



## Letter of Inquiry

### Organization Information

**Grant ID:** I2015-0293

**Legal Name of Organization:** Boston Private Industry Council, Inc.

**Grant Type:** Project Support

**EIN Number:** 04-2676661

**NTEE Code:** Employment

**Amount Requested from the Boston Foundation:** \$282,938.00

**Project Budget:** \$565,875.00

**Project Duration:** to

**Project Title, if applicable:** SIF Application

**Month Fiscal Year Begins:**

**Member of the Massachusetts Nonprofit Network:**

Fiscal Year	Revenues	Expenses
Last Fiscal Year (actuals)	5122264.00	5110717.00
Current Fiscal Year (budget)	5235809.00	5262309.00
Next Fiscal Year (projected)	5622840.00	5612424.00

### **Organization Address:**

2 Oliver Street  
7th Floor  
Boston, MA 02109-4943

### **Organization Description:**

The Boston Private Industry Council (PIC) works to strengthen Boston's communities and its workforce by connecting youth and adults with education and employment opportunities that align with the needs of area employers. The PIC's work is grounded in the belief that education and meaningful employment change lives, lift people out of poverty, and strengthen the local economy.

The PIC is divided into three program branches: School-to-Career; Youth Transitions, which includes dropout prevention and recovery and postsecondary transition coaching; and Workforce Initiatives, which includes managing Boston's career centers and convening consortia.

2014 was a very successful year for the PIC. It connected over 3,200 BPS students to summer jobs and internships; re-enrolled 415 dropouts through the Re-Engagement Center; supported 340 students in community college; served 19,854 job seekers at Boston career centers; and convened the Boston



Healthcare Careers Consortium, the Metro Boston Life Sciences Career Consortium, and the STEM Network.

**Organization's Main Phone Number:** 6174881322

**Organization's Main FAX Number:** 6174231041

**Organization's Website:** [www.bostonpic.org](http://www.bostonpic.org)

**Year Founded:** 1979

**Total Number of Board Members:** 13

**Number of Full Time Equivalent Staff:** 51.00

**Is there any open or pending litigation against your organization outside the normal course of business?** N

**Description of Litigation:**

### **Contact Information**

**Head of Organization:**

Mr. Neil Sullivan, Executive Director  
6174881320  
[Neil.Sullivan@bostonpic.org](mailto:Neil.Sullivan@bostonpic.org)

**Contact Person:**

Ms. Jessica Hatfield, Development Manager  
6174881322  
[jessica.hatfield@bostonpic.org](mailto:jessica.hatfield@bostonpic.org)

*This Outcomes Chart and the goals articulated here will serve as the basis of the annual reports that track progress on the goals of your grant. We consider your first submission of this Outcomes Chart to be a DRAFT. It will be the basis of dialog with your program officer who will help you revise it to reflect Long Term Goals that both your organization and TBF agree are ambitious, achievable and meaningful. The final version will be the basis of your award. With the agreement of your program officer, it may be updated prior to subsequent payments of multi-year awards.*

*Please note any areas in which you currently do not have the data to assess progress. Measures may be numerical (25 people served) or narrative (partnership agreement finalized). You may expand the size of the cells. Use NOTES to explain any changes in plans or activities.*

## OUTCOMES CHART YEAR 1

Agency: **Boston Private Industry Council**  
Program/Project Title: Boston Coaching for Completion

Grant #: \_\_\_\_\_  
Grant Period: 4/1/15-3/31/16

TBF Strategy: Improve Outcomes for Boston's residents across the education pipeline; Increase the college graduation rate for low-income, minority, and first-generation college students from public schools in Boston.

Report Date: \_\_\_\_\_

	<b>Long Term Goals</b> <i>What long term results do you want to achieve at the end of the grant period?</i>	<b>Activities</b> <i>What are your plans or activities (program delivery or organizational capacity building) to achieve these goals?</i>	<b>Indicators</b> <i>What will you measure?</i>	<b>Baseline</b> <i>What is the current status of the activity?</i>	<b>Desired Results</b> <i>What short term results do you want to see at the end of this grant year?</i>	<b>Results to Date</b> <i>What results did you achieve this year?</i>
<b>1</b>	Continue to serve 72 students from the PIC's Success Boston BPS Class of 2014 cohort.	We will closely monitor student progress and provide active support and referrals on a consistent basis.	Student progress and persistence (see specific measures below).	PIC transition coaches are actively supporting all Class of 2014 students.	All students submitting FAFSA for next academic year, high spring re-enrollment, movement out of remedial coursework (see measures below).	
<b>2</b>	Enroll up to 185 new participants in 2015-16 to form Cohort 1.	Recruitment of students through PIC Career Specialists, high school visits and relationships, and targeted outreach on college campuses.	Number of students who fill out interest forms; uploads into Salesforce.	Transition coaches have materials and presentations prepared for next semester.	A successful expansion of PIC transition coaching services to BPS graduates at BHCC, RCC, BFIT, and UMass.	
<b>3</b>	75% of Cohort 1 (BPS Class of 2015) and 80% of existing Success Boston cohort (Class of 2014) will have a GPA of 2.0 or greater on completion of Fall 2015.	We will closely monitor student progress and provide active support and referrals on a consistent basis.	Grades.	72% of Success Boston Cohort 5 students earned a GPA of 2.0 or greater in their first semester.	Strong academic performance in the first semester, and consistent improvement thereafter.	
<b>4</b>	100% of students eligible to complete FAFSA do so.	Continuing to leverage uAspire's expertise.	FAFSA completion.	100% of students eligible to complete FAFSA currently do so.	All students continuing to complete FAFSA.	

