



**Bottom Line**

**CELEBRATING**

**20**

**YEARS OF IMPACT**

**1997-2017**

2017 ANNUAL REPORT

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\*member of the ELC Executive Board

# A MESSAGE FROM BOTTOM LINE LEADERSHIP

Dear Friends,

When Bottom Line began 20 years ago, not even our founder Dave Borgal realized the impact that the organization would have over two decades. Though Dave was one of the first in the country to recognize that supporting students throughout their college experience was critical to college completion and building pathways to the future, not even he realized that we would be serving so many students and we would have such lasting impact on multiple communities over such a short time.

Growing from roots planted at an info session in a community library with 25 students and their families, we now find ourselves serving 7,000 students across 6 Bottom Line offices and 4 cities. With contributions from people across a wide spectrum – dozens of volunteer Board members, countless financial supporters, hundreds of staff, and thousands of students - our program has become better as we've grown. We continue to innovate in an effort to ensure every student we serve has the opportunity to get in to college, graduate, and go far in life.

On our best day, Bottom Line programs, staff, and our collaborators are just pieces of a puzzle that lead to college and career success. The students we serve in high school and college bring the passion that is required to overcome countless hurdles in pursuit of an equitable opportunity. Each student has a remarkable story that starts with a dream, thrives through persistence, and lives on through college success and career opportunities. We are proud to be partners in that journey.

After 20 years, we celebrate the success of our students most of all and hope that within the next 20 years, the hurdles for first-generation students from low-income backgrounds are eliminated. Until that time, we will continue our work to foster dreams and ensure that persistence pays off for students born into poverty and to help open the doors to a degree and a good job.

Thank you for your support and for a successful year! We'll see you on campus.

With Appreciation,

**Greg Johnson**  
*Chief Executive Officer (Interim)*

**Kevin Connolly**  
*Chair, Board of Directors*



# Our First 20 Years



## 79%

Our historical graduation rate of 79% demonstrates what's possible for first-generation college students from low-income backgrounds.

## 2,198

degrees earned with the help of Bottom Line



## 14,199

total students served



## 5,605

as high schoolers making a college choice



## 3,221

as college students pursuing a degree



## 5,373

from senior year of high school through college graduation



The number of graduates is growing significantly each year.



20 years of...

SERVING, LEADING, & GROWING

# Our Team

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**122**  
team members  
supported our 20th  
successful year

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Our Program Team  
grew to  
**96 roles**  
last year

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**72**  
Full Time  
Counselors worked  
1:1 with our  
students

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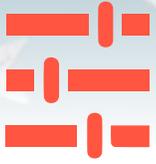
One-third of our program team has spent  
**3 or more years**  
with Bottom Line

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Three times as  
many Bottom  
Line students  
rated their  
advisor as “very  
important”  
with college  
applications  
and decisions,  
compared with  
students in a  
control group  
who may have  
received services  
from another  
college access  
organization.

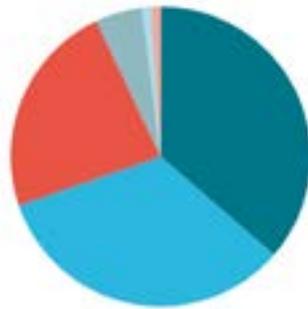


# I HIT SUBMIT!



**PROBLEM:** Only 52% of high school seniors attending schools in high poverty areas throughout the U.S. enrolled in college last year.\*

We helped  
**1,240**  
students  
GET IN to college



**36%** Black/African American  
**33%** Hispanic of Latino descent  
**23%** Asian  
**5%** White  
**3%** Other  
**1%** American Indian, AK Native, Pacific Islander

**71% Female**   **29% Male**

**3.3** The average GPA for students in our Access program

We held **12,025** 1:1 meetings with our high school seniors

Bottom Line students were nearly **20% more likely** to have met with someone to review their financial aid award letters, compared with students in a control group.

**93%** committed to a college by May 1 last year

**78** students will attend a "top tier" school next year

**75%** chose schools with low debt and out of pocket costs

**65%** chose one of our target colleges

**93%** enrolled in college in the fall

**95%** will be first-generation students, and **62%** will be the first person in their family to go to college

\*SOURCE: National Student Clearinghouse - High School Benchmarks Report



**PROBLEM:** Only 11% of low-income, first-generation college students will have a college degree within six years of enrolling in school, compared to about 55% of their more advantaged peers.\*

**37%**

Hispanic of Latino descent

**34%**

Black/African American

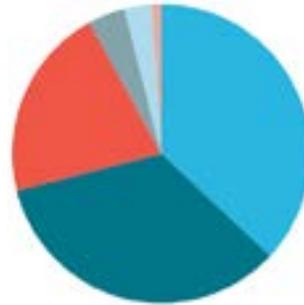
**21%** Asian

**4%** White

**3%** Other

**1%**

American Indian, AK Native, Pacific Islander



We served  
**4,949**  
college  
students

The average GPA for students in our Success program was

**2.82**

**93%** of our Success students are eligible for Pell Grants

**67% Female 33% Male**

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 a control group. These student decisions may contribute to an increased probability of success in college.

