



Divergence Academy's Outcomes Report

Data for Divergence Academy's Full-Time Programs That
Ended Between September 1, 2020 and August 31, 2021.

Table of Contents

Overview	1
About Divergence Academy Immersive Courses	1
About the Outcomes in This Report	1
Time to Outcome	2
A Note from Our President & Founder	3
A Note from Our Director of Career Services	4
Why (and How) We Create This Report	4
About Career and Placement Services (CAPS)	6
A Note from our Placement Specialists	8
Into Our Student Success Department	10
Inside the Department of Student Success	10
What Does a Student Success Advisor Do?	10
About Divergence Academy	11
Inside Divergence Academy: Admissions Process	11
Inside the Divergence Academy Classroom Experience	13
Mindsets and Behaviors	13
Individualized Experience & Outcomes	13
Active Learning	14
Language-based Learning	14
How We Set Our Learners Up for Success	15
Our Latest Data Outcomes and Demographics	16
Our Outcomes	16
Our Community	16
Financing	19
What's Next: Looking towards the Future	20
Makerspace	20
Reverse Lunch & Learns	20
Independent Accountants' Review Report	21

Overview

Divergence Academy is the leading vocational trade school for emerging tech in the DFW metroplex, helping career-changers transition to land jobs in cybersecurity, data, cloud, and information technology. In the last five years, our learners have landed internships, apprenticeships, and jobs at some of the top organizations in the nation..

We are listed among Inc5000's Fastest-Growing Companies and Newsweek's Best Coding Schools. Our greatest honor is to serve those who have served our country and our most treasured recognition is the HIRE Vets Medallion awarded as of November 2021. As we enter a new year, we reinforce our commitment to helping veterans find meaningful employment.

About Divergence Academy Immersive Courses

Participants in Divergence immersive training programs complete 400 hours of training, led by seasoned industry practitioners with subject-matter backgrounds.

Divergence Academy learners also work with dedicated career service specialists to build their personal brand. This includes crafting professional resumes, job applications, salary negotiations, and interview prep. Learners are also coached on LinkedIn profile optimization, network building, and leveraging their military leadership experience; these adjacent services enable our students to succeed in today's marketplace—both to land a job and climb the corporate ladder by working well with others and performing within teams.

About The Outcomes In This Report

This report includes outcomes data for learners who participated in programs that ended between September 1, 2020, to August 31, 2021. Of 302 learners, 266 graduated from their respective programs, and 218 participated in our Career Services program.

During this period, 81.95% of Divergence graduates participated in a full-time job search. Of those job seeking, 64.22% secured a job in their field of study after completing a Divergence immersive course. 90.00% did so within six months. An additional 10.00% accepted a job offer after 180 days.

Divergence Academy graduates secure jobs at top companies across sectors including TEKsystems, TDS Telecom, VIP Clouds, NTT Data, Northrop Grumman, Toyota North America, Chase Bank, AT&T, CGI, the Army Airforce Exchange, Elevate, Susan G. Komen Foundation, Microsoft, Pack and Fresh, the Department of the Interior, Signify Health, Pride Global, and more.

Time To Outcome

The majority of full-time job seekers who landed an opportunity in their field of study at Divergence Academy took less than 180 days to achieve an outcome. Only 9.29% did so after 180 days but before 365 days.

Companies who have hired multiple Divergence graduates



Companies who have hired at least one Divergence graduate



A Note from our President & Founder

At the Academy, as in my personal life, some events were deliberate, while others were happenstance. Nearly two years ago, Divergence Academy shifted to a remote (distance learning) model because of the pandemic. Far from a deliberate strategic priority. However, the investments we made in 2021 to make remote learning great, have resulted in greater opportunities for our learners.

Learning from feedback and applying the best of our lessons from the COVID-19 epidemic was a net positive for all of us at Divergence. I couldn't be prouder of my team and all their accomplishments. Our journey required perseverance and resilience to meet our goal—to help our students accomplish happier and healthier livelihoods. Despite many long days and weeks, we have more than accomplished our task of talent placements.

2021 was truly a year of achievements and recognition. First, we graduated 400 students. Of those 400, 75% of our Data Science graduates and 60% of our Cybersecurity graduates found meaningful employment. Additionally, two Department of Labor-registered apprentices started their roles—Cybersecurity Operations Technician and Business Intelligence / Data Analyst—at Divergence Academy within this reporting period. With revenue growth of over 867% in three years, we debuted on Inc. 5000's fastest-growing private companies, ranking 556 on this esteemed list. However, what we are most proud of was being awarded the HIRE Vets Gold Medallion from the U.S. Department of Labor for our continuous efforts and commitment to veteran hiring, retention, and professional development. We celebrated this honor with local Congress and city council representatives during Veterans Day week, along with the launch of my latest book, *Hackers and Heroes: How Everyone can Participate in the Tech Economy*.

Within Product & Program Development, we released two new programs: Cloud Engineering Immersive and Security Operations Management Immersive. We continued to innovate our paid-internship program called Bowsprit and increased our Employer Partner Network by over 400 companies. To provide prospective learners greater access to our training, new funding options were added to our roster, such as the Veteran Rapid Retraining Assistance Program (VRRAP) and a new Income Share Agreement provider—Leif.