5	75% one-year persistence rate for Success Boston Class of 2014 cohort.	We will closely monitor student progress and provide active support and referrals on a consistent basis.	Semester enrollment and completion.	<p>PIC-supported cohorts under Success Boston have averaged 75% persistence.</p> <p>The one-year persistence rate of BPS graduates from the Class of 2011 attending two-year public colleges was 62.3%.</p>	Consistent transition and re-enrollment support for all students.	
6	Four years after starting college (i.e. August 2017), 35% of Success Boston Class of 2014 students will have earned a postsecondary credential or successfully transferred into a four-year degree program.	We will closely monitor student progress and provide active support and referrals on a consistent basis.	Graduation, certificates, transfers to four-year schools, enrollment, degree credits, cumulative GPA.	<p>PIC-supported students to date have a 28.6% graduation or transfer rate after four years, and a 32.4% rate after five years.</p> <p>BPS Class of 2008 graduates at two-year colleges had an 8% completion rate after four years, per <i>Getting Closer</i>.</p>	Successful completion of Associate's degree programs, of certificate programs, or of transfer to four-year college.	
7	Four years after starting college (i.e. August 2018), 40% of Class of 2015 students will have earned a postsecondary credential or successfully transferred into a four-year degree program.	We will closely monitor student progress and provide active support and referrals on a consistent basis.	Graduation, certificates, transfers to four-year schools, enrollment, degree credits, cumulative GPA.	<p>PIC-supported students to date have a 28.6% graduation or transfer rate after four years and a 32.4% rate after five years.</p> <p>BPS Class of 2008 graduates at two-year colleges had an 8% completion rate after four years per, <i>Getting Closer</i>.</p>	Successful completion of Associate's degree programs, of certificate programs, or of transfer to four-year college.	

# Boston Private Industry Council

*Boston's Workforce Investment Board*

Gary L. Gottlieb, M.D., M.B.A.  
Chair

Neil Sullivan  
Executive Director

November 21, 2014

Elizabeth Pauley  
Director, Education to Career  
The Boston Foundation  
75 Arlington Street  
10th Floor, Boston, MA 02116

Dear Elizabeth,

The State Street Foundation has committed to fund more than 25% of the first year's match required for the Social Innovation Fund grant. Please see the attached letter from Amanda Northrup, Vice President of the State Street Foundation, which demonstrates the Foundation's intention to continue to support the Boston Private Industry Council with a \$75,000 matching grant in March 2015. We are confident that the Foundation's Allocations Committee will fund this proposal, as they have supported our postsecondary work for over five years.

If, for some reason, this funding does not come through in March 2015, we have unrestricted funds in-house that we can currently use to provide the required 25% match.

Respectfully,



Neil Sullivan  
Executive Director



**STATE STREET**  
FOUNDATION

State Street Foundation, Inc.  
One Lincoln Street  
Boston, MA 02111-2900

Telephone: 617-786-3000  
Facsimile: 617-664-8759


November 21, 2014

Mr. Neil Sullivan  
Executive Director  
Bentley University  
2 Oliver Street  
Boston, MA

Dear Mr. <sup>Neil</sup>Sullivan:

The State Street Foundation's staff intends to recommend a \$75,000 grant in continued funding for the Boston Private Industry Council's postsecondary transition coaching work, pending formal approval by the Foundations Allocations Committee at a March 2015 meeting. This funding would be committed for the purpose of the Social Innovation Fund match. As you know, State Street has supported this initiative since 2009 and has contributed \$320,000 to the PIC's postsecondary work.

Sincerely,

  
Amanda Northrop  
Vice President

## **Memorandum of Understanding**

Between  
Bunker Hill Community College  
and  
Boston Private Industry Council  
for the Success Boston Coaching for Completion Initiative

This Memorandum of Understanding (MOU) sets forth the terms and understanding between Bunker Hill Community College and the Boston Private Industry Council (PIC) to support Boston Public Schools students attending Bunker Hill Community College (BHCC).

### **Purpose**

This MOU will continue and expand the work that the PIC's postsecondary coaches have been doing with Bunker Hill Community College for five years. It is a commitment to collaborate, not a commitment of funds.

