



# Bottom Line

Get in • Graduate • Go far  
Success depends on you

The Path to Success

## 2012 Annual Report



Rochelly Fajardo  
Northeastern University '12

## Our Mission

**Bottom Line** helps low-income, first-generation youth get in to college, graduate from college, and go far in life by providing guidance from the beginning of the college application process until college graduation.

## Our Vision

We work to ensure that **every** student can access and attain a college diploma, 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 Results

Since 1997, **74%** of our college students have graduated within six years, more than twice the graduation rate of similar students across the country.



## Message from the CEO

How many challenges did you have to overcome to get your college degree? All college students face struggles, but the average student in Bottom Line's program experiences serious obstacles along the path to a degree.

Of course, like all college students, our students struggle with the day-to-day challenges of college: a low grade in Organic Chemistry, or trouble with a roommate. But, on top of these difficulties, our students face impediments related to poverty, homelessness, illness and other family struggles even as they attend college. Without the proper support, any of these obstacles can prevent a student from earning a degree, which is why so few students from low-income communities are earning college degrees without the support of a program like Bottom Line.

Bottom Line's model is proven to help students overcome these challenges. Our services support students across the four areas that most frequently interfere with their progress towards a degree: Degree, Employability, Financial Aid and Life.

During the 2011-12 school year, we increased the number of students we supported by nearly 20%, launched our New York office, and began building a National team to ensure consistent quality as we grow and explore opportunities for expansion.

Our success this year, and every other, has been due in large part to the confidence you have shown in our staff and in our model, and for that we say THANK YOU. Our success truly depends on you.

Greg Johnson  
Chief Executive Officer

# A broken system.

Only **11%** of low-income, first-generation college students graduate within six years.\*

\*Pell Institute: 6-Year Degree Attainment Rates For Students Enrolled In A Post-Secondary Institution, 12/2011.

# Bottom Line's

## clear path to graduation

High School

College

Beyond

College Access

College Success

Going Far

One year of support to high school students throughout the college application and decision process.

Up to **six** years of on- and off-campus support for college students across four dimensions: **Degree, Employability, Financial Aid, and Life.**

Bottom Line students are **graduating**, starting careers, and **strengthening** their families and communities.

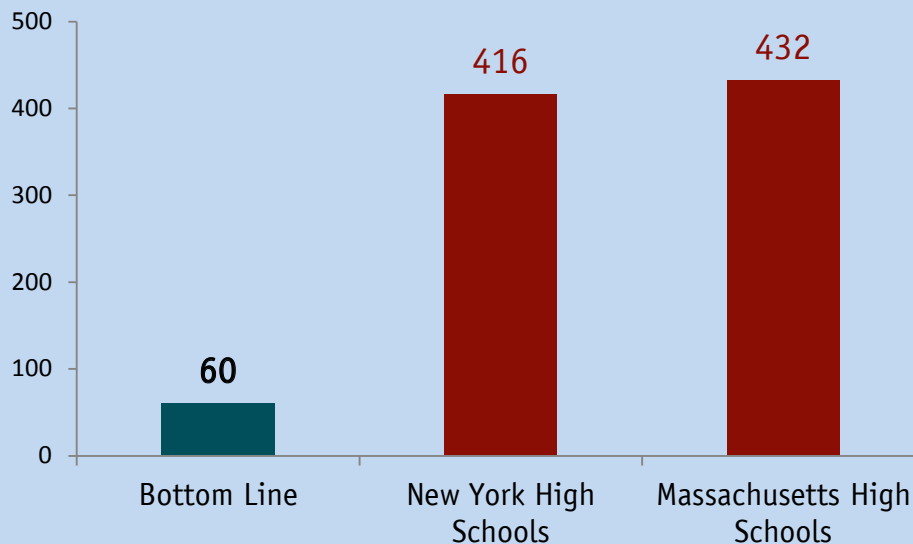


# College Access

In our College Access Program, counselors provided one-on-one support to **784** high school seniors as they applied to colleges in 2011-2012. Our expert, full-time counselors worked with students through every step of the process, picking a list of schools, brainstorming and editing essays, submitting applications, acquiring financial aid, and, ultimately, deciding on a school.

We developed genuine relationships with our students through frequent face-to-face meetings. On average, each student met with their counselor **every two to three weeks**, or 10 times throughout the year.

**Average Student-to-Guidance Counselor Ratio**





## Shalisa Vizcarrondo

High School of Telecommunication Arts and Technology '12

When Shalisa first came to Bottom Line's New York office in the fall of 2011 as a high school senior, she had plenty on her mind beyond applying to college. Just months before, her mother had passed way.

Shalisa's tragedy meant focusing on application deadlines would be difficult, and submitting the proper financial forms would be even more challenging. Deborah, her Bottom Line counselor, helped her meet her deadlines and finish her applications. When it came time to decide between colleges, Deborah advocated on her behalf, collecting and sending tax forms to secure financial aid for the college they decided would be her best fit.

Shalisa was accepted to several of her top choices. She is now a freshman at CUNY-Staten Island.

"The most helpful part about Bottom Line is having one-on-one attention with a counselor who understands my situation and is always open to answering any questions I have."

# College Success

Simply getting into college is not enough. During the past year in our College Success Program, counselors worked with **1,132** college students who attended one of our **34** target colleges across Massachusetts and New York. We provided support in-person, on- and off-campus, focused on four areas:

**Degree:** academic performance and progress

**Employability:** work experience and career development

**Aid:** financial aid and affordability

**Life:** personal well-being and self-advocacy

## Bottom Line Target Colleges

### Massachusetts

Bentley University	Northeastern University
Boston College	UMass Amherst
Boston University	UMass Boston
Bridgewater State University	UMass Dartmouth
Clark University	UMass Lowell
College of the Holy Cross	Salem State University
Fitchburg State University	Suffolk University
Framingham State University	Wentworth Institute of Technology
Massachusetts College of Liberal Arts	Worcester Polytechnic Institute
Massachusetts College of Pharmacy and Health Sciences	Worcester State University

### New York

CUNY Brooklyn College	SUNY Stony Brook
CUNY City College	St. Francis College
CUNY City Tech	St. Joseph's College
CUNY College of Staten Island	
CUNY John Jay	
CUNY Lehman	
CUNY York College	
Fordham University	
SUNY Albany	
SUNY Buffalo State	
SUNY New Paltz	





## Daniel Figueiredo

Worcester State University '15

Daniel already knew how to work hard when he started college. While in high school, he worked long hours every week at Dunkin' Donuts. But when he struggled during his first semester at Worcester State, he realized hard work wasn't enough.

