DEAR FRIENDS,

I am thrilled to be able to share this recap of Bottom Line’s 17th year! We have taken great strides towards achieving our mission through our offices in Massachusetts and New York, and our new office in Illinois.

For the second year in a row, more than 80% of our College Success students graduated from college within six years, which is on par with the rate of the wealthiest students across the country. We also celebrated our 1,000th college graduate! As we look ahead, that number is going to double in the next four years as our programs continue to expand.

This year has also brought geographic growth. In March, we hired our first Chicago team member, Executive Director Chris Broughton, and over the summer he was joined by four more staff. They welcomed more than 150 high school and college students who will make up the inaugural Bottom Line - Chicago class.

As more resources and attention turn to the critical issue of college persistence, we are in a leadership position to help assess the true value of our high-touch approach. To support this effort, we began a long-term random control trial evaluation in May with University of Virginia professor and researcher Ben Castleman. This “gold standard” of evaluation will truly inform the higher education community of the impact of our work and reinforce the value of a personalized one-on-one mentoring program like Bottom Line.

Finally, as we have established a proven model to help our students graduate, we are also increasingly focused on what awaits them once they graduate. We developed a career advising curriculum to prepare our college juniors and seniors for life after college, and we continue to identify meaningful internship opportunities so they can gain real world experience as they get set to embark on their professional careers.

While there are many significant big-picture developments at Bottom Line, we realize this is made possible by the amazing work that our students and staff do every day. We recognize that the key to Bottom Line’s approach is that our team builds strong RELATIONSHIPS with students and it’s these relationships that ultimately drive student success.

Thank you for your continued support and partnership. We look forward to working with you to help more low-income, first-generation students graduate from college and transform urban communities from within.

Warmly,

Greg Johnson

Our Mission
Bottom Line is dedicated to helping low-income, first-generation students get in to college, graduate from college, and go far in life.

Our Vision
We work to ensure that every student can access and attain a bachelor’s degree, regardless of their family background or where they live. We believe that helping enough students from each community realize the dream of a college diploma can transform that community with lasting change.

Our Core Values
Bottom Line holds the following values at the core of everything we do: Relationships. Persistence. Results. Efficiency. Responsibility. Excellence.

Our Programs
In College Access, our full-time counselors provide individualized support to high school seniors and help them navigate every step of the college application process, including researching schools, writing essays, applying for financial aid, and selecting an affordable college to attend. By building a strong relationship with each student during frequent one-on-one, in-person meetings, counselors help students work through every obstacle they may face during the process.

College Success begins the summer before freshman year with a transition program. Once the semester begins, dedicated counselors work one-on-one with students until the day they graduate, up to six years. Through on-campus, relationship-focused support, we help resolve problems that threaten to derail their journey toward earning their bachelor’s degree. We focus on academic Degree progress, Employability, (financial) Aid, and Life. By building strong relationships and monitoring progress with our holistic DEAL model, Bottom Line greatly increases our students’ chances of success in college and beyond.

Our Goals
100% of our students will be accepted to college
80% of our students will graduate from college
Massachusetts

Bottom Line - Massachusetts started in 1997 serving 25 students. Now with offices in Dorchester, Jamaica Plain and Worcester, we have grown into a support network for thousands of students across the state. This year we celebrated an overall college graduation rate of 84%, along with our 1,000th college graduate!

Year established: 1997
High school students served this year: 640
College students served this year: 1,707
Number of target colleges: 20

New York

In 2011, we opened Bottom Line - New York with 145 students and an office in Brooklyn. This year we doubled in size and served almost 700 students from New York City. In 2014, 100% of our high school seniors were accepted to college and 91% of our college students remained enrolled full-time and actively pursuing their college degree with Bottom Line’s support.

Year established: 2011
High school students served this year: 287
College students served this year: 927
Number of target colleges: 4

Illinois

We are proud to announce the opening of our third regional site, Bottom Line - Illinois. The team was assembled in the spring and early summer and they hit the ground running. We opened an office in Chicago and immediately started the hard work of recruiting students and building relationships. We are looking forward to great success in Chicago in the coming year.

Year established: 2014
Planned number of students to serve in Year 1: 150
Number of target colleges: 4

Impact During 2014

2014 was a great year for Bottom Line. Across all of our offices, we worked with 30% more students than the year before, and we’re poised to do that again. We hired more staff to support the additional students, as well as Directors of Development, Finance, Evaluation, Marketing, and Programs. These investments are vital to our growing organizational needs as Bottom Line continues to expand locally and nationally. As we look ahead to next year, we are excited to begin the process of selecting the location for our next site and bringing our proven model to additional communities in need.

Getting in to College

Over 91% of Bottom Line students are among the first-generation in their family to go to college, and most don’t have an experienced family member to help them through the college admissions process. In our College Access Program, counselors forge great relationships with their students over the entire year helping them with everything from generating college lists to making responsible decisions. This relationship is critical so that students will have a clear understanding of the entire process, and make an informed decision about an affordable college with a trusted advisor at their side.