We are excited for what comes next—with renewed 2022 focus on making it easier for our Employer Partners to receive our graduates into in-demand Information Technology jobs. These Talent Solutions include co-paid internships, apprenticeships, Hire-Certify-Deploy, and Train to Hire. On the training side, we are in the development stages for the Network Engineering and Software Engineering Immersive programs.

The Future of Work and the Future of Education are shape-shifting as I write this. I believe that the foundational work – strategies and philosophies - for future economic opportunities are being developed by every organization across the world. Over the next 5 years, we will have many paths and many destinations. In the relational data model, many-to-many table relationships are resolved through a Junction table. We do not have a Junction yet.

While the pandemic continues, we can do more than passively hope the vaccine will allow life to return to normal. At Divergence Academy, we've given up on "returning to normal" and have fully embraced what is. Though our complex 8-year journey has come with a few inflection points, pivots, and natural growth pangs, one thing has held steady: our mission and commitment to what is truly meaningful—empowering every student with their own unique "career transition" toolbox. This toolbox encompasses everything from intentional career-building strategies to technical skills, real-world experience to confidence.

We at Divergence Academy wish all our instructors, learners, and employer partners the very best of 2022. May we all continue to do our part to leave this world a brighter place than we found it.

Sravan Ankaraju
CEO and Founder
Divergence Academy

A Note from our Director of Career Services

Why (and How) We Create This Report

Since launching our first academic program in 2014, Divergence Academy has evolved to meet the needs of our changing learner demographic, their career goals, and the demands of today's technical workplace. Divergence is committed to measuring the success of our graduates in the form of job placement outcomes.

Most learners who come to Divergence Academy do so for one reason: to land a job in a high-tech career. We intend to make sure that we develop rigorous, consistent ways to measure outcomes going forward, since what counts as a successful job placement can be highly subjective.

Divergence has served several hundreds of learners in the past few years, and we recognize that it is crucial to establish easy-to-understand standards that reflect our graduates' career goals and to ensure that our graduates gain a return on their investment.

As our programs and the number of learners continue to grow, we recognize the importance of getting our outcomes data validated by a third party. In 2021, Divergence Academy made an important decision to work with Sutter Frost Cary (SFC) to develop our outcomes framework and validate our first Outcomes Report. This certified public accounting (CPA) firm performs necessary audits that are required to validate our outcomes data.

Before we could start to benchmark our data, we had to establish a framework that clearly outlines what "counts" as job placement. We started with the General Assembly open framework and added the outcomes definitions set by the Texas Workforce Commission (TWC) to develop our process.

Every year, our data will be evaluated by SFC. Here's how that process works:

First, we compile the data. In real-time, our Career and Placement Services (CAPS) team captures data from the job search of each graduate. We believe it is critical that every single student who enrolls is represented in the report, even if they choose not to participate in the Career and Placement Services available to all Divergence learners. We benchmark outcomes rates starting at the point that a learner graduates and measure them at the six-month mark.

Second, we apply the data to our framework. During this step, we analyze the data and build the report. We involve a great number of stakeholders in creating the report, including Academics, Admissions, CAPS, Marketing, and executive leadership. This ensures that Divergence delivers a report that makes sense to our prospective learners and supports our mission to help individuals transition into meaningful employment.

Third, Divergence submits our final report and data set to SFC. They review the numbers and perform assurance procedures over the Learner Outcomes and Demographics. During this process, SFC reviews our detailed processes and systems used for measurement and data collection. They also have Divergence provide evidence that learners are meeting graduation and outcome requirements.

■ ■ ■

Finally, we will receive the auditor's letter. Once Divergence has met all of the needs for SFC's review, they provide us with an assurance statement that the metrics are in accordance with the criteria established in our framework. Our framework can be seen in the Independent Accountants' Review Report on page 24.

Much goes into this process but having an independent accredited third-party review of our data ensures that Divergence Academy provides potential learners with transparent, verified facts. This helps them decide how to best invest their time and money in their education and career journey.

We know that deciding to attend and successfully complete a program at Divergence Academy is a big investment. As such, it is worth our time and resources to work with the best and ensure that individuals are empowered to make sound, informed choices for a positive return on their investment.

Dauphne Maples

Director of Career Services
Divergence Academy

About Career and Placement Services (CAPS)

In June of 2020, Divergence Academy made a firm commitment to our learners by creating our Career Services department. We quickly realized that we needed to extend this promise outwards into an employment-based division. Placement Services was created to expand the Career Services department into CAPS—the Career and Placement Services Team. In addition to Placement, Divergence Academy has added a Student Success department to expand non-academic services even further, which sets Divergence apart from most other high-tech schools and provides even more benefits to our learners— both current, active students and alumni.

If you are reading this, chances are you're thinking about taking a program at Divergence Academy and want to know what you can expect from our CAPS Team during your program and after you graduate. This section and the next one provide a high-level overview of who CAPS is and how we work with our learners.

Since early 2021, Placement Services has been working individually with job-seeking learners to give them a detailed job search curriculum. Placement Services also provides routine jobs newsletters to all learners to increase awareness of current opportunities in Divergence's Employer Network Group (ENG). Upon enrollment, learners will be assigned their Placement Specialist who will work with them to achieve their employment goals.