The son of Brazilian immigrants, Daniel is the first in his family to attend college; college was an entirely new world for him. Ali, his Bottom Line Counselor, worked closely with him to approach college in a totally different way than high school. They didn't simply prepare for a particularly hard exam; they developed strategies to prepare for every exam, ways to budget study time for all his courses, and a concrete schedule to balance school and work. And they worked together to switch Daniel's major from engineering to business, which they agreed better fit his interests and career goals.

By the end of his freshman year, Daniel was visiting professors' office hours and arranging study groups with his classmates. He wasn't just working harder; he was also equipped with the tools to succeed.

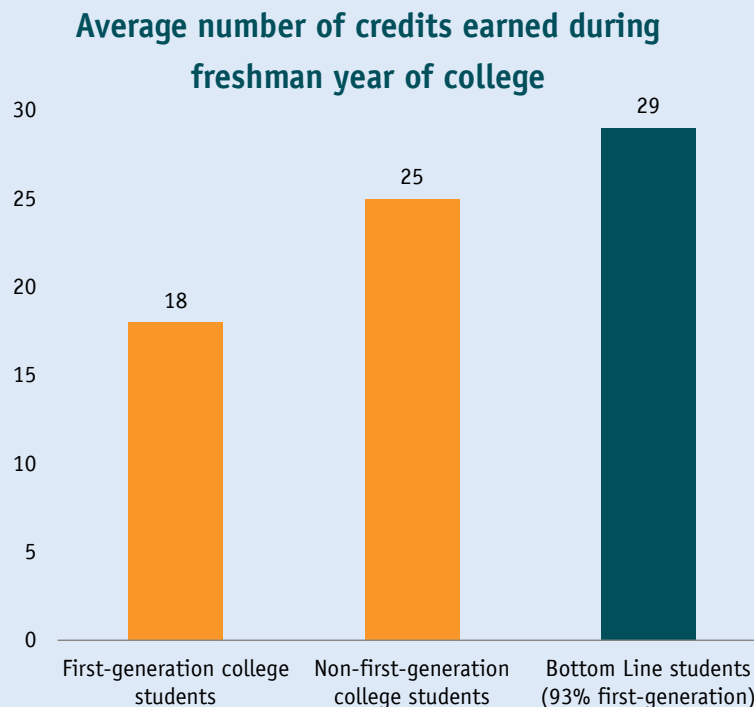


# Degree

Studying for many hours isn't enough to perform well in college - especially when, like many of our students, you have a job or have considerable family responsibilities.

During the 2011-12 school year, our counselors worked with students to ensure they were on track to graduate, to assess whether they were pursuing the right major, to plan out their study schedules, and to help them become resourceful learners.

Success Counselors conducted over **1,600** one-on-one academic advising meetings. Meetings covered test-taking strategies, interpretations of class syllabi, and assessments of a student's entire academic direction.



# Employability

A college education is a road to economic opportunity. With this in mind, we helped students explore careers, build skills, and plan for life after college. In 2011-2012, our counselors worked with students to find the right career path, select a major aligned with their career goal, compose a resume and cover letter, and connect students to internships with Bottom Line's career partners.

Our annual career event, the Go Far Forum, gave students the opportunity to network with employees from our partner organizations. In 2011-12, we had our largest Massachusetts Go Far Forum ever, with **over 200** students in attendance, and launched our first New York Go Far Forum.

Over the course of the school year, Bottom Line connected **183** students with an internship.

Within three months of graduation, **8** out of **10** Bottom Line new college graduates were employed or attending graduate school





## **Rochelly Fajardo**

Northeastern University '12

Entering her senior year of college, Rochelly knew she was passionate about public health but didn't know the best way to pursue her passion, much less how to get a job in the industry.

Working with Vicky, her Bottom Line Career Counselor, they found a volunteer opportunity with Family Van, a mobile health program for disadvantaged communities, to introduce her to the field of public health.

Rochelly enjoyed her volunteer experience, and after working with Vicky to refine her resume, landed a research internship with John Snow, Inc., a public health research firm. Shortly after graduation, she was hired by Climb Corps, which advocates to improve the health of Boston city workers.

"Vicky helped me look through the endless possibilities and narrow down the main career paths I could take to reach my goals," Rochelly says.

