



Letter of Inquiry

Organization Information

Grant ID: I2015-0298

Legal Name of Organization: Bottom Line, Inc.

Grant Type: Project Support

EIN Number: 04-3351427

NTEE Code: Education

Amount Requested from the Boston Foundation: \$372,962.00

Project Budget: \$745,923.00

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)	4859519.00	3251484.00
Current Fiscal Year (budget)	3881514.00	3634732.00
Next Fiscal Year (projected)	4162864.00	4067401.00

Organization Address:

500 Amory Street
Suite 3
Jamaica Plain, MA 02130-2775

Organization Description:

Bottom Line was founded in 1997 in Boston to help low-income and first-generation students get into college, graduate from college, and go far in life. We achieve this mission by providing one-on-one, in-person guidance from college applications until college graduation. These services have achieved remarkable results: 99% of high school seniors have been accepted to college and 78% of college students have graduated in 6 years or less, more than double the rate of low-income students nationwide.

Once a small organization serving 25 high school seniors in Boston, Bottom Line has grown into a multi-state support network for nearly 4,000 students. In addition to serving Boston, we have operated offices in Worcester, Massachusetts since 2008, Brooklyn, New York since 2011, and now, since the summer of 2014, Chicago.

Organization's Main Phone Number: 6175248833



Organization's Main FAX Number: 6175249559

Organization's Website: www.bottomline.org

Year Founded: 1997

Total Number of Board Members: 19

Number of Full Time Equivalent Staff: 49.00

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. Mike Wasserman, Executive Director, MA
6175248833
mike@bottomline.org

Contact Person:

Mr. Mike Wasserman, Executive Director, MA
6175248833
mike@bottomline.org

OUTCOMES CHART

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.

Agency: **Bottom Line**
Program/Project Title: Boston Coaching for Completion

Grant #:
Grant Period: 2015-2016

TBF Strategy:

Report Date:

	Long Term Goals	Activities	Indicators	Baseline	Desired Results	Results as of Report Date
	<i>What long term results do you want to achieve at the end of the grant period?</i>	<i>What are your plans or activities (program delivery and/or organizational capacity building) to achieve these goals?</i>	<i>What will you measure?</i>	<i>What is the current status of the activity?</i>	<i>What short term results do you want to see at the end of this grant year?</i>	<i>What results did you achieve this year?</i>
1	<p>Expand College Success Program to support a cohort of 321 BPS and Boston-area charter school graduates from the Class of 2015 attending:</p> <p>A. Bottom Line's 20 four-year regional target colleges and</p> <p>B. community/two-year colleges</p> <p>Each student will receive one-on-one, in-person transitional support with a Bottom Line counselor to overcome all academic, career, financial, and personal obstacles during college.</p>	<p>Our counselors will deliver support to students who graduated from Boston Public High Schools or charter schools attending community/two-year or four-year colleges. As in years past, we will recruit students from our College Access program. We will also continue expanding the Success Direct model, which serves as a second pipeline of college students into our program.</p>	<ul style="list-style-type: none"> • Number of 4-year college students supported by Bottom Line through the Boston Coaching for Completion Initiative • Number of community college students supported by Bottom Line through the Boston Coaching for Completion Initiative • Overall number of BPS and Boston charter high school graduates supported by Bottom Line 	<ul style="list-style-type: none"> • During the 2014-2015 school year, we are supporting 171 Success Boston first year college students out of a total of approximately 379 BPS and charter school students. • 56 of our total Success students are currently enrolled in community colleges • 84% of our most recent cohort of students (Class of 2014) are low-income (as defined by having a household income at or below 200% of the federal poverty guidelines) and 95% 	<ul style="list-style-type: none"> • During the 2015-2016 school year, we will support 321 BPS and Boston charter high school graduates from the Class of 2015 beginning their first year of college. This is out of a total of approximately 529 BPS and charter school students. (This figure also includes about 208 BPS students whom we will serve but for whom we are not requesting support.) • Serve a new cohort of about 171 Class of BPS students attending four-year colleges (that have been typically served through Success Boston) • Serve 70 first year students (from our Access program and Success Direct pipeline) bound for community colleges 	