Career and Placement Services works with learners and alumni to develop the skills and tools needed to successfully compete in today's job market by offering live resume workshops twice a month with our Director of Career Services. We also assist with individual resumes through our Career Services help ticketing system. Learners are encouraged to attend evening virtual workshops each week. These weekly events are conducted by an expert industry professional and cover topics such as interviewing, LinkedIn profile optimization, and networking. All workshops are recorded and can be viewed at any time for future consumption.

The Career and Placement Services Team supports learners in creating their brand, ensuring that each learner's online presence reflects their capabilities and skills, that materials are compelling and error-free, and that learners and alumni are well-prepared for each job interview.

We care that our learners and alumni put their best foot forward—so we strive to make sure that's what happens. Whether it's through technical interview prep sessions (mock interviews), constructive feedback on materials for specific opportunities, or guidance negotiating salary and benefits, career outcome success, in all its facets, matters to us.

Thanks to our Placement Specialists' efforts, CAPS has experienced phenomenal growth in our Employer Network Group! A few of our most active employers include TDS Telecom, VIP Clouds, TEKsystems, and NTT Data which spotlight our Divergence alumni twice a month in their internal hiring manager newsletter. Members of our Employer Network Group will or have presented at one of our weekly Industry Day Lunch & Learns—an educational platform for our current students and alumni to discover their company culture and open positions. They also serve as good networking opportunities for students to engage with employers, ask thoughtful questions, and leave meaningful impressions. If someone cannot attend live via Teams, we offer video recordings in our Career Services channel in Teams.

CAPS also hosts quarterly virtual career fairs (VCFs) and networking opportunities to introduce our active students and graduates to employers. VCFs serve as an avenue for landing interviews and building a professional network. This will help learners throughout their careers. We hosted two successful VCFs in 2021, which led to several interviews and job offers with companies such as Accenture and Jacobs Engineering.

Every quarter, CAPS invites select alumni to participate in our paid internship program 'Bowsprit'. These internships are virtual, flexible, and look great on resumes. In fact, many Bowspritters have landed jobs shortly after—and some even while they were serving as interns!

After graduation, CAPS works 1:1 with graduates to set up an account in our Huntr job search and organization tool, refining a graduate's job search strategy until they achieve an outcome. Huntr's Divergence Job Board highlights many Preferred Employer jobs, which account holders can easily apply for and transfer to their individual job board for tracking. We are happy to recommend graduates for opportunities within our Preferred Employer network when those jobs align with their skills and goals.

CAPS' efforts alone will not land learners meaningful employment. They are expected to actively spend at least 20 hours per week engaged in job search-related activities, including networking, customizing their resume, and engaging in mock interviews. Requesting a Huntr account after graduation and applying to positions highlighted in the job newsletter will increase the chances of graduates landing a job they love. CAPS recommends continually developing technical skills and gaining certifications to achieve a successful job outcome.

A Note from our Placement Specialists

Learner placement is the most important performance metric for Divergence Academy. Our tech learners need jobs, and our employer partners need tech professionals. Our Placement Specialists are devoted to bridging the gap between graduates and companies and improving our community in the process.

The current tech job market is booming, but there are not enough professionals for the massive influx of openings. According to CompTIA, there were nearly 1 million open tech jobs and only about 331 thousand STEM graduates from universities. Because of this, salaries are extremely high, and employers cannot wait for trained emerging tech talent.

Divergence Academy learners are more job-ready after completing our courses, and Placement Services is focused on building employer tech teams with our capable, primarily military veteran graduates. Our majority military student body encompasses a diverse set of in-field experiences, educational backgrounds, and specialties ranging from aircraft mechanics to network communications, infantry to recruitment. Additionally, they come from diverse cultural backgrounds and upbringings which lends to diversity in thought. Some of these talented individuals may be entry-level in technology, but they hold invaluable soft skills such as grit, teamwork, and even leadership from their time in service.

In 2021, celebrating diversity is more important than ever, and we work with companies on their Diversity, Equity, & Inclusion (DEI) initiatives with these learners who identify as underrepresented minorities. Many of our learners are in a career transition—so we train our learners to leverage their previous work experience as soldiers, entrepreneurs, and non-traditional learners into the tech workspace.

Our goal is learner success—and we pride ourselves on making that as easy as possible. Placement Specialists reach out to learners throughout their journey with Divergence to determine what each learner's career goals are and present them with job opportunities from our employer partners. In addition to our Huntr job search and tracking tool with many Preferred Employer jobs and thousands of other searchable jobs, we have a virtual Placement Services Desk that is updated daily with job postings direct from companies, as well as a weekly Jobs Newsletter that highlights employer tech openings at every experience level. However, Divergence Academy does not stop there. As our team grows, we look first to our learners to hire internally—many of our employees were once Divergence students.

Nonetheless, we share our qualified talent with hiring managers outside of Divergence Academy through company ATS systems, emailing resumes, and company marketing. Additionally, we created a Talent Solutions website that houses all employer offerings, including course curriculum details, candidate profiles, networking opportunities, and talent programs. These resources form streamlined and frictionless sourcing for our employers.