## Shatuwan Lewis

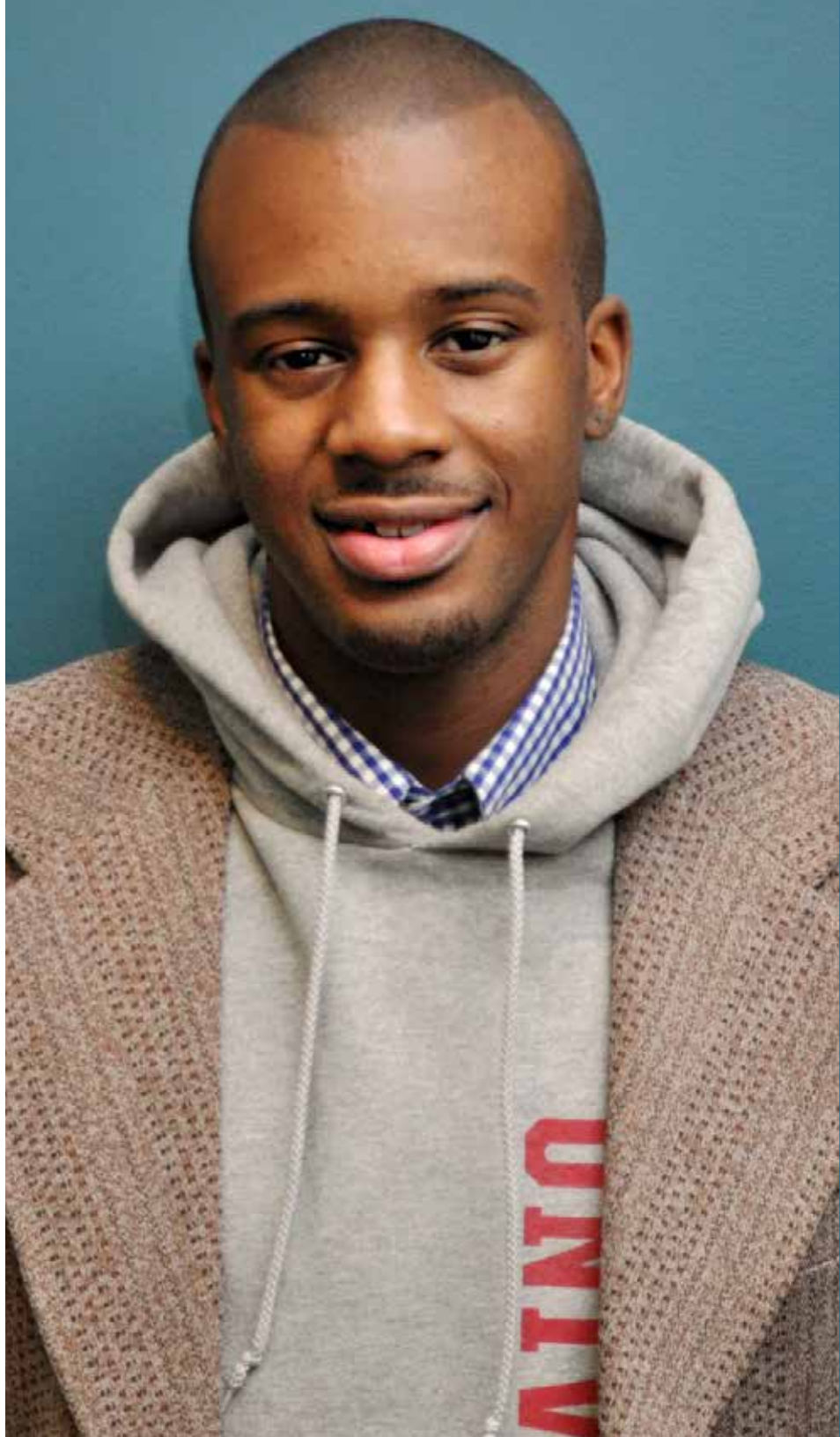
UMass Boston '14

Shatuwan, or “Sha,” as his friends and family call him, wanted to study business in college, but he needed the right financial aid package to afford college.

Sha’s aid problems came at the worst possible time. During the fall of his sophomore year, a number of Sha’s family members passed away. Shatuwan transferred from out of state to UMass Boston to be closer to home, but, due to confusions stemming from his relatively sudden transfer, his aid at UMass was calculated incorrectly. He was incorrectly billed several thousand dollars, and a hold was put on his account, preventing him from registering for classes.

Sheneita, his Bottom Line Counselor, and Shatuwan worked together to advocate to the financial aid office. Sheneita helped clear up the mistake, and his aid was recalculated accurately. He was finally able to sign up for classes.

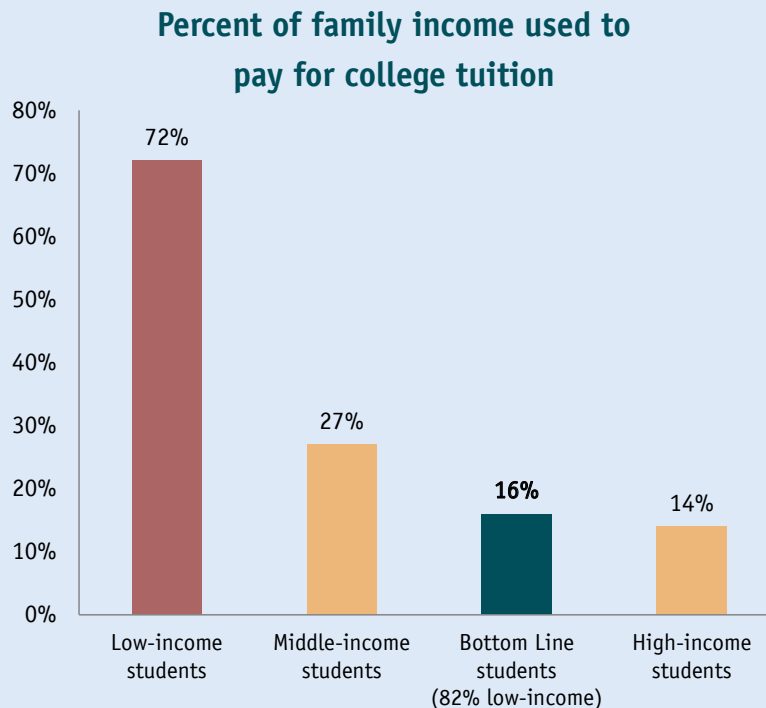
Sha is now majoring in international business and studying Mandarin. His knack for business has paid off; he recently earned an internship with State Street Bank.



# Financial Aid

College is an investment, requiring time, work, and money. In 2011-12, as tuition climbed at colleges nationwide, we ensured our students were able to afford four years of college and graduate with reasonable, manageable debt. Nationwide, low-income students paid an average of 72% of their family income to cover college tuition bills each year; with our support, Bottom Line students paid, on average, only **16%** of their family income to cover their college tuition in their first year.

We accomplished this by holding over **1,000** one-on-one meetings in which counselors worked with students to make smart financial decisions, renew financial aid, resolve bills, advocate to college aid offices, and manage their loan payments.



The Education Trust: Priced Out: How the Wrong Financial-Aid Policies Hurt Low-Income Students. November 2011.

# Life

Success counselors met with students on campus at least once per month and kept in touch via emails and phone calls between visits. Because counselors stayed in regular contact with their students, they were able support students through an array of difficult personal challenges. Counselors, in addition to other services, helped students adjust socially to the college environment, hosted group celebrations on campus, and worked with students to overcome difficult person struggles like the death of a parent.

We assembled and mailed care packages to every one of our college students during fall and spring midterm exams. We also mailed 7 greeting cards to each student at important moments throughout the year, wishing them happy birthday, offering encouragement and thanking them for their hard work. Though simple, care packages and cards remind students that Bottom Line is there to support them.



7,575

greeting cards mailed



4,225

on-campus visits



2,150

care packages sent





## Jaclynn George

Boston University '13

Like many Bottom Line students, Jaclynn juggles an incredible number of responsibilities. She is a full-time student, a full-time employee, and a mom. And she's already studying for her GREs.

Anyone would struggle to handle so many competing priorities. Rachel, Jaclynn's Bottom Line counselor, has developed a strong personal relationship with Jaclynn, and has been there for her when circumstances grew unmanageable. During her junior year, when Jaclynn struggled to balance academics with her other duties, they met in person to find a way to refine her schedule. And when Jaclynn appeared to be financially unable to return for her senior year, Rachel called as many people as she could, and found a solution.

"Rachel has been an amazing person to work with. It is really thanks to Rachel that I was able to return to BU for my senior year."



## Yeison Baez

Suffolk University '11

In 2006, Yeison began working with Bottom Line as a senior from Boston's English High School. His counselor helped him apply to and enroll at Suffolk University.