				are in the first generation of their family to attend college	<ul style="list-style-type: none"> Expand our Success Direct pipeline recruiting to include 80 BPS students starting at our target colleges 	
2	Extend our transition coaching services to ensure that specific needs of students at both two-year and four-year colleges are clearly met and that “college knowledge” is learned and demonstrated.	Our counselors will continue to expand and track the kinds of support that they provide to students at both two-year and four-year colleges.	<ul style="list-style-type: none"> Percent of students taking 10+ credits per semester (average) Percentage of students with a GPA above 2.0 Level of engagement (as measured by number of interactions with counselors per student per semester) Percentage of student FAFSA’s completed % students who had a DEAL assessment completed by their Bottom Line counselor 	<p><i>NOTE: These data points are for BPS Class of 2013 students served in the Success Boston cohort (171 students).</i></p> <ul style="list-style-type: none"> 82% of students have taken 10+ credits per semester (average) 85% of students with GPAs above 2.0 Level of engagement: average interactions of 4 per semester per student 98.63% of students had FAFSA’s completed 85% of DEAL Assessments with students were completed by Bottom Line counselors 	<ul style="list-style-type: none"> 85% of students will have completed 10+ credits per semester (average) 85% of students will have a GPA above 2.0 Counselors will have had an average interaction of 4 per semester per student 100% of students will have FAFSA completed 85% of students will have had a DEAL assessments will their counselor after fall and spring semesters 	
3	Help at least 80% of students graduate from college within six years of initial enrollment. Help at least 75% of students find a meaningful job opportunity or enroll in graduate school after graduation.	Each student will receive one-on-one, in-person support to overcome all academic, career, financial, and personal obstacles throughout their time in college, with a goal that 80% of them graduate within 6 years of initial enrollment. Students will received targeted employability support (in addition to support across all of the DEAL dimensions) to ensure that students have a meaningful career path when they graduate.	<ul style="list-style-type: none"> Percentage of students on track to graduate within 6 years (based on overall credit accumulation) Percentage of students from the Class of 2015 who graduate within six years Percentage of students from the Class of 2015 who have a career-relevant opportunity or are enrolled in graduate school within three months of graduating from college 	<ul style="list-style-type: none"> 96% of the Class of 2013 students are currently enrolled in college and on track to graduate 84% of Bottom Line students from the high school class of 2008 graduated within six years 73.4% of students who graduated in 2014 had a career-relevant job or were enrolled in graduate school within three months of graduation 	<ul style="list-style-type: none"> 95% of students will be enrolled and on track to graduate At least 80% of our college students will graduate within six years of enrolling 75% of the Class of 2015 graduates will have a career-relevant opportunity or will be enrolled in graduate school within three months of graduating from college 	
4	Develop stronger partnerships with all Bottom Line target colleges. Deepen partnerships with Success Boston Coaching for Completion partner organizations (and other college transition, success, and youth-serving organizations) to increase community-wide impact.	We plan to build deeper partnerships with all Bottom Line target colleges, including forging a relationship with key leaders at each institution. We plan to explore ways to support the broader Boston Coaching for Completion initiative, including potentially offering robust training for all new partners. Our Community Outreach Manager will conduct meetings and deliver presentations to build partnerships	<ul style="list-style-type: none"> Support, guidance, and information has been shared with Boston Coaching for Completion partners Relationships built at each partner college (and colleges where we have students overall) 	<ul style="list-style-type: none"> In the first iteration of Success Boston, many of the coaching principles used by other organizations were based on Bottom Line’s model and curriculum. We currently have 15 letters of partnership (fifteen 4-year colleges and three community/2-year colleges) signed by the 	<ul style="list-style-type: none"> Bottom Line has helped Boston Coaching for Completion partners by providing support, guidance and information with their coaches and leadership As a baseline, build meaningful relationships with at least one high-level leader at each partner college (President, Provost or Enrollment Manager), as well as a relationship with a leader in financial aid and admissions. 	

		with youth development organizations. We aim to potentially play a role in supporting BPS schools around college decision-making.		President or designee of the institution.		
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NOTES:

OUTCOMES CHART

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.

