Making college graduation a reality,
ONE STUDENT AT A TIME.
Bottom Line helps low-income and first-generation students get in to college, graduate from college, and go far in life. We provide personalized guidance from the beginning of the application process until college graduation. 98% of our high school seniors have been accepted to college and 73% of our college students have graduated in 6 years or less.
Bottom Line believes that with the proper guidance and support, every student can and will succeed. To ensure our students have equal opportunity to earn a degree, Bottom Line supports them on a one-on-one basis over the long-term.

In our College Access Program, counselors help high school seniors navigate every step of the college application process, including researching schools, writing essays, applying for financial aid, and selecting a suitable college to attend. In our College Success Program, we resolve problems that college students face in four areas that greatly affect their chances of graduating: their academic performance, employment, finances, and life circumstances.

By building strong individual relationships with students and delivering an extensive “life curriculum,” Bottom Line greatly enhances our students’ chances of success in college and beyond.

Our college students are up to 43% more likely to graduate because of the support we provide.
From the Executive Director

Dear Friends,

2010 was a year of growth, preparation, and planning for Bottom Line. We expanded our programs and staff in both Boston and Worcester, completed a 5-year growth plan that will guide us to become a national organization, and prepared to launch a New York City office in 2011. But most importantly, we maintained the high-quality service that we deliver to our students every day.

We focused on guiding each student to and through college by providing them with one-on-one, long-term support and resolving problems that hindered them from achieving their goals. As a result of our staff and board’s hard work, our graduation rate increased to 73% as 92 students completed their degrees.

In addition to our internal successes, an outside evaluation was completed of our program. This study illustrates the true value of the support Bottom Line provides to students during college. We hope you will take some time to learn about the recent successes our organization has achieved. As with all of our accomplishments, they would not have been possible without you.

Thank you for continuing to support Bottom Line and believe in the power of a college education.

Greg Johnson
Executive Director
Bottom Line was recognized by the National College Access Network (NCAN) on October 11, 2010, at their Annual Conference in Washington, DC. We received the 2010 College Access Organization Award of Excellence, which honors our effective services to low-income and first-generation students. Executive Director Greg Johnson accepted the award in front of nearly 300 peer organizations and NCAN members.

This award was announced shortly after the completion of a study by Kolajo Paul Afolabi, a doctoral candidate at the Harvard Graduate School of Education. Mr. Afolabi’s findings show that a student in our College Success Program is up to 43% more likely to graduate within six years because of the services we provide. These results have further confirmed our belief that providing support to low-income and first-generation students during college greatly enhances their ability to complete a degree.

“Bottom Line prioritizes the success of the young adults who participate in its program... Its efforts to help students succeed in college are clearly paying off.”

-Kolajo Paul Afolabi, Moving from Access to Success

College Access Program

623 high school seniors received Bottom Line’s one-on-one support through every step of the college application process. From researching schools and writing essays to applying for financial aid and finding scholarships, our services were provided to each student based on personal needs. On average, each student visited our office to meet with their counselor for an hour once every two weeks. Through these meetings, our counselors developed strong relationships with students, which allowed us to guide them to college. These same relationships will enable Bottom Line to provide support until our students complete a degree.

In Boston, we helped 508 high school seniors navigate the application process. In Worcester, we supported 115 high school seniors. 76% of these students are from low-income households and 96% are either from a low-income household or the first generation of their family to pursue a college education.

99% of the high school seniors Bottom Line served last year were accepted to college. Furthermore, we reviewed award letters and school options with each student to select a college that best suited personal, academic, and financial needs. 49% of these students continue to receive Bottom Line’s support through the College Success Program.
“Bottom Line came to the rescue many times. But the most important one for me was when my counselor helped me apply for The Stephen Phillips Scholarship, which will help me through my four years in college. Without her dedication, I probably would have attended a school I did not wish to.”

-Pablo Silva, UMass Amherst freshman
Stop & Shop hired six students as interns last summer. Nakia McKenzie completed this program for a third year. She assumed the full responsibilities of a manager, 40 hours a week for 12 weeks.