“I felt lost with the college application process. Luckily, a friend introduced me to Bottom Line, and I started working with Malika. She helped me find schools that focused on business management and she helped me decide on the most responsible way to afford college.”

Tarialis, Brighton High School

“Build a one-on-one relationship
Build a quality list of potential colleges
Support college essay writing and application completion
Help with financial aid and scholarship applications
Review decisions and financial aid award letters
Help each student make the right choice about where to attend college”

927 students are enrolled in our College Access Program this year

“The FAFSA form was incredibly confusing. Fortunately, my counselor was able to help me understand the form and secure full financial aid for each year with no need for loans. I don’t think I could have done that by myself!”

Joceline, Academy of Urban Living
Preparring for Freshman Year

Bottom Line’s College Success Program begins during the summer before freshman year. Students who join the program and attend one of our target colleges participate in four vital sessions designed to ensure that each student will show up on campus in the fall clear of any obstacles and ready to succeed in college. Students continue to work closely with their counselors and they bond with other Bottom Line students through workshops and trainings.

Session 1: Kick-Off
Provides opportunities for incoming students to meet their Bottom Line counselor and sets expectations for our College Success Program.

Session 2: Summer Checklist Meeting
Ensures that students complete all steps necessary to actually enroll in college. The checklist covers everything from course registration to housing to loans to the first days of arriving on campus.

Session 3: Training Camp
Features a full day of group workshops on the academic, cultural, and personal issues students face as they transition to college. Topics range from adjusting to life on campus to communicating with professors.

Session 4: Success Send-Off
Celebrates the accomplishments students have made as they prepare to go to college. A motivational speaker opens the event, then students participate in team-building exercises to share their excitement and anxiety about what lies ahead. To conclude the event, they receive a school supply kit and their college’s t-shirt to kick off the year in style.

Preparing for Freshman Year

Hitting the Ground Running

While Bottom Line students have the benefit of preparing for college over the summer, once the school year actually begins, they have the added comfort of knowing that Bottom Line will be there for them until they graduate, up to the next six years. We offer consistent guidance and support in the four areas that have the biggest impact on college success: academic Degree, Employability, (financial) Aid, and Life.

Within the first few weeks of classes, counselors meet with students on campus to listen to their challenges and assess what kind of help they might need over the semester. Their Bottom Line counselor will remain connected and available in-between their regular one-on-one meetings and are always a phone call away. It is this access to consistent, reliable support that enables students to adjust to campus, try new things, and push themselves in ways they weren’t sure they could.

“My counselor was always available to answer my questions and made me feel like I had a strong support network at Bottom Line.

In addition to being there when I needed help, Bottom Line was there when I least expected it. At the perfect moment, they sent a care package with snacks, a small gift, and a card to say something along the lines of ‘hang in there, you can do it!’ ”

Rebecca, Worcester State University ‘16

2,100 students are enrolled in our College Success Program this year

4,150 care packages mailed to Bottom Line college students this year

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For some students, the middle years are the most challenging. While they made it through their first year, graduation still seems a long way off and many students consider not returning. They face growing pressures associated with staying on track academically, affording tuition, and realizing their long-term goals while balancing life and school. Over these middle years, counselors and students continue to meet regularly to work on all facets of being a successful and productive college student. Each semester, unique service plans are created for each student to ensure the needed support is delivered before a real problem develops. Along the way students become more self-sufficient and better equipped to recognize and resolve new challenges more proactively.

96% of Bottom Line students return to college after their first year

“Rachel is great! Her title may be ‘counselor’ but to me she is a friend. She has helped me so much!

In college, life is so hectic that when someone actually sits with you and listens, it is something you just can’t help but appreciate and cherish. Rachel listens to my problems and makes sure I stay on top of my work.

If it weren’t for her, I probably would not be where I am today. It’s all thanks to her!”

Daniel, UMass Boston ’16

Bottom Line supports students attending 40 colleges in Massachusetts, New York, and Illinois. Serving students at specific target colleges enables Bottom Line counselors to develop relationships with on-campus resources, while more effectively working with a greater number of at-risk students.

73% of Bottom Line’s 2013 college graduates had a career-relevant opportunity or were enrolled in graduate school within three months of graduation

Throughout the year, local companies host career-oriented round-table discussions specifically for Bottom Line students. These roundtable discussions are often followed by sessions led by employee volunteers who work more closely with students to review résumés or to provide mock interviews. Corporate partners such as Sapient, State Street, Sun Life Financial, and Viacom see this as a great way to engage with Bottom Line, provide a volunteer experience for their staff, and connect with potential future employees through internships and job opportunities for Bottom Line students and graduates.

