



Bottom Line

Get in • Graduate • Go far

**2015–2016
Annual Report**

A Year of Results



Our Mission

We help low-income, first-generation students get in to college, graduate from college, and go far in life.

Our Vision

We strive to dramatically transform urban communities by producing thousands of new career ready college graduates.

Our Goals for Our Students

We expect our students to earn a bachelor's degree, accumulate no more than \$36,000 in debt, and be employed or continuing their education 6 months after graduation.

BIVIANA SANCHEZ
Bottom Line–NY Success Student
City College, 2017

A MESSAGE FROM BOTTOM LINE LEADERSHIP



Virgil J. Jones, Jr.



Kevin E. Connolly

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North Central College

**Chairs of Bottom Line Regional Boards*

Dear Friends,

We are proud to share Bottom Line's 2016 Annual Report with you. The following pages highlight the work that Bottom Line focuses on, day after day, month after month. You will meet a few of our students that are the heart of this organization. You will see the incredible results of last year's programming. Finally, you will see our strong financial position—and how we make this all possible—through a diverse community of supporters like you.

In many ways, our 2016 fiscal year was a pivotal one for Bottom Line.

- Our largest group of students, 1,289 in total, entered our Success Program and, at the same time, we saw 334 students graduate from college, up 35% over last year.
- We provided college advising and coaching to almost 5,000 students.
- 79% of our students graduated from college—a rate more than four times the national average of low-income, first-generation students.
- We also approved a 5-year strategic plan, establishing our commitment to measured growth in our current regions as well as the expansion to new sites.
- We have strengthened our executive staff and our board with seasoned professionals to lead our growth and expansion.

These are milestones along a journey and direction that has made this one of the most successful years in Bottom Line's history. Our commitment to our students graduating from college ready for a career, demonstrated by our high-touch and one-on-one counseling for up to 7 years of our students' journeys towards their degrees, still drives our programs. Furthermore, our focus on results informs our decision-making at every level in our organization. In 2014, we launched a Randomized Controlled Trial, the gold standard of scientific evaluation, to truly understand our impact. The first year of results are in and one thing is clear: the Bottom Line model works.

2016 was a watershed year for the employment outcomes underneath our Go Far umbrella. More than 100 Bottom Line graduates are employed at State Street Corporation in Boston and we are so proud to work alongside Bottom Line alumni at our offices. The first Managing Director of Programs in our New York office leads her team through the lens of her own experience, and Bottom Line has eight other Bottom Line alumni on staff.

Our national and regional board members are highly committed and aligned to our work, bringing a diverse set of industry and professional experience to our organization as well as deep connections to our Bottom Line cities. And finally, our thousands of donors and volunteers truly make our work possible. We thank you all for your deep commitment to Bottom Line, and for your direct contribution and support of the continued development of young men and women, and the transformation of urban communities through their success in achieving meaningful and productive careers.

Very truly yours,

Virgil J. Jones, Jr.

Chief Executive Officer, Bottom Line

Kevin E. Connolly

Chair, Board of Directors, Bottom Line

We are changing lives of low-income, first-generation students by helping them build a future through college acceptance, college graduation, and career readiness.

THE NEED



1 in 10

While half of all students from high-income families will earn a bachelor's degree by age 24, only 1 in 10 students from low-income families will.



14%

of first-generation college students from low-income backgrounds earn a degree, compared to 60% of their wealthier peers.



5x

Low-income students who obtain a college degree are five times more likely than their peers to escape poverty.



\$1 million

Over the course of a lifetime, the average American with a bachelor's degree will earn approximately \$1 million more than someone without any postsecondary education or degree.

BOTTOM LINE BY THE NUMBERS: 2015-2016

DURING THE 2015-2016 SCHOOL YEAR, BOTTOM LINE SUPPORTED 4,959 STUDENTS IN MASSACHUSETTS, NEW YORK, AND CHICAGO THROUGH YEAR-ROUND PROGRAMMING.

1,106 Access

Our Access program helped 1,106 low-income, first-generation students get into college.