“What I like most about the internship is that I am not treated as an intern… As a customer service manager, my responsibilities were hiring, disciplining, and attending to personnel. I ordered uniforms, trained new cashiers, and conducted orientations and interviews.”

Nakia and her fellow interns were also posed with the challenge of creating a sandwich that would sell and have a reasonable shelf life. Nakia’s team won. “Now our sandwich, The Fire Cracker, is being sold in several locations.”

Nakia’s experiences at Stop & Shop will help her pursue her career goals in managerial marketing. “I feel if I were placed in a store today as a manager, I would be successful.”

College Success Program

Bottom Line helps students succeed in college using our unique DEAL model. Our counselors provided guidance in four areas: Degree, Employability, Aid, and Life.

In 2010, 749 students who attended 18 Massachusetts colleges received on-campus support through our College Success Program. 711 college students were supported from Bottom Line’s Boston office and 38 from our Worcester office. 88% of these students graduated or remained on track to graduate.

While each student received campus visits and phone calls, our services were tailored to suit individual needs. Whether academic struggles, life circumstances, or financial barriers posed threats to progress, our counselors guided their students through the challenges they faced and helped them stay on track to graduate.

One of our Bridgewater State University students says, “I was having trouble with Biology and I was going to withdraw. My counselor convinced me to stick through it and get a tutor. I ended up passing with a B.” Bottom Line helped students overcome obstacles like this on the following campuses.

Assumption College
Bentley University
Boston College
Boston University
Bridgewater State University
Clark University
College of the Holy Cross
Mass. College of Liberal Arts
Northeastern University
Salem State University
Smith College
Suffolk University
Tufts University
UMass Amherst
UMass Boston
UMass Dartmouth
Worcester Polytechnic Institute
Worcester State University
“I don’t know what I would do without Bottom Line in terms of financial aid. During crucial times in school, I’ve seen others getting stressed out and aggravated with the process. It’s a golden advantage knowing I have Bottom Line’s help.”

-Northeastern University student
Bottom Line mailed 1,362 care packages, sent 4,767 cards, and made 133 trips to college campuses last year. While helping our college students fill out financial aid forms, renew scholarships, pick classes, find jobs, connect with tutors, declare majors, and manage their busy schedules was imperative to their success, helping them stay motivated and cope with personal issues was just as important.

Bottom Line student Vanessa says, “My counselor not only helped me with financial and academic problems, but with other difficulties I was facing in my life. She supported me and helped me strengthen my courage and self-esteem.”

As a result of Bottom Line’s multi-faceted guidance, 92 new students graduated from college in the 2009-2010 school year. This increased our 6-year college graduation rate to 73%, which is twice the typical graduation rate of students from the Boston Public Schools.
Bottom Line has served Massachusetts for 14 years. Our program was founded in Boston in 1997, and replicated in Worcester in 2008.

According to a market analysis of the cities we serve, Bottom Line supported approximately 48% of Worcester high school seniors and 72% of Boston high school seniors who were eligible for our program in 2009-2010. Students who have at least a 2.5 GPA and are from a low-income household and/or the first generation of their family to attend college are eligible for our program.

### Bottom Line’s Market Penetration in 2009-2010

- **High School Seniors**
- **All Students**
- **Eligible Students**
- **Bottom Line Students**

<table>
<thead>
<tr>
<th></th>
<th>Boston</th>
<th>Worcester</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Students</td>
<td>3,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Eligible Students</td>
<td>1,000</td>
<td>500</td>
</tr>
<tr>
<td>Bottom Line Students</td>
<td>500</td>
<td>50</td>
</tr>
</tbody>
</table>
Bottom Line completed a plan to expand our organization over the next 5 years. This growth strategy outlines the steps Bottom Line will take to serve more students, build a national presence, and lead the effort to increase college attainment rates. We have set an ambitious goal to support 2,600 students by 2015. As the first major step in this expansion, we will open a New York City office in July 2011, in addition to continuing our growth in Massachusetts.