"Not only did Bottom Line help me with the application process but also provided the emotional support I couldn't receive elsewhere. My Bottom Line counselor was always there to provide encouragement and support in good and bad situations."

At Suffolk, Yeison pursued his passion for technology and majored in Computer Science. However, after evaluating his interests with his Bottom Line counselor, he decided to switch his major from Computer Science to Information Systems. Shortly after graduation, he was hired as a database administrator at Kronos, Inc.

"Without a college education, I would not have been where I am today...working with the things I love. I truly owe it ALL to Bottom Line."

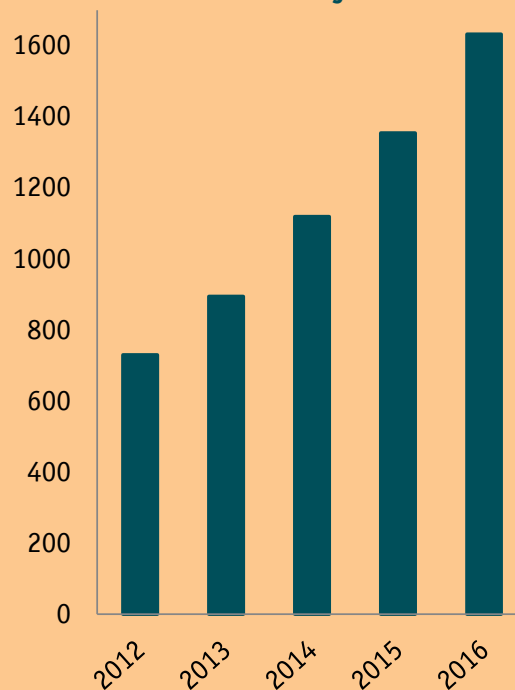


# Going Far

In the spring of 2012, **121** Bottom Line students graduated from college. In the summer after graduation, we continued to support our alumni, connecting graduates with opportunities for jobs, internships, and informational interviews with our career partners.

Since 1997, **730** of our College Success students have earned a degree. By the spring of 2016, we will graduate nearly **300** college students every year, and over **2,000** Bottom Line alumni will be contributing to our communities as business owners, teachers, scientists, nurses, and social workers.

Number of Bottom Line alumni  
over next five years





# Local Highlights

## **Boston**

Our Boston office continued to grow: over the past school year, we served 1,400 Boston students. Our staff expanded to 23 full-time employees, and we created a new career team, which helped students build career skills and connected students with professional opportunities. Over the next five years, our Boston office will grow to support more than 2,700 students, double the number we currently.

## **New York**

Bottom Line New York opened our office in Downtown Brooklyn and, in our first year of operation, supported 125 high school students and 20 college students. All of our high school students were accepted to college and enrolled in school this fall, and all of our college seniors have re-enrolled. Over the next five years, our New York office will grow to support 500 high school seniors and over 1,500 college students annually.

## **Worcester**

Our Worcester site moved into a new, larger office in Worcester's central business district. The increased office space allowed us to serve over 300 Worcester high school seniors and college students, our largest class to date.

# Leadership

## MA Regional Board

Marc Smith (Chair)  
Peter Bishop, Morgan Stanley  
Kevin Connolly, State Street  
Patrick Day, UMass Boston  
Emerson Foster, Sodexo  
Debby Koste, Koste Williams  
Dave McGlinchey, Shaw's Supermarkets  
Viola Morse, Brandeis University\*  
Michele Scavongelli, The EdLaw Project  
Linda St. John, Fallon Community Health Plan  
Susie Roberts, Anderson & Kreiger LLP  
Ruthanne Russell, Hill Holliday  
Marvin Thomas, Triunity Engineering & Management  
Kenn Turner, MA Dept. of Veterans' Services  
Mike Volo, Cammack LaRhette Consulting

## NY Regional Board

Bob Shepler (Chair), Legg Mason\*  
Sheryl Colyer, Pfizer  
Derrick Johnson, BlackRock  
John MacPhee, The Jed Foundation  
Chitra Narasimhan, Citi Ventures  
Hope B. Woodhouse  
Jessica Zoob, American Express

## National Board of Directors

Bob Ballard, USA Funds  
George Chu, Citizen Schools  
Greg Johnson, Bottom Line  
The Hon. Patti Saris, US Sentencing Commission  
Dave Terry, Remedy Partners

## Worcester Advisory Board

Linda St. John (Chair), Fallon Community Health Plan  
John Alexandrov, Real Estate Inner Circle  
Barry Bilzerian, Hygrade Business Group  
Yuisa Pérez Chionchio, Worcester Public Schools  
Michael Christy, Mirick O'Connell  
Louis Ciavarra, Bowditch & Dewey LLP  
John Desmond, Bank of America, Worcester  
Gayle Falvey, Hanover Insurance Group  
James Leary, UMass Medical School  
John Lian, Baystate Financial  
Jacquelyn McGravey, UMass Memorial Health Care  
Maryellen O'Brien, Reliant Medical Group  
Jacqueline Peterson, College of the Holy Cross  
Timothy Pigott, Bay State Savings Bank  
Lea Ann Scales, Worcester State University

# 2011-2012 Supporters

Bottom Line could not have served 1,917 students over the past school year without the support of the following individuals, corporations, and foundations. Thanks to these supporters, 1,917 young people will be able to obtain higher-paying jobs, provide for their families, and participate in their communities.

## **\$100,000 and more**

The Boston Foundation  
Charles Hayden Foundation  
Poses Family Foundation  
Richard and Susan Smith  
Family Foundation  
Richard and Susan Smith  
John, Amy, Jennifer, and  
James Berylson  
Robert and Dana Smith  
Brian and Debra Knez  
TG Public Benefit Program  
Tortora Sillcox Family  
Foundation  
USA Funds

## **\$50,000 to \$99,999**

Blue Ridge Foundation New  
York  
J.E. and Z.B. Butler Foundation  
Carnegie Corporation of New  
York  
The Heckscher Foundation for  
Children  
Liberty Mutual Foundation  
Richard Meelia  
Mifflin Memorial Fund  
National Grid  
The Pinkerton Foundation  
Dan Rothenberg  
Patti Saris and Arthur Segal  
State Street Foundation  
Tiger Foundation