Moreover, we also provide customized course creation, train-to-hire programs, and experienced-level placement services to ensure student and employer success. Because of the lack of available talent, companies are forced to create their own. To help with this, our Placement Services Team builds tailored apprenticeships and training for companies that need specialized professionals, fast. Additionally, we understand the risk of hiring entry-level talent, so we imagined a way for hiring managers to assess our talent without committing to a full-time hire. Employers who participate in our Bowsprit program receive temporary interns for half of the cost—Divergence Academy covers the other half—and our graduates earn the opportunity to practice the skills they learned during their course.

Through our community outreach, Divergence Academy has created several networking opportunities for our alumni and partners. This year, we hosted several in-person and virtual events that focused on supporting small businesses and veterans, and we began working with Chambers of Commerce. We value giving back, so we sponsor non-profits with our internship program by paying the interns ourselves.

During the pandemic, our office space became a free way for meetup groups that needed a place to gather. We also work with companies who desire to sponsor a student's course, and everyone gets together at the end of the day for happy hours. Believe it or not, we placed several graduates because of one karaoke night with employers!

Placement Services resulted in double the number of placements in 2021. Placement numbers are continuously increasing, and more employers are reaching out on their own to utilize our services. We are anticipating that 2022 will be a record year, and we would love to have you along for the ride.

Fallon Lineberger

Placement Specialist
Divergence Academy

Into Our Student Success Department

Inside the Department of Student Success

The mission of a Student Success Advisor (SSA) is to create an environment free from unnecessary distraction so our students can focus on what's important: positive academic and employment outcomes.

Part-facilitator, part-coach, and part-advisor/mentor, the Student Success Advisor empowers students by creating a culture of troubleshooting experts by teaching them "how to fish" as well as networking with classmates, and encouraging them throughout the different stages of the entire student lifecycle.

We use a pro-active, multi-tiered approach to assist each student with their current and future academic, personal, and professional needs.

What Does a Student Success Advisor Do?

Student Success Advisors are committed to the advising process and make every effort to be accessible at a moment's notice. The SSA fosters students in self-direction and understanding of personal responsibilities as advisees. SSAs help learners develop educational goals, identify ways to achieve those goals, and track their progress. They provide resources for students and follow up to see if they require any further assistance such as:

- Present learners with available options, so they can make the best possible decisions
- Help learners stay on track during each module
- Help identify career pathways and road maps to educational goals
- Discuss the link between academic preparation and future employment
- Answer general school-related questions
- Track attendance, grades, and success in courses
- Make customized recommendations for academic progress
- Advise learners who are not meeting expectations
- Act as the primary point of contact for basic financial aid questions
- Support and advocate for learners when "life happens"
- Liaise between learners and internal Divergence Academy departments

About Divergence Academy

Established in 2014, Divergence Academy holds the distinction of being the first Data Science-focused institution in the DFW area. To date, we continue to rapidly establish our reputation both as the best vocational trade school for emerging technologies and as a trusted source of talent.

As such, we are fortunate to be formally recognized for our achievements on numerous occasions: Divergence is numbered among Inc5000's Fastest Growing Companies and is counted as one of Newsweek's Best Coding Schools. Our greatest honor however is always to serve those who have served our country. This is why the HIRE Vets Medallion awarded to us this year is our most treasured recognition. Because of this, we aim to continue to make finding meaningful employment for veterans our top priority.

At the publication of this report, our campus has been operating at a full-remote delivery model. This has allowed us to achieve the following mission: to equip motivated talent with the foundational skill sets in data science, cloud engineering, cybersecurity, and AI. This 2022, we look forward to opening our campus doors once more for learners and alumni alike.

Since its inception, Divergence Academy has always been out to address the need to train career professionals, young adults, and active-duty military and veterans on how to “level up” in the domains of emerging tech. Our blended learning approach combines content from trusted sources and mentor-driven models from top experts in the field of Information Technology. Ultimately, our goal is to ensure that the talent that comes through our doors succeeds in the industry.

Divergence is excited to provide more Train-to-Hire programs in the new year; designed, developed, and delivered by our industry experts as white-labeled solutions to upgrade your company's tech talent. Our workforce training is fit with a clarity of purpose, tailored personally to your company's tech and culture needs. Our programs are designed to prepare our learners to be job-ready on day one.

A particularly successful offering was our Data Engineering Train-to-Hire program for Capital One. The offering centered around Talent Placement along with Learning Advisory. We understand that companies want work-ready candidates from broad and diverse backgrounds, and we are here to ensure that you fill your recruitment needs to make a measurable impact.

From cyber to cloud, our up-to-date curricula and comprehensive career services educate our learners with today's in-demand skill sets. We hope to spur them forward onto new career paths with confidence and purpose. Given our growing network of current learners and alumni, we are pleased to contribute to an evolving global industry of innovators, explorers, tinkerers, entrepreneurs, and leaders.

Inside Divergence Academy: Admissions Process

In Admissions, our mandate is to expose learners to the latest employment opportunities available in the emerging technology sector. We're out to empower them to pursue the most relevant skills in today's ever-shifting digital landscape. Because of that, one of the primary traits we look for is curiosity. A typical Divergence learner must be curious. If they are curious, we can teach them technology.

Outside of that curiosity, Divergence's immersive learners have two other traits in common: they are passionate about lifelong learning and they seek hands-on, transformative experiences.

Beyond these three, critical traits, the demographics of a Divergence learner range from the age of 20s through 60s and encompasses all genders. They hail from diverse backgrounds: military, non-military, high school graduates, and tenured corporate professionals.