Agency: **Bottom Line**
Program/Project Title: Boston Coaching for Completion

Grant #:
Grant Period: 2016-2017

TBF Strategy:

Report Date:

	Long Term Goals	Activities	Indicators	Baseline	Desired Results	Results as of Report Date
	<i>What long term results do you want to achieve at the end of the grant period?</i>	<i>What are your plans or activities (program delivery and/or organizational capacity building) to achieve these goals?</i>	<i>What will you measure?</i>	<i>What is the current status of the activity?</i>	<i>What short term results do you want to see at the end of this grant year?</i>	<i>What results did you achieve this year?</i>
1	<p>Expand College Success Program to support a cohort of 371 BPS and Boston-area charter school graduates from the Class of 2016 (and provide continued support for the 321 Class of 2015 students) attending:</p> <p>A. Bottom Line's 20 four-year regional target colleges and</p> <p>B. community/two-year colleges</p> <p>Each student will receive one-on-one, in-person transitional support with a Bottom Line counselor to overcome all academic, career, financial, and</p>	<p>Our counselors will deliver support to students who graduated from Boston Public High Schools or charter schools attending community/two-year or four-year colleges. As in years past, we will recruit students from our College Access program. We will also continue expanding the Success Direct model, which serves as a second pipeline of college students into our program.</p>	<ul style="list-style-type: none"> Number of 4-year college students supported by Bottom Line through the Boston Coaching for Completion Initiative Number of community college students supported by Bottom Line through the Boston Coaching for Completion Initiative Overall number of BPS and Boston charter high school graduates supported by Bottom Line 	<ul style="list-style-type: none"> During the 2015-2016 school year, we are supporting 321 first-year four-year and community college students. This is out of a total of approximately 529 BPS and charter school students whom Bottom Line is serving. 	<ul style="list-style-type: none"> During the 2016-2017 school year, we will support 371 BPS and Boston charter high school graduates from the Class of 2016 beginning their first year of college. This is out of a total of approximately 579 BPS and charter school students. (This figure also includes about 200 BPS students whom we will serve but for whom we are not requesting support.) <p>This includes:</p> <ul style="list-style-type: none"> Serving a new cohort of about 171 Class of 2016 BPS students attending four-year colleges (that have been typically served through Success Boston) Serving 100 first year students (from our Access program and Success 	