New York City was chosen as Bottom Line’s next site because of the city’s size, need, and vibrant college environment. New York is the largest city in the United States and has a high percentage of low-income and first-generation students. Furthermore, graduation rates of underrepresented students are as low as 30% at some of the most commonly attended colleges. With more than 100 college campuses in the area, New York City is a prime location for Bottom Line to provide services and improve the outcomes of low-income and first-generation students.

We will begin serving New York City students in 2011. To lay the groundwork, we have met with other youth-serving organizations, corporate leaders, and local funders. We have also met with officials from the Department of Education who we hope to work with to change inadequate education policies and promote the need for support services during college.

Bottom Line has grown every year, and 2010 has been no different. While the goals we set in our growth plan are lofty, we are confident in our organization’s ability to achieve them. We have begun taking the first steps to becoming a national organization and we will continue to pursue this goal in the coming year.

Our Supporters

$100,000 and more
The Boston Foundation
Charles Hayden Foundation
Liberty Mutual
Richard & Susan Smith Family Foundation
Richard & Susan Smith
John, Amy, Jennifer, & James Berylson
Robert & Dana Smith
Brian & Debra Knez

$50,000 to $99,999
Cosette Charitable Trust
Richard & Judy Meelia
Mifflin Memorial Fund
Amelia Peabody Foundation
State Street Foundation
Summer Search

$10,000 to $49,999
Bank of America Foundation
Bank of America, Philanthropic Management
Boston Inner-City Education & Housing Initiative
J.E. & Z.B. Butler Foundation
Chadick Ellig Inc.
Citizens Bank
The Clowes Fund
Delitte
Fidelity Investments
Alan K. Halfenger & Judy Moroz
John Hancock
James C. Melvin Trust
Josephine & Louise Crane Foundation
Jeff & Janet Larson
Levange Family Charitable Foundation
Philippe & Peggy Mauldin
National Grid
Natixis Global Asset Management
Harold Whitworth Pierce Charitable Trust
The Red Sox Foundation
Reebok
Daniel E. Rothenberg
Michele & Peter Scavogelli
Social Venture Partners - Boston
Marjorie Cohen Stanzieler & Paul E. Stanzieler
Staples Foundation for Learning
Anna B. Stearns Charitable Foundation
Stop & Shop Supermarket Companies
Sun Life Financial
Target
Wellington Management Charitable Fund
Yawkey Foundation II

$5,000 to $9,999
Abraham Perlman Foundation
Paul & Edith Babson Foundation
Frederick A. Bailey Trust
Bain Capital Children's Charity
Larry Begley
Peter & Patricia Bishop
Blue Cross Blue Shield of Massachusetts
The Bostonian Group
John Buckley
Eastern Bank Charitable Foundation
Ruth H. & Warren A. Ellsworth Foundation
General Mills
Goldman, Sachs & Co.
Greater Worcester Community Foundation
Harvard Pilgrim Health Care
Hoche-Scofield Foundation
Hugh Klei
Peter Pedro
Professional Staffing Group
Quaker
Savings Bank Life Insurance
Marc & Mary Ellen Smith
Matthew Spiegel
The Mentor Network Charitable Foundation
The Stoddard Charitable Trust
Wes & Rosemarie Thompson
TJX Foundation
Kevin Walker
Janet & David Whitehouse
Worcester Fire Road Race

