2014 A YEAR OF OPPORTUNITY

BE THE OPPORTUNITY. BE THE NETWORK.
Dear friends,

A headline from The New York Times said it all:


This article stated what we at The Opportunity Network (OppNet) have always known—that a college degree is absolutely vital to success, but it is not enough.

From the First Lady of the United States to the New York City Department of Education, a growing consensus exists that far more needs to be done to help underserved students bridge a pervasive gap between academic learning and success in college and careers.

In this climate of concern, OppNet has been approached for solutions. And we have them, in the form of our comprehensive Career Fluency® curriculum.

It has been thrilling to experience dramatically increased demand for OppNet’s expertise and programs for college and career success as the year 2014 found us fielding partnership opportunities at every turn. You’ll read about several of these in the pages that follow. Significant growth for OppNet is on the horizon.

Meanwhile, our results speak for themselves. This year, 98% of OppNet students were accepted at competitive four-year colleges. An impressive 100% graduate from college, and 85% of our Fellows secure professional-track jobs or graduate school admission within six months of graduation, well above the national average.

Going back to that New York Times headline, OppNet offers the following version for our students:


On behalf of our students, staff and Board of Directors, we extend our deep appreciation to the many partners and supporters who are helping to make our successes possible.

Thank you for a great year!

JASON WRIGHT  
Chairman of the Board

JESSICA PLISKA  
Founder and CEO

BRIAN WEINSTEIN  
Founder and Chairman Emeritus

From May through July 2014, the following message ran in Times Square on the hour, every hour, introducing OppNet to hundreds of thousands of New Yorkers and visitors from around the world.

We thank Neutron Media for making this amazing outreach possible.

At The Opportunity Network, 100% of our Fellows graduate from college.

AND they jumpstart their careers, thanks to a committed support network.

To view our Times Square video, visit www.oppnet.org/newsroom/media/

For every 100 ninth graders that start high school

46 start college

21 graduate from college
THE NEED

Academically talented youth from low-income families often lack assistance with career planning and the development of professional and personal networks, as well as college access, transition and in-college support.

These talented young people are more likely to drop out of high school and less likely to graduate at a rate twice that of their higher-income peers.

They are less likely to attend the most selective colleges or universities or to graduate. They are less likely to attain career-track jobs.

WHAT WE’RE DOING

The Opportunity Network (OppNet) equals the playing field for low-income high school students through intensive programming that underscores the power of personal connections and professional relationships as vital complements to skills and experience.

In 2014, OppNet programs served 1,000+ students at 130 partner schools and organizations, with 16 paid staff, 14 Board members and over 600 volunteers.

Our signature Career Fluency® curriculum addresses the needs of underserved public high school students, helping them bridge a pervasive gap between academic learning in the classroom and success in college and careers.

Career Fluency® differs from other college and career development curriculums in its emphasis on personal and professional networks and the importance of social capital in navigating college and the professional world.

CAREER EXPOSURE
Exposure to 50+ career opportunities, including internships

NETWORKS AND SOCIAL CAPITAL
Building and leveraging professional relationships and social capital

PROFESSIONAL ETIQUETTE
Comprehensive training in professional etiquette and skills

COLLEGE ACCESS AND SUCCESS
College access, transition and in-college support

ABOUT THE OPPORTUNITY NETWORK
According to stereotypes for my demographic, I would have joined a gang, dropped out of school, been in and out of jail and been a father but not a husband. Instead, I’m in college on full scholarship, preparing to earn my CPA and start a career in one of the Big 4 accounting firms. The biggest factor in my ability to dream big and know my goals are achievable, has been OppNet.

SHATIEK GATLIN
2016 Fellow
Sophomore, Babson College
We recruit students from 130 public high schools and community-based organizations throughout New York City during their sophomore year, then engage them as OppNet Fellows all the way through completion of college—a total of six years.

We accept students who:
• Are high-potential
• Have little access to college/career guidance or professional networks
• Qualify for free/reduced lunch program

During high school, OppNet Fellows meet weekly with OppNet staff and executives in the fields of law, finance, marketing, PR, fashion, film and TV, technology, engineering, science, medicine, nonprofits, politics and more.

Fellows learn professional etiquette, resume writing, workplace norms, proper dress and conduct, internship preparedness, interview skills and networking for professional success.

OppNet’s SAT tutoring, overnight college trips and extensive one-on-one applications counseling enable 98% of OppNet Fellows to be accepted to four-year colleges with enough financial aid to make college a reality.

Eighty-eight percent of our Fellows are the first in their families to attend a competitive U.S. college or university.

Our Fellows are enrolled in top schools across the country, including Amherst, Boston College, Bowdoin, Brandeis, Carnegie Mellon, Columbia, Cornell, Dartmouth, Emory, Lafayette, Massachusetts Institute of Technology, Mount Holyoke, Smith, Vanderbilt, Vassar, Wellesley, Williams and more. For the list of our 2014 college acceptances, please see page 12.

Furthermore, all OppNet Fellows graduate from college, compared with only 10% of low-income students nationwide.

“T’m proud to work with OppNet to help my students achieve their best possible college outcomes. OppNet gives my students personalized guidance and introduces them to summer programs, colleges and internships they otherwise might not have access to.”

JOSEPH FRICK
Guidance Counselor
Manhattan Village Academy

“My father never finished elementary school and my mother came to the U.S. too late to pursue schooling, or even learn English. Since the first grade, I’ve known that if I want more in life it would be up to me, and my resilience and ambition.

My high school classmates are mostly concerned with the present. On the other hand, my OppNet peers and I are future-minded. We have to be. We carry the weighty expectations of our families on our backs.”