Our students are **10 percentage points** more likely to be continuously enrolled in college since high school.

Top  
**MAJORS**  
include

Accounting  
Biochemistry  
Biology  
Business Management  
Communications

Computer Science  
Criminal Justice  
Economics  
Engineering  
English

Exercise & Health Science  
Mathematics  
Nursing  
Political Science  
Sociology

**92%** of our 2015 cohort persisted into their second year of college

**81%** of our 2011 cohort earned a college degree

**84%** of our Class of 2011 graduated with less than \$36k of debt

\*SOURCE: Pell Institute

20 years of...

FOCUSING ON COLLEGE COMPLETION



**OPPORTUNITY:** By 2020, 65 percent of all jobs in the economy will require post-secondary education and training beyond high school.

**79%** of all eligible Bottom Line students have earned a degree in 6 years or less

**80%** of our 2012 cohort is on track to graduate within 6 years; 67% have already earned their degree

**82%** of Bottom Line's last two graduating classes have full-time jobs or are enrolled in graduate school

**Top Employers**

**Last year, State Street hired 20 of our graduates**

Accenture

Bank of America

Boston Children's Hospital

Bottom Line

Brigham & Women's Hospital

Children's Aid Society

City Year

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Univision



**Bottom Line has helped over 2,198 first-generation students earn their degree**

\*SOURCE: Georgetown University, Georgetown Public Policy Institute, CEW (Center on Education and the Workforce)

20 years of...

**EXPANDING LOCAL TALENT PIPELINES**

# DONOR ACKNOWLEDGEMENT

## MULTI-YEAR GIFT APPRECIATION

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

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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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Tortora Sillcox Family Foundation, 5 year commitment

### \$500,000 - \$999,999

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### \$100,000 - \$249,999

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### \$50,000 - \$99,999

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\*Committed this fiscal year



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Julia and Celyn Takeda  
Kirk and Elmira Taylor  
Liz Thompson  
John Tosti  
Totem Point Management, LLC  
Transamerican Life Insurance Co.  
Christine Tryba-Cofrin and David Cofrin  
The Tull Charitable Foundation  
Dr. Malaika Tyson  
UBS  
Ultimate Medical Academy  
UMass Medical School  
Unum  
Louis Vigden  
Michael and Karen Volo  
Voya Investment Management  
Robb Walker  
Connie Walkingshaw  
Webster Five Foundation  
Wells Fargo - NY  
Wells Fargo Foundation  
Ulla Christina West and Dr. Bill Conerly  
Carl Whitaker  
Karen White  
Jamie Wildman  
Christopher and Patricia Williams  
Jessica Zoob and Rob Donahue



## 2017 FINDINGS: RANDOMIZED CONTROLLED TRIAL

In 2014, Bottom Line decided to put our model to the most rigorous test: a long-term (7 years) randomized controlled trial (RCT). Researchers Andrew Barr (Texas A&M) and Ben Castleman (UVA) are tracking the results of students from the high school graduating classes of 2015 and 2016 from Boston, MA, Worcester, MA and New York, NY. A treatment group was offered the opportunity to join Bottom Line as high school seniors and the control group was not. The study is assessing Bottom Line’s impact on college enrollment, persistence, and ultimately, graduation.

**The Bottom Line model of advising students during high school and into college, combined with explicit guidance to students about applying to and attending institutions where they are likely to be successful without incurring substantial costs, leads to large effects on college enrollment and four-year college enrollment.**



*Students in Bottom Line are 10 percentage points more likely to enroll at a four-year institution*



*Bottom Line’s program produces effects that are 40% larger in the second year of service than in the initial year of participation*



*Large positive effects of the model in NYC provide direct evidence of scalability and suggest that the program reaches maturity and efficacy more rapidly than many other programs*

**Why is Bottom Line’s model of college counseling so effective when so many other models produce limited or no enrollment effect, effects only for certain subgroups, or initial effects on college enrollment that fade or disappear entirely over time?**

*29 out of the 30 Bottom Line Advisors involved in the study have a positive effect on four-year college enrollment*

*Back of the envelope calculations suggest that if the Bottom Line model were adopted broadly it would cut the income gap in four-year college enrollment in half*

SOURCE: “The Bottom Line on College Counseling,” published October 2017

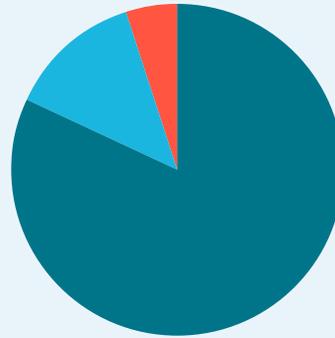
# 2016-2017 FINANCIAL STATEMENT

## A SNAPSHOT OF OUR FINANCES

Bottom Line is proud to have a Platinum rating from GuideStar.

To view our complete audited financials as well as our Form 990, please visit [www.bottomline.org](http://www.bottomline.org).