	personal obstacles during college.				<ul style="list-style-type: none"> Direct pipeline) bound for community colleges Expanding our Success Direct pipeline recruiting to include 100 BPS students starting at our target colleges 	
2	Extend our transition coaching services to ensure that specific needs of students at both two-year and four-year colleges are clearly met and that “college knowledge” is learned and demonstrated.	Our counselors will continue to expand and track the kinds of support that they provide to students at both two-year and four-year colleges.	<ul style="list-style-type: none"> Percent of students taking 10+ credits per semester (average) Percentage of students with a GPA above 2.0 Level of engagement (as measured by number of interactions with counselors per student per semester) Percentage of student FAFSA’s completed % students who had a DEAL assessment completed by their Bottom Line counselor 	<p><i>NOTE: These data points are for BPS Class of 2013 students served in the Success Boston cohort (171 students).</i></p> <ul style="list-style-type: none"> 82% of students have taken 10+ credits per semester (average) 85% of students with GPAs above 2.0 Level of engagement: average interactions of 4 per semester per student 98.63% of students had FAFSA’s completed 85% of DEAL Assessments with students were completed by Bottom Line counselors 	<ul style="list-style-type: none"> 85% of students will have completed 10+ credits per semester (average) 85% of students will have a GPA above 2.0 (Class of 2016) and 80% with a GPA above 2.0 (Class of 2015) Counselors will have had an average interaction of 4 per semester per student (Class of 2016) and 3 per semester per student (Class of 2015) 100% of students will have FAFSA completed 85% of students will have had a DEAL assessments will their counselor after fall and spring semesters 	
3	Help at least 80% of students graduate from college within six years of initial enrollment. Help at least 75% of students find a meaningful job opportunity or enroll in graduate school after graduation.	Each student will receive one-on-one, in-person support to overcome all academic, career, financial, and personal obstacles throughout their time in college, with a goal that 80% of them graduate within 6 years of initial enrollment. Students will received targeted employability support (in addition to support across all of the DEAL dimensions) to ensure that students have a meaningful career path when they graduate.	<ul style="list-style-type: none"> Percentage of students on track to graduate within 6 years (based on overall credit accumulation) Percentage of students from the Class of 2015 and Class of 2016 who graduate within six years Percentage of students from the Class of 2015 and Class of 2016 who have a career-relevant opportunity or are enrolled in graduate school within three months of graduating from college 	<ul style="list-style-type: none"> 96% of the Class of 2013 students are currently enrolled in college and on track to graduate 84% of Bottom Line students from the high school class of 2008 graduated within six years 73.4% of students who graduated in 2014 had a career-relevant job or were enrolled in graduate school within three months of graduation 	<ul style="list-style-type: none"> 95% of students will be enrolled and on track to graduate (Class of 2016) and 90% of students will be enrolled and on track to graduate (Class of 2015) At least 80% of our college students will graduate within six years of enrolling 75% of the Class of 2015 and 2016 graduates will have a career-relevant opportunity or will be enrolled in graduate school within three months of graduating from college 	
4	Develop stronger partnerships with all Bottom Line target colleges. Deepen partnerships with Success Boston Coaching for Completion partner organizations (and other college transition, success, and youth-serving organizations) to increase community-wide impact.	We plan to build deeper partnerships with all Bottom Line target colleges, including forging a relationship with key leaders at each institution. We plan to explore ways to support the broader Boston Coaching for Completion initiative, including potentially offering robust training for all new partners. Our	<ul style="list-style-type: none"> Support, guidance, and information has been shared with Boston Coaching for Completion partners Relationships built at each partner college (and colleges where we have students overall) 	<ul style="list-style-type: none"> In the first iteration of Success Boston, many of the coaching principles used by other organizations were based on Bottom Line’s model and curriculum. We currently have 15 letters of partnership (fifteen 4-year colleges 	<ul style="list-style-type: none"> Bottom Line has helped Boston Coaching for Completion partners by providing support, guidance and information with their coaches and leadership As a baseline, build meaningful relationships with at least one high-level leader at each partner college (President, Provost or Enrollment Manager), as well as a relationship 	

		Community Outreach Manager will conduct meetings and deliver presentations to build partnerships with youth development organizations. We aim to potentially play a role in supporting BPS schools around college decision-making.		and three community/2-year colleges) signed by the President or designee of the institution.	with a leader in financial aid and admissions.	
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NOTES:



November 18, 2014

Paul S. Grogan, President
The Boston Foundation
75 Arlington Street, 10th floor
Boston, MA 02116

Dear Mr. Grogan,

A handwritten signature in cursive script that reads "Paul". The signature is written in black ink and is positioned to the right of the typed name "Paul S. Grogan".

I am sending this letter to indicate my approval of Bottom Line's proposal to the Boston Foundation to expand their strong partnership with Bridgewater State University in providing mentoring and coaching to our students coming from Boston Public Schools to enable them to have an enhanced chance of completing their degrees.