KARINA RODRIGUEZ
2018 Fellow and high school senior
Matriculating at Amherst College, Fall 2014
LIFE OF AN OPPNET FELLOW

Career Fluency®

Junior Year
High School

Career Exposure
- Exposure to 50+ careers
- Meet 100+ executives in broad range of sectors
- Field trips to companies
- Summer internship

Professional Etiquette
- Extensive professional etiquette training: resumes, interviewing, dress, email and phone etiquette
- How to map your network
- Building a contact database
- How to build and grow a professional network

Networks and Social Capital
- College goal-setting
- College field trips
- College lists
- Parent meetings
- SAT preparation classes
- Personal statements

College Access and Success
- Career workshops
- Panel discussions with executives on internship success factors
- Field trips to companies
- Summer internship

Senior Year
High School

Career Exposure
- Refresher etiquette workshops: updating and tailoring resume, advanced email etiquette, writing to college admissions staff
- Advanced networking concepts: looking for internships, seeking information about careers, securing referrals, connecting others

Professional Etiquette
- Individual college visits
- On-campus and alumni interviews
- Financial aid preparation
- Completion/submission of college applications
- College transition series: time and money management, study habits, college writing, diversity on campus

Networks and Social Capital
- College transition coaching and support throughout four years
- Staff and peer mentoring
- Individualized guidance for yearly milestones: choosing major, study abroad, campus engagement, credit completion

College Access and Success
- College-level professional etiquette training: expectations for college upperclassmen in internships
- Building networks and making connections on campus
- Giving back to your networks
- Leveraging your networks for your post-college job search

Freshman Year - Senior Year College

Career Exposure
- Long-term career goal-setting
- Summer series of college-level career workshops
- Summer internships
- Career transitions: applying for full-time jobs/graduate school

Professional Etiquette
- College-level professional etiquette training: expectations for college upperclassmen in internships
- Building networks and making connections on campus
- Giving back to your networks
- Leveraging your networks for your post-college job search

Networks and Social Capital
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- Individualized guidance for yearly milestones: choosing major, study abroad, campus engagement, credit completion

College Access and Success
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- Building networks and making connections on campus
- Giving back to your networks
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2016: A YEAR OF OPPORTUNITY
| Adelphi University | American University | Amherst College | Bard College | Barnard College | Boston University | Bowdoin College | Brandeis University | Bryn Mawr College | Carnegie Mellon University | Case Western Reserve University | Clarkson University | College of St. Rose | Columbia University | Connecticut College | The Cooper Union | Cornell University | CUNY Baruch College | CUNY Borough of Manhattan Community College | CUNY Brooklyn College | CUNY City College | CUNY City Tech | CUNY College of Staten Island | CUNY Hunter College | CUNY John Jay College of Criminal Justice | CUNY Kingsborough Community College | CUNY Lehman College | CUNY Macaulay Honors College | CUNY Queens College | CUNY York College | Daemen College | Dartmouth College | DePauw University | Dickinson College | Dowling College | Emory University | Eugene Lang College | Fairfield University | Fordham University | Franklin & Marshall College | George Washington University | Georgetown University | Goucher College | Hamilton College | Hampshire College | Haverford College | Hobart & William Smith Colleges | Iona College | Ithaca College | Lafayette College | Lehigh University | LIU – Brooklyn | Manhattan College | Marymount Manhattan College | Massachusetts Institute of Technology (MIT) | Mount Holyoke College | New York University | Northeastern University | Oberlin College | Rensselaer Polytechnic Institute | Rochester Institute of Technology | Saint Joseph’s College, New York | Sarah Lawrence College | Scripps College | Smith College | Smith College | St. John’s University | SUNY Albany | SUNY Alfred State | SUNY Binghamton | SUNY Buffalo | SUNY Buffalo State | SUNY Cortland | SUNY Fredonia | SUNY Geneseo | SUNY New Paltz | SUNY Oneonta | SUNY Oswego | SUNY Plattsburgh | SUNY Potsdam | SUNY Purchase | SUNY Stony Brook | Susquehanna University | Syracuse University | Trinity College | Union College | University of Bridgeport | University of Richmond | University of Rochester | University of Wisconsin – Madison | Utica College | Vanderbilt University | Vassar College | Wellesley College | Wells College | Wesleyan University | Wheaton College | Williams College |

“Lafayette College is proud to be the first college to enter into a formal partnership with The Opportunity Network. We know that we will have a pool of academically gifted, diverse New York City public high school students to recruit from each year, and can ensure students’ success with the combined resources of OppNet and the college. It’s a win-win partnership.”

GREG MACDONALD
Vice President for Enrollment Management
Lafayette College

“OppNet opened my eyes to the world of liberal arts colleges I hadn’t even known existed. We visited six different colleges in three days. OppNet showed us we are competitive for spots at these schools and can get full financial aid. I was accepted at Lafayette, Brandeis, Union and Hamilton.”

