



BRIEF

PROGRAM EVALUATION

Prepared for:

AngelStreet

By:

Data Driven Consulting & Solutions *DBA*
ITÀN

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Data Strategist: Monique O. Ositelu PhD

SERVICES &

ABOUT ITÀN

ITÀN (*ee-tahn*) is a Yoruba term for *story*. Our founder, Dr. Monique O. Ositelu, comes from a rich Nigerian lineage of storytellers – where she applies the art of storytelling to data. ITÀN is an innovative data-consulting firm that uses data analytics to enhance non-profits' and educational institutions' targeted outcomes by curating meaningful and actionable strategies.

What Do We Do?

We help clients tell their stories with data by assessing existing programs, practices and interventions using the highest research standards. We empower our clients to leverage their data (big or small), to turn detailed data analysis into useful strategic insights.

Our Framework

We use a client-focused, collaborative approach to help clients harness the benefits of data through data storytelling with immediate and applicable solutions.



Data Analysis

Includes but not limited to: program evaluation, survey development, predictive analysis and snapshot analysis of current organizational outcomes.



Data Storytelling Masterclass

We provide interactive and engaging webinars, masterclasses and 5-week coaching programs to unlock participants' data storytelling skills.



Keynote Talks

Our signature talks:

- ~Intersectionality of race, equity and higher education policy
- ~Intersectionality of race, higher education and sports

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BRIEF

OVERVIEW

Purpose: Using the 2021 AngelStreet Student Survey, provide a snapshot of participation in AngelStreet programming (Choir, Flock of Angels, & Power Partners); evaluate the participation in these programs in improving the five Angel outcomes; and offer strategies to direct resources for recruitment, participation/retention and program development.

Goal: To provide AngelStreet with data-driven insights to continue developing student-centered programming for North Memphis youth.

From ITÀN's previous [value-added analysis](#), AngelStreet fills a significant gap in youth programming within the North Memphis community by providing young girls access to the arts. In an all-girls environment, including an all-female staff, students between grades 3 to 12 have access to high-quality arts programming. These programs primarily include Choir, Flock of Angels and Power Partners.

AngelStreet started as a choir-based program in 2013, offering participants membership into the choir to rehearse and regularly perform at special events, businesses, churches and conferences. From our 2021 Student Survey, Choir is by far the most popular program offered by AngelStreet, with 100% of the girls who responded to the survey actively participating.

Over the years, AngelStreet has begun offering additional programming, one of which is Flock of Angels (FLOCK). FLOCK is a Christ-centered program originally offered to middle school students, providing an opportunity for girls to learn about themselves with engagement from guest speakers, field trips, discussions and

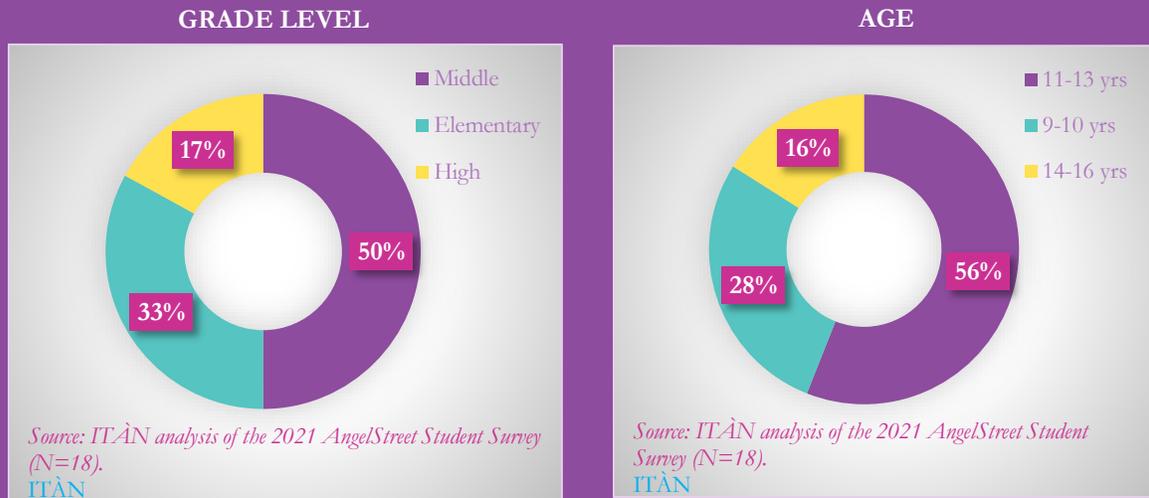
healthy self-reflection. Because of the global health pandemic, AngelStreet has broadened the program to include girls from all grade levels. From our survey results, FLOCK is a highly favored program amongst participants, where 7 in 10 girls actively participate.