3,853 Success

Our Success program supported 3,853 college students on the path to graduation.

BOTTOM LINE UTILIZES A PROVEN AND PROACTIVE HIGH-TOUCH, HIGH-IMPACT COUNSELING MODEL TAILORED TO THE SPECIFIC CHALLENGES OF EACH STUDENT.

26 counselors

26 new counselors joined our program team.

88 unique sessions

Our new counselors participated in an intensive 8-week training consisting of 88 unique sessions that prepared them to support our students.

WE ACCEPTED 1,167 RISING HIGH SCHOOL SENIORS INTO OUR ACCESS PROGRAM FROM A POOL OF 3,757. Students were selected based on family income and historical level of education.

\$25,000

was the average household income for our Access students this year.

60%

of our Access students are the first person in their family to go to college.

94%

of our Access students will be first-generation college students.

91%

of our students are eligible for Pell Grants.



OPHELIA ALVAREZ
Bottom Line-Chicago Success Student

BOTTOM LINE STUDENTS GO FAR

OPHELIA ALVAREZ WILL GRADUATE READY FOR SUCCESS

Ophelia Alvarez is determined to earn a degree, but is facing many challenges as a first-generation college student. That's why her relationship with Bottom Line is so important. Ophelia applied to Bottom Line because she wanted support to balance life at home and the demands of school, including managing a two hour commute from the south side of Chicago to her school on the north side. Once paired with a counselor to help her transition to and through college, she felt more confident about her journey towards a degree. Her Bottom Line counselor is a strong support system for her.

"I don't have any other support in my life, and that makes me doubt myself. Whenever I need help making a decision, I go to my counselor. She cares about me and I feel completely safe going to her. I know she's not going to judge me; if something is important to me, it's also important to her."

This year Ophelia had some financial issues. Her Bottom Line counselor was able to help her pay her tuition balance this fall through our Student Emergency Fund funded by All Chicago, a nonprofit organization that provides immediate financial assistance to Chicago residents in crisis or transition, so she could register for classes and continue persisting towards her degree. Ophelia's dream is to become a teacher, possibly in the sciences—a great career option for her with all of her energy, enthusiasm, and love of learning.

When one of our students graduates from college with quality career prospects and manageable student loan debt, it has a ripple effect on the whole community. We are helping to break the cycle of poverty.

OUR IMPACT



99%

of the students in our Access program were accepted into college.



91%

of our Success students persisted through their second year in college compared to the national average of 72%.



79%

of our most recent class of students graduated within 6 years. That's more than 4 times the national average for low-income students.



85%

of Bottom Line's last two graduating classes have full-time jobs or are enrolled in graduate school.

BOTTOM LINE BY THE NUMBERS: 2015–2016 continued

IN 2015–2016, ACCESS STUDENTS SUBMITTED 13,210 APPLICATIONS TO COLLEGES.

5 office locations

Our Access counselors worked with students at Bottom Line's regional offices in Boston, Dorchester, Chicago, New York, and Worcester.

10 times per year

Counselors met with each Access student an average of 10 times throughout the year to work towards 16 Key Performance Indicators.

OUR SUCCESS PROGRAM GREW 25% LAST YEAR TO A TOTAL OF 3,850 STUDENTS.

54 campuses

Bottom Line Success students attended 54 target colleges.

334 graduated

334 Success students graduated from college in 2016.

ADDITIONALLY, BOTTOM LINE HOSTED 13 CAREER PROGRAMMING EVENTS.

366 professionals

volunteered their time to connect with students at 3 Go Far Forums.

495 students

gained valuable skills and received practical advice.



MAX CLERMONT
Bottom Line–MA Access Graduate
Brown University
BA, Community Health, 2011
Brown University School of Public Health
Masters of Public Health, 2012

BOTTOM LINE STUDENTS GO FAR

GRADUATE MAX CLERMONT USES DEGREES TO GIVE BACK

Max Clermont knew he wanted to go to college, but was less sure about how to get there—until he learned about Bottom Line. The son of Haitian immigrant parents, Max heard about Bottom Line when he was a junior in high school. Through Bottom Line, Max discovered he could overcome the deficit created by growing up in the inner city projects and having parents who didn't understand the complexities and nuances of the college application process. Now, he could turn his goals into an action plan.

