



Bottom Line

2014 Annual Report



Get in ♦ Graduate ♦ Go far

Message from the CEO



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

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Who We Are

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 **D**egree progress, **E**mployability, (financial) **A**id, and **L**ife. 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

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.

Bottom Line Student Growth



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: 393

Number of target colleges: 16

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

4 Planned number of students to serve in Year 1: 150

Number of target colleges: 4

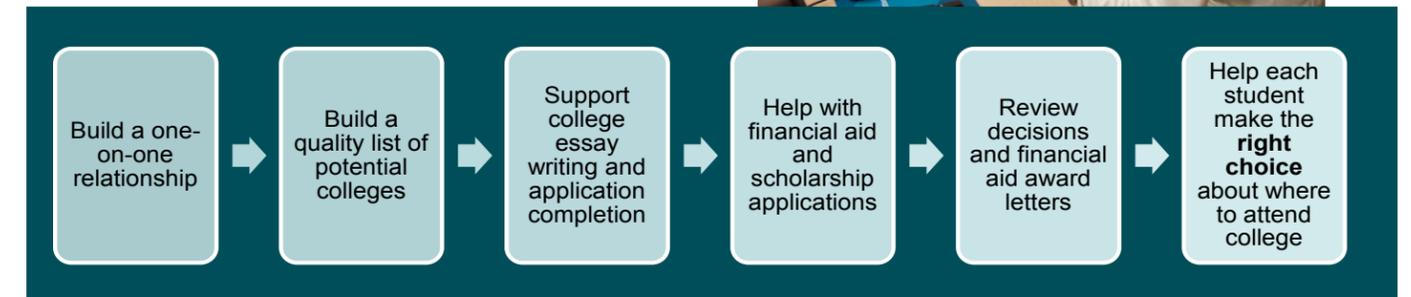
Getting in to College

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



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

Preparing 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.



Hitting the Ground Running

Degree
Employability
Aid
Life

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

"Before my first semester of college, during my summer checklist meeting, my counselor Victoria and I discovered that I was not actually enrolled."

Victoria worked with me to complete all of the necessary paperwork, including applying for additional grants. She made it all seem so easy. I don't know what I would have done if I wasn't in Bottom Line."

Ivan, John Jay College of Criminal Justice '17

2,100

students are enrolled in our College Success Program this year

4,150

care packages mailed to Bottom Line college students this year

Staying on Track

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.



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.

“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



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

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 resumés 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.

Going Far

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



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.

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:

- D** Degree: Graduate with a bachelor's degree
- E** Employability: Have a post-graduation career plan and the ability to implement it
- A** Aid: Graduate with less than \$36,000 in student loan debt
- L** 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

Statements of Financial Position*	2014	2013
Cash and cash equivalents	3,281,852	2,735,779
Pledges receivable	1,905,978	1,911,462
Prepaid expenses & other assets	100,113	70,249
ASSETS	5,287,943	4,717,490
Property & Equipment (less depreciation)	287,785	175,613
Other assets	1,078,533	1,103,769
TOTAL ASSETS	6,654,261	5,996,872
Current liabilities	409,487	305,917
Deferred rent	45,438	47,754
Net Assets	6,199,336	5,643,201
TOTAL LIABILITIES AND NET ASSETS	6,654,261	5,996,872

Statements of Activities**	2014	2013
REVENUE & SUPPORT	6,239,307	6,096,153
Program Services	4,334,621	3,240,926
Administration	528,691	309,642
Fundraising	819,860	450,938
EXPENSES	5,683,172	4,001,506
Change in net assets	556,135	2,094,647
Net assets, beginning of year	5,643,201	3,548,554
NET ASSETS, END OF YEAR	6,199,336	5,643,201

Statements of Cash Flows **	2014	2013
Net cash provided by operating activities	717,025	687,141
Net cash used in investing activity	(170,952)	(80,243)
Net increase in cash	546,073	606,898
Cash & cash equivalents, beginning of year	2,735,779	2,128,881
CASH & CASH EQUIVALENTS, END OF YEAR	3,281,852	2,735,779

* June 30, 2014 & 2013

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

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\$100,000+

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Deborah Wald
Justin and Meredith Waterman
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Julie-Anne Whitehouse

2013-2014 Supporters

"I would have struggled so much without Bottom Line. From getting into college, to making the Dean's list and getting into a master's program, the effort and care I have received from Bottom Line has helped turn my dreams into a reality."