ASHLEY ST. JOHN
2018 Fellow and high school senior
Matriculating at Lafayette College, Fall 2014
Every summer for five years, OppNet Fellows secure paid corporate or nonprofit internships or are accepted to study abroad, academic or leadership programs, thanks to the following partner organizations:

- A+E Networks
- All Star Code
- Alvin Ailey American Dance Theater
- American Express
- American Museum of Natural History
- Bank of America
- Barnard College Summer in the City program
- Bluestamp Engineering Program
- Boys and Girls Club of Florida
- Broadway Video
- Brooklyn Botanic Garden
- Brooklyn Museum
- Brooklyn Navy Yard
- Carleton College Summer Programs
- Carnegie Mellon – Summer Program for Diversity
- CCNY STEM Institute
- Cengage Learning
- Center for Children and Technology
- Children’s Aid Society
- China Institute
- City Council – City of Brooklyn
- Cleary Gottlieb Steen & Hamilton LLP
- Colorado College Pre-College Program
- Columbia University Summer Program
- Cooper Union Summer Research Internship Program
- Cornell University Summer College Program
- Dabrows Management
- Deloitte LLP
- Deutsch
- East Harlem School Enterprise Community Partners
- Ernst & Young LLP
- The Experiment in International Living Family Resource Center Flamingo Group
- Folio Literary Management
- Franklin and Marshall College Prep Program
- French Institute Alliance Future Global Leaders Program
- The Future Project Futures and Options Global Glimpse
- GroupM
- Harlem Grown
- Heart & Soul Charitable Fund
- Henry Street Settlement
- “I Have A Dream” Foundation
- International Youth Leadership Institute
- JP Morgan Chase
- Junior Achievement NY Kadmon
- KPMG Leadership Exchange
- Marsh
- The Martha Graham Dance Company
- MedPrep
- Memorial Sloan-Kettering Cancer Center
- MetLife Metropolitan Museum of Art
- MFY Legal Services
- Mizuho Bank
- Mount Sinai School of Medicine
- Oxford College Pre-College Program
- Princeton University Summer College
- Queens Council on the Arts
- Resource Foundation
- River Project
- Rockefeller University
- Saltz Internship Program
- Sense of Family Life
- Skadden, Arps, Slate, Meagher & Flom LLP
- Skidmore College Pre-College Program
- Smith College Summer Science and Engineering Program
- Sophosyne Capital
- Staten Island Zoo
- STREB Extreme Action Company
- Student Diplomacy Corps
- Summer Arts Institute
- Sweet Generation
- Syracuse University Summer College
- Teachers & Writers Collaborative
- Thurgood Marshall Summer Law Internship Program
- Time Warner
- University of Rochester
- Van Cortlandt Park Conservancy
- VH1
- Viacom
- Vinson & Elkins
- Wave Hill
- West Point
- Woodland Ecology Research Mentorship
- YMCA

“OppNet has provided us with excellent interns for three consecutive summers. Each intern has made the most of the opportunity. It’s invigorating to witness the tremendous talent of these interns each summer.”

KIMBERLY LYTLE
Vinson and Elkins LLP

“I had never heard of KPMG, but I am highly analytical, so the OppNet staff encouraged me to learn about finance, accounting and auditing. The internship was fast-paced. I was surprised at how much appreciation I felt from my colleagues. I’ve enrolled in as many AP classes as possible, but OppNet has shown me that you need to do more than study to get ready for a career.”

TERRENCE PIERRE JACQUES
2018 Fellow and high school senior Matriculating at Oberlin College, Fall 2014
“The Center for Excellence in Youth Education at Mount Sinai has been thrilled to partner with OppNet for the past several years. There is an urgent need for more qualified low-income students pursuing the STEM fields, and OppNet students display intellectual curiosity and a unique passion for learning that allow them to excel in our programs.”

ALYSON DAVIS
Education Program Manager, Medical Education
Mount Sinai Hospital
OPPNET’S IMPACT ON OUR FELLOWS

**Career Exposure**
- 100% Demonstrated increased year-over-year career and industry knowledge
- 93% Of eligible students participated in summer internships or enrichment programs in a field of interest
- 90% Earned 4s and 5s on a 5-point scale on internship performance evaluations

**Professional Etiquette**
- 96% Passed Email Certification Test to demonstrate email skills
- 100% Developed and leveraged high-quality professional resumes
- 100% Engaged in professional interviews

**Networks and Social Capital**
- 100% Learned definition/benefits of networks/networking
- 100% Trained in network mapping, "elevator pitches" and contact management
- 100% Met 400-500 professionals through workshops, events and internships

**College Access and Success**
- 98% Accepted to selective, four-year colleges with demonstrated financial need met
- 53% Matriculated at colleges they had never heard of before OppNet
- 100% Graduated from college in six years and 85% graduated in four years

85% leveraged their Career Fluency® to secure career track employment or admission to graduate school within six months of college graduation
Launched last year with the support of OppNet Board member and Deloitte LLP Partner Chet Wood, OppNet’s C-Suite Series brings Fellows to meet with the highest-level executives in business, entertainment and technology. In intimate groups, students have the rare opportunity to learn about executives’ jobs and career paths, as well as the chance to ask questions and network.

C-Suite hosts include Daniel Craig and Rachel Weisz (Actors), Andrew Falcon (COO, Fjord Limited), Ted Harbert (Chairman, NBC Broadcasting), Soledad O’Brien (CEO, Starfish Media Group), Melissa Ormond (President, Madison Square Garden Entertainment), Narciso Rodriguez (Founder and Principal Designer, Narciso Rodriguez), Thomas Sandell (Chairman & Chief Executive Officer, Sandell Asset Management), DeMaurice Smith (Executive Director, NFL Players Association), Samuel Waksal (Founder and Chief of Innovation, Kadmon Corporation) and Chet Wood (Partner, Deloitte LLP).

“Visiting Narciso Rodriguez’s studio was like walking into a dream. However, talking to Narciso allowed me to see that this isn’t a dream for him. It is real, and he built it, because he allowed his love for couture and creation to guide his career. I found Narciso’s story to be relatable because he faced many challenges in his early life that I see in my own. He showed me that I don’t have to sacrifice doing what I love in order to find success. Success will come with diligence and dedication.”