## **\$10,000 to \$49,999**

Frederick A. Bailey Trust  
Bain Capital Children's Charity  
Bank of America Philanthropic  
Management  
Bank of America Charitable  
Foundation  
Bank of New York Mellon  
Bentley University  
BlackRock Foundation  
The Clowes Fund  
Sheryl Colyer  
Josephine and Louise Crane  
Foundation  
The Durst Family Foundation  
Ruth H. and Warren A. Ellsworth  
Foundation  
Fallon Community Health Plan  
Marla Felcher and Max  
Bazerman  
Grand Circle Foundation  
Greater Worcester Community  
Foundation  
The Hanover Insurance Group  
Foundation  
Jeff and Janet Larson  
Legg Mason & Co., LLC  
The MacPhee Family  
Peggy and Philippe Mauldin

James C. Melvin Trust  
Alan Halfenger and Judy Moroz  
Richard and Viola Morse  
Newman's Own Foundation  
Olivia's Organics  
Amelia Peabody Foundation  
The Reebok Foundation  
Albert W. Rice Charitable  
Foundation  
The Sallie Mae Fund  
Peter and Michele Scavongelli  
Schrafft Charitable Trust  
Carl and Ruth Shapiro Family  
Foundation  
Robert Blair Shepler  
Stop & Shop  
Mary Ellen and Marc Smith  
Paul and Marjorie Stanzler  
Staples Foundation for Learning  
State of New York Higher  
Education Services Corporation  
Sun Life Financial  
Shaw's Supermarkets  
The George F. and Sybil H. Fuller  
Foundation  
Yawkey Foundation II  
Jessica Zoob and Rob Donahue

## **\$5,000 to \$9,999**

Agilysys  
Agnoli Sign Company  
Amerlux Lighting Solutions  
Paul and Edith Babson Foundation  
Timothy and Michele Barakett  
Foundation  
Mary Ann and John Begley  
Larry Begley  
Maria and Drake Behrakis  
Peter and Patricia Bishop  
John Buckley, Sr.  
Citizens Bank  
ClearBridge Advisors  
Eastern Bank Charitable  
Foundation  
The Fletcher Foundation  
Hammersley Partners  
Harvard Pilgrim Health Care  
Hill, Holliday, Connors,  
Cosmopolus Inc.  
Jeffrey Jones  
Peter Mahoney  
Massachusetts Bankers  
Association Charitable Foundation  
Judy Meelia  
New Horizons Foundation, Inc.  
Peter Pavlina  
Peter Pedro  
People's United Community  
Foundation  
Abraham Perlman Foundation  
Pfizer  
Christy and Mike Refojo

RelayHealth/McKesson  
Sapient Corporation  
Savings Bank Life Insurance  
The Stoddard Charitable Trust  
Teleflex Foundation  
TJX Foundation  
Giselle Wagner  
Hope B. Woodhouse & Richard Canty

## **\$1,000 to \$4,999**

Acosta Sales and Marketing  
Adecco  
Advantage Sales and Marketing  
Anonymous  
AT&T  
Atlantic Trust Private Wealth  
Management  
Automatic Data Processing Inc.  
Backyard Farms, LLC  
Rajeev Balakrishna  
Bob Ballard  
Bay State Savings Bank  
Allison Beer  
James M. Benson  
Sarah Binder and Punit Mehta  
Jeffrey Blaugrund and Sarah Aroeste  
Blaugrund  
Blue Cross Blue Shield of  
Massachusetts  
Anne Boisvert  
The Bostonian Group  
Bowditch & Dewey, LLP  
Donna and Jake Carpenter  
Neil Charran  
James Cleveland  
Coca-Cola Bottling Co. of NNE, Inc.  
Kevin and Jane Connolly  
Crossmark  
Cubist Pharmaceuticals, Inc.  
Sal T. and Nicole Curreri  
Deloitte  
Dietz & Watson  
Judith Anne Donahue  
Beverly and Charles Donohue  
Double S. Management LLC  
Dana Farber Cancer Institute  
Willa and David Fawer  
Bettye and Robert Freeman  
Fresh Express  
Emily Frieze-Kemeny  
Frito-Lay  
General Mills  
Myra and Manny Genn  
Victoria Moskowitz and Lee  
Glickenhau  
Gold Medal Bakery  
Goldman, Sachs & Co.  
Google  
Dick and Catherine Gordon  
Goulston & Storrs  
Emelyn Grize  
John Hancock  
The Healey Family Foundation  
Health Market Science

Hill Phoenix  
Hoche-Scofield Foundation  
College of the Holy Cross  
The Howell Family Charitable  
Foundation  
Bob Howitt  
Ed and Jennifer Hurley-Wales  
Gregory and Ginger Johnson  
Johnson O'Hare Company  
Tina and Derrick Johnson  
Daniel and Barbara Kaplan  
Lori Katz  
Kayem Foods  
Kellogg's  
Kraft Foods  
Steve and Susan Krupski  
Sarah Landy  
Susan and Arthur Leeds  
Sue Lehmann  
Stig Leschly  
Benjamin Littauer  
Norman Stein and Mindy Lubber  
Jennifer and Scott Madden  
Margaret Malumphy  
Thomas Mandia  
Peter and Valorie Markarian  
Massachusetts College of  
Pharmacy & Health Sciences  
Eileen and Owen Mathieu  
Dave and Monica McGlinchey  
Mark McGowan  
Sally, Mike, and Sarah  
McNamara  
Denise M McNeice  
The Mentor Network Charitable  
Foundation, Inc.  
William Meury  
Millennium Pharmaceuticals  
Mollenhauer Family Fund  
Morgan Stanley Foundation  
Christopher Arnold and Val  
Murray  
Jeff and Andrea Nadolney  
Ed and Susan Nalbant  
National Development  
Nestle Purina  
North Coast Seafoods  
NStar Electric and Gas  
Corporation  
Christine Nuccio  
Pepsi Bottling Group  
Piper Jaffray  
Joe Piperato  
Cheryl Pipia  
Polar Beverages  
Jessica Popik  
Paula Price  
PriceWaterhouseCoopers  
PSG  
Jehana Ray  
Reebok International Ltd.  
Reliant Medical Group

Susan Roberts  
Debby Koste and Kurt  
Rockstroh  
The Rogers Foundation  
Mary Clark Romney  
Dana Romney Memorial  
Philanthropic Fund  
Terri Rosen  
Rubenstein Associates, Inc.  
Ruthanne Russell  
Salem State University  
B.L. Schwartz  
Laura Sen  
Seyfarth Shaw  
Simon Paston & Sons  
Nancy and Kirk Smith  
Joanne and Kevin Smith  
Josh Solomon  
Jim Sylvia  
Emily and David Terry  
Rosemarie and Wes  
Thompson  
Dora Ullian  
UMass Memorial Health  
Care Inc.  
Vanasse Hangen Brustlin,  
Inc.  
Gina Ventre  
Mike and Karen Volo  
Kevin Walker  
Rob and Connie  
Walkingshaw  
Frederick E. Weber Charities  
Corporation  
Robert Weber  
Webster Five Foundation  
Anne Welch  
Wellesley Congregational  
Church  
Wentworth Institute of  
Technology  
Janet and David Whitehouse  
WKBJ Foundation  
Henry Woodhouse  
Joan Woodhouse  
Yale Electric