$1,000 to $4,999
Acosta
Adocco
Advantage Sales & Marketing
Agilysys
John Alexandrov
Margaret Andrews
Anonymous (2)
Karen & Jim Ansara
Apollo Security
Ethan Arnold
AT&T
Bank of America
Maureen R. Bateman
John & Mary Ann Begley
Drake G. & Maria Behrakis
Ben E. Factors Foundation
Chuck & Wendy Black
Dr. Madonna Browne
Jeffrey Caron
Walter Carrascal
Gerald & Kate Chertavian
Scott & Patricia Clark
The Clarion Group
Collective Next, LLC
Kevin E. Connolly
Sara Cooney
Samantha Cooper
Thom & Tracy Cranley
Crossmark
Dana Farber Cancer Institute
Denise A. DeAmore
Christopher Delorey
Steve & Sarah Deschene
Edvisors Foundation
Dennis Egan
EYC Ltd.
David Forsberg
Nancy Genovesi
Andy Graham
Mauro & Allison Greco
Karen Green
Emelyn Grize
Keith & Rachel Gubbay
Volkan Gulen
Larry Hamelsky
Hamesley Partners
Wesley L. Harris
Harvard Medical School
Health Market Science
Hewlett Packard
HK Systems
Brian & Chris Hotarek
Jonathan Ianelli
Information Resources
Gregory & Ginger Browne Johnson
Johnson O'Hare Company
Jerry Jordan
Kellogg's
Deborah Koste
Kraft Foods
Lexmark
Peter Markarian
Eileen Haley Mathieu & Owen Mathieu
Steve Matthews
McCamish Systems
David McGlinchey
Mark McGowan
Donna McGrath
Mary Ann Milano-Picardi
Millennium Pharmaceuticals
Douglas J. Miller
Mollenhauer Family Fund
Richard & Viola Morse
Motorola
Valene Murray
Museum of Science
Ed & Susan Nalband
Nestle Purina
NSTar Electric & Gas Corporation
Christine Nuccio
Charlie O'Connor
Daniel S. O'Connor
Chip O'Hare
Optical Phusion Inc.
Pepsi Bottling Group

$500 to $999
Jeb & Sally Bachman
Donna Barone
Justine Bellew-Bavaro
Benchmark Assisted Living
Allison Blecker & Elizabeth Kleinerman
Boston Duck Tours
Brothers Electric
Pete & Christine Butt
Carol Christ
Jackie Connors
Lorraine & Jack Cross
Alexis Del Viscio
Thomas DeLoughrey
Draper Laboratory
Ebert & Sebastian, Inc.
Jill Friedlander
Lee Glickenhau
Eric Goomo
Leslie Greenfield
Whitney & Anne Griffith
Ellen & Peter Groustra
Rob & Eve Harris
Timothy D. Hunt
James Carney
Mary Ellen Johnson
Theresa Johnson
Bruce M. Jones
Jeffrey & Georgette Katuna
Martin Klein
Mark Levin
Edie Lewis
Berkley A. Lynch & Sandy J. Goldberg
John H. McGinn
Claire Mitchell
Patricia Mitro
Kevin Murphy
Rick Murrell
Jim & Annie Newman
Opticom, Inc.
Theodore Owens
Peter & Christina Pavlina
Dawn Perry
Suzanne & Jason Porter
PricewaterhouseCoopers
Raytheon Company
The Princeton Review
Raytheon Company
The Princeton Review
S. Harris Interiors
Lisa Samaraweera
Mr. & Mrs. Thomas T. Soviero
Elizabeth Steely
Carol Steinberg
Lisa Szalaji
Cecilia Sze
Bernadette Teixeira
Deborah Wald

$100 to $499
Robert & Cynthia Ahern
Joe Albury
Phil Aldrich
Aleksandra Ikanowicz
Josh Alwitt
Justin Amato
Linda Anast
Eric Andersen
Patrick Andersen
Anna Maria College
Aperian Global
Maureen Apter
Assumption College
Katherine Atchinson
AVID Technical Resources
Gil Azrielant
Steven Backman
Heather Baggett
Marie Jose Bahnam
Betty & Charlie Baker
Deb & Steve Barnes
Lori Baronian
Daniel & Lynne Barrett
Stephen Barwikowski
Jennifer Bees
Ricardo Berner
Eric Beyer
Shiva Bharadwaj
Divya Bhargava
Puneet Bhatia
Barry & Jean Bilzerian
Michael Bono
Kathleen Borghal
Brian Brandt
Karen Briggs
Adam Broun
Morgan Buiman
Barbara Burt
Joe & Faith Buscon
Peter Butt
Alan & Nancy Cantor
Joshua Cantor