We have appreciated Bottom Line's support of our enrolled students for more than a decade and we are happy that this opportunity will allow our partnership to expand to additional Boston students. We will collaborate and assist with coordination around student needs and support services, which has included space for meetings, relationships with key support offices, and sharing of data when it has been appropriate and allowed under FERPA guidelines.

I have been impressed with Bottom Line's commitment to serving at-risk college students, their focus on data and evaluation, and, above all, their results: 78% of their college students have graduated within 6 years, a rate which is on par with students from the wealthiest and most resourced suburban communities in Massachusetts.

Bridgewater State University students have benefited from our partnership with Bottom Line by having regular access to one-on-one, in-person guidance addressing those issues most likely to cause students to drop out. We hope we will have the chance to expand that partnership and help more of our students succeed at higher rates.

Please feel free to contact me if you would like further information about this partnership.

Sincerely,

A handwritten signature in cursive script that reads "Dana Mohler-Faria". The signature is written in black ink and is positioned above the typed name "Dana Mohler-Faria".

Dana Mohler-Faria
President



Bottom Line
Boston Coaching for Completion Initiative
Letter of Partnership Summary Sheet

College Name	Letter of Partnership Enclosed	Notes
Boston College	X	
Bridgewater State University	X	
Bunker Hill Community College	X	
Endicott - Boston		Sent letter directly to The Boston Foundation
Framingham State University	X	Letter enclosed; signed version on letterhead was sent directly to The Boston Foundation
College of the Holy Cross	X	
MCLA	X	
Roxbury Community College	X	
Salem State University	X	
Suffolk University	X	
UMass Amherst	X	
UMass Boston	X	
UMass Dartmouth	X	
UMass Lowell	X	
Wentworth Institute of Technology	X	



BOSTON COLLEGE

THEA BOWMAN AHANA AND INTERCULTURAL CENTER

November 21, 2014

Paul S. Grogan
President
The Boston Foundation
75 Arlington Street, 10th floor
Boston, MA 02116

Dear Mr. Grogan,

I am sending this letter to indicate my approval of Bottom Line's proposal to the Boston Foundation to expand their strong partnership with Boston College in providing mentoring and coaching to our students coming from Boston Public Schools so that they will have an enhanced chance of completing their degrees.

We have appreciated Bottom Line's support of our enrolled students for more than a decade and we are happy that this opportunity will allow our partnership to expand to additional Boston students. We will collaborate and assist with coordination around student needs and support services, which has included space for meetings, relationships with key support offices, and sharing of data when it has been appropriate and allowed under FERPA guidelines.

I have been impressed with Bottom Line's commitment to serving at-risk college students, their focus on data and evaluation, and, above all, their results: 78% of their college students have graduated within 6 years, a rate which is on par with students from the wealthiest and most resourced suburban communities in Massachusetts.

Boston College students have benefited from our partnership with Bottom Line by having regular access to one-on-one, in-person guidance addressing those issues most likely to cause students to drop out. We hope we will have the chance to expand that partnership and help more of our students succeed at higher rates.

Please feel free to contact me if you would like further information about this partnership. Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read "Inés Maturana Sendoya", with a long horizontal line underneath.

Inés Maturana Sendoya

Director, Thea Bowman AHANA and Intercultural Center



BOSTON COLLEGE

THEA BOWMAN AHANA AND INTERCULTURAL CENTER



November 18, 2014

Paul S. Grogan, President
The Boston Foundation
75 Arlington Street, 10th floor
Boston, MA 02116

Dear Mr. Grogan,

A handwritten signature in cursive script that reads "Paul". It is written in black ink and is positioned to the right of the typed name "Paul S. Grogan".

I am sending this letter to indicate my approval of Bottom Line's proposal to the Boston Foundation to expand their strong partnership with Bridgewater State University in providing mentoring and coaching to our students coming from Boston Public Schools to enable them to have an enhanced chance of completing their degrees.