"I felt I had someone who was committed to making sure I put my best foot forward. It's not enough to just do well in school. I needed to think about the requirements of getting accepted to college. Bottom Line rolled up their sleeves with me and helped me figure it out."

Bottom Line provided important one-on-one coaching and access to resources, opportunities, and peers—people who had similar experiences—so Max could apply and get in to the school of his choice. Once in college, Max proved to be an exemplary student. He graduated with honors from Brown University in 2011 with a BA in Community Health, earned a Masters of Public Health from Brown University School of Public Health in 2012, and has embarked on a promising career in strategic consulting, working to protect rights, promote equity, and close the representation gap in public and community systems.



BETSY SORIANO
Bottom Line–New York Success Student
Brooklyn College, 2017

and

GINETTE SAIMPREVIL
Bottom Line–New York’s Managing Director of Programs
and Bottom Line–Massachusetts Graduate

FIRST REPORT FROM RANDOMIZED CONTROLLED TRIAL (RCT) RELEASED IN APRIL 2016



Bottom Line students were nearly

20%
more likely

to have met with someone to review their financial aid award letters than were control group students. This pattern of results suggests that Bottom Line advising is helping students make informed decisions about the affordability of college options they pursue.



Nearly

60%

of Bottom Line students rated their advisor as very important with college applications and decisions, compared with just over 20% of the control group rating “another college access organization” as very important.



Bottom Line students were

7%
more likely

to report they were living on campus, enjoying higher rates of participation with student groups, and feeling more comfortable on campus than students in the control group. These student decisions may contribute to an increased probability of success in college.



Students who were offered Bottom Line advising were

14%
more likely

to enroll at a 4-year institution, and attended institutions with higher mean graduation rates and lower cohort default rates.

POSITIVE INDEPENDENT PROGRAM EVALUATION

Beginning with the high school class of 2015 and continuing with the high school class of 2016, Professors Ben Castleman (University of Virginia, Curry School of Education) and Andrew C. Barr (Texas A&M University) began a study of Bottom Line’s college Access and Success programs to attempt to demonstrate that the Bottom Line model of a third party partnering with students is making a significant improvement on the college graduation challenge facing the nation. The first report released in April 2016 shows empirically that Bottom Line’s direct service model is having an important impact on student success. Future reports will focus on persistence and success outcomes as well as students’ academic, social, and employment experiences in and out of college. To read the full report, please refer to *Advising Students To and Through College: Experimental Evidence from the Bottom Line Advising Program* published by Andrew C. Barr, Texas A&M University and Benjamin L. Castleman, University of Virginia in April 2016 which may be found at www.bottomline.org.

“The Laura and John Arnold Foundation (LJAF) commends Bottom Line for conducting a randomized controlled trial (RCT) to evaluate its College Access and Success programs. An RCT is widely regarded as the most credible method of evaluating the effectiveness of a social program, and Bottom Line has partnered with an experienced, independent researcher to carry out the study. It will produce a definitive answer about whether the program achieves its goals and helps low-income students become the first in their families to attend college and earn a degree. We are pleased to fund the RCT and applaud the leadership of Bottom Line for its interest in assessing the true impact of its work.”

—Jon Baron, Laura and John Arnold Foundation, Vice President of Evidence-Based Policy

Bottom Line’s RCT is funded through the generosity of the
MICHAEL and SUSAN DELL FOUNDATION and LAURA and JOHN ARNOLD FOUNDATION

RESULTS THROUGH SUCCESSFUL CONNECTIONS

OUR WORK HAPPENS IN LARGE PART THROUGH COLLABORATION

As one of the first and most effective programs focused on college persistence through one-on-one advising, Bottom Line is proud to serve as a thought leader and convener around college success. We partnered with high schools and other community-based organizations, developed relationships with corporate partners, recruited volunteers and funders, participated in industry conferences, and advocated for local policy-making that affects our students and eliminates obstacles to college completion. Here are a few highlights of our activities during the 2015–2016 school year.