Vincent Capozzi
Clifton Carey
Eleanor Carey
H. Jay Carney
Vijay Carney
John Caron
Noreen Carroll
Gerry Castagnetti
Cathleen S. Cavanaugh
Sylvia Cespedes
Carl Chang
Terry Chapman
Ellen Chartrand
Benjamin S. Chaset
Yi Chen
Michelle Christian
Christopher Giglio
George Chu
Brian Chu
Grady Clouse
Collaborative Staffing Solutions
Mary Ann Collins
William Condon
Jim & Barbara Conen
Contractors Risk Management, Inc.
Jill Conway
Dyanne & Christopher Cooney
Scott Corey
Amy Corveau
Peter & Maxine Cory
Shelly Diane Coulter
Wayne & Deborah Craig
Don Criniti
Matt Crisp
Bruce Cummings
Robert & Susan Curtin
Michael Cushman
David Cutter
Karen Dale
Adell Daly
Sujit Datta
Christopher Davey
Scott David
Joanne Davis
Lauren Davis
Bhavesh Dayalji
Alexis Del Viscio
Kumhee Del Viscio
Anthony J. Dell'Arena
Lewis & Phyllis Delvental
Emily DeMelo
Michael Demers
Susanne DeSanctis
Carolyn Dower
Ashima Dua
J. Kevin & Jacqueline A. Duffy
Kevin Dunn
James & Rachel Egan
Glenn & Viki Elliott
Elsevier Foundation
Jean Ely
Arthur & Karen Emery
Richard Emond
Kevin England
Jeffrey Eyestone
Fallon Community Health Plan
Matthew & Jacqueline Fearer
Donald & Kathleen Fennery
Shawn Ferguson
Alison Filmore
Fish Family Foundation
Michele Fisher
Jay Flanzbaum
Art Foley
Marcy Ford
Jo & Dan Forman
Sandy Fotiades
William Fox
Vincent Frattura
Frezza Family Fund
Donald E. Froude
Renee Frizzetti
Joseph Gage
Michael Galasso
Benjamin Garnett
Bruce Gaultney
Matt Geary
Katherine Gil
Perry Gomez
Jonathan Goodman
Justin Goodwin
Kevin Goulding
Rebecca Griffith
Ellen Griggs
Thomas Grimes
James Hackett
Martina Hallfanger
Gordon Hamersley
Dave Hamilton
Robert Handschu
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Patrick Healy
Linda Heath
Michael Heath
Beth Hedges
Jeffrey Heltrich
Jason Henrichs
Robert Hirsch
Meg Hobler
Brian Holmberg
College of the Holy Cross
HP Company Foundation
Alexander Hsu
Eric & Katherine Huang
William Hughes
Yaneeska Huq
IBM/Lotus
Louis Isquith
Kalvin Ivy
Cheryl Jacques
Bob Jamieson
Jean Barnett
Mary Jeka
Joel Schlachtenhaufen
Larry Johnson
Nathan Jokel

Robert P. Jones
Jay Judas
Junior Women's Club of Walpole
Lindsey Kaminski
Katharine Schmidt
Bobby Keefe
James Kehoe
Eileen Kelleher
Mary Anne Kelleher
James Kessler
Scott Kessler
Tina & Robert Kirlis
Annie Knopman
Naomi Krasner
James Kray
Kathryn Labbe
James LaJoie
Brett Lamonda
Audra & Harley Lank
Curt & Anne Large
Timothy LaRovere
Jennifer Latessa
Bernard Lau
Lawrence Lynch Corp.
John Lefkowitz
Peter Leone
Jeanne Lessczynski
Spiro Levis
LeAnn Lewis
William & Susan Littleton
Kim Loder
John Lu
Kerri Lynch
M. Yadgood
Christine L. MacMullin
Thomas P. Mailhot
MaryBeth Manca
Daphne Landers Marino
Stephen Martin
Mary Arnold
Mary Hall
Mary Rafferty
Masterman's
Bill McCurry
Robert McDermott
Michael McFarlane
Elizabeth McHugh
Brandt McKee
Heather McLoughlin Kabat
Erin McNamara
## Financials