We have appreciated Bottom Line's support of our enrolled students for more than a decade and we are happy that this opportunity will allow our partnership to expand to additional Boston students. We will collaborate and assist with coordination around student needs and support services, which has included space for meetings, relationships with key support offices, and sharing of data when it has been appropriate and allowed under FERPA guidelines.

I have been impressed with Bottom Line's commitment to serving at-risk college students, their focus on data and evaluation, and, above all, their results: 78% of their college students have graduated within 6 years, a rate which is on par with students from the wealthiest and most resourced suburban communities in Massachusetts.

Bridgewater State University students have benefited from our partnership with Bottom Line by having regular access to one-on-one, in-person guidance addressing those issues most likely to cause students to drop out. We hope we will have the chance to expand that partnership and help more of our students succeed at higher rates.

Please feel free to contact me if you would like further information about this partnership.

Sincerely,

Dana Mohler-Faria
President

A handwritten signature in cursive script that reads "Dana Mohler-Faria". It is written in black ink and is positioned above the typed name "Dana Mohler-Faria".



OFFICE OF THE PRESIDENT

November 21, 2014

Paul S. Grogan
President
The Boston Foundation
75 Arlington Street, 10th floor
Boston, MA 02116

Dear Mr. Grogan:

I am sending this letter to indicate my approval of Bottom Line's proposal to partner with Bunker Hill Community College (BHCC) in providing mentoring and coaching to our students coming from Boston Public Schools so that they will have enhanced support in their efforts to complete their degrees.

I am happy to partner with Bottom Line, and the College will accordingly collaborate and assist with coordination around student needs and support services. This will likely involve such assistance as introductions to support office contacts as needed, participation of Bottom Line Coaches in monthly BHCC meetings for the duration of the project, and cooperative sharing of data with Bottom Line on our students provided that the Coaches sign a privacy statement agreeing to abide by College policy and federal regulations governing student information.

I have been impressed with Bottom Line's commitment to serving at-risk college students, their focus on data and evaluation, and, above all, their results: 78% of their college students have graduated within six years, a rate which is on par with students from the wealthiest and most resourced suburban communities in Massachusetts.

I am confident that BHCC students will benefit from our partnership with Bottom Line by having regular access to one-on-one, in-person guidance from Bottom Line coaches. We stand ready to support Bottom Line in carrying out a successful project. Please contact me or Sally Buckley, Dean of Enrollment Services and LifeMap (617-936-1920 / sabuckle@bhcc.mass.edu), if further information is needed.

Sincerely,

Pam Y. Eddinger, Ph.D.
President

CHARLESTOWN CAMPUS

250 New Rutherford Avenue • Boston, Massachusetts 02129-2925
Telephone: 617-228-2000 TTY: 617-228-2051

CHELSEA CAMPUS

175 Hawthorne Street • Chelsea, Massachusetts 02150-2917
Telephone: 617-228-2101 TTY: 617-228-3377

SATELLITE LOCATIONS

East Boston • Malden • South End

www.bhcc.mass.edu

(Please note that a signed letter on letterhead has been sent directly to Paul S. Grogan of The Boston Foundation.)

November 17, 2014

Paul S. Grogan
President
The Boston Foundation
75 Arlington Street, 10th floor
Boston, MA 02116

Dear Mr. Grogan,

I am sending this letter to indicate my approval of Bottom Line's proposal to the Boston Foundation to expand their strong partnership with Framingham State University in providing mentoring and coaching to our students coming from Boston Public Schools so that they will have an enhanced chance of completing their degrees.

We have appreciated Bottom Line's support of our enrolled students for more than a decade and we are happy that this opportunity will allow our partnership to expand to additional Boston students. We will collaborate and assist with coordination around student needs and support services, which has included space for meetings, relationships with key support offices, and sharing of data when it has been appropriate and allowed under FERPA guidelines.