CONFERENCES AND AWARDS

Bottom Line was awarded the **College Board Personalized Learning Award of Excellence** last September at the NCAN Conference. The award, which includes a \$5,000 donation, recognizes an NCAN member for incorporating technology into its college Access/Success program without losing sight of the importance of human mentorship.

COMMUNITY ENGAGEMENT

- **Bottom Line–Massachusetts** launched a three part **Community Discussion Series** engaging our community partners from higher education, Boston Public Schools, and uAspire to talk about topics including admissions trends and bridge programs, college affordability, and “summer melt”.
- **Bottom Line–New York** brought together nearly 100 thought leaders, nonprofit supporters, and journalists for a **panel discussion** on the implications of college choice for low-income, first-generation students. Panelists included University of Pittsburgh professor Lindsay Page, CUNY Chancellor James B. Milliken, Bottom Line CEO Virgil Jones, and *NY Times* bestselling author Frank Bruni.
- **Bottom Line–Chicago** staff joined former Illinois Governor Pat Quinn and hundreds of community members, students, and college representatives to **rally in support of Monetary Award Program (MAP) grant funding**. The MAP grant provides critical funding to Illinois students with financial need who are attending college in the state.
- **Bottom Line–Massachusetts** became one of five nonprofits to partner with State Street Corporation’s **Boston Workforce Investment Network (Boston WINs)** with a shared goal of preparing more Boston youth for 21st century careers, expanding Boston’s young, thriving talent pool, and promoting economic mobility.



BOTTOM LINE COO GREG JOHNSON AND THE COLLEGE BOARD'S STEVE COLÓN AT THE 2015 NCAN CONFERENCE



BOTTOM LINE-MASSACHUSETTS DIRECTOR OF COMMUNITY ENGAGEMENT CINQUE DUNHAM-CARSON LEADS A COMMUNITY DISCUSSION



BOTTOM LINE-NEW YORK'S PANEL DISCUSSION ON THE IMPLICATIONS OF COLLEGE CHOICE

- Nearly 100 **Bottom Line–New York** students, staff, and supporters celebrated **National College Signing Day with Michelle Obama**. The First Lady and MTV gathered dozens of musicians, athletes, actors, and other celebrities at the Harlem Armory to deliver inspiring messages to over 4,000 NYC college-bound students.
- **Bottom Line–Chicago** was invited by the University of Illinois at Chicago (UIC), to take part in a **press conference** organized by the **Association of Public and Land Grant Universities (APLU)** at the National Press Club in Washington, DC. Senior Success Counselor Margy Brill and Success program student Maria Calderon were joined by UIC leaders and Goldie Blumenstyk, senior writer at the *Chronicle of Higher Education*, as moderator for the panel.



UNIVERSITY OF ILLINOIS AT CHICAGO'S THOMAS MOSS AND EMANUEL POLLACK WITH BOTTOM LINE-CHICAGO SENIOR SUCCESS COUNSELOR MARGY BRILL AND SUCCESS PROGRAM STUDENT MARIA CALDERON AT THE NATIONAL PRESS CLUB IN WASHINGTON, DC

REGIONAL GO FAR FORUMS

Regional **Go Far Forums** were held in Boston, Worcester and New York. The Go Far Forums bring together students, employers, corporations, and volunteers to help our students with mock interviews, career conversations, and obtaining a paid internship or job. Here's a snapshot of participation:

- New York: January 7, 2016
Attendance: Students: 110 | Volunteers: 80
- Boston: January 10, 2016
Attendance: Students: 307 | Volunteers: 233
- Worcester: January 12, 2016
Attendance: Students: 78 | Volunteers: 53



STUDENTS LEARN ABOUT CAREER OPTIONS AT BOTTOM LINE-WORCESTER'S GO FAR FORUM

Bottom Line Alumni:
Where Are They Now?