The Power Partners program is not as popular among students – with about 4 in 10 girls actively participating. Nevertheless, Power Partners has the potential to complete the triangle of holistic programming by offering girls a space to build equitable, encouraging and empowering relationships through mentorship with powerful women of the Memphis community.

Who Participates?

From our 2021 Student Survey results, AngelStreet primarily serves middle-school students between the ages of 11 to 13 years old. A third of the girls are in elementary school (3rd to 5th grade) and about 1 in 4 are in high school (*see Figure 1 below*).

Figure 1 | More than Half of Angels are in Middle School & are Ages 11 to 13 Years Old



Does Participating in Programming Improve Angel Outcomes?

In efforts to develop outcomes-based programming, AngelStreet implements five Angel outcomes:

1. Confidence
2. Sisterhood
3. Leadership
4. Courage
5. Love

In students meeting these metrics, AngelStreet is fulfilling their mission of mentoring girls through musical training and uplifting them to understand their value, discover their purpose and serve as creative leaders.

Does Choir Improve Angel Outcomes?

The majority of Angels acquire each of the five targeted outcomes after participating in Choir. The specific contributing factors that lead students to successfully achieve each of the five outcomes are not explored in this analysis, but we anticipate a contributing factor is the high-level of engagement, as all students actively participate in choir.

Does FLOCK Improve Angel Outcomes?

Of the students who participate in FLOCK, the majority of participants acquire primarily confidence, sisterhood and love. An overwhelming majority (92%) believe they have a sisterhood after participating in FLOCK. This is a critical finding as the structure of small intimate discussion groups may cultivate trusting relationships among peers and caring adults.

Yet, it is important to highlight areas for future growth in FLOCK. Future programming could aim to increase leadership skills and courage for more participants. It is especially important for future program development to focus on enhancing leadership traits as FLOCK gives opportunity for increased small-group engagement. Small-group engagement is ideal for cultivating leadership qualities in a less intimidating scenario compared to Choir where the group is larger.

Does Power Partners Improve Angel Outcomes?

In the theme of continuous improvement, Power Partners calls for a concerted effort to help students meet the five metrics. There is room to increase participation and retention in Power Partners as well as room to increase Angel outcomes for students who currently participate. Where a little more than half of Power Partner participants acquire at least one of the five outcomes, another half of active participants in the program do not.

While it could be doubted that all three programs can realize all five outcomes, it can not be doubted that AngelStreet must try. This can be done by each program focusing on specific metrics, using the survey data as a guide. This starts by internally reflecting on which outcomes are most relevant to the program and curating activities to develop those traits. Using the results of this brief, AngelStreet can focus on improving outcomes that are lacking in specific programs or maximizing outcomes that are unique strengths to individual programs. Either option should align with AngelStreet's mission and avoid elevating specific outcomes at the expense of negating the others. In the *Strategic Insight* section at the conclusion of the brief, we will

explore this holistic approach in more detail.

Five Ways to Increase Participation & Programmatic Impact

We conclude the brief with five strategies to help AngelStreet continue to develop student-centered programming and decide where to direct resources and fundraising efforts. The five strategies are as follows:

- Increase awareness of the types of activities offered across the three programs.
- Develop a well-informed recruitment strategy across community partners.
- Implement targeted recruitment into FLOCK and Power Partners to a specific subset of Angels.
- Develop a plan to adequately address challenges that inhibit students from actively participating in FLOCK and Power Partners.
- Curate a holistic approach in future program development to ensure students meet each of the Angel outcomes.

These five strategies will help AngelStreet increase participation and retention, as well as improve in students meeting the Angel outcomes. The brief concludes with a map of pathways to guide AngelStreet's implementation of these strategies.

OUR APPROACH

AngelStreet partnered with ITÀN to do a deep dive analysis of participation rate, student retention and improving Angel outcomes across the three primary programs (Choir, FLOCK and Power Partners). ITÀN created a 13-item survey to gather data on students' experiences, perceptions and beliefs.