Bunker Hill Community College will:

- Host 3-5 coaches for the purpose of providing navigation services to support Boston Public Schools graduates as they complete degree and certificate programs at the college
- Make college support staff available to assist students in addressing educational needs by accessing College resources, including enrollment and financial aid
- Host campus tours and orientations for Boston Public Schools seniors and graduates
- With the support of PIC Senior Coach, plan and conduct monthly BHCC case management meetings with all the Coaching for Success (C4C) non-profit coaches
- Provide coaches with student course registrations and grades for enrolled courses for students in the Coaching for Success cohort who sign a BHCC release form, provided that the Boston Private Industry Council coaches sign a privacy statement agreeing to abide by College policy and federal regulations governing student information
- Work with the PIC to evolve an embedded model of service in the areas of recruitment, coaching, and data-sharing

Working for the Boston Private Industry Council, the postsecondary coaches will:

- Guide and support students on the path from admission to graduation, including assistance with application, financial aid, academic support, life skills development, and self-advocacy
- Collaborate with BHCC advisors in helping students select courses, majors, and programs
- Provide assistance with students' job searches
- Help BHCC administrators organize and conduct joint BHCC case management meetings with other C4C coaching non-profit partners
- Host college readiness and semester-planning workshops for students

- Take referred students on BHCC campus tours
- The Coaches and the Boston Private Industry Council will use student information released by BHCC regarding consenting students, for the purposes of:
  - i) advising those students;
  - ii) reporting on aggregate outcomes to the PIC Board and its committees; and
  - iii) reporting on aggregate outcomes to The Boston Foundation and its evaluator.

Any re-release or reporting of this or other information for any other purpose requires the written permission of Bunker Hill Community College

- Work with BHCC to evolve an embedded model of service in the areas of recruitment, coaching, and data sharing

**Duration**

The effective date of this MOU will be April 1, 2015 through March 31, 2016. This MOU shall become effective upon signature by authorized officials and will remain in effect until modified or terminated by any one of the partners by mutual consent.



\_\_\_\_\_  
Pam Eddinger, President  
Bunker Hill Community College

Date: 11/24/14



\_\_\_\_\_  
Neil Sullivan, Executive Director  
Boston Private Industry Council

Date: 11-24-2014



## **Memorandum of Understanding**

Between  
Roxbury Community College  
and  
Boston Private Industry Council  
for the Success Boston Coaching for Completion Initiative

This Memorandum of Understanding (MOU) sets forth the terms and understanding between Roxbury Community College and the Boston Private Industry Council to support Boston Public Schools students attending Roxbury Community College.

### **Purpose**

This MOU will continue and expand the work that the PIC's postsecondary coaches have been doing with Roxbury Community College for five years. It is a commitment to collaborate, not a commitment of funds.

Roxbury Community College will:

- Host 2-3 coaches for the purpose of providing navigation services to support Boston Public Schools graduates in completing degree and certificate programs at the college
- Make college support staff available to assist students in addressing educational needs by accessing College resources, including enrollment and financial aid
- Host campus tours and orientations for Boston Public Schools seniors and graduates
- With the support of PIC coaches, plan and conduct RCC case management meetings with the Coaching for Success (C4C) non-profit coaches on an as-needed basis
- Provide the coaches with student course registrations and grades for enrolled courses for students in the Coaching for Success cohort who sign an RCC release form, provided that the Boston Private Industry Council coaches sign a privacy statement agreeing to abide by College policy and federal regulations governing student information
- Work with the PIC to evolve an embedded model of service in the areas of recruitment, coaching, and data-sharing

Working for the Boston Private Industry Council, the postsecondary coaches will:

- Guide and support students on the path from admission to graduation, including assistance with application, financial aid, academic support, life skills development, and self-advocacy
- Collaborate with RCC advisors in helping students select courses, majors, and programs
- Provide assistance with students' job searches
- Help RCC administrators organize and conduct joint RCC case management meetings with other C4C coaching non-profit partners

- Host college readiness and semester-planning workshops for student
- Take referred students on RCC campus tours.
- The coaches and the Boston Private Industry Council will use student information released by RCC regarding consenting students for the purposes of:
  - i) advising those students
  - ii) reporting on aggregate outcomes to the PIC Board and its committees
  - iii) reporting on aggregate outcomes to The Boston Foundation and its evaluator

Any re-release or reporting of this or other information for any other purpose requires the written permission of Roxbury Community College

- Work with RCC to evolve an embedded model of service in the areas of recruitment, coaching, and data sharing

#### Duration

The effective date of this MOU will be April 1, 2015 through March 31, 2016. This MOU shall become effective upon signature by authorized officials and will remain in effect until modified or terminated by any one of the partners by mutual consent.



Valerie Roberson, President  
Roxbury Community College

Date: 11/21/14



Neil Sullivan, Executive Director  
Boston Private Industry Council

Date: 11-24-2014

## Memorandum of Understanding

Between  
Benjamin Franklin Institute of Technology  
and  
Boston Private Industry Council  
for the Success Boston Coaching for Completion Initiative

This Memorandum of Understanding (MOU) sets forth the terms and understanding between Benjamin Franklin Institute of Technology and the Boston Private Industry Council to support Boston Public Schools students attending Benjamin Franklin Institute of Technology.

### **Purpose**

This MOU will continue and expand the work that the PIC's postsecondary coaches have been doing with Benjamin Franklin Institute of Technology for five years. It is a commitment to collaborate, not a commitment of funds.