Top Alumni Employers

- | | |
|--|--------------------------------|
| Arbella Insurance | Enterprise |
| Beth Israel Deaconess Medical Center | Granite Communications |
| Boston Children’s Hospital | Liberty Mutual |
| Boston University College Advising Corps | Massachusetts General Hospital |
| Brigham & Women’s Hospital | State Street Corporation |
| Cognizant | Stop & Shop |
| CVS Health | Sun Life Financial |
| Dana Farber Cancer Institute | Target |
| Deloitte | |



CECIALINA GRAHAM
Bottom Line–New York Access Graduate

RECOGNITION OF LEADERSHIP

WE ARE SO GRATEFUL FOR OUR NATIONAL AND REGIONAL LEADERSHIP

Bottom Line relies on the talents and expertise of dedicated groups of individuals who lead our efforts in fulfillment of our mission. We thank the following Board Members for their leadership.

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Established in 2012
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US District Judge
Dave Terry, Archway Health Advisors
Barbara Thomas, SouthEast Bank
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North Central College

**Chairs of Bottom Line Regional Boards*

MASSACHUSETTS

Founded 1997 by Dave Borgal,
Chief Program Officer, Bottom Line
Executive Director: Justin Strasburger
3 Regional Sites: Jamaica Plain,
Worcester, and Dorchester

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Established in 2014
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DONOR ACKNOWLEDGMENT

OUR STUDENTS GO FAR BECAUSE OF YOU

Bottom Line could not serve its students, manage its programs, train its staff, nor contribute to the field of college success without the generous support of donors like you. We are grateful for your giving during the during our 2015–2016 year.

\$500,000+

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\$100,000 – \$249,999

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The Brinson Foundation
Center for Family Life
The City College of New York

MULTI-YEAR GIFT APPRECIATION

Bottom Line would like to thank the following donors with active multi-year commitments to support our work.

\$4,000,000+

State Street Foundation, 4 year commitment

\$2,500,000 – \$3,999,999

Lewis Family Foundation, 5 year commitment

\$1,000,000 – \$2,499,999

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Debra S. Knez, Jessica Knez and Andrew Knez
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\$500,000 – \$999,999

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The Price Family Foundation, Inc., 2 year commitment

\$250,000 – \$499,999

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\$5,000 – \$9,999

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EVENT CHAIR DR. JEFFREY LEIDEN AND BOSTON HONOREE MAYOR MARTY WALSH WITH BOTTOM LINE-MASSACHUSETTS STUDENTS

CELEBRATING SUCCESS IN MASSACHUSETTS

Bottom Line would like to thank the more than 850 attendees that joined us at the 11th Annual Get In, Graduate and Go Far Dinner on April 6th! Guests, along with nearly 150 sponsors, contributed more than \$1.3 million in support of Bottom Line’s mission. Thank you for your generosity!

We are tremendously grateful for the leadership of our Event Chair, Dr. Jeffrey Leiden, and the partnership of our honoree, Mayor Martin J. Walsh.



HONOREE
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Mayor, City of Boston

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FRAN CASHMAN, JOHN MACPHEE AND
NEW YORK EXECUTIVE DIRECTOR RUTH GENN
WITH BOTTOM LINE-NEW YORK STUDENTS

CELEBRATING SUCCESS IN NEW YORK

Bottom Line thanks the more than 400 attendees that joined us at the 5th Annual Spring Reception on May 18th. Guests, along with over 65 sponsors, contributed more than \$600,000 in support of Bottom Line's mission. Thank you for your tremendous generosity and commitment to our work!

We appreciate the leadership of our Event Chairs, Bill Opplinger and John Vaske, and the support provided by our Event Vice Chairs and Host Committee.



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BOTTOM LINE-CHICAGO AND NATIONAL STAFF

CELEBRATING SUCCESS IN CHICAGO

Bottom Line would like to thank the 200 guests who attended our inaugural Get In, Graduate, and Go Far Luncheon on Friday, May 13th! With the Chicago community's support, we raised \$130,000 to support Bottom Line's ambitious growth plan to serve nearly 700 local low-income, first-generation students during 2016-2017, the Chicago region's third year.