This report covers the period of July 1, 2016 – June 30, 2017.



Program Services	82%
Fundraising	13%
Administration	5%

STATEMENTS OF FINANCIAL POSITION *	FY 2016	FY 2017
Cash and cash equivalents	\$4,202,966	\$3,345,889
Contributions receivable	\$2,932,571	\$2,948,776
Prepaid Expenses & other assets	<u>\$108,340</u>	<u>\$148,858</u>
<b>TOTAL CURRENT ASSETS</b>	<b>\$7,243,877</b>	<b>\$6,443,523</b>
Property & Equipment	\$260,153	\$559,538
<b>OTHER ASSETS</b>	<b>\$717,471</b>	<b>\$1,507,997</b>
<b>TOTAL ASSETS</b>	<b>\$8,221,501</b>	<b>\$8,511,058</b>
Current liabilities	\$623,725	\$509,797
Deferred rent	\$187,586	\$267,292
Net Assets	\$7,410,190	\$7,773,969
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$8,221,501</b>	<b>\$8,511,058</b>

STATEMENTS OF ACTIVITIES **	FY 2016	FY 2017
<b>TOTAL REVENUE AND SUPPORT</b>	<b>\$10,686,839</b>	<b>\$11,970,418</b>
Program Services	\$7,260,642	\$9,538,252
Administration	\$859,025	\$589,180
Fundraising	<u>\$1,787,019</u>	<u>\$1,519,207</u>
<b>TOTAL EXPENSES</b>	<b>\$9,906,686</b>	<b>\$11,646,639</b>
Change in net assets	\$780,153	\$323,779
Net assets, beginning of year	\$6,630,037	\$7,410,190
<b>NET ASSETS, END OF YEAR</b>	<b>\$7,410,190</b>	<b>\$7,733,969</b>

STATEMENTS OF CASH FLOWS **	FY 2016	FY 2017
Net cash provided by operating activities	\$1,665,316	\$(420,033)
Purchase of property and equipment	\$(347,289)	\$(437,044)
Net increase in cash	\$1,318,027	\$(857,077)
Cash & cash equivalents, beginning of year	\$2,884,939	\$4,202,966
<b>CASH END OF YEAR</b>	<b>\$4,202,966</b>	<b>\$3,345,889</b>

\* June 30, 2017 & 2016

\*\* For the time periods from July 1, 2016 – June 30, 2017 & July 1, 2015 – June 30, 2016

## RELATIONSHIPS

We are engaging, responsive, and we always follow through on our promises.

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## PERSISTENCE

We are not satisfied unless we resolve every problem, answer every question, and explore every option.

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## RESULTS

We hold ourselves accountable to ensure the long-term success of our students.

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## EFFICIENCY

We get to the heart of matters quickly, eliminating waste and capitalizing on every minute, every dollar, and every skill available to us.

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## RESPONSIBILITY

We accept responsibility for providing the highest quality support but recognize the need to instill in each of our students a sense of personal responsibility for their own success.

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## EXCELLENCE

We always strive to improve, no matter how much we have accomplished or how far we have come.

# Our Values



# Our History

1997

2000

2002

2004

2005

2007

2008

2010

2010

2011

2011

2012

2012

2013

2014

2014

2014

2015

2015

2015

2017

**Our first 25 students join Dave Borgal, our Founder, for the first meeting of Bottom Line.**

With 4 full-time employees serving 250 students, Bottom Line opens our first office in Jamaica Plain.

**THE FIRST 10 BOTTOM LINE STUDENTS GRADUATE FROM COLLEGE.**

80% of our first class has now graduated from college, establishing our best-in-class graduation rate.

We host our first “Get in, Graduate and Go Far” dinner, raising \$350,000!

We create our “DEAL” program model, establishing the structure for our Success Program.

**We open an office and begin serving students in Worcester, MA, our first test of expansion.**

Our first formal evaluation is completed by Kolajo Afolabi, Harvard Kennedy School and demonstrates significant positive impact of our model.

We receive the NCAN College Access Organization Award of Excellence, recognizing the work of an outstanding college access/success program.

**We begin serving students in New York City and open our first out-of-state office.**

We receive our first \$1M grant from USA Funds, now Strada Education Network.

**We form a National Leadership Team.**

Lewis Family Foundation invests \$2.5M to scale our Boston program.

We receive a \$1.22M Investment from Michael & Susan Dell Foundation to scale & grow our organization.

We launch a Randomized Controlled Trial (RCT), the gold standard of scientific evaluation, to put our relationship-based model to the test.

**We begin serving students in Chicago, opening our third office.**

**WE CELEBRATE OUR 1,000<sup>TH</sup> COLLEGE GRADUATE!**

Bottom Line is featured in the Wall Street Journal.

We are selected by State Street’s charitable arm for its Boston WINs initiative as one of five partners collaborating to advance job readiness and career paths for Boston youth.

We receive the College Board’s Personalized Learning Award.

**We are almost 2,200 graduates strong – and still growing!**