JUNE LEI
2018 Fellow and high school senior
Matriculating at Bowdoin College, Fall 2014

“I can’t tell you how amazing it was when Daniel Craig and Rachel Weisz sat down with me and some of my fellow OppNet students to talk about our lives and our families and the challenges we face. These are two individuals with enormous empathy and concern, and they are truly dedicated to making a difference. As actors and as wonderful people, they are in a league of their own, and now they are in my network.”

PRISMA HERRERA
2018 Fellow and high school senior
Matriculating at Scripps College, Fall 2014
I applied to OppNet Prep because I knew I would need a good resume to get a good job one day. A good job means that I can get me and my family out of our tough Bronx neighborhood. OppNet has been one of my greatest opportunities.

GABRIEL PABON
OppNet Prep student and high school freshman

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GABRIEL PABON
OppNet Prep student and high school freshman

We created OppNet Prep in 2011 to put ninth graders on the path to college and career success, and to broaden our reach to serve younger and more academically diverse students.

OppNet Prep serves 160 ninth graders over the full academic year, using an adapted Career Fluency® curriculum tailored to the needs of our younger students. We meet with students weekly for afterschool workshops, and also one Saturday each month for plenary sessions. We cap off the year with a one-week summer enrichment program.

While OppNet Prep serves as a pipeline for select students who continue into our Fellows program, the primary aim is for all Prep students to build a solid foundation in college and career goal-setting and skill-building. We help students maximize the impact of other enrichment programs in their high school years, and increase their odds of success on the road to college.

“Everyone is always saying it’s junior year that’s important, but really it’s ninth grade that gives you so many opportunities. We are strong enough to start planning for our future now. I didn’t realize that was the truth until OppNet.”

MADISON LEE
OppNet Prep student and high school freshman

About the OppNet Prep Program

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MADISON LEE
OppNet Prep student and high school freshman
What are the core competencies that middle schoolers must develop from sixth grade through ninth grade to be successful in high school, college and their careers? How do you develop them? OppNet, Citizen Schools New York and Breakthrough New York are beginning a partnership to develop the nation’s first roadmap to answering these questions. By analyzing each organization’s program data, we are on our way to identifying best practices to share with others throughout the country.

THE BRIGHT FUTURES PROGRAM
The Bright Futures Program, part of the Washington D.C. Students Construction Trades Foundation, introduces middle and high school students to careers in the building industry. OppNet certified Bright Futures staff to be Career Fluency® coaches on multiple facets of our proprietary curriculum, from visualizing networks to perfecting an elevator pitch to helping students build the confidence to present themselves professionally as they transition to promising careers in construction trades.

CITIZEN SCHOOLS NEW YORK
Targeted to eighth grade students transitioning to high school and beyond, OppNet’s pioneering partnership with Citizen Schools New York has been forging a continuum of services and support over the last three years. Through this effort, OppNet has expanded the list of recruiting partners to include middle schools, and has created a stronger pipeline from middle school to our ninth grade OppNet Prep program.

GENERATION SCHOOLS NETWORK
The Generation Schools model expands learning time for students and simultaneously reduces class size in core courses. Through this partnership, OppNet is adapting and integrating our Career Fluency® curriculum within the Generation Schools model. Besides providing vital content for Generation Schools, OppNet is learning more about how to adapt our curriculum for dissemination among public schools throughout the nation.

With demand for our innovative Career Fluency® curriculum dramatically increasing, OppNet is delivering content on a much bigger scale than ever before. This is being achieved through partnerships with additional urban schools and results-driven nonprofits and thanks to the strong support of leading foundations.

Driven by our belief that all students can increase their potential to graduate from college prepared for careers, we are in conversation with more than a dozen organizations and schools seeking information on working in partnership with OppNet, and the list grows every day.

With our best-in-class curriculum, we are leading an effort to help our partners strategically integrate our Career Fluency® curriculum and build their own capacity. The goal is to achieve superior college and career outcomes for the students they serve.
Our Night of Opportunity gala, held on April 7, 2014, was our largest gala to date, raising $1.3 million and welcoming 725 friends at Cipriani Wall Street. We were thrilled to honor actors Daniel Craig and Rachel Weisz, along with Sallie Krawcheck of Ellevate Network (formerly 85 Broads) and DeMaurice Smith, the head of the NFL Players Association.

Along with their support of the Night of Opportunity, OppNet was incredibly fortunate this year to be selected by Daniel Craig and Rachel Weisz to receive major multi-year support as well as their ongoing involvement with our students.

“We wanted to work with an organization that benefits the youth of the city and helps them thrive. The Opportunity Network’s track record of helping low-income students create a path that leads them to successful careers is truly inspiring and something that Rachel and I are honored to be a part of.”

DANIEL CRAIG
Actor

“The only word I can think of to describe this night is magical … but the best thing about all of this glamour; the really good news, is that if you strip it all away, you find a jewel of an organization, one that has tremendous impact. We’re the real deal. So whatever or whoever got you into this room tonight, you are going to leave feeling proud to support us.”

Jessica Pliska
Founder and CEO

For a list of our Night of Opportunity supporters, please see page 32.
The Importance of Networking to Women’s Careers

"[Our students] are incredibly bright, incredibly talented but are sitting outside of any real professional networks. So [we’re] helping them understand that it’s about lifelong relationships – that the world turns on trusted relationships and personal connections."

Jessica Pliska
"The Importance of Networking to Women’s Careers," Bloomberg TV, April 7, 2014.

Students Need More Than Parents to Flourish

"True, Malia Obama may have the world’s best network, but using connections to find an internship shouldn’t be a privilege reserved for affluent children."