### **\$500 to \$999**

Ned Abelson  
Michael and Gina Armano  
Jeb and Sally Bachman  
Gwendolyn Baker  
Boston Partners in Education  
Bright Horizons Family  
Solutions  
Elizabeth Chace-Marino  
Carol Christ  
Coney Island Ventures, LLC  
Wayne and Debbie Craig  
Suzanne Cuccurullo

Randi Cutler  
Karen and Paul Dale  
David Davis  
Denise DeAmore  
John Demler  
Kai Dickerson  
Karen DiGravio  
Draper Laboratory  
Courtney Driscoll  
Henry Ford  
Jim Fowler  
R. Jay and Angela Gerken  
Whitney and Anne Griffith  
George and Margaret  
Hagopian  
Louisa Holland  
John A. Howell  
Eric and Katherine Huang  
W. Patrick Hughes  
Harry Shannon III  
J. Irving England & Jane L.  
England Charitable Trust  
Mary Ellen Johnson  
Michael Kocur  
Anne Lane  
Sang-Bin Lee  
John and Dudley Macfarlane  
Amy Markarian  
Theodore V. H. Mayer and  
Margery Weil Mayer  
Daniel McDevitt  
John and Lisa McGinn  
Joann C. McKenna  
Asheet Mehta  
Jack and Cynthia Monahan  
Stefania Nappi  
Mark Notkin  
Anthony Nygren  
Patricia A. Parcellin  
James Pingeton  
Rivkind Associates  
Anne Romney  
Jerry Rubin and Carol  
Steinberg  
Michael Saegh  
John Saidnawey  
Marc Salkovitz  
Henry D. Shaw  
Caroline and Frank  
Strasburger  
Barbara Thomas  
United Way of New York City  
Wal-Mart  
Mary Wood  
Worcester State University

### **\$100 to \$499**

AAA Refrigeration Service, Inc.  
Daniel B. Adler  
James Anderson  
Hayley and Thomas Van  
Antwerp  
Cataline Arboleda  
Andrew Arnold  
Assumption College  
Sydney Avent  
Earl Avery  
Michael Baenen  
Betty Baker  
Bank of America  
Lisa Barroilhet  
Jonathan Barron  
Edmund Begley  
Roger F. Beliveau  
John Belli  
Wendy Berger  
Cheryl Berthiaume  
Benedikt Blomberg  
Bill and Eugenia Bogaert  
Jennifer Bolcar  
Michael Bonomo  
Kathleen Borgeal  
Reuben Borman  
The Boston Plan for Excellence  
Richard Boutillier  
Edward Brachfeld  
Morgan Brady  
Heather Buckley  
Janice Burgess  
Jim Burke  
James "Skip" Burns  
David Byrne  
Dave and Jenni Byrnes  
Eva Cabral  
Joel Munson and Lizbeth  
Calderon-Munson  
Jesse Caplan  
Rosyana Cardoso  
Susan Cardoza  
Jeffrey Caron  
Lauren Davis Catlett  
Carol Chandor  
Katie Chang  
Brian Chu  
George Chu  
Michael Clinton  
Erin Collins  
Barbara and Jim Conen  
Matthew Conti  
Peter and Maxine Cory  
Clairmonte David  
Isaiah Davis  
Donna Desilus  
John B. Desmond  
Michael Dickens  
Pradeep Dilwali  
Document Technologies, Inc.

Dole Packaged Foods  
Malcolm D'Souza  
T.R. Durham  
George and Karen Durkin  
Debra Ellman  
Mary Eng  
The Natansohn Family  
Shawna Ferguson  
Paul Finnegan  
Fish Foundation  
Barbara Fortier  
Kimberly Frazier  
Stephen and Laurene  
Frederick  
Marjorie and Len Freiman  
Jill Friedlander  
Matt Friedman  
Robert Frieling  
Marcia Frieze  
Michael Fuchs  
Susan Gattozzi  
Angela Gerken  
Andrew F. Giles III  
Marsha Gorewitz  
Andrew Graham  
Allison and Mauro Greco  
Jaime Greenberg  
Morgan Gregory  
Lauren Griffin  
Graham Griffith  
Daniel Grossman  
Ellen Groustra  
Celeste Guarnieri  
Daisy Guerrero  
Christopher Guhin  
Sarah Haley  
Janeen Hansen  
Steven Harvey  
Tory Hayes  
Howard Helfman  
Jeffrey Helfrich  
Nancy Helt  
Chris Hennessey  
Wendy and KB Higgins  
Highfields Capital  
Management  
Glenn Hill  
William Kadish and Marie  
Hobart  
Frederick Hoff  
Eric Hofmann  
Raymond P. Howell  
Cheryl Jacques  
David Jegen  
Patrick Healy and Marty  
Johnson  
Paul Reville and Julie Joyal  
Abhishek Kalra  
Kyle Kane  
Beth Kaplan  
Anjna Kapoor  
Josh Kapp  
Jeffrey and Georgette  
Katuna

Anna Kaufman  
Peg Kelley  
Elizabeth Kleinerman  
Kraft Foods Foundation  
Mark Lagratta  
Eva and Arthur Landy  
Audra and Harley Lank  
Gloria C. Larson  
James Leary  
Thomas Leder  
Richard Lee  
Bette LeMay  
Linda Li  
John Lian  
Matthew Lilling  
Judith Linksman  
Marc Lino  
Philip A.+ Litos  
Edmond Lococo  
Richard Lord  
Thomas and Katie Love  
Kris V. Lucander  
Paula J. Macom  
Bruce Jones and Nan Maley  
Bill Malloy  
Donardo Marcellus  
Nancy Martini  
Masterman's  
William and Veronica Matthaei  
Katherine Mazza  
William McCulloch  
Brian McGinley  
Deborah Hicks-McGovern and  
Timothy McGovern  
Jackie McGravey  
Mary Jane McQuillen  
Gerald and Theresa Memmo  
Tom Mercurio  
Ethan Meyers  
Eeke de Milliano  
Carl Mills  
Deborah Minori  
Erik Moreno  
Isabelle Morin  
Elliott Morra  
Curtis and Christine Morrison  
Motorola Solutions Foundation  
Kathrine Mott  
Andrew Muldowney  
Jessica Mustone  
Chitra Narasimhan  
Brad Nelson  
Kevin and Ildiko Nielsen  
Brian Nixon  
Eileen O'Brien  
Gavin O'Day  
Kevin O'Flaherty  
Michael O'Neill  
Richard Osman  
David Owens  
Rachel Paster  
Christina Pavlina  
Alma Pelletier