In 2020, when we started our partnership with the Department of Defense, we saw an influx of veterans and active-duty military members. They were seeking out sustainable careers and a bridge to make the crossing over into civilian work life less daunting. These individuals enrolled in one or both of our immersive programs.

To better support our learners' journey, the first step we take begins with a phone interview. This allows our team to better get to know their backgrounds, goals, motivations, and desired path. From there, we segue into identifying their preferred weekday or weekend schedule, the funding options available, and more.

We typically do not make prospective learners wait to get started on their learning journey. The second step involves enrolling them in either our Data or Cyber Wookie, which is a learning pathway specifically designed to prepare them for the coursework ahead. Each provides valuable resources and information to help the enrollee prep for the first day of class.

Third, we verify funding. Once verified, a personalized Acceptance Letter will be sent to them via email. On the day of Orientation, a week before their program starts, they will be onboarded to the learning platform, introduced to Career Services, and have an opportunity to connect with future classmates and instructors.

To ensure that there's no silence from application start to Day One, one of the improvements we implemented recently involves a dedicated student portal and intake process to keep them on track for completing their admissions process.

Inside the Divergence Academy Classroom Experience

At Divergence, we understand that each of our learners has a unique set of needs. We develop our programs with consideration to their backgrounds, interests, and experiences. Once they enroll in these programs, our focus shifts to helping them develop invaluable skills that allow them to grow beyond vocation and certification-readiness. Whether you're still learning the ropes or are a working professional looking to move forward, you can always find opportunities to learn something new with us.

Mindsets and Behaviors

From the onset, we establish that learning is a continuous process. Since there is no end to learning, you need to adapt the growth mindset for success. Be relentless in finding the best method of learning, understand how things work, and ask questions. Memorizing information to prepare for an exam does not yield the same result as developing a comprehensive understanding of your course. The latter better prepares you for a successful career.

Our instructors are industry professionals who impart real-world experiences to help learners grow. They share their best practices and approaches to various challenges.

Individualized Experience & Outcomes

Every learner is unique. This means that each one has particular needs, challenges, and learning styles. Because of this, a standardized program is not enough to cater to everyone's needs. Diversity demands flexibility for individualized experiences.

Throughout the program, learners will find some content more interesting or more applicable to their individual situations. As instructors get to know them better, they tailor the instruction to the needs of that class.

While Divergence is the vehicle and the instructors provide the fuel, the learner is always in the driver's seat. This ownership drives individual experiences. We provide an abundance of resources, show how the pieces fit together and empower the learner.

Beyond the expectations of the program, learners choose where to focus their individual studies. They choose which certifications to prioritize based on their goals and which job opportunities they want to pursue.

Active Learning

Divergence programs engage beyond books and presentations. Every program incorporates active learning through hands-on labs, tasks, and projects.

Staying true to the growth mindset, all engagement is formative in the sense that learning happens through real-world application. Since mastery is not the emphasis, learners can engage without performance pressure. Once they accept the challenges and get better over time, they learn for the sake of learning, not to pass a chapter test.

Active learning happens in whole-group activities, small-group challenges, and individual assignments. Learners can earn badges to show progress achieved. These badges are then automatically linked to their professional profiles. In the cybersecurity program, learner badges represent development in specific CompTIA domains as learners complete labs.

Language-based Learning

Learners take part in active learning through live, remote engagement. If learners cannot be in a classroom together, they interact via webcams and microphones. With a focus on vocational readiness, we prepare learners to be employable team members. This means helping them develop communication, collaboration, and problem-solving skills.

Instructors present information in more ways than one. They host conversations for live interaction by asking questions and considering complex situations. Class time is not defined by the time they spend logged in. For our instructors, attendance with engagement is a daily expectation.

Language plays a crucial role in learning, and language development demands interaction. As such, we encourage learners to read, write, and talk about the content. In doing so, learners develop both professional and technical literacy, which builds confidence and reinforces new learning.

How We Set Our Learners Up for Success

As a transformative ecosystem on a mission to meet and exceed the demands of cybersecurity and data science in an increasingly competitive and ever-evolving landscape, we prioritize setting our learners and alumni up for success. Where our Academics Department is focused on delivering the most up-to-date industry curriculum and materials, our Career and Placement Services provides the ancillary support needed to bridge the transition from the classroom to the workplace.

The measure of our success is when our learners are empowered with the tools needed to effectively land a job. We believe that each person can move forward if provided opportunity, support, and guidance. For that reason, we strive to provide:

- Up-to-date tools and information through industry vanguards like CompTIA and Microsoft
- Relevant employment resources and channels to gain transferable skills, and finally,
- Opportunities to gain work experience.

As an agile academic institution, our goal is to transform Divergence learners into skilled IT professionals. To achieve this goal, even before our learners start work with another company, it is critical that they are provided adequate opportunities to gain work experience.

We developed a simple formula to help secure meaningful outcomes for employment: **Real Work + Real Learning + Real Opportunity = Real Jobs**. Launched in mid-December of 2020, the aim behind the Bowsprit Program is to provide learners and alumni short-term project work. This initiative would cement what students learned from their respective immersive programs, allowing for two things:

- Provide real-life, on-the-job work scenarios to deepen the retention of new training and prep them for new career roles, and;
- Facilitate the learner's hiring process, since most employers seek out candidates with this type of on-the-job experience.