Jessica Pliska
"Here’s Why You Should Care About Malia Obama’s New Job," The Huffington Post, June 20, 2014.

Five Ways to Keep Struggling Students in College

"Getting in to college is just one part of the equation; staying is another. Only 10 percent of low-income students in college actually graduate. The Opportunity Network brought admissions officers from 17 competitive colleges together to discuss the challenge. There are good efforts under way."

Jessica Pliska

Giving Support to Students

"First-generation students enrich our campuses immeasurably. To help these students succeed, all colleges need to offer targeted support, including trained advisers, peer mentoring and forums to discuss concerns and seek help."

Jessica Pliska, Founder and CEO, and Greg MacDonald, Lafayette College
All of us at OppNet extend our warmest gratitude to our outstanding corporate and nonprofit partners, who provide classrooms and event space, as well as workshops and professional volunteers throughout the year for our students. Without such support, our work would not be possible.

CLASSROOMS
We pay special gratitude to the following partners for hosting our weekly classes as well as regular workshops. These professional offices and conference rooms have served as an aspirational class setting for hundreds of our students, over hundreds of hours this year:

• Edwin Gould Foundation
• Kirkland & Ellis LLP
• Schulte Roth & Zabel LLP
• Skadden, Arps, Slate, Meagher & Flom LLP
• Tides Foundation

WORKSHOPS, PANELS AND EVENTS
From mock interviews at Deloitte, to coding at Google, to resume writing at UBS, to field trips at HBO, we thank the following partners and the hundreds of volunteer employees who join our work by leading and sponsoring dynamic trainings and sessions for our students.

A+E Networks
American Museum of Natural History
Barclays
BET
Bonobos
Brooks Brothers
Calvin Klein
Capital One
Centerbridge Partners, LP
Centre for Social Innovation New York City
CommonBond
Council of Urban Professionals
Deloitte LLP
Deutsch Inc.
Embrace Her Legacy
Ernst & Young LLP
Facebook
Fjord Limited
Gerson Lehman Group
Goldman Sachs
Google, Inc.
HBO
Hispanic Federation
JPMorgan Chase
Kadmon
The Madison Square Garden
Marathon Ventures
NBC Universal
The New York City Bar Association
New York Genome Center
New-York Historical Society
Relationship Science
The Rockefeller University
Rubin Museum of Art
Sheppard, Mullin, Richter & Hampton LLP
STREB Extreme Action Company
Studio Museum
UBS Securities LLC

“Capital One is committed to improving access to education and financial literacy for youth. Through our philanthropic support of OppNet, as well as strategic volunteer engagement from our Capital One associates, we have been able to work with a uniquely talented group of New York City public high school students to help them achieve their goals.”

JENNIFER STREDLER
Senior Manager, Community Relations
Capital One
David Wassong
Mr. and Mrs. Paul E. Weber
Casey and Matt Weinstein
Wendy and Ira Weinstein
Wells Fargo
Debra Wicher
Cory Williams
Robert Wolf / 32 Advisors
Ian Woods and
Gigi Stone Woods
Jessica Wright
Sara Zablotsky
Friends
Jay Adya and Sireesha Katragadda
Roslyn Allison and Bert Lewen
Matthew Altman
Cate Ambrose
William Arnold
Jan and Brian Babiak
Thomas Baldwin
Benjamin Beinecke
Catheleen Benko
Adam Bernard
Courtney and David Birnbaum
Christopher Gomez Blank
Daniel Bonoff
Nissan Bourn
Mary Rogers Brenner
Nathaniel “Jake” Brenner
Edward B. Carey
Willy Chang
Eunu Chun
Chuck and Joanne Ciuni
Deborah Clifford
Elizabeth Cohen
Marjorie Cohen
Douglas Cruikshank
Katherine Cunningham
James Curry
Jennifer Danielson
James and Jody Davis
Edwin and Rita DeBono
Molly and Douglas Dell’Omo
Marjorie Derven
J.D. Diskin
Andrea Donahue
Meredith and Banks Edwards
Andrew Eck
Jonathan and Audrey Feller
Scott Freiman and Allison Fine
Kristin Galeone and
Kierstyn Thayer
Patrick Gallagher
Elisa Gaudet
Edwin Gillis
Edith Ginsberg
Leslie Gittess
Morris & Arlene Goldfarb
Family Foundation
Goldin Solutions Inc.
Lenore Goldsmith
Matthew Goldstein
Gretchen Bainbridge Goodall
Eric Grant
Cory Greenberg
Leo Greenberg
Robin Gross
Camille Gulisano-Pelaez
Dan Henninger and
Inmaculada Habiburgo
Sylvia Ann Hsu
Housman, Bloch & Elezovic LLP
Carolyn Hsu
Kim Huskey and Gary Maurer
Scott Ingram
Abby Johnston
Lucy and Mitch Kanner
Jonathan Kastellec and
Katherine Henneman
Nick and Cheryl Kaufmann
Srinivas Kaushik
Atul Khanna
Patti Kim
KKR & Co. L.P.
Kathryn Komsa
Joshua Korff
Sand Kronick and Eric Cohen
Lafayette College
Alexandra Lebenthal
Dennis H. Lebowitz
Ken and Stacy Leikam
Richard Levy, Jr.
John and Vanessa Lilly
Carol and Gregory Lindstrom
William F. Lloyd
Victoria Lopez-Negrete
Peter Lydon
Thomas Mackey
Frank Marcos
Russ Marcus
Anne McCormick
Thomas McGee
Cristina McGinniss
Peggy and Gene McQuade
Connie Merritt
Kate Miele and Ben Hedin
Kathryn Miller
Rachel and Omar Minaya
Monro Muffler Brake, Inc.
Brent and Courtney
Montgomery
Michael Mortellaro
Edward and Sharon Moses
Jonathan Nam
Lucy Newlove
Dennis R. O’Shea
Cecilia Pan
John Park
Pfizer Inc.
Luisa Pliska
Laura Pliska
John Pollack
The Prospect Hill Foundation
Jay Ptashek
Larry Quinlan
Frederic and Maria Ragucci
Josef Riemer
Jennie Ripp
Erica and Geraldo Rivera
Roberts & Haftiz, pllc
Tom and Caroline Romita
Robert L. Rosen and
Dr. Dale Atkins Rosen
Robert and Jan Rubino
Jack and Jodi Russi
Gillian Sandler
Sard Verbinnen & Co.
Marianne Schenk
Bud and Jayne Schif
Jean Schmidt
Alexandra Schwartz
Dan and Ami Schwartz
Lee Shapiro
Daniele Shelov
Andrew Singer
Gregory A. Sioris
Amanda Sloat
Joshua Soszynski
Wenke B. Thoman Sterns
Renne Stolz
Store To College
Timothy Struby
Dean Stumvoll
Sharq Thanvi
Trevor Thomas
James Tieng
Lindsay H. Tomenson
Andrew and Jennifer Tulumello
Paul Tumpowsky
Lee Vance and
Cynthia King Vance
Sophia Walter
Warn Bros. Entertainment
Monica and Andrew Weinberg
Anthony Weiss
Kenya Wells
Mr. and Mrs. Stephen T. Winn
Melinda B. Wolfe and
Kenneth D. Inadomi
In-Kind
Brooks Brothers
Diageo plc
G-III Apparel Group, Ltd.
Heineken
Jamie Wolf Jewelry
Kenneth Cole
OMEGA Watches
Tom Pliska
RR Donnelley
Uber NYC
Thank you to our 2014 donors for believing in our work and investing in the futures of our students.