The survey collected information along age, grade-level, students' program awareness, recruitment strategies, retention, levels of participation, challenges to actively participate, programs of interest, highly-favored programs, reasons students participate, whether programs meet the five Angel outcomes and areas for future community collaboration.

The survey was distributed March 2021 initially as a pilot survey to select students and then a revised version was released later that month to a larger sample of students. Of the 36 participants in AngelStreet, 18 students completed the survey, with 17 completing it in its entirety. To interpret results that reflect the experiences, perceptions and beliefs of all 36 Angels, a statistical sampling weight is used in the analysis.

To inform
AngelStreet's
future
program
development
and
allocation
of
resources,
the Brief is
guided by
three
overarching
goals:



Project Goal #1

Identify how students are recruited into AngelStreet & whether the forms of recruitment effect students' participation, retention and awareness of the different types of programming available.



Project Goal #2

Evaluate whether participating in the three programs (Choir, FLOCK and Power Partners) help students meet the targeted Angel outcomes.



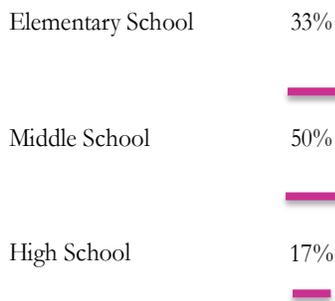
Project Goal #3

Understand which programs are highly favored among students and which programs students would be interested in if specific challenges that inhibit their participation were addressed.

SEE THE DATA

Although AngelStreet programming is available for grades 3 to 12, the non-profit primarily serves middle school youth. Overall, half of AngelStreet participants are in middle school, with a little over a third in elementary school and the remaining 17% in high school. The figures below show the grade level of participants across each program.

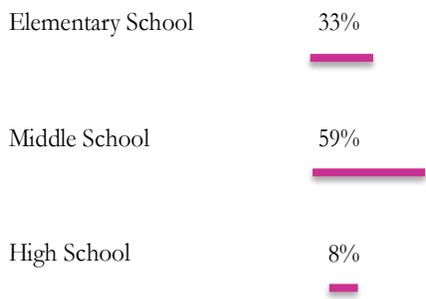
Participation in Choir by Grade Level



Choir

Since all the girls who completed the survey all participate in Choir, the participation by grade level is the same as the overall AngelStreet participation.

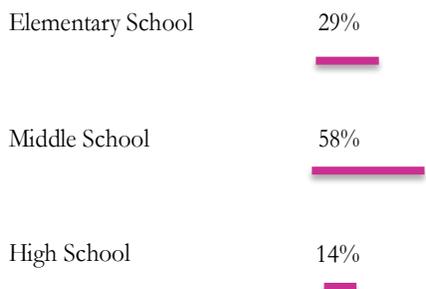
Participation in FLOCK by Grade Level



FLOCK

Of the 70% of girls who actively participate in FLOCK, most (59%) are in the originally targeted grade-level of middle school. About 1 in 3 are elementary school and less than 10% are in high school.

Participation in Power Partners by Grade Level



Power Partners

Of the 42% of Angels who actively participate in Power Partners, more than half (58%) are in middle school. About a third are in elementary school and the remaining 14% are in high school.

Participation & Retention

The survey also evaluates students' level of participation in each of the three programs: Choir, FLOCK and Power Partners. The level of participation is evaluated across two categories of active and inactive. See Table 1 below:

Table 1 | While All Girls are Active Participants in Choir, Many are Inactive in FLOCK & Power Partners

	Choir	FLOCK	Power Partners
Active (weekly/biweekly)	100%	70%	42%
Inactive (monthly/rarely/ never)		30%	58%

Source: ITÀN analysis of the 2021 AngelStreet Student Survey on students' participation in programming.

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The survey also evaluates whether students who at least rarely participate in either of the programs are retained. A student who is *retained* is defined as a student who has participated at least one year. Anything less than a year is denoted as *not retained*. See Table 2 below:

Table 2 | While Retention of Girls in Choir is Relatively High, Less than 10% of Girls Who Participate in Power Partners are Retained

	Choir	FLOCK	Power Partners
Retained (at least 1 year)	89%	30%	6%
Not Retained	11%	59%	50%

Note: Percentages may not sum to totals because of rounding and students who never participated in programming are not displayed in the graphic. 12% of girls have never participated in FLOCK and 44% have never participated in Power Partners. One in three girls who are retained in Choir have participated for more than two years. However, none of the girls are retained for more than two years in FLOCK or Power Partners. Participants of FLOCK and Power Partners are primarily new or stop participating after their second year.