Benjamin Franklin Institute of Technology will:

- Host 1 or more coaches for the purpose of providing navigation services to support Boston Public Schools graduates in completing degree and certificate programs at the college.
- Make college support staff available to assist students in addressing educational needs by accessing college resources, including enrollment and financial aid.
- Host campus tours and orientations for Boston Public Schools seniors and graduates.
- Include the PIC coach(es) at weekly BFIT case management meetings.
- Provide the coach(es) with student course registrations and grades for enrolled courses, for students in the Coaching for Success cohort who sign a BFIT release form.

Working for the Boston Private Industry Council, the postsecondary coach(es) will:

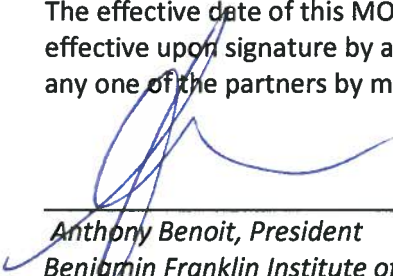
- Guide and support students on the path from admission to graduation, including assistance with application, financial aid, academic support, life skills development, and self-advocacy.
- Collaborate with BFIT advisors in helping students select courses, majors, and programs.
- Provide assistance with students' job searches.
- Participate in weekly joint BFIT case management meetings.
- Host college readiness and semester-planning workshops for students.
- Take referred students on BFIT campus tours.
- The coaches and the Boston Private Industry Council will use student information released by BFIT regarding consenting students, for the purposes of:
  - i) advising those students;

- ii) reporting on aggregate outcomes to the PIC Board and its committees; and
- iii) reporting on aggregate outcomes to The Boston Foundation and its evaluator.

Any re-release or reporting of this or other information for any other purpose requires the written permission of Benjamin Franklin Institute of Technology.

**Duration**

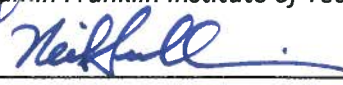
The effective date of this MOU will be April 1, 2015 through March 31, 2016. This MOU shall become effective upon signature by authorized officials and will remain in effect until modified or terminated by any one of the partners by mutual consent.



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*Anthony Benoit, President  
Benjamin Franklin Institute of Technology*

Date: 11/21/2014



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*Neil Sullivan, Executive Director  
Boston Private Industry Council*

Date:



UNIVERSITY OF MASSACHUSETTS BOSTON

Academic Support Services

November 24, 2014

100 Morrissey Boulevard  
Boston, MA 02125-3393  
P: 617.287.5862  
F: 617.287.6552  
www.umb.edu

Elizabeth Pauley  
Director, Education to Career  
The Boston Foundation  
75 Arlington Street, 10<sup>th</sup> Floor  
Boston, MA 02116

Dear Elizabeth,

It gives me great pleasure to submit a letter of support on behalf of Boston Private Industry Council's (PIC) proposal for a Boston Coaching for Completion (BosC4C) grant supported through the Social Innovation Fund. We fully support Boston Private Industry Council's continued provision of transition coaching services to Boston Public Schools (BPS) graduates entering UMass Boston as transfer students. This partnership will help to facilitate the transition of students transferring from local two-year institutions and leverage our respective strengths enabling both PIC and the university to scale up the transitional coaching intervention and contribute to the goal of doubling the college completion rate of BPS graduates.

Under the leadership of my special assistant, Liliana Mickle, Academic Support Services and Undergraduate Studies' staff will continue to coordinate the coaching services provided by non-profits and departments within the university. Through this partnership, we will continue to provide ongoing professional development for coaches to ensure that they understand the existing university support services, programs, policies and procedures. PIC coaches will be effective referral agents who will ensure students' success at the university by connecting them to appropriate on-campus and off-campus support services. PIC coaches will guide and support students on the path from transfer to graduation, including assistance with application, financial aid, academic support, life skills development, and self-advocacy.

PIC's model of combining education and employment in the development and preparation of a skilled workforce and their understanding of the importance of having both an academic credential and work skills is critical to providing a sustainable living wage make them ideal partners for the BosC4C work. Their focus on supporting a vulnerable population of students (low-income students, unemployed adults, and special populations) is aligned with the university's mission of providing intentional service to at-risk populations. Boston Private Industry Council's commitment to providing long-term support and helping youth develop education and business skills are exactly the type of commitments needed for the BosC4C grant's target population to be successful.

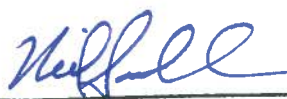
In conclusion, UMass Boston fully supports Boston Private Industry Council's application to scale up the transition coaching intervention and we welcome them as partners in this work.