Go Far Forum

Our annual Go Far Forum, Bottom Line’s signature career event, is a unique career fair and professional networking event. Coordinated by our counselors and sponsored by many of our corporate partners, the Go Far Forum provides an opportunity for students to make meaningful connections with employees and professionals in various roles and industries. During the Go Far Forum, they sharpen networking skills, participate in panel discussions, experience an in-depth mock interview with corporate volunteers, and engage with company representatives in a career fair. In the months leading up to the Go Far Forum, Bottom Line counselors work closely with their students to prepare for this invaluable experience.
Graduation

Our work does not end until a student earns their degree. We know that right up to the last semester, classes remain challenging and missing even one credit can cost a student additional time and tuition. As students enter their final months of college and they prepare for life after graduation, counselors continue meeting with them to ensure they walk across the stage and receive their diploma.

While Bottom Line’s ultimate goal is to help at least 80% of our students graduate college within six years or less, our DEAL curriculum establishes additional benchmarks that inform our work on a daily basis. We strive to ensure that all of our students accomplish the following after participating in our College Success Program:

**Degree:** Graduate with a bachelor’s degree

**Employability:** Have a post-graduation career plan and the ability to implement it

**Aid:** Graduate with less than $36,000 in student loan debt

**Life:** Be resourceful and responsible

84% of our most recent class of college students graduated within six years

“...I didn’t expect to graduate so fast. I thought it would take me much longer. With Bottom Line helping me, I have been able to stay on track and do so many things at one time. I was able to go to school, have a great internship, and work part-time. I feel like I hit the lottery by joining Bottom Line.”

Tai, CUNY - Brooklyn College ‘15

Organization Financials

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<thead>
<tr>
<th>Statements of Financial Position*</th>
<th>2014</th>
<th>2013</th>
</tr>
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<tbody>
<tr>
<td>Cash and cash equivalents</td>
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<td>2,735,779</td>
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<tr>
<td>Pledges receivable</td>
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<td>Prepaid expenses &amp; other assets</td>
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<td>70,249</td>
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<td><strong>ASSETS</strong></td>
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<td>Property &amp; Equipment (less depreciation)</td>
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<td>Other assets</td>
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<td><strong>TOTAL ASSETS</strong></td>
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<td>Current liabilities</td>
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<td>Deferred rent</td>
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<td><strong>Net Assets</strong></td>
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<td>5,643,201</td>
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<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>6,654,261</td>
<td>5,996,872</td>
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<th>Statements of Activities**</th>
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<td><strong>REVENUE &amp; SUPPORT</strong></td>
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<td>Program Services</td>
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<td>Administration</td>
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<td><strong>EXPENSES</strong></td>
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<td>Change in net assets</td>
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<td>Net assets, beginning of year</td>
<td>5,643,201</td>
<td>3,548,554</td>
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<tr>
<td><strong>NET ASSETS, END OF YEAR</strong></td>
<td>6,199,336</td>
<td>5,643,201</td>
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<th>Statements of Cash Flows **</th>
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<tr>
<td>Net cash provided by operating activities</td>
<td>717,025</td>
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<td>Net cash used in investing activity</td>
<td>(170,952)</td>
<td>(80,243)</td>
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<td>Net increase in cash</td>
<td>546,073</td>
<td>606,898</td>
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<td>Cash &amp; cash equivalents, beginning of year</td>
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<td>2,128,881</td>
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<td><strong>CASH &amp; CASH EQUIVALENTS, END OF YEAR</strong></td>
<td>3,281,852</td>
<td>2,735,779</td>
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* June 30, 2014 & 2013

** For the period from July 1, 2013 - June 30, 2014 & July 1, 2012 to June 30, 2013
### 2013-2014 Supporters

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<th>Name</th>
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<tr>
<td>$500-$999</td>
<td>Beth &amp; Carl Zawahir</td>
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<td>$250-$499</td>
<td>John J. Miller</td>
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<td>$5,000-$9,999</td>
<td>Harvard Pilgrim Foundation</td>
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<td>John D. Bissell</td>
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<td>$100-$499</td>
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<td>$25,000-$49,999</td>
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We thank our Board Members for their tireless work, continued support, and leadership.

Marc Smith
Bob Ballard
Kevin Connolly
Kay Marquet
Patti Saris
Robert Shepler
Fredericka Stevenson
Dave Terry
Wes Thompson

Board Chair, Stop & Shop (retired)
USA Funds
MA Board Chair, State Street
Bottom Line
Kay Marquet Associates
Federal District Court
NY Board Chair, Legg Mason
Stevenson Family Foundation Trustee
Archway Health Advisors
Sun Life Financial (retired)

National Board of Directors

Diana Burton
Diana Burton
Sudler & Hennessey

“Some people from my neighborhood think a college education is impossible to achieve but I believe it is only impossible when one lacks the support and resources. Bottom Line provides the support and resources you need.”

Akosua, UMass Dartmouth '14

2013-2014 Supporters

Orland, Worcester Polytechnic Institute, '16

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500 Amory Street, Suite 1
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Greg Johnson, CEO

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Mike Wasserman, Executive Director

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Ruth Genn, Executive Director

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312.219.6254
Chris Broughton, Executive Director

www.bottomline.org