As a result, Divergence learners are more marketable to companies seeking talent with their specific skills. With support from instructors and staff, we hope that their transition into the next phase of their career journey will seem less daunting and well within reach.

Our Latest Data Outcomes and Demographics

This report captures the outcomes for up to 302 learners who enrolled in our Immersive programs that ended between September 1, 2020, and August 31, 2021. The clock for “time to placement” starts the day that a learner graduates from their program.

When comparing the outcomes of different schools, it is important to pay attention to this detail. If graduates or schools can choose the start date of their search, it can distort the data.

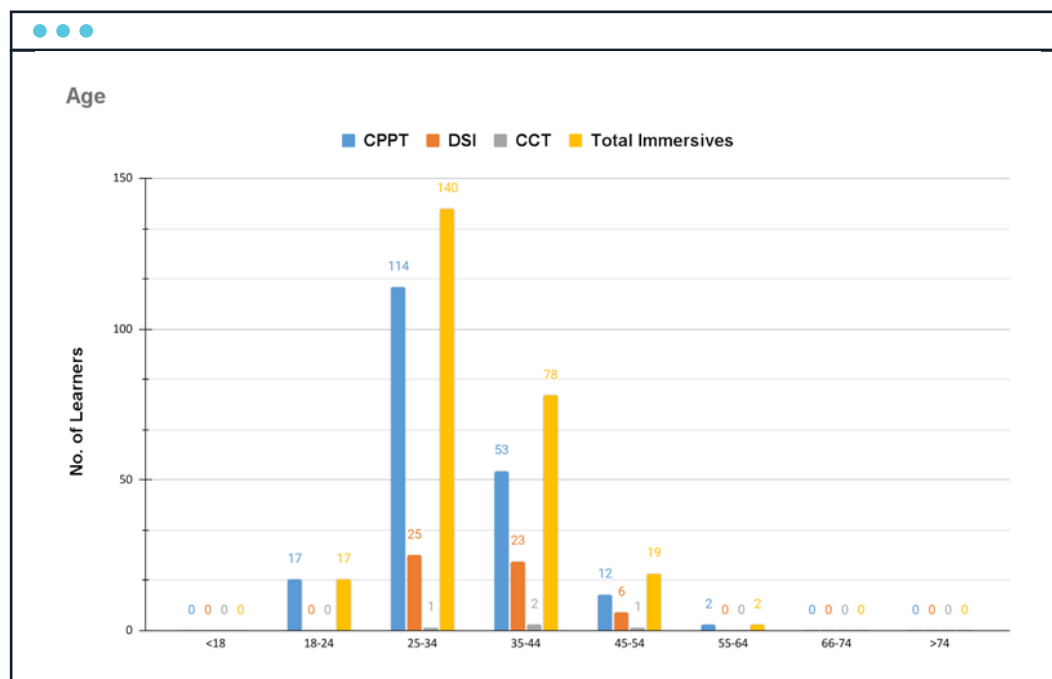
The Learner Outcomes and Demographics tables on pages 16 through 20 of this report were reviewed by SFC (see the Independent Accountants’ Review Report on page 24). Aside from the graduation rate, the data is primarily derived from collected data reporting for this 2021 Outcomes Report.

Our Outcomes

Of the 302 learners who enrolled in the immersive programs above, here is how the data breaks down in aggregate. To see a breakdown of data by course, please refer to the tables included on pages 22-23 of our Appendix. Of the 302 learners who enrolled, 88.08% graduated. Of the 218 graduates who sought employment in their field of study, 126 reported accepting a job offer in their field of study within 180 days of graduating. An additional 14 are considered Extended Seekers—13 accepted a job offer after 180 days but before 365 days and 1 accepted after 365 days.

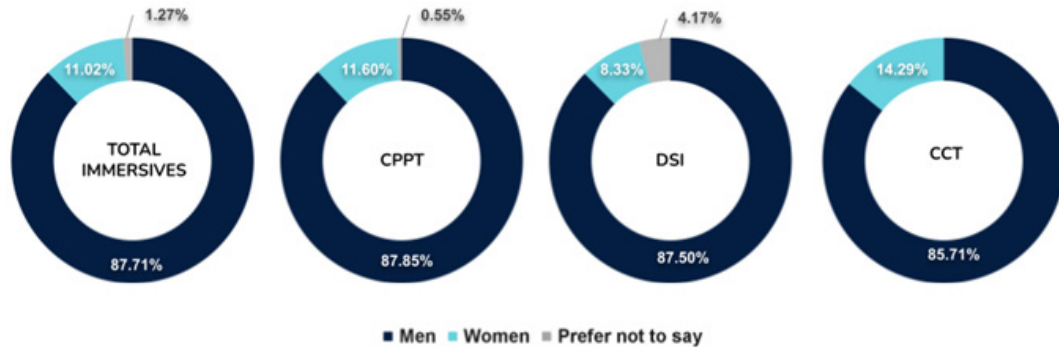
Our Community

Learners come to Divergence Academy from a wide range of professional backgrounds and lived experiences.