Sincerely,

  
Joan Becker, EdD  
Vice Provost

Accepted:

11-24-2014



Neil Sullivan  
Executive Director, Boston PIC



**Boston Private Industry Council**  
**Proposal to The Boston Foundation for BosC4C**

**1. Describe your work in supporting low-income high school students and graduates in transitioning to and through post-secondary education, including a description of your theory of change and program model.**

The PIC's work is grounded in the belief that meaningful employment changes lives, lifts people out of poverty, and strengthens the local economy. In Boston's knowledge-based economy, credentials drive meaningful employment and career opportunity. Our theory of change is that if we help a significant number of low-income young people complete college and enter the labor market, it will 1) drive down poverty in the community; 2) lead colleges to become better at helping low-income, first generation students successfully complete college; and 3) move colleges and employers to work more closely on college pathways to employment. Success Boston offers the opportunity to test our theory of change as part of a larger learning community. It is also an important piece of the PIC's overall strategy for connecting Boston's youth and adults with education and employment opportunities that align with the needs of area employers.

During the first five years of Success Boston, the PIC has chosen to focus on helping Boston Public Schools (BPS) graduates earn degrees and certificates at two-year institutions. Three PIC coaches serve approximately 250 students at any one time with intensive services during the first two years and follow-up support through graduation. The coaches post themselves on the campuses of Bunker Hill Community College (BHCC), Roxbury Community College (RCC), and the Benjamin Franklin Institute of Technology (BFIT) and spend their days interacting with students, faculty, and college support staff, providing them with the best opportunity for real-time support and interventions. The coaches refer students to services like tutoring, financial aid, Single Stop, and career services, while coaching them on the personal skills they need to best leverage these resources. They help address administrative and personal barriers and provide students with tools to think about their future careers. Coaches share their learnings with the PIC's high-level board of directors and numerous committees to influence systems change at the high school, college, and employer levels. The PIC intends to carry this successful program model forward, growing and evolving it in response to student needs and changes within its partner higher education institutions.

**2. What experience does your organization have in serving Boston students and graduates, or similar populations, especially BosC4C's priority populations?**

The PIC has a long track record of serving poor and low-income youth and adults in Boston. We have worked extensively with BPS students, both the achievers and the most at risk. Through our School-to-Career program, we have 16 career specialists working with over 3,000 students. We have a staff presence in every BPS high school, and we organize the nation's largest summer private sector youth employment program. We run a Re-Engagement Center with BPS, which has re-enrolled over 2,000 dropouts, 650 of whom have graduated today. The PIC-convened Youth Transitions Task Force has focused on dropout reduction through a data-driven approach that emphasizes mobilization, policy reform, and demonstration projects. As an organization, the PIC stays connected to the community by convening CBOs and other non-profits on a regular basis and remains community-based by hiring talented staff members from the community. All three of our Success Boston coaches grew up in Boston and attended Boston public schools.

The PIC's Success Boston coaching cohorts are primarily low-income, first-generation community college students of color. 86% of all students supported by PIC coaches since Cohort 1 are Black or Latino, 94% are Pell Grant eligible, and over 70% are the first in their families to attend college. Many of these students face non-academic barriers that interfere with college persistence. PIC coaches work with students to find community resources like food banks and homeless shelters, health services, career services, and jobs. Coaches actively mentor students to help them learn how to solve problems, advocate for themselves, manage their time, and develop good study habits and job-seeking skills.

Of complementary importance, the PIC is very experienced in handling federal funding to serve these priority populations. We are able to handle funding on a cost reimbursement basis. Our finance director, Deb da Silva, has

handled federal grants for over 30 years. Under her leadership, the PIC has a long history of maintaining exemplary accounting practices, and we undergo federal A-133 audits annually. With the Mayor's Office of Jobs and Community Services, the PIC oversees federal Department of Labor training funds for the City of Boston, so we understand how to prepare both ourselves and others to meet federal monitors' standards.

**3. What will happen in the next year? During the multi-year grant period? Be sure to demonstrate how you will maintain or grow number of student/coach matches during the BosC4C engagement, and preliminary plans for sustaining coaching activity beyond the BosC4C funding period.**

During the first year of the BosC4C program – April 1, 2015 to March 31, 2016 – the PIC will add two full-time coaching positions to expand our caseload. We will hire new coaches to complement and scale up the work of the existing team of three coaches. Danny Rivera, who has worked as a coach for six years, will take on a supervisory role and manage the five coaches. In year one, these five coaches will serve a total of 237 students at BHCC, RCC, and BFIT. The PIC will also add a new program component, supporting a cohort of 20 two-year college transfers to the University of Massachusetts (UMass) Boston. The coaches will continue to work with 72 students from Cohort 6 of the Success Boston grant, most of whom are BHCC students, while adding 185 new students from BHCC, RCC, BFIT, and UMass to their caseloads for a total of 257. Though we will expand at all three, we will focus most of the expansion at BHCC, where we can reach the most students and have the greatest institutional impact.

In the second year of the BosC4C program (April 1, 2016 to March 31, 2017), the PIC will hire an additional postsecondary coach in order to serve even more students, bringing the total number of coaches to six. These coaches will grow the overall number of first and second year students served to 390. In subsequent years, the PIC proposes to continue to increase the number of postsecondary students it serves, moving to 410 in year three and to 420 in year four of the grant.