I have been impressed with Bottom Line's commitment to serving at-risk college students, their focus on data and evaluation, and, above all, their results: 78% of their college students have graduated within 6 years, a rate which is on par with students from the wealthiest and most resourced suburban communities in Massachusetts.

Framingham State University students have benefited from our partnership with Bottom Line by having regular access to one-on-one, in-person guidance addressing those issues most likely to cause students to drop out. We hope we will have the chance to expand that partnership and help more of our students succeed at higher rates.

Please feel free to contact me if you would like further information about this partnership. Thank you.

Sincerely,

Susanne H. Conley
Vice President for Enrollment and Student Development
Framingham State University



November 14, 2014

Paul S. Grogan
President
The Boston Foundation
75 Arlington Street, 10th floor
Boston, MA 02116

Dear Mr. Grogan,

I am sending this letter to indicate my approval of Bottom Line's proposal to the Boston Foundation to expand their strong partnership with the College of the Holy Cross in providing mentoring and coaching to our students coming from Boston Public Schools so that they will have an enhanced chance of completing their degrees.

We have appreciated Bottom Line's support of our enrolled students for more than a decade and we are happy that this opportunity will allow our partnership to expand to additional Boston students. We will collaborate and assist with coordination around student needs and support services, which has included space for meetings, relationships with key support offices, and sharing of data when it has been appropriate and allowed under FERPA guidelines.

I have been impressed with Bottom Line's commitment to serving at-risk college students, their focus on data and evaluation, and, above all, their results: 78% of their college students have graduated within 6 years, a rate which is on par with students from the wealthiest and most resourced suburban communities in Massachusetts.

The College of the Holy Cross students have benefited from our partnership with Bottom Line by having regular access to one-on-one, in-person guidance addressing those issues most likely to cause students to drop out. We hope we will have the chance to expand that partnership and help more of our students succeed at higher rates.

Please feel free to contact me if you would like further information about this partnership. Thank you.

Sincerely,

A handwritten signature in cursive script, appearing to read "Jacqueline Peterson".

Jacqueline Peterson
Vice President for Student Affairs/Dean of Students



Paul S. Grogan
President
The Boston Foundation
75 Arlington Street, 10th floor
Boston, MA 02116

November 16, 2014

Dear Mr. Grogan,

I am sending this letter to indicate my approval of Bottom Line's proposal to the Boston Foundation to expand their strong partnership with Massachusetts College of Liberal Arts (MCLA) in providing mentoring and coaching to our students coming from Boston Public Schools so that they will have an enhanced chance of completing their degrees.

We have appreciated Bottom Line's support of our enrolled students for more than a decade and we are happy that this opportunity will allow our partnership to expand to additional Boston students. We will collaborate and assist with coordination around student needs and support services, which has included space for meetings, relationships with key support offices, and sharing of data when it has been appropriate and allowed under FERPA guidelines.

I have been impressed with Bottom Line's commitment to serving at-risk college students, their focus on data and evaluation, and, above all, their results: 78% of their college students have graduated within 6 years, a rate which is on par with students from the wealthiest and most resourced suburban communities in Massachusetts.

MCLA students have benefited from our partnership with Bottom Line by having regular access to one-on-one, in-person guidance addressing those issues most likely to cause students to drop out. We hope we will have the chance to expand that partnership and help more of our students succeed at higher rates.

Please feel free to contact me if you would like further information about this partnership. Thank you.

Sincerely,

Executive Vice President
MCLA



Office of the President

Roxbury Community College
1234 Columbus Avenue
Roxbury Crossing, Massachusetts 02120-3400

(617) 541-5301

November 13, 2014

Paul S. Grogan
President
The Boston Foundation
75 Arlington Street, 10th floor
Boston, MA 02116

Dear Mr. Grogan,

I send this letter in support of Bottom Line's proposal to provide mentoring and coaching to students coming from Boston Public Schools so that they will have an enhanced chance of transitioning to higher education and completing their degrees.