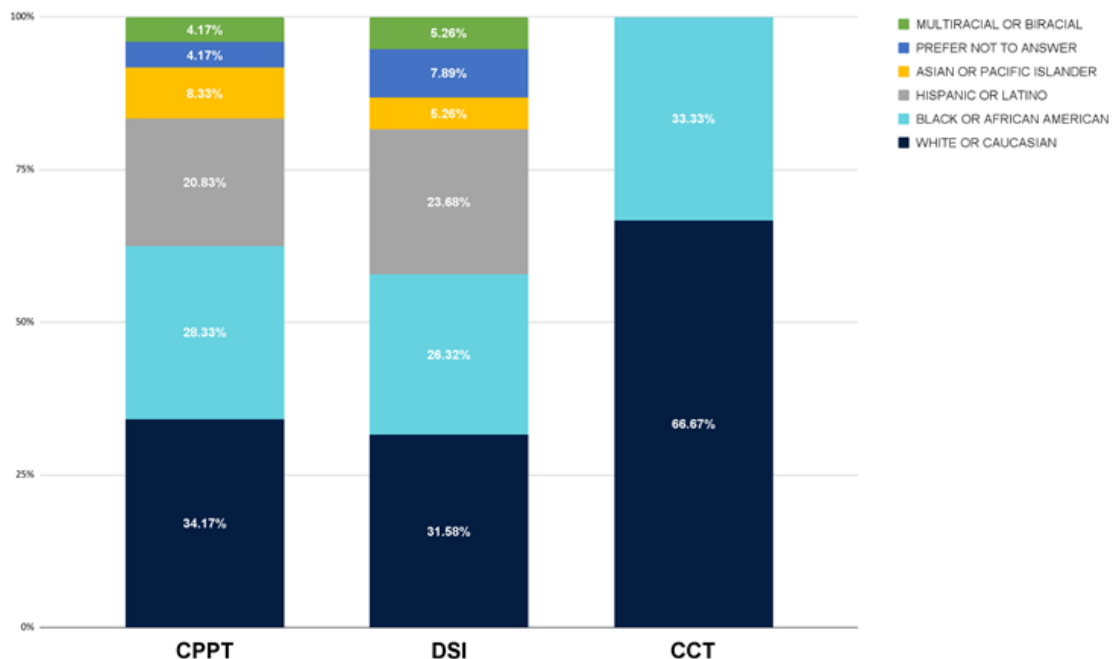
Age

Age data reporting from Alumni provided a snapshot of 256 out of 302 (84.77%) student ages. The majority of learners who took immersive training programs at Divergence Academy were in their mid-twenties to mid-thirties with 54.69% between 25 and 34 at the start of their program. An additional 30.47% were between 35 and 44 when they started their program. Those who were between 45 and 54 years old made up 7.42%, and 0.78% were between 55 and 64 years old. 6.64% were between 18 and 24 years of age. The youngest student in this report was 22, and the oldest was 56.



Gender

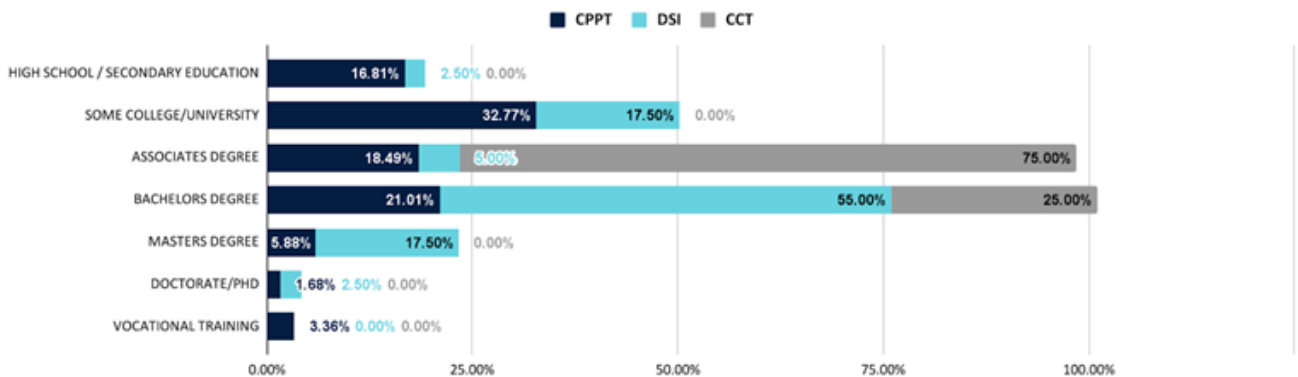
The gender breakdown for immersive programs in aggregate is 87.71% men, 11.02% women, and 1.27% prefer not to say. Below we have demonstrated gender breakdown by program type. For those who enrolled in our Cybersecurity Professional Penetration Tester Immersive program, 11.60% were female, 87.85% were male, and 0.55% prefer not to say. For those in our Data Science Immersive program, 8.33% were female, 87.50% were male, and 4.17% prefer not to say. Of those in our Cybersecurity Core Technical program, 85.71% self-reported as males and 14.29% as females.