Source: ITÀN analysis of the 2021 AngelStreet Student Survey on students' retention in programming.

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STUDENT SURVEY RESULTS

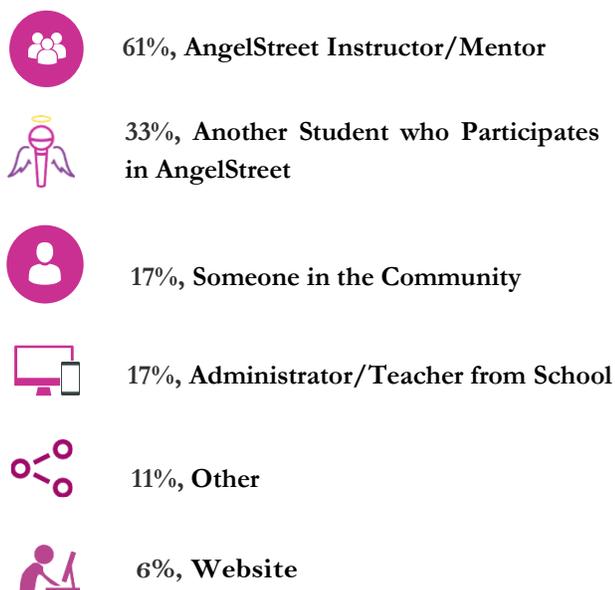


Project Goal #1

Identify how students are recruited into AngelStreet and whether the forms of recruitment have an effect on students' participation, retention and awareness of the different types of programming available.

We asked students how they heard about at least one of the three programs (Choir, FLOCK and/or Power Partners). The majority (61%) of students say they heard about AngelStreet directly from an AngelStreet Instructor/Mentor (*see Figure 2 below*).

Figure 2 | Recruitment Strategies



Note: Percentages may not sum to totals because students can select all that apply.

Source: ITÀN analysis of the 2021 AngelStreet Student Survey on recruitment pathways into AngelStreet.

Program Awareness

We then asked students whether they are aware of the activities students participate in for each of the three programs. Unsurprisingly, all of the girls are knowledgeable of the types of activities offered in Choir. Although only 70% of Angels participate in FLOCK, almost all (94%) are aware of the type of activities students engage in from participating in FLOCK. However, only 59% of the girls are aware of the type of programming offered in Power Partners, while about 4 in 10 students are unaware (*see Figure 3 below*).

Figure 3 | Few Students are Unaware of FLOCK, Yet Many are Unaware of Power Partners



Source: ITÀN analysis of the 2021 AngelStreet Student Survey on students' awareness of program activities.

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Students Recruited by “Other”

The survey data reveals that students recruited into AngelStreet by alternative methods other than an AngelStreet mentor or instructor, a teacher or administrator from their school, another student who participates in the program, the website, or someone in their community – are less likely to be aware of the activities offered in FLOCK. In addition, those recruited by “other” recruitment strategies are less likely to be retained in AngelStreet beyond their first year. Unfortunately, due to limitations of the survey questions as primarily close-ended, we do not know what those “other” recruitment methods are.



Linking Recruitment Methods to Participation & Retention

The survey data also reveals students who discovered AngelStreet from the website are more likely to be retained in FLOCK. This is an important finding as the [website](#) explicitly lists the different types of programs offered. Other recruitment strategies, such as word of mouth, may not explicitly differentiate the different types of programs offered and the benefits from participating. It is feasible to suggest that the other recruitment strategies are not discussing the different types of programming in a similar format as the website.