We were thrilled to recognize Dr. Knowles's tireless leadership in making college graduation a reality for all students. Under Dr. Knowles's thoughtful leadership, the University of Chicago Urban Education Institute has distinguished itself as a national leader that empowers educators, policymakers, and families with the data, research, and resources they need to move more students to and through high school and college.



HONOREE

Dr. Timothy Knowles
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MARC E. SMITH

Thank you, Marc, for your
four years of service as
Board Chair and over a
decade of support to
Bottom Line.

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National Director of Development
Operations, at jsmith@bottomline.org.

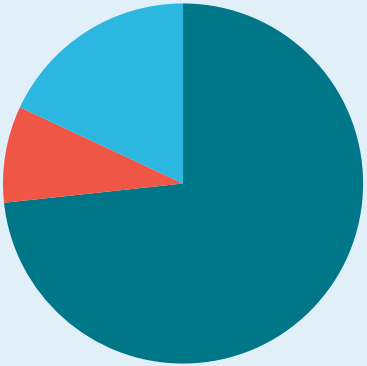
2015–2016 FINANCIAL STATEMENT

A SNAPSHOT OF OUR FINANCES

Bottom Line is proud to have a 4-star rating on Charity
Navigator and a Gold-Level Rating from Guidestar.

To view our complete audited financials as well as our
Form 990, please visit www.bottomline.org.

The chart to the right shows the percentages we spend
on Program Services, Fundraising, and Administration.



Program Services	73%
Fundraising	18%
Administration	9%

STATEMENTS OF FINANCIAL POSITION *		FY 2015	FY 2016
	Cash and cash equivalents	\$2,884,939	\$4,202,966
	Contributions receivable	\$2,772,440	\$2,932,571
	Prepaid Expenses & other assets	\$71,393	\$108,340
	TOTAL CURRENT ASSETS	\$5,728,772	\$7,243,877
	Property & Equipment	\$219,918	\$260,153
	OTHER ASSETS	\$1,007,272	\$717,491
TOTAL ASSETS		\$6,955,962	\$8,221,501

	Current liabilities	\$158,000	\$623,725
	Deferred rent	\$167,925	\$187,586
	Net Assets	\$6,630,037	\$7,410,190
TOTAL LIABILITIES AND NET ASSETS		\$6,955,962	\$8,221,501

STATEMENTS OF ACTIVITIES **		FY 2015	FY 2016
	REVENUE AND SUPPORT	\$7,765,617	\$10,686,839
	Program Services	\$5,659,046	\$7,260,642
	Administration	\$676,312	\$859,025
	Fundraising	\$999,558	\$1,787,019
	EXPENSES	\$7,334,916	\$9,906,686
	Change in net assets	\$430,701	\$780,153
	Net assets, beginning of year	\$6,199,336	\$6,630,037
NET ASSETS, END OF YEAR		\$6,630,037	\$7,410,190

STATEMENTS OF CASH FLOWS **		FY 2015	FY 2016
	Net cash provided by operating activities	\$(364,288)	\$1,665,316
	Purchase of property and equipment	\$(32,626)	\$(347,289)
	Net increase in cash	\$(396,914)	\$1,318,027
	Cash & cash equivalents, beginning of year	\$3,281,853	\$2,884,939
CASH END OF YEAR		\$2,884,939	\$4,202,966

The 2015 financial statements have been restated to correct for the following:

- \$1 million in grant revenue receivable recorded in FY15 was more accurately recorded in FY16.
- \$413,046 of net assets previously reported as temporarily restricted should have been reported as released from restriction.

* June 30, 2016 & 2015 ** For the time periods from July 1, 2015 – June 30, 2016 & July 1, 2014 – June 30, 2015

*Get in.
Graduate.
Go far.*

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CHICAGO
NEW YORK
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