In preparing this proposal, the PIC reached agreements with BHCC and RCC to more fully integrate college and non-profit supports, setting the stage for a more embedded model. We have always taken a leading support role in helping other coaching organizations collaborate with the colleges. Recently, with enthusiastic support from the two new community college presidents, the PIC postsecondary team has developed very strong and effective relationships with staff and administrators at both schools.

Over the years, the PIC has demonstrated its ability to generate recurring revenue for interventions that get results. PIC career specialists have been present in Boston public high schools for over 30 years, despite major changes in the various revenue streams that support our work. The PIC dropout recovery specialists at the Re-Engagement Center are supported by recurring public and private funds, even after the initial foundation funding ended over a year ago. The PIC intends to stick with postsecondary coaching for the long haul.

**4. What additional resources do you need?**

PIC transition coaches would welcome access to "emergency funds" for students, which would allow students in financial crisis to pay for living and tuition expenses on a one-time basis. They also find it useful when they are brought together with other coaching organizations to coordinate recruitment strategies. FAFSA training and trauma-sensitive training are also important resources for coaches.

**5. What do you want to achieve and how will you contribute to advancing BosC4C's goals and objectives?**

The PIC wants to demonstrate that, by supporting a substantial number of community college students both on and off campus, we can contribute to a dramatic increase in college completion. The PIC supports the Success Boston goals for increasing college enrollment and improving the persistence, progress, and performance outcomes of BPS graduates, particularly those attending two-year colleges. We gravitate toward students who have struggled academically because we believe that crafting solutions for this population will have the most dramatic effect in raising overall college completion rates for graduates. 75% of the 397 two-year college students we have served tested into developmental courses.

We are committed to expanding our reach and to strengthening our coaching services by involving all team members in the “action research” that guides continuous improvement. After realizing that students were avoiding required developmental courses, PIC coaches encouraged students to take advantage of BHCC’s new summer interventions and combined developmental options, a course correction that has accelerated student progress. We have improved our coaching practices to the point where 100% of our enrolled students complete FAFSA and virtually all of our students connect with campus supports.

The PIC is already seeing completion results. We track and support students from earlier cohorts through completion, even as our coaches take on robust new caseloads each year. The PIC’s Cohort 1 from the BPS Class of 2009 had a 30.8% five-year completion rate, triple the completion rate for BPS graduates attending two-year colleges from the Class of 2007. Over 50% of Cohort 1 and 2 graduates earned their Associate’s degrees in their fourth and fifth years of college. We are working hard to decrease the time it takes to earn credentials and we are accelerating the progress, with completion rates of 26.4% in four years for Cohort 2 and 23.3% in three years for Cohort 3.

The PIC also has learned that many of its graduating students transfer to four-year colleges (29%), and many of them choose UMass Boston. We would like to extend support to these transfer students at UMass. This year, with funding from RCC’s Vision Project grant, the PIC is supporting RCC students transferring to UMass. We are already developing the relationships and practices necessary to succeed.

To achieve BosC4C’s goals around student success, we believe that we need to mobilize the systems around students to better respond to their needs and accelerate their progress. The PIC led the development of monthly Bunker Hill case management meetings in which Success Boston coaches and Bunker Hill administrators work together to align supports for students. This approach made it possible to prevent 30 students from dropping out in September of 2013 due to increased health insurance costs.

We are working closely with Catherine Chiu, the BPS guidance director, to increase the number of students enrolling in college, particularly by connecting coaches with potential two-year college enrollees earlier in their senior year of high school. During the last school year, the PIC assisted field trips of BPS seniors to BHCC that offered on-the-spot admission. Postsecondary transition coach Annabelle Rosario piloted a follow-up strategy with TechBoston students and guidance counselors which Catherine would like to replicate with other high schools. We also envision working closely with college recruitment efforts to tighten up the connections between coaches and students during their senior year.

The PIC’s ultimate measure of success is career-oriented employment soon after graduation. We want to help strengthen employment connections for students earning Associate’s and Bachelor’s degrees. We have supported this aspiration by finding part-time jobs and internships for Success Boston students and helping them to secure work-study placements. To further refine this practice, the PIC will work with BHCC to pilot a career connections initiative, under a demonstration grant from the Urban Institute and the U.S. Department of Labor. Two new BHCC career navigators and a new PIC employer specialist will work more deeply with students to map career interests, college majors, and future plans, and to help students get part-time work experience while they are in school. At the same time, through its board of directors and employer convenings, the PIC will work to help the colleges make better connections with employers.

**6. With whom do you work? Please include a description of your partner institution(s) of higher education and a brief overview of the proposed partnership.**

The PIC proposes to continue its work with BHCC, RCC, and BFIT – and to add a partnership with UMass Boston in order to support BPS graduates transferring in from two-year colleges, particularly from the three institutions with which we currently partner. The PIC has strong relationships with the presidents of all four of these institutions. Chancellor Motley and Presidents Eddinger and Roberson serve on the PIC board of directors. They are deeply invested in the success of the initiative and well informed on the progress the PIC coaches are making,



as reported at PIC board meetings. President Benoit regularly attends a number of PIC meetings and pays personal attention to the work of the PIC coach on campus.