Race/Ethnicity

Divergence Academy learners and alumni are ethnically diverse, with no one race making up more than 50% of the student body. Of the 161 who self-reported on Race & Ethnicity, 34.2% identified as White or Caucasian, 28.3% Black or African American, 20.8% Hispanic or Latino, 8.3% Asian or Pacific Islander, 4.2% Multiracial or Biracial, and 4.2% preferred not to say. Unfortunately, there was no systematic data collection for all 302 students on these few data points (i.e., age, gender, race/ethnicity, education). We could only rely on self-reported data from a portion of the students.

Education



Education

Education levels collected during this reporting period provided data for 53.97% of the 302 Divergence Academy learners, or 163. Out of these 163, 29.45% hold a bachelor's degree, 8.59% hold a master's degree, and 44.79% have some college or have earned an associate degree.

Financing

At the time of this report, tuition for Divergence Academy's Immersive Programs was \$18,000. Divergence Academy offers multiple options to help learners pay for their tuition. Here's how learners financed their education:

- **GI Bill®** Divergence Academy is approved to accept the GI Bill® Chapters 31 and 33.
 - Chapter 31 of the GI Bill® is related to Vocational Rehabilitation & Employment. Veterans who have at least a 20% disability rating are eligible to apply.
 - The Post-9/11 GI Bill® Chapter 33 helps eligible learners pay for school. If they served on active duty after September 10, 2001, learners may qualify for the Post-9/11 GI Bill® Chapter 33.
- **VET TEC** Divergence Academy is a VET TEC pilot program Preferred Provider. A provider is considered "preferred" if the training facility agrees to refund tuition and fees if a student doesn't find meaningful employment within 180 days of completing the program. A veteran must have at least 1-day of GI Bill® eligibility remaining to qualify. The Veterans Administration makes a 25% payment of tuition to Divergence upon enrollment, 25% upon graduation, and the remaining 50% once the learner obtains employment and signs a meaningful employment form (MEF).
- **VRRAP** Divergence Academy is approved to accept VRRAP. Veterans receive up to 12 months' worth of tuition and fees, and housing allowance based on post 9/11 GI Bill® rates.
 - The educational institution must meet the following requirements to be part of this program: be approved for the GI Bill® or VET TEC, provide training for a high-demand occupation, and programs must not lead to a bachelor's or graduate degree.
 - The VA pays for the veteran's tuition and fees directly to the education institution. It is worth noting that the educational institution only gets full payment when the veteran finds employment in a related field within 180 days of completing the program. This important note means that the educational institution is incentivized to assist the veteran in finding gainful employment.
 - Veterans eligible for VRRAP must meet all the following criteria:
 - At least 22 years of age, but not older than 66 years
 - Unemployed because of the COVID-19 pandemic
 - Not eligible for GI Bill® or VR&E benefits or have transferred these benefits to family members
 - Not rated as totally disabled
 - Not enrolled in a federal or state jobs program
 - Not receiving unemployment benefits (including CARES Act benefits)

- **WIOA** Divergence Academy also accepts Texas Workforce Commission (TWC) Workforce Innovation and Opportunity Act (WIOA) grants to cover tuition and materials.
- **Scholarship** Under special circumstances, Divergence offers scholarships to offset tuition and materials.
- **Community Council** Learners that reside in Dallas County and are unemployed or underemployed may qualify for a tuition assistance grant from this Dallas non-profit.
- **Self-Funded** Learners have the option to pay out of pocket for their tuition and materials.

What's Next: Looking Towards the Future

We are all about intentionally facilitating human interactions with the help of technology. This means that we are continuously exploring the latest in advanced technology to generate authentic engagement learning environments.

At Divergence Innovation Labs, we have invested in the following technologies to explore, expand, and innovate our classrooms of the future:

Makerspace

Our Makerspace is a very exciting addition to the Divergence campus, open for both current learners and alumni to come and take full advantage. At Divergence, we believe your education is never over. Just as the tech we study continues to innovate, so do we.

Our learners can come and explore the latest in VR technology, programming languages like SQL and Python. It is an exploratory lab where the most eager minds come together to collaborate and create.

Reverse Lunch & Learns

Where our current Lunch & Learns allow for companies to present to our students, we look forward to showing our partner employers how we are innovating the spaces of talent acquisition and training. We look forward to building veteran ERG and first responder resource groups, and answering the question: what can Divergence do to better support those groups via mentorship and training?

- No. of women in tech
- No. of graduates based in TX
- No. of binary-gender individuals
- How to use non-traditional learners in their business



Independent Accountants' Review Report

To the Board of Directors of
Get off the Drawing Board, LLC

We have reviewed the Student Outcomes and Demographics information on pages 17 through 19 (Outcomes and Demographics), of the accompanying Divergence Academy's Learners Outcomes Report (Report) for the year ended August 31, 2021. Get off the Drawing Board's management is responsible for preparing the Report. Our responsibility is to express a conclusion on the Outcomes and Demographics information, based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to the Report in order for them to be in accordance with the Criteria. A review is substantially less in scope than examination, the objective of which is to obtain reasonable assurance about whether the 2020-2021 Outcomes and Demographics are in accordance with the Criteria, in all material respects, in order to express an opinion. Accordingly we do not express such an opinion. We believe that our review provides a reasonable basis for our conclusion.

Based on our review, we are not aware of any material modifications that should be made to the Outcomes and Demographics metrics identified on pages 17 through 19 of the Report.

Sutton Frost Cary

Arlington, TX
June 6, 2022