<table>
<thead>
<tr>
<th>Amount Range</th>
<th>Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100,000+</td>
<td>Altman Foundation, The Hecksher Foundation for Children, The Pinkerton Foundation</td>
</tr>
<tr>
<td>$1,000 - $4,999</td>
<td>Todd and Jessica Aaron, Scott Adelson, American Endowment Foundation, Christian and Jennifer Andrews Anonymous, Aston Martin, Jason Auerbach, Cecile and Erik Baker, Christopher and Susan Birosak, Francisco L. Borges, Bruce Bozzi, Branford Chain, Inc., Jennifer Braunschweiger, Michael and Jamie Brown, Douglas Burger, Jorge Caballero, Scott and Caroline Ceniza-Levine, Donna Choma, Gary Claar, Clarion Capital Partners, Sean Coar, Mr. and Mrs. Jim G. Coulter, Paul Crisci, John Cryan, Dabrows Management LP, Daichi Sankyo, Inc., Rob Dersen, Douglas L. Dethy, Deutsch, Pam and Wayne Dewald, David DiDomenico, Bob and Nancy Downey, Alan and Harriet Dresher, Janice Ellig, Alec Ellis, Ernst &amp; Young LLP, Mike Etchandy, Andrew Falcon, Lisa and Maury Friedman, Gibson, Dunn &amp; Crutcher, Netanel Ginos, Rob and Darya Goldstein, Rik Kopelan, Jaime Kronick, Jeffrey Greenip, Emily and Michael Gutter, Whistler Trust, Norah and Brian Weinstein</td>
</tr>
<tr>
<td>$500 - $999</td>
<td>2014: A Year of Opportunity 3736</td>
</tr>
</tbody>
</table>
Allyson McDonald
Diana Wright Milkowski
Morgan Stanley
JD Moriarty
Anjan and Kay Mukherjee
Henry E. Niles Foundation, Inc.
Stacy O’Neil
Jon Oringer
James Patrick
Susan and Alan Patricof
Alex Pellegrini
Perri Peltz and Eric Ruttenberg
Leigh and Charles Penner
Eric and Linda Perlmutter
Martin and Babs Perschetz
Charles and Nancy Posternak
Wesley Powell
Sam and Kelly Powers
Sunder and Tunde Reddy
Tuck Rickards
Marc and Karen Robert
George and Linnea Roberts
The Rockefeller Foundation
Narciso Rodriguez and
Thomas Tolan
Joan Rosenbaum and John Gorham
Amanda and August Roth
Christopher Ryan
Seymour Sammell
Sandell Asset Management Corp.
Gillian Sandler
Daniel Saunders
Ted Schell
David and Jacqueline Schiro
Douglas Schloss and
Alison Holtzchue
James Schwarz
Lesley Jane Seymour
Silver Lane Advisors
Ben and Jen Silverman
Alok Singh
Sir Ivan
Steve Starker Family Foundation
Stax
Ann Beth Stebbins
Tiffany and Robert Steffens
Arlene and David Steinfield
Ehren and Colleen Stenzler
Stone, Meyer, Genow, Smelkinson & Binder, LLP
Daniel Stratemeyer
Sun Capital Partners, Inc.
Daniel Switzer and Petra Bauer
Michael and Anna Switzer
Laura Symons
Gor Ten-Grigoryan
David and Susan Tunell Fund
Matthew VanBesien and
Rosanne Jowitt
Harold Varah
John Vennema and Alexandra Neel
Alan and Beth Waldenberg
David Wassong
Mr. and Mrs. Paul E. Weber
Casey and Matt Weinstein
Wendy and Ira Weinstein
Wells Fargo
Debra Wicher
Oliver Wiener
Cory Williams
Robert Wolf / 32 Advisors
Ian Woods and Gigi Stone Woods
Jessica Wright
Sharon Wyse
Sara Zablotsney
Daria and Joe Zawadzki
Up to $999
Jay Adya and Sireesha Katragadda
Roslyn Allison and Bert Lewen
Jocelyn Alt
Matthew Altman
Cate Ambrose
American Express
Anonymous
Michael Arnold
William Arnold
Jan and Brian Babik
Howard Bailer
Thomas Baldwin
Benjamin Benecke
Laurie Beller
Cathleen Benko
Michael Bergen
Adam Bernard
Courtney and David Bimbaum
Jake and Catalina Bisenius
Christopher Gomez Blank
Daniel Bonoff
Nissan Boury
Mary Rogers Brennan
Paul Brennan and Paulo Pacheco
Nathaniel “Jake” Brenner
Matthew Brian
Nicole Burchette
Lauren Burke
Ashwin Cadambi
Edward B. Carey
Willy Chang
Suzanne Chin
Alina Cho
Eunu Chun
Cigna Foundation
Chuck and Joanne Cuni
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Marjorie Cohen
Coney Island USA
The Congregation Mishkan Israel
Nina Cortell
Douglas Cruikshank
Katherine Cunningham
James Curry
D.C. Capital
Jennifer Danielson
James and Jody Davis
Edwin and Rita DeBono
Molly and Douglas Dell’Omo
Marjorie Derven
J.D. Diskin
Andrea Donahue
Paul Downey and Hallie Beacham
Downey Kates Association, Inc.
Reinaldo Echevarria
Meredith and Banks Edwards
Debbie Eichen
Cathy Enhorn
Andrew Elick
Jeff Epstein
Emre Erkenal
David Evans
Ursula Farrell
David Feher
Jonathan and Audrey Feller
Neil Finkston
Katherine Finnegan
Stefanie Fleischmann
Linda Forman
Scott Freiman and Allison Fine
Alex Frenkel
Jason Friedman and Lisa Howard
Kristin Galeone and
Kierstyn Thayer
patrick Gallagher
Robert and Barbara Gangi
Elisa Gaudet
James Gaudet
Edwin Gillis
Edith Ginsberg
Leslie Gittess
Morris & Arlene Goldfarb Family Foundation
Goldin Solutions Inc.
Lenore Goldsmith
Lauren and David Goldstein Fund
Matthew Goldstein
Michael Goldstein
Gretchen Bainbridge Goodall
Eric Grant
Cory Greenberg
Leo Greenberg
Paula Greenman
Robin Gross
Mica Grossman
Camille Guisano-Pelayes
Peter Gyenes
Lindsay Hamlin
Tupshin Harper
Dan Henninger and
Inmaculada Habsburger
Sylvia Ann Hewlett
Housman, Bloch & Elezovic LLP
Carole and Geoffrey Howard
Carolyn Hsu
Joanne Hurtekant
Kim Huskey and Gary Maurer
Scott Inghram
Matthew Jagoda
Madeleine Johnson
Abby Johnston
JTD Productions, Inc.
Lucy and Mitch Kanter
Michael Kassan
Jonathan Kasteller and
Katharin Henneman
Nick and Cheryl Kaufmann
Srinivas Kaushik
Deborah Kempe
Tom Kennedy
Atul Khanna
SUPPORTERS FISCAL YEAR 2014 CONTINUED
**OUR PEOPLE**