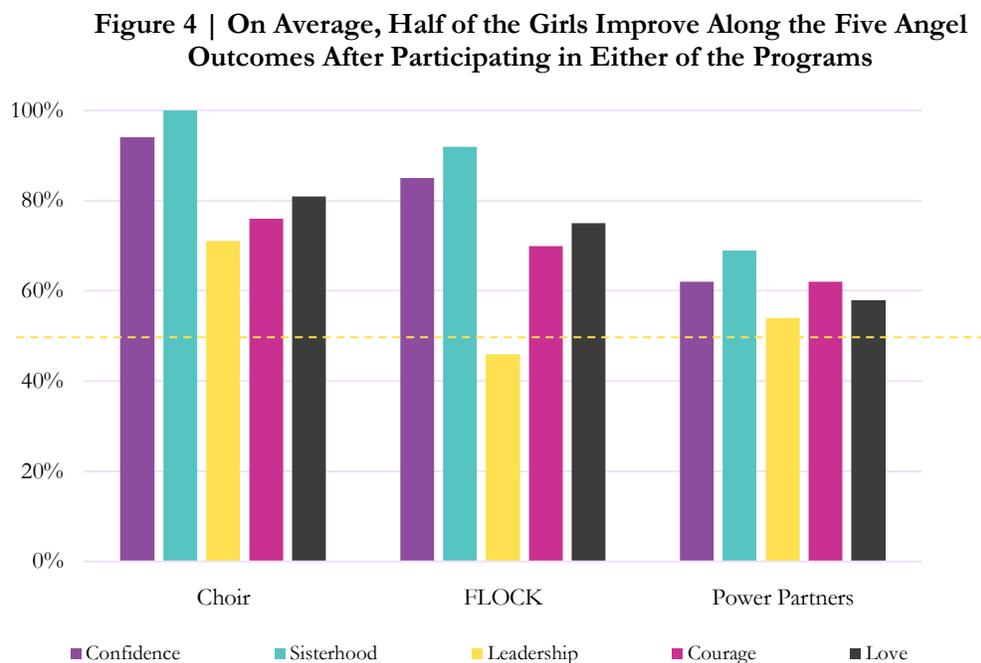
Students who are inactive in FLOCK or Power Partners and are unaware of the activities offered, they are less likely to be recruited by an AngelStreet mentor or instructor. Yet, it is more likely these students are recruited by someone in the community. This finding suggests that those in the community are most aware about Choir from its' presence at community events and are less aware of the other types of programming provided internally. Therefore, when someone from the community tells a girl about AngelStreet, they primarily focus on Choir rather than the other two programs.

EVALUATE THE FIVE ANGEL OUTCOMES



Project Goal #2

Evaluate whether participating in the three programs (Choir, FLOCK and/or Power Partners) help students meet the targeted Angel outcomes.



Source: ITÀN analysis of the 2021 AngelStreet Student Survey on students' improvement along the five Angel outcomes.
ITÀN

Where Choir addresses all five Angel outcomes for the majority of participants, the other two programs can narrow in on a few subset of metrics – maximizing the unique interactions embedded in FLOCK and Power Partners. Strategies to do this are discussed in the *Strategic Insight* section of the brief.

STUDENTS'

FAVORITE PROGRAMS



Project Goal #3

Understand which programs are highly favored among students and which programs students would be interested in if specific challenges that inhibit their participation were addressed.

Half (53%) of the Angels rank Choir as their favorite program and 43% rank FLOCK as their favorite. Unfortunately, because of the low participation in Power Partners compared to the other two programs, there are not enough responses to draw conclusions about high or low rankings of Power Partners. In addition to the low participation in Power Partners, this was the program students knew least about. Therefore, we advise AngelStreet to work on increasing awareness and participation in Power Partners and then at a later date re-evaluate this ranking once those two factors are properly addressed. This will allow AngelStreet to gauge a better understanding of the most favored programs to continue to create student-centered programming.

Although FLOCK and Power Partners are not as highly ranked as Choir, there is significant student interest in these programs. Of the inactive students, almost half (44%) would like to participate in FLOCK and more than half (56%) would like to participate in Power Partners. However, these inactive students encounter challenges that inhibit them from participating in these programs. Below are the barriers to participating in programs outside of Choir. Properly addressing these challenges could lead to significant increases in FLOCK and/or Power Partner participation (*see Table 3*).

