

THE OPPORTUNITY NETWORK

SUMMARY OF INDEPENDENT PROGRAM ANALYSIS

This report summarizes the independent program analysis for The Opportunity Network’s Career Fluency® program, conducted by Root Cause in 2013. The program was analyzed in two categories, program performance and organizational health, and received a total of **31 points** out of 35, making it a **HIGH PERFORMING** program, the highest of three categories.



SUMMARY OF ANALYSIS

Strengths

- **Strong college and career focus:** The Career Fluency® program maintains a strong focus on college and career that permeates the organization, staff and students. Its six-year engagement with students is critical to both the depth of relationships developed with participants as well as the ability to meet students at each milestone along their high school to career course. The core of this engagement is the emphasis on the development of professional networks and the accrual of social capital in successfully navigating college and the professional world.
- **Proactive advising:** The Career Fluency® program conducts proactive advising to ensure participants are taking practical steps toward their success in college. Proactive advising includes offering comprehensive, sustained and rigorous social and emotional support to increase the likelihood of college persistence and eventual graduation.
- **Employment support:** The Career Fluency® program comprehensively supports participants in securing employment during high school, college and post-graduation. During high school and college, the program assists participants in obtaining jobs and internships that build and offer professional skills and experience. Throughout the program, participants master essential employability skills that result in successful employment and lifelong support networks.

Opportunities for Investment

- **Research:** While the program rigorously tracks the outcomes of participants, its theory of change—providing low-income students with social capital and access to professional networks can be a critical difference maker in achieving both college and career success—is only tracked through anecdotal evidence and other means of qualitative measures. By working with an expert researcher to clarify exactly how networks create access to social capital and mobility for low-income young people, the program can refine its model and better explain to external audiences the need to include network-building in youth development efforts.
- **Data collection and use:** As the organization grows, OppNet will need to formalize its procedures around data. With additional resources, the organization could give more intensive training to its staff on how to most effectively collect and utilize data.

ABOUT THE PROGRAM

The Opportunity Network (OppNet) helps public school students from low-income backgrounds in New York City develop skills and networks that are essential for getting into and through college, and into a career. As a result of their engagement with OppNet, students—many of whom are first generation college-bound—develop Career Fluency®, including:

- The skills to develop and leverage the types of networks that drive professional success;
- An understanding of the variety of possible careers and the experience to gain entrance to them;
- The selection of, transition to and completion of an appropriate and rigorous postsecondary program.

AGE OF PROGRAM (YEARS)	11
NUMBER ENROLLED (2013-2014)	522
PROGRAM REVENUE (FY2014 PROJECTED)	\$2.5 million
LENGTH OF PROGRAM (YEARS)	6
PROGRAM RETENTION RATE (2013)	98%

WHAT PARTICIPANTS ARE SAYING

“When I was 16, an OppNet staff member who knew I liked math urged me to apply for an internship at Morgan Stanley. That summer ignited my passion for finance, and reinforced the power of relationships after I was invited back the next summer. OppNet was integral to my college admissions process and supported me throughout my four years at Wharton. I poured my six years of OppNet experience into a university-wide app-design contest, and was chosen as one of six winners. My app helps people, mainly in developing countries, identify counterfeit drugs that can cause fatal conditions.”

— Titilayo “Titi” Oshinaya, Class of 2014 Fellow



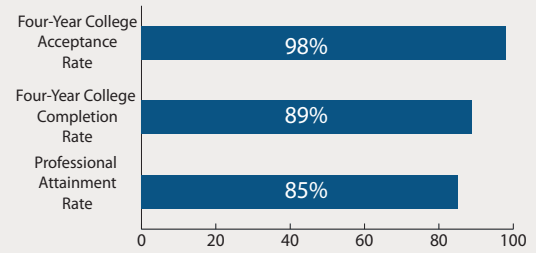
PROGRAM CONTACT INFORMATION

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PROGRAM OUTCOME DATA

The Opportunity Network chose to report on the following three outcomes:

- **Four-year college acceptance rate:** Shows the rate at which 12th graders were accepted to competitive four-year colleges.
- **Four-year college completion rate:** Shows the rate at which college seniors graduated in four years.
- **Professional attainment rate:** Shows the rate at which alumni secured a career-track job or admission to a graduate program within six months of completing their undergraduate education.



INDEPENDENT PROGRAM ANALYSIS DETAILS

- Key to Scoring:**
- 1 - program does not meet best practices
 - 3 - program meets all the critical best practices
 - 5 - program meets all the critical best practices and many of the advanced best practices

PROGRAM PERFORMANCE SUBCATEGORIES	DEFINITION	SCORE
DEGREE ATTAINMENT SUPPORT	The program's ability to work with participants to ensure they are fulfilling the college requirements and are on track to complete a bachelor's degree.	4
ADVISING	The program's ability to provide guidance and support to the participants on academic, personal, and social matters.	5
EMPLOYMENT SUPPORT	The program's ability to help participants attain the necessary employment-oriented skills, gain work experience, and explore career options.	5
COLLEGE INTEGRATION SUPPORT	The program's ability to help participants adjust to college, and the type and quality of resources it provides to assist with the transition.	5

ORGANIZATIONAL HEALTH SUBCATEGORIES	DEFINITION	SCORE
FINANCIAL SUSTAINABILITY	The organization's ability to conduct its work in a fiscally responsible manner and to plan for future growth with reliable, recurring revenue streams.	4
MANAGEMENT AND GOVERNANCE	The organization's ability to advance on the mission, the program staff's ability to deliver programming, and the board's ability to provide governance.	4
PERFORMANCE MEASUREMENT FOR IMPROVEMENT	The organization and program's ability to collect and use data to make decisions and commitment to transparency with external stakeholders.	4

ABOUT ROOT CAUSE

Root Cause's services and programs individually and collectively bring together nonprofits, philanthropy, government, and business to advance solutions to today's toughest social issues by helping them understand and invest in what works. Our decade of work to accelerate performance shows that sustained change happens when resources flow to organizations committed to continuous improvement.

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