<table>
<thead>
<tr>
<th>Board Member</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marc Weingarten and his wife Rita</td>
<td>Host OppNet Fellows at their office</td>
</tr>
</tbody>
</table>

**BOARD OF DIRECTORS**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jessica Pliska</td>
<td>Founder and CEO</td>
</tr>
<tr>
<td>Jason Wright</td>
<td>Chairman of the Board</td>
</tr>
<tr>
<td>Scott Ostfeld</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Marc Weingarten</td>
<td>Secretary</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sean Cohan</td>
<td>Executive Vice President, International A+E Networks</td>
</tr>
<tr>
<td>Elizabeth Collins</td>
<td>Senior Vice President, Business Development, The Madison Square Garden Company</td>
</tr>
<tr>
<td>Michael MacDougall</td>
<td>Chairman Emeritus, Partner, TPG Capital, L.P.</td>
</tr>
<tr>
<td>Elizabeth Nieto</td>
<td>Global Chief Diversity and Inclusion Officer, MetLife, Inc.</td>
</tr>
<tr>
<td>Nik Nunes</td>
<td>Managing Director, Strategic Investment Partnerships, General Electric Company</td>
</tr>
<tr>
<td>Paul Schnell</td>
<td>Partner, Skadden, Arps, Slate, Meagher &amp; Flom LLP</td>
</tr>
<tr>
<td>Gigi Stone Woods</td>
<td>TV Journalist/On-Air Host, CBS News</td>
</tr>
<tr>
<td>Jack Sullivan</td>
<td>Chairman and CEO, Broadway Video</td>
</tr>
<tr>
<td>Brian Weinstein</td>
<td>Founder and Chairman Emeritus, Head of Corporate Finance, Creative Artists Agency</td>
</tr>
<tr>
<td>Chester “Chet” Wood</td>
<td>Partner, Deloitte LLP</td>
</tr>
</tbody>
</table>