Chandler Perine  
David and Lauri Perry  
Kathleen Phelan  
Gabrielle Pineau  
Neil Alexander Pirie  
Michael and Jean Popik  
Jeffrey H. Popik  
Irene Popik  
Harry and Jean Popik  
Olger Prendo  
Edward Pride  
Elinor Quill  
Steve and Doreen Raftery  
Jana Ransom  
Rebecca Raphael  
Lisa Rawson  
Matthew Reed  
Judy Rice  
Peter Rice  
Birgit Rieck  
Bill Ritter  
Mary Ritter  
Jason Roberts  
Steven Roberts  
Charlotte Rocker  
Adriana Rojas  
Steve and Marsha Roth  
Daniel Rowley  
Tracey-Ann Rullow  
Gretchen Saegh  
Lisa Samaraweera  
Annmarie Sasaki  
Suzanne Schwimmer  
Robert Scull  
Mona Shah  
Winston Shih  
Kate Singh  
Bernie Smith  
Rebecca and Justin Soffer  
Karen and Kenneth Staffier  
Lorna Stearns  
Stephen and Susan Stetson  
Joseph Stolberg  
Art Strasburger  
Hilary Strasburger  
Rebekah and Justin  
Strasburger  
Tim Sullivan  
Paul Plasky and Ilene  
Sussman  
Steven Syverson  
Todd Taranto  
Janet and Bruce Taylor  
Anthony Tedesco  
The Dessert Lab HQ Inc.  
Vickie Thebeau  
Nicole Thorne  
Charles Tisdale  
Susan Tofias  
Erin Travassos  
Joi Troutman  
Turbana  
Kevin Twomey

Joseph Valiante  
Stephen Vanourmy  
Vinfen  
Deborah Wald  
James Wall  
Cynthia Wang  
Mike Wasserman  
Joan Howland and William  
Webber  
Katie Weinmann  
Melinda G. Weir  
Teri Weiss  
Robert Williams  
Sherrod Williams  
Susan N. Wilson  
Keith and Jean Wilson  
Parvin Zawahir  
Michael Zoob  
Rachel Zoob-Hill

### In-Kind Donations

.406 Ventures  
5Wits  
62 Restaurant  
Alba Restaurant  
American Idol  
American Repertory Theater  
Armsby Abbey  
Back Bay Restaurant Group  
Baker's Best  
Bayside Resort  
The Beehive  
Berklee College of Music  
BKR  
Blue Ridge Foundation  
Boston Athletic Association  
Boston Beer Company  
Boston Duck Tours  
Boston Lyric Opera  
Boys & Girls Club of Worcester  
Ceantel Brathwaite  
Buca di Beppo  
c/o The Maidstone  
Café Forant  
Carabiner's  
Ceres Bistro/Beechwood Hotel  
The Charles Hotel  
Chelsea Piers Sports and  
Entertainment Complex  
Coca-Cola  
The Colbert Report  
Comcast  
Kevin Connolly  
Coolidge Corner Theatre  
Craigie on Main  
CrossFit NYC  
Crystal Caves Family  
Entertainment  
The Daily Show  
David Janik Fitness  
DeCordova Sculpture Park and  
Museum  
Designs by Febe  
Deutsche Bank Championship

Downtown Cookie Co.  
Eastern Standard Kitchen  
Ecotarium  
Edwin Gould Foundation  
Fallon Community Health  
Plan  
The Fire Place Restaurant  
The Flying Rhino  
Food Network  
Foods of New York Tours, Inc.  
Forever Green Café  
Forklift Catering  
Gold Medal Bakery  
Grafton Group  
Green Hotel  
Green Mountain Coffee  
Alan Halfenger  
John Hancock  
Handel and Haydn Society  
Hanover Insurance Group  
Hanover Theater  
The Harrison Restaurant  
The Harpoon Brewery  
Higgins Armory Museum  
Hill, Holliday, Connors,  
Cosmopolos Inc.  
Holy Cross Athletics  
Katherine Huang  
Huntington Theatre Company  
Hy-Line Cruises  
ImprovAsylum  
Insignia Athletics  
Inspire - Bain & Company  
Institute of Contemporary Art  
Isabella Stewart Gardner  
Museum  
Island Creek Oyster House  
Island Queen  
Java Joe's  
Jet Blue  
Jillian's Boston  
Jillian's Worcester  
Kelly Greens Golf Course  
Kenneth Chen Portraits  
Kripalu Center for Yoga &  
Health  
La Morra Ristorante  
Lake Compounce Family  
Theme Park  
Larz Anderson Auto Museum  
Laser Quest - Danvers  
LaserCraze  
The Liberty Hotel  
Limelight Stage + Studios  
The Lyric Stage Company of  
Boston  
Maggiano's  
Manna Massage  
MASS MoCA  
Owen Mathieu  
Mercury Paint  
Metropolis  
Michele Topor's Food Tours  
of Boston

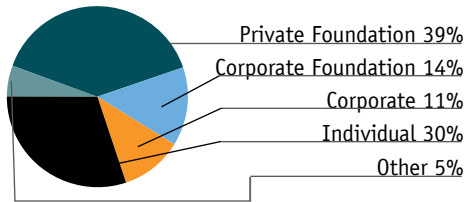
Viola Morse  
National Grid  
New England Patriots  
New Repertory Theatre  
New York Giants  
Newton Community Education  
Niche Hospitality Group (Mezzal,  
Bocado, People's Kitchen, Citizen,  
Still & Stir)  
Nickelodeon  
Old Sturbridge Village  
The Original Tremont Tea Room  
Panera Bread  
Peter Pavlina  
Pats Peak  
Penn PAC  
Pepsi Bottling Group  
The Preservation Society of  
Newport County  
The Public Theater  
Red Bones  
The Red Lion Inn  
Mike Refojo  
Regatta Point Community Sailing  
Rialto Restaurant  
Susan Roberts  
Saint Martin's Press  
Savings Bank Life Insurance  
The Shawn Carter Foundation  
Sheraton New York Hotel & Towers  
Simplicity Chef  
Six Flags New England  
SpeakEasy Stage Company  
Sponsors for Educational  
Opportunities  
Spoodles Deli  
Squam Lakes Natural Science  
Center  
State Street Corporation  
The Steamship Authority  
Sun Life Financial  
Sun Wine Fest  
The Swan Boats of Boston  
Taproot Foundation  
Theatre Café  
Tides Restaurant & Pub  
Tower Hill Botanic Gardens  
Tremont 647  
Union Square Hospitality Group  
Vetta Jewelry  
Wachusett Mountain  
Connie Walkingshaw  
WEEI  
Westin Copley Place Hotel  
Whole Foods  
Worcester Art Museum  
Worcester Sharks  
Worcester Telegram and Gazette  
Worcester Tornadoes  
Z Café  
Ze Liang Photography  
Zoo New England