Orland, Worcester Polytechnic Institute, '16

- | | | | |
|------------------------------------|---|---|---|
| Damian Wilmot
Mary Ashton Yarmy | Del Frisco's
Deutsche Bank Championship
Michael Douvadjian
Douzo Restaurant
Jim Dwyer
Eastern Standard Kitchen & Drinks
Elephant Walk
Equinox
Exhale
Thomas Fallon
Fallon Health
Fireplace Restaurant
Scott Forbes and Gina Ventre
Forest City Ratner Companies
Fox Studios
Franklin Park Zoo
Fresh Express
Georgetown Cupcakes
Grafton Group
Noelani Guerrero
The Hanover Insurance Group
Hanover Theater
Harding Lane
Hawthorne Bar and Restaurant
Elizabeth Hedges
Heritage Financial Services, LLC
The Hershey Company
Hill Holliday
Katherine Huang
Hubway Bikes
Huffington Post
Hungry Mother
The Huntington Theatre Company
Andy Husbands and Tremont 647
Insignia Athletics
iRobot
Isabella Stewart Gardner Museum
Island Creek Oyster Bar
J.P. Licks
Java Joe's
Jet Blue
Jillian's Lucky Strike Boston
Jillian's of Worcester
John Hancock
Jules Ko Photography
Kayem | Kelley Greens
Kiel James Patrick
King's Bowling
Kirkland Tap and Trotter
Debby Koste and Kurt Rockstroh
Kripalu Center for Yoga and Health
Lake Compounce Park and Six Flags New England
Landmark Cinema
Laser Craze
Legal Seafood
Lewis Family Foundation
Margie Lipshutz and Morsels Catering
Living Proof
Lululemon
The Lyric Stage Company
Mandarina Studio
Manna Massage
The Mark Twain House and Museum
Peter and Valorie Markarian
Eliane Markoff and Art in Giving
Martignetti Companies
MASS MoCa
Owen and Eileen Mathieu
Doug Miller
Viola Morse
Nantucket Steamship Authority
New England Aquarium
The New Repertory Theatre
The New York Cosmos
The New York Yankees
Newport Folk Festival
Niche Hospitality
Night Shift Brewing Company
o ya
Tomoko Ogura
Patch
Pat's Peak
Pearson Charitable Foundation
Plymouth Country Club
David Punch and Sycamore Restaurant
Red Lion Inn
Reebok
The Regatta Bar
Rent the Runway
Susan Roberts | Aida Rodriguez and Mary Kay Cosmetics
Jennifer Scherck
Randy Scherck
Sapient
Seaport Hotel
Seekonk Speedway
Sherin & Lodgen
skoah
Smathers & Bransen
Soul Cycle
Spoodles Deli
Squam Lakes Natural Science Center
Steamship Authority
Streetcar Wine & Beer
Sudler & Hennessey
Sun Life Financial
Taquitoria
The Boston Athenaeum
The Maidstone
The Princeton Review
Theatre Café
Wes and Rosemarie Thompson
Tides Restaurant
Tiger Woods Foundation
Titan
Tosceno
Tremendous Maid
Tryst Restaurant
Tuscan Resort
The Urban Grape
Vardi
Terry Ventre Showroom
Wachusett Mountain
Connie Walkingshaw
Mike Wasserman
WBUR Radio
WBZ Radio
West Bridge
The Westin Copley Place
Karen Wong
Worcester Restaurant Group
World's Best Cheese
Z Café
Zona Salon |
|------------------------------------|---|---|---|

1,109

total number of Bottom Line graduates since 1997

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We thank our Board Members for their tireless work, continued support, and leadership.

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"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

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