**STAFF**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kierstyn Thayer</td>
<td>Director of Development</td>
</tr>
<tr>
<td>Katey Brady</td>
<td>Communications Coordinator</td>
</tr>
<tr>
<td>Jonelle Carrera</td>
<td>Development and Events Coordinator</td>
</tr>
<tr>
<td>Janine Cibellis</td>
<td>Assistant Director of Development</td>
</tr>
<tr>
<td>Sarah Donnelly</td>
<td>Senior Manager of College Guidance</td>
</tr>
<tr>
<td>Emmanuel Moses</td>
<td>Manager of College Access Partnerships</td>
</tr>
<tr>
<td>James Nadeau</td>
<td>Associate Director of Programs</td>
</tr>
<tr>
<td>Megan Nestor</td>
<td>Program Manager</td>
</tr>
<tr>
<td>Ray Reyes</td>
<td>Director of Internships and Career Success</td>
</tr>
<tr>
<td>Eric Santiago</td>
<td>Program Assistant</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edsel Batucan</td>
<td>College Guidance Coordinator</td>
</tr>
<tr>
<td>Petra Bebas</td>
<td>Development Manager</td>
</tr>
<tr>
<td>Katey Brady</td>
<td>Communications Coordinator</td>
</tr>
<tr>
<td>Jonelle Carrera</td>
<td>Development and Events Coordinator</td>
</tr>
<tr>
<td>Emmanuel Moses</td>
<td>Manager of College Access Partnerships</td>
</tr>
<tr>
<td>James Nadeau</td>
<td>Associate Director of Programs</td>
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<tr>
<td>Megan Nestor</td>
<td>Program Manager</td>
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<tr>
<td>Ray Reyes</td>
<td>Director of Internships and Career Success</td>
</tr>
<tr>
<td>Eric Santiago</td>
<td>Program Assistant</td>
</tr>
<tr>
<td>Sarah Donnelly</td>
<td>Senior Manager of College Guidance</td>
</tr>
</tbody>
</table>
Thank you to Chet Wood, Partner, Deloitte LLP and OppNet Board member, for believing in our work and championing our cause.

We are so grateful for Deloitte LLP’s generosity, which includes:

- Annual report editing, design and printing
- Classroom meeting space
- Internship placements
- Pro bono counseling
- Volunteers

Your support helps our students dramatically change the course of their futures.

“I feel fortunate to see firsthand the transformative impact of OppNet year-over-year for each and every one of its students. I am proud to lend both my leadership and personal support as a member of the Board, and I’m grateful for the strength and value of the partnership between Deloitte and OppNet. We are committed to helping OppNet continue to level the playing field for so many talented young people.”

CHET WOOD
Partner
Deloitte LLP
### The Opportunity Network Statement of Financial Position as of August 31, 2014

#### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>826,928</td>
</tr>
<tr>
<td>Contributions Receivable</td>
<td>223,860</td>
</tr>
<tr>
<td>Other Receivables</td>
<td>38,965</td>
</tr>
<tr>
<td>Prepaid Expenses and Other Assets</td>
<td>74,864</td>
</tr>
<tr>
<td>Property and Equipment, Net</td>
<td>3,601</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>1,168,218</td>
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</tbody>
</table>

#### Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tr>
<td>Liabilities:</td>
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<tr>
<td>Accounts Payable and Accrued Expenses</td>
<td>27,000</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td>27,000</td>
</tr>
<tr>
<td>Net Assets:</td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>960,218</td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>181,000</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>1,141,218</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>1,168,218</td>
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#### Five Year Revenues

<table>
<thead>
<tr>
<th>FY2010</th>
<th>FY2011</th>
<th>FY2012</th>
<th>FY2013</th>
<th>FY2014</th>
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<tbody>
<tr>
<td>934,994</td>
<td>1,050,682</td>
<td>1,313,941</td>
<td>1,895,216</td>
<td>2,667,644</td>
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</table>

### The Opportunity Network Statement of Activities for the Year Ended August 31, 2014

#### Public Support and Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>Contributions</td>
<td>979,635</td>
<td>201,000</td>
<td>1,180,635</td>
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<tr>
<td>Special Events Income, Net of Direct Expenses</td>
<td>1,001,237</td>
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<td>1,001,237</td>
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<tr>
<td>Program Income</td>
<td>205,750</td>
<td></td>
<td>205,750</td>
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<tr>
<td>In-Kind Contributions</td>
<td>277,147</td>
<td></td>
<td>277,147</td>
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<tr>
<td>Interest and Other Income</td>
<td>2,875</td>
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<tr>
<td>Net Assets Released From Restrictions</td>
<td>141,803</td>
<td>(141,803)</td>
<td>0</td>
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<tr>
<td><strong>Total Public Support and Revenue</strong></td>
<td>2,608,447</td>
<td>59,197</td>
<td>2,667,644</td>
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#### Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
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<tbody>
<tr>
<td>Program Services</td>
<td>1,543,818</td>
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<td>1,543,818</td>
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<tr>
<td>Supporting Services:</td>
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<td></td>
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<tr>
<td>Management and General</td>
<td>259,759</td>
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<td>259,759</td>
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<tr>
<td>Fundraising</td>
<td>503,475</td>
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<td>503,475</td>
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<td><strong>Total Supporting Services</strong></td>
<td>763,234</td>
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<td>763,234</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>2,307,052</td>
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#### Change in Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
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<tr>
<td>Change in Net Assets</td>
<td>301,395</td>
<td>59,197</td>
<td>360,592</td>
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#### Net Assets – Beginning of Year

<table>
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<tr>
<th>Description</th>
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<tr>
<td>Net Assets – Beginning of Year</td>
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#### Net Assets – End of Year

<table>
<thead>
<tr>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Net Assets – End of Year</td>
<td>960,218</td>
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</tbody>
</table>

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