TABLE 3 | Barriers to Participating in FLOCK and Power Partners

Challenges	Percentage
Other	50%
I do not know what the program is about	30%
I do not have transportation	20%
The program is not offered for my grade level	20%
I have too much homework	20%
The program is not interesting or useful to me	10%

Note: From the prepopulated responses, none of the students believe the time of the program is an inconvenience nor do they have conflicting afterschool activities. Percentages do not sum to totals because students can select all that apply. Source: ITÀN analysis of the 2021 AngelStreet Student Survey on students' challenges to participate. ITÀN

STRATEGIC INSIGHT

This section of the report applies the survey findings to guide AngelStreet with data-driven strategies.

Applying the Five Key Strategies To Efforts Around Recruitment, Participation/Retention and Program Development



Recruitment

- Inform the North Memphis community and AngelStreet's community partners of program options and each program's unique benefits



Participation/Retention

- Increase student awareness of program options
- Redirect internal recruitment efforts to inactive students
- Adequately address challenges to participating



Program Development

- Use Choir as a gateway to generally help students improve along the five outcomes
- Use FLOCK & Power Partners to focus on specific outcomes

Recruitment

Survey results show that 2 in 5 girls are recruited into AngelStreet by methods other than an AngelStreet instructor/mentor. This reveals that the North Memphis community finds value in AngelStreet programming to refer girls. However, the survey also shows students recruited by the community are less likely to participate in FLOCK and/or Power Partners. Therefore, it is critical to make sure your community partners are fully aware of the different types of programming offered.

For example, when performing at community events, hand out flyers or QR codes that list the different types of programs offered similar to the format on AngelStreet's website. The data shows that the format on the website is highly correlated to both participation and retention in FLOCK (*see strategic map below*).

Participation/Recruitment

The primary reason for low participation in Power Partners is due to students not knowing what the program is about. Our pilot survey discovered that students are not aware of the benefits from participating in FLOCK and Power Partners because they experience such rich programming in Choir (evident in most students meeting the five Angel outcomes). This is a relatively quick fix with a launch of a program

ANGELSTREET'S STRATEGIC MAP

Supporting Youth Engagement in the Arts

Interventions: Information Campaign, Focused Recruitment Efforts, Remove Barriers

ACTIVITIES:

- ~ QR Codes on Flyers Detailing Program Offerings
- ~ Talk with Community Partners about All Programs
- ~ Direct Recruitment Resources to Inactive Students
- ~ Provide Transportation
- ~ Inform Students about Various Program Offerings (e.g. *inform students that FLOCK is now available to all grade levels*)
- ~ Increase Intensity of Recruitment Efforts because Inactive Students Reported They Do Not Have Other Afterschool Commitments

Interventions: Information Campaign, Student-Centered Programming, Remove Barriers

ACTIVITIES:

- ~ Hand out Flyers Detailing Programs
- ~ Expand Internal Program Curricula Aligned with Students' Interests (e.g. *music production*)
- ~ Collaborate with Community Organizations to Partner on Program Activities Aligned with Students' Interests (see *Appendix*)
- ~ Provide Consistent Transportation (especially those attending charter schools)

Interventions: Holistic Program Development, Re-evaluate Metrics, Intermittent Evaluations

ACTIVITIES:

- ~ Use FLOCK & Power Partners to Focus on a Subset of Outcomes Unique to Each Program
- ~ Intermittently Re-evaluate Definition of Angel Outcomes and Assess Student Outcomes Annually

Goal:
Increase Participation

Goal:
Increase Retention

Goal:
Improve Angel Outcomes

awareness campaign. Use this campaign to inform both your students and community partners on what these programs are about, the unique activities associated with each program and the benefits from participating.

Focusing on most extreme cases tend to result in drastic change. This is evident in the research literature on improving student outcomes. In our case, AngelStreet should redirect resources to increase participation in the two programs by focusing on inactive students (those who participate monthly, rarely or never).

The results show that half of inactive students are interested in these programs but many do not participate due to challenges. For example, students who lack transportation to participate in FLOCK and/or Power Partners are more likely to have heard about AngelStreet from a teacher or

administrator at their school. As many AngelStreet feeder schools (primarily charter schools) enroll students who live outside of the North Memphis area, potentially finding transportation multiple times per week for additional programs is a challenge. However, by recruiting students who live within the North Memphis community and providing transportation across all programming, AngelStreet can anticipate an increase in participation in FLOCK and Power Partners (see *the strategic map*).

Program Development

Using a holistic programming approach to meet Angel outcomes is an ideal strategy to organically improve outcomes that are a byproduct of each unique program (see *the strategic map*).