BHCC is the largest local community college, with more than 14,000 students enrolled in a variety of Associate's degree and certificate programs. It provides affordable access to higher education and enrolls about 500 BPS graduates each year. We believe we can have the greatest institutional impact at BHCC, and propose to support about 120 students in the first year, increasing from our current level of about 60 per cohort.

RCC is a smaller community college of about 3,000 students. The college serves the educational needs of Roxbury and surrounding communities, serving a large proportion of adult learners. BFIT is a small, specialized college of engineering and industrial technologies, with about 550 students. It provides both Associate's and Bachelor's degree programming and features a high level of student support. The PIC will double its annual cohorts at both RCC and BFIT, from about 8 and 12 respectively to 20 and 25. It may expand its services at RCC over time, as the changes made by President Roberson translate into higher numbers of BPS graduates choosing to attend RCC.

UMass Boston is a public research university with a particularly strong commitment to BPS graduates. It serves more than 15,000 students annually, including four-year students and transfers from public two-year colleges. The PIC will partner with UMass, at the college's invitation, to provide coaching support for 20 students per cohort who are transferring in from two-year colleges.

**7. Please describe your understanding of the institution(s) of higher education's environment and existing supports, and the potential for improving student success rates through transition coaching.**

BHCC has been building its student support capacity in response to Success Boston and national interest in improving community college performance. Recently, BHCC built LifeMap, an integrated advising program to help students integrate education, career, and life planning. Freshmen are welcomed and provided with college navigation skills through first-year Learning Community seminars. The college has embraced student supports, adding coaches of its own wherever grant funds allow, but it has had to assign large caseloads to these coaches.

BHCC has used the PIC to help test new models. The college has asked the PIC, Freedom House, and ASA to pilot Student Success Lab with their students to test whether online academic and career planning supports would be productive additions to LifeMap. The PIC plans to work with the college to maximize students' utilization of new supports and existing ones such as LifeMap, accelerated developmental education courses, and job opportunities that include the Learn and Earn program. We will develop a more deeply embedded model in the college that could include coordinated recruitment during the senior year of high school, easier access to student data, and more joint models of support, both online and in person. The PIC is also building up employment support at BHCC, hiring an employer specialist under an Urban Institute pilot program.

RCC's aspirations are similar to BHCC's, but it is in an earlier phase of development. While almost all BHCC freshmen take a Learning Community seminar, only some RCC students take this type of course. RCC has purchased Career Cruising, an online career exploration and planning platform. RCC would also like to convene both BPS guidance staff and community-based organization staff in the college access and completion space to collaborate around recruitment and student support. As RCC hires more new staff, the PIC plans to build relationships and joint activities with that team, using student support structures and platforms.

BFIT provides the most substantial level of student support internally, including the recent hiring of PIC-Success Boston graduate Elisio Depina as a BFIT success coach. With a small number of BPS graduates (50 to 60 per year) and an intensive support model, we see it as needing the least expansion of PIC coaching services. There is a nine-to-one student faculty ratio. Faculty and staff have a weekly case management meeting to identify and support struggling students, and the PIC postsecondary coach participates. The PIC plans to maintain its commitment to BFIT. With its offerings organized around career pathways and enhanced student support, BFIT serves as a model for other campuses.

UMass Boston has been at the vanguard of developing enhanced supports and embedding the coaching model. On the academic front, UMass is rapidly revamping its developmental education assessments and courses, and will eliminate developmental education courses by next year, opting for online and in-person supports around credit-bearing courses. UMass has assigned a coach to every BPS graduate entering as a freshman, mixing non-profit coaches with university-resourced UMass coaches to reach everyone. Case management meetings and professional development are fully integrated among all the coaches. The PIC coach will work within the embedded structures to extend these supports to BPS graduates transferring into UMass from two-year colleges.

**8. How will your organization measure and learn from this work? Be sure to include a description of your data collection/management systems and identify how you will ensure compliance with all BosC4C and SIF reporting and evaluation requirements.**

The PIC uses data and measurement to define and drive all its initiatives, and we have added significant capacity in the person of Joe McLaughlin, the PIC's research and evaluation director, who worked for Andy Sum at the Center for Labor Market Studies for seven years. We use evidence to inform practice, to illustrate barriers to college persistence and completion, and to advocate for change, especially at local community colleges. Our PIC data analyst, Matt Mendoza, prepares reports from Salesforce on the progress, persistence, and performance of supported students. Matt checks for gaps or errors in the data so that coaches can efficiently rectify them, ensuring accuracy and quality for funders and evaluators.

The Research and Evaluation team presents detailed reports on the PIC's Success Boston students at least twice a year to the PIC board of directors, which includes the UMass Boston chancellor, the two presidents of Boston's community colleges, and the superintendent of BPS. The reports feature enrollment patterns, remedial course progress, full-time/part-time enrollment, and graduation outcomes. The PIC has also conducted interviews of college stop-outs and student focus groups to deepen our understanding on how PIC practice and college environments can be improved. The PIC postsecondary team regularly reviews reports on student progress and outcomes throughout the year to guide its efforts.