### ASSETS

#### Current Assets:
- Cash: $1,802,428 / $1,729,207
- Restricted cash: $191,000 / $203,487
- Pledges receivable: $213,795 / $89,000
- Prepaid expenses and other assets: $22,004 / $19,966
- Total Current Assets: $2,229,227 / $2,041,660

#### Property and Equipment:
- Database & website: $116,563 / $104,563
- Furniture & equipment: $177,371 / $155,120
- Leasehold improvements: $51,552 / $51,552
- Accumulated depreciation: $208,893 / $231,267
- Total Property and Equipment: $345,486 / $311,235

#### Other Asset:
- Deposits: $13,020 / $14,020

**Total Assets:** $2,451,140 / $2,286,947

### LIABILITIES AND NET ASSETS

#### Current Liabilities:
- Accounts payable: $44,863 / $60,951
- Accrued expenses: $69,061 / $49,790
- Scholarships payable: $191,000 / $203,487
- Deferred Rent: $31,446 / $10,482
- Total Current Liabilities: $304,924 / $314,228

#### Scholarships Payable:
- $191,000 / $203,487

#### Total Liabilities and Net Assets:
- Total Liabilities and Net Assets: $2,451,140 / $2,286,947

**Financial Statements audited by Cohen & Associates, Certified Public Accountants**

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Statements of Activities | The Bottom Line, Inc. | Years ended June 30, 2010 & 2009

Revenue and Support:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$1,458,222</td>
<td>$1,643,021</td>
</tr>
<tr>
<td>Special events</td>
<td>$692,428</td>
<td>$486,628</td>
</tr>
<tr>
<td>Cost of special events</td>
<td>($127,232)</td>
<td>($105,772)</td>
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<tr>
<td>Program revenue</td>
<td>$63,750</td>
<td>$27,500</td>
</tr>
<tr>
<td>Interest</td>
<td>$2,752</td>
<td>$13,907</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$2,089,920</strong></td>
<td><strong>$2,065,284</strong></td>
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</table>

Expenses:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>$1,637,706</td>
<td>$1,442,509</td>
</tr>
<tr>
<td>Administration</td>
<td>$149,557</td>
<td>$133,430</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$150,124</td>
<td>$104,429</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$1,937,387</strong></td>
<td><strong>$1,660,368</strong></td>
</tr>
</tbody>
</table>

Change in net assets | $152,533 | $404,916 |
Net assets at beginning of year | $1,962,237 | $1,557,321 |

**NET ASSETS AT END OF YEAR** | **$2,114,770** | **$1,962,237** |

---


Operating Activities

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets:</td>
<td>$152,533</td>
<td>$404,916</td>
</tr>
</tbody>
</table>
| Adjustments to reconcile change in net assets to net cash used in operating activities:
  Depreciation        | $56,625    | $55,825    |
  (Increase) decrease in assets:
    Restricted cash   | $12,487    | ($201,343) |
    Pledges receivable| ($124,795) | $323,750   |
    Prepaid expenses and other assets | ($2,038) | ($8,793) |
    Deposits          | $1,000     | $1,424     |
| Increase (decrease) in liabilities:
  Accounts payable   | ($16,088)  | $30,576    |
  Accrued expenses   | $19,271    | $10,622    |
  Scholarship grants payable | ($12,487) | $13,343    |
  Deferred Rent      | $20,964    | $10,482    |
| Net cash provided by operating activities | $107,472 | $640,802 |

Investing Activity:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of property and equipment</td>
<td>($34,251)</td>
<td>($186,958)</td>
</tr>
<tr>
<td>Net cash used in investing activity</td>
<td>($34,251)</td>
<td>($186,958)</td>
</tr>
<tr>
<td>Net increase in cash</td>
<td>$73,221</td>
<td>$453,844</td>
</tr>
<tr>
<td>Cash, beginning of year</td>
<td>$1,729,207</td>
<td>$1,275,363</td>
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</table>

**CASH, END OF YEAR** | **$1,802,428** | **$1,729,207** |