 2012 regarding outreach on VRAP:  Texas: Connie Jacksits, Rufus Coburn  Utah: Bernie Davis  Virginia: Annie Walker  Washington: Michael Ball |
| **National Association of Veteran Program Administrators (NAVPA)** | R.K. Williams, President |
| **Veterans Affairs Committee on Education (VACOE)**  **Service-members Opportunity Colleges (SOC) Consortium** | Kathy Snead, President and Director |
| **Department of Defense** | MAJ Justin M. DeVantier, Assistant Director, Accession Policy |
| **Department of Education** | Marc Cole, Department of Education |
| **Consumer Financial Protection Bureau** | Patrick Campbell, [Title] |
| **Congress - House** | Individual TBD (Majority)  Individual TBD (Minority) |
| **Congress - Senate** | Individual TBD (Majority)  Individual TBD (Minority) |

**Internal Stakeholders**

| **Organization** | **Individual(s)** |
| --- | --- |
| **RPO – Muskogee** | Phyllis Curtis, Education Officer |
| **RPO – St. Louis** | Louise Wright, Education Officer |
| **RPO – Buffalo** | Kim Wagner, Education Officer |
| **RPO – Atlanta** | Angela Seelhammer, Education Officer |
| **VA Office of Public and Intergovernmental Affairs (OPIA)** | Steve Westerfeld, Communications Director  Terry Jemison, Public Affairs Specialist  Tim Hudak, Staff Writer, Digital Engagement Team  Bronwyn Emmet, Public Affairs Specialist |
| **VBA – Benefits Assistance Service (BAS)** | Mike Carr, Assistant Director for Social Media and Web  Jennifer Rudisill, [Title] |
| **VBA – Corporate Communications** | Pat Mackin, Director of Corporate Communications |
| **VBA -- Office of Economic Opportunity (OEO)** | Curtis Coy, Deputy Undersecretary for Economic Opportunity |
| **Education Service** | Robert Worley, EDU Director  Charmain English, EDU Deputy Director for Operations |

Appendix: List of Previous Interviews (2012, 2011, 2009)

The tables in this section provide detail on the organizations and individuals that have participated in stakeholder interviews since 2009. A few items of note:

* Due to time constraints and other considerations, MITRE did not interview internal stakeholders (e.g., VACO, Education Service staff, Regional Processing Offices) for the 2011 assessment.
* The most recent round of interviews was completed in spring 2012

**External Stakeholders – Student Veterans**

|  |  |  |
| --- | --- | --- |
| **2012** | **2011** | **2009** |
| * Baylor University, TX * Boise State University, ID * Brookdale Community College, NJ * Cameron University, OK * Des Moines Community College, IA * Embry-Riddle Aeronautical University, AZ * George Mason University, VA * Kaplan University, CA * Mississippi State University, MS * Northern Virginia Community College (NVCC), VA * Portland Community College, OR * Santa Fe College, FL * Towson University, MD * University of Phoenix, AZ * University of Washington-Seattle, WA | * Boise State Univ., ID * Cameron Univ., OK * El Paso Community College, TX * Florida State College , FL * George Mason Univ., VA * Mississippi State Univ., MS * Northern Virginia Cty. College, VA * Ramapo College, NJ * San Diego Cty. College, CA * Santa Fe College, Gainesville, FL * Thomas Nelson Cty. College, VA * Towson Univ., MD * Univ. of Maryland, Univ. Col., MD | * George Washington University, DC * University of Maryland, MD |

**External Stakeholders – Veteran Service Organizations**

|  |  |  |  |
| --- | --- | --- | --- |
| **Organization** | **2012** | **2011** | **2009** |
| **American Legion** | Steve Gonzalez, Director of Education and Certifications | Joe Sharpe, Economic Division Director | Joe Sharpe, Economic Division Director  Mark Walters |
| **Iraq/Afghanistan Veterans of America** | Tom Tarantino, Legislative Director | Tom Tarantino, Legislative Director | Patrick Campbell |
| **Student Veterans of America** | Michael Dakduk, Executive Director | Michael Dakduk, Executive Director | N/A |
| **Veterans of Foreign Wars** | Ryan Gallucci, Legislative Service Deputy Director  Mark Marth, Service Officer (Virginia) | Shane Barker, Senior Legislative Assoc.  Toby Beanblossom, VFW Department of Michigan, Ast. Dept. Service Officer | Toby Beanblossom, VFW Department of Michigan, Ast. Dept. Service Officer  Eric Hillerman, Deputy Director for Legislative Affairs |