The PIC will build off of current Success Boston transition coaching data collection and measurement practice to ensure high quality reporting for the requirements of BosC4C and SIF. PIC transition coaches are responsible for regularly entering information on their students in the Salesforce platform provided by TBF. Under BosC4C, PIC coaches will continue to document transition support given to the students in individual or group settings, and all of the academic information required for BosC4C. The PIC is in the process of transitioning as an organization to a web-based data management system that will include high school academic history on recent BPS graduates and will allow coaches to more easily track their students' college majors, employment experiences, and career plans. Next year, coaches will use this new system for managing their student caseloads. The PIC will upload all of the data required for the BosC4C program from this internal database to the Salesforce platform.

**9. Impact Story: Please share a brief story (200 words or less) about the organization, its programs or clients that illustrates its impact.**

Christina Rodriguez represents the sequence of support that the PIC offers to young people in Boston. While at Brighton High School (BHS), Christina secured a job as an office assistant at Blue Cross Blue Shield through her PIC career specialist. After she graduated from BHS, Christina joined the first cohort of Success Boston students at Bunker Hill Community College. Supported by her PIC postsecondary transition coach Danny Rivera, Christina continued her office management work experience at Brigham and Women's Hospital while attending college. She graduated with her Associate's degree in Administrative Information Management in the spring of 2013. With the help of Elisio Depina, a PIC Success Boston graduate working at a PIC-chartered career center, Christina secured a full-time position as an office administrator with the Massachusetts Committee for Public Counsel Services. The PIC is proud to have been with Christina throughout her journey from school to career and to have celebrated her achievements with a 2014 PIC Achiever award at our annual meeting in November.

**Boston Private Industry Council  
The Boston Foundation Social Innovation Fund Grant**

Clarification about proposed cohorts: please provide further clarification (in the form of a brief written description – and possibly a table, if helpful) on the anticipated breakdown of students by cohort for all three cohorts in the proposal. Please specify the number of anticipated new versus continuing students by year (as was done for cohort one). Please also share the total number of students the Boston PIC proposes to serve over the grant term with requested funds.

<b>Students served by PIC BosC4C Coaches</b>				
April 1, 2015 - March 31, 2018				
	<b>Year 1</b>		<b>Year 2</b>	<b>Year 3</b>
	<b>Success Boston (Class of 2014)</b>	<b>Cohort 1 (Class of 2015)</b>	<b>Cohort 2 (Class of 2016)</b>	<b>Cohort 3 (Class of 2017)</b>
Anticipated New Students	N/A	185	205	205
Continuing Students	72	N/A	185	205
<b>Total:</b>	<b>72</b>	<b>185</b>	<b>390</b>	<b>410</b>
<b>Total # of students served over three-year grant:</b>				<b>1057</b>

In Year 1 of the grant we propose to serve 257 students, in year two, 390, and in year three, 410, for a total of 1,057 students served at BHCC, RCC, BFIT and UMass Boston.

**NOTES -**

The students served projections are based on a 70 student to one coach caseload with a 50/50 balance between returning students and new students. Newly hired coaches are assigned 40 new students, then increase to a 70 student caseload in year two.

**Year 1:** In Year 1, the PIC's five postsecondary transition coaches will serve 237 students at BHCC, RCC, and BFIT, and 20 two-year college transfers to UMass Boston, for a total of 257 students. Of these 257 students, 72 will be students from Cohort 6 of the Success Boston grant, most of whom are BHCC students.

**Year 2:** In Year 2, the PIC's six postsecondary transition coaches will serve 390 students at BHCC, RCC, BFIT and UMass, 185 of whom will be continuing on from Cohort 1 of BosC4C, and 205 of whom will be new students.

**Year 3:** In Year 3, the PIC's six postsecondary transition coaches will serve 410 students at BHCC, RCC, BFIT and UMass, 205 of whom will be continuing on from Cohort 2, and 205 of whom will be new students.

**Budget and Cost Per Student Projections**

<b>YEAR ONE</b>			
<b>Staffing</b>		<b>Budget</b>	<b># of students</b>
5 Coaches, Full-time Supervisor		\$565,875	257
		<b>Cost per</b>	<b>\$2,202</b>
	<i>BHCC</i>		3.5 FTE
	<i>RCC</i>		.5 FTE
	<i>BFIT</i>		.5 FTE
	<i>UMass</i>		.5 FTE
	<i>Supervisor</i>		1 FTE
	<b>Total</b>		<b>6 FTE</b>

<b>YEAR TWO</b>			
<b>Staffing</b>		<b>Budget</b>	<b># of students</b>
6 Coaches, Full-time Supervisor		\$685,624	390
		<b>Cost per</b>	<b>\$1,758</b>
	<i>BHCC</i>		4 FTE
	<i>RCC</i>		0.7 FTE
	<i>BFIT</i>		0.7 FTE
	<i>UMass</i>		0.6 FTE
	<i>Supervisor</i>		1 FTE
	<b>Total</b>		<b>7 FTE</b>