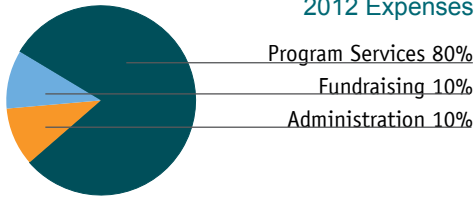


# Financials

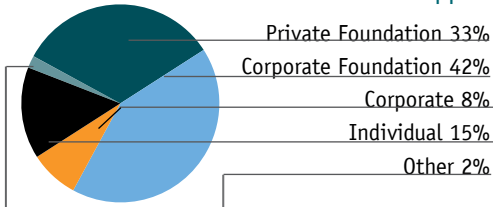
2012 Revenue & Support



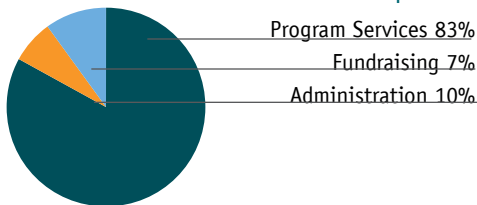
2012 Expenses



2011 Revenue & Support



2011 Expenses



## ASSETS

	2012	2011
Cash and cash equivalents	\$2,128,881	\$2,025,708
Restricted cash	-	\$102,950
Pledges receivable	\$1,218,879	\$831,617
Prepaid expenses & other assets	<u>\$44,245</u>	<u>\$18,543</u>
	<u>\$3,392,005</u>	<u>\$2,978,818</u>
Property and Equipment:		
Database and website	\$141,563	\$141,562
Furniture and equipment	\$281,334	\$211,793
Leasehold improvements	<u>\$52,767</u>	<u>\$51,552</u>
	\$475,664	\$409,907
Accumulated depreciation	<u>(\$291,635)</u>	<u>(\$209,216)</u>
	<u>\$184,029</u>	<u>\$195,691</u>
Other Assets:		
Deposits	\$35,895	\$35,075
Lease acquisition costs, net	\$22,257	\$30,289
Pledges receivable	<u>\$75,000</u>	<u>\$584,000</u>
	<u>\$133,152</u>	<u>\$649,364</u>
<b>TOTAL ASSETS</b>	<b><u>\$3,709,186</u></b>	<b><u>\$3,823,873</u></b>
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities:		
Accounts payable	\$22,283	\$40,248
Accrued expenses	\$68,183	\$26,598
Scholarships payable	<u>\$23,000</u>	<u>\$114,450</u>
	<u>\$113,466</u>	<u>\$181,296</u>
Deferred Rent	<u>\$47,166</u>	<u>\$43,674</u>
Net Assets:		
Unrestricted	\$2,150,002	\$1,980,016
Temporarily restricted	<u>\$1,398,552</u>	<u>\$1,618,887</u>
	<u>\$3,548,554</u>	<u>\$3,598,903</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b><u>\$3,709,186</u></b>	<b><u>\$3,823,873</u></b>

## Statements of Activities | June 30, 2012 & 2011

	2012	2011
Revenue and Support:		
Contributions	\$1,990,539	\$2,834,766
Scholarship contributions	\$65,250	\$280,750
Special events	\$864,698	\$606,263
Cost of special events	(\$193,929)	(\$117,723)
Program revenue	\$87,100	\$63,750
Interest	\$12,058	\$2,579
	<u>\$2,825,716</u>	<u>\$3,670,385</u>
Expenses:		
Program services	\$2,313,561	\$1,816,804
Administration	\$273,694	\$208,897
Fundraising	\$288,810	\$160,551
	<u>\$2,876,065</u>	<u>\$2,186,252</u>
Change in net assets	(\$50,349)	\$1,484,133
Net assets, beginning of year	<u>\$3,598,903</u>	<u>\$2,114,770</u>
<b>NET ASSETS, END OF YEAR</b>	<b><u>\$3,548,554</u></b>	<b><u>\$3,598,903</u></b>

## Statements of Cash Flows | June 30, 2012 & 2011

	2012	2011
Operating Activities:		
Change in net assets:	(\$50,349)	\$1,484,133
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Depreciation	\$90,451	\$72,623
Capitalized in kind donations	0	(\$30,289)
(Increase) decrease in assets:		
Restricted cash	\$102,950	\$88,050
Pledges receivable	\$121,738	(\$1,201,822)
Prepaid expenses and other assets	(\$26,522)	\$3,461
Deposits	0	(\$22,055)
Increase (decrease) in liabilities:		
Accounts payable	(\$17,965)	(\$4,615)
Accrued expenses	\$41,585	(\$42,463)
Scholarship grants payable	(\$91,450)	(\$76,550)
Deferred Rent	<u>\$3,492</u>	<u>\$12,228</u>
Net cash provided by operating activities	<u>\$173,930</u>	<u>\$282,701</u>
Investing Activity:		
Purchase of property and equipment	(\$70,757)	(\$59,421)
Net cash used in investing activity	(\$70,757)	(\$59,421)
<b>Net increase in cash</b>	<u>\$103,173</u>	<u>\$223,280</u>
<b>Cash and cash equivalents, beginning of year</b>	<u>\$2,025,708</u>	<u>\$1,802,428</u>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b><u>\$2,128,881</u></b>	<b><u>\$2,025,708</u></b>

**Bottom Line - Boston**

500 Amory St, Suite 3  
Jamaica Plain, MA 02130  
P: 617.524.8833  
F: 617.524.9559

**Bottom Line - New York**

26 Court St, Suite 1303  
Brooklyn, NY 11242  
P: 347.889.7627  
F: 347.889.5897

**Bottom Line - Worcester**

40 Southbridge St, Suite 500  
Worcester, MA 01608  
P: 508.757.3400  
F: 508.757.7400

[www.bottomline.org](http://www.bottomline.org)