**External Stakeholders –Educational and Other Key Organizations**

|  |  |  |  |
| --- | --- | --- | --- |
| **Organization** | **2012** | **2011** | **2009** |
| **American Council on Education (ACE)** | Meg Krause, Assistant VP – Lifelong Learning | Meg Krause, Asst. VP, Lifelong Learning |  |
| **National Association of State Approving Agencies (NASAA)** | Joe Wescott, Incoming President  Chad Schatz, President | Chad Schatz, President | Charles Rowe  William Stephens |
| **National Association of Veteran Program Administrators (NAVPA)** | Dorothy Gilman, President | Dorothy Gillman, President; also Veterans Administrator, Ramapo College, NJ | RK Williams, President |
| **Veterans Affairs Committee on Education (VACOE)**  **Service-members Opportunity Colleges (SOC) Consortium** | Kathy Snead, President and Director | Kathy Snead, VACOE Chair & Service-members Opportunity Colleges (SOC) Consortium President; SOC Director | James Bombard |

**External Stakeholders –Federal Agencies and Congress**

| **Organization** | **2012** | **2011** | **2009** |
| --- | --- | --- | --- |
| **Department of Defense** | Bob Clark, Deputy Under Secretary for Military Personnel Policy | Bob Clark, DoD Accessions Policy | Bob Clark, DoD Accessions Policy |
| **Department of Labor** | Christine Ollis, Employment and Training Administration | N/A | N/A |
| **Department of Education** | Karen Gross, Senior Policy Advisor | N/A | N/A |
| **Congress - House** | N/A | N/A | Michael Brinck, Veterans Affairs Subcommittee on Economic Opportunity (Republican Staff)  Juan Lara, Veterans Affairs Subcommittee on Economic Opportunity (Democratic Staff) |
| **Congress - Senate** | N/A | N/A | Babette Polzer, Veterans Affairs Committee Staff  William Edwards, Office of Senator James Webb |

Note: EDU considered including congressional staff in the 2011 and 2012 interview rounds, but decided against contacting them.

**Internal Stakeholders –VACO and Education Service**

| **Organization/Position** | **2012** | **2011** | **2009** |
| --- | --- | --- | --- |
| **Under Secretary for Benefits** | N/A | N/A | Michael Walcoff (Acting) |
| **Deputy Under Secretary for Benefits** | N/A | N/A | Yes |
| **Office of Resource Management (ORM)** | N/A | N/A | Yes |
| **Congressional & Public Affairs** | N/A | N/A | Yes |
| **Office of Business Process Integration (OBPI)** | N/A | N/A | Dianne Thompson |
| **VSO Liaison** | Kevin Secor | N/A | N/A |
| **EDU Staff** | Janice Fisher (SAA Contract Lead)  James Ruhlman (Training Team Lead) | N/A | Keith Wilson  Brandye Terrell  Alison Rosen  Eric Patterson  Rodney Alexander  James Palanchar (Metrics) |

**Internal Stakeholders –Regional Processing Offices**

|  |  |  |  |
| --- | --- | --- | --- |
| **Organization/Position** | **2012** | **2011** | **2009** |
| **Call Center Director** | Pam Stephens | N/A | N/A |
| **RPO – Muskogee** | Phyllis Curits (Education Officer)  Robyn Noles  Gayle Baldwin  Michael Marks (CELO) | N/A | Phyllis Curtis  Sam Jarvis |
| **RPO – St. Louis** | Nick Mickens (Asst. Director)  Louise Wright (Education Officer)  Lynn Flint | N/A | Louise Wright  Dave Unterwagner |
| **RPO – Buffalo** | Donna Terrell (Director) | N/A | Jerry Miller |
| **RPO – Atlanta** | Al Bocchicchio (Director) | N/A | Al Bocchicchio |