Given the joint mission of Roxbury Community College (RCC) and the Bottom Line, we will collaborate to ensure that students who desire to attend RCC will be supported in enrolling, accessing supportive services, and achieving academic success. I applaud Bottom Line's commitment to serving at-risk college students, their focus on data and evaluation, and, above all, their results: 78% of their college students have graduated within six years, a rate which is on par with students from the wealthiest and most resourced suburban communities in Massachusetts. This is why I believe that a partnership will be beneficial to RCC students and to our community.

Further, though this partnership, I am confident that RCC will be able to attract new students from Boston Public Schools and that these students will be more successful. Bottom Line will provide students access to one-on-one, in-person guidance addressing those issues most likely to cause them to drop out. Thus, students will succeed at higher rates, not only by completing their degrees but also by entering the workforce able to function as fully productive citizens of Boston.

Sincerely,

Dr. Valerie Roberson
President
Roxbury Community College



November 13, 2014

Patricia Maguire Meservey, *President*

Paul S. Grogan
President
The Boston Foundation
75 Arlington Street, 10th floor
Boston, MA 02116

Dear Mr. Grogan,

I am sending this letter to indicate my endorsement of Bottom Line's proposal to the Boston Foundation to expand their strong partnership with Salem State University in providing mentoring and coaching to our students coming from Boston Public Schools so to enhance their chance of completing their degrees.

We have appreciated Bottom Line's support of our enrolled students for more than a decade and we are happy that this opportunity will allow our partnership to expand to additional Boston students. We will collaborate and assist with coordination around student needs and support services, which has included space for meetings, relationships with key support offices, and sharing of data when it has been appropriate and allowed under FERPA guidelines.

I have been impressed with Bottom Line's commitment to serving at-risk college students, their focus on data and evaluation, and, above all, their results: 78% of their college students have graduated within 6 years, a rate which is on par with students from the wealthiest and most resourced suburban communities in Massachusetts.

Salem State University students have benefited from our partnership with Bottom Line by having regular access to one-on-one, in-person guidance addressing those issues most likely to cause students to drop out. We hope we will have the chance to expand that partnership and help more of our students succeed at higher rates.

Please feel free to contact me if you would like further information about this partnership. Thank you.

Sincerely yours,

A handwritten signature in blue ink that reads "Patricia Maguire Meservey".

Patricia Maguire Meservey, President

Patricia Maguire Meservey, President



Suffolk University

Office of the Provost

73 Tremont Street
Boston, MA 02108

617.573.8120
617.305.1945 (fax)

www.suffolk.edu

Boston, November 13, 2014

Paul S. Grogan
President
The Boston Foundation
75 Arlington Street, 10th floor
Boston, MA 02116

Dear Mr. Grogan,

I am sending this letter to indicate my approval of Bottom Line's proposal to the Boston Foundation to expand their strong partnership with Suffolk University in providing mentoring and coaching to our students coming from Boston Public Schools so that they will have an enhanced chance of completing their degrees.

We have appreciated Bottom Line's support of our enrolled students for more than a decade and we are happy that this opportunity will allow our partnership to expand to additional Boston students. We will collaborate and assist with coordination around student needs and support services, which has included space for meetings, relationships with key support offices, and sharing of data when it has been appropriate and allowed under FERPA guidelines.

I have been impressed with Bottom Line's commitment to serving at-risk college students, their focus on data and evaluation, and, above all, their results: 78% of their college students have graduated within 6 years, a rate which is on par with students from the wealthiest and most resourced suburban communities in Massachusetts.

Suffolk University students have benefited from our partnership with Bottom Line by having regular access to one-on-one, in-person guidance addressing those issues most likely to cause students to drop out. We hope we will have the chance to expand that partnership and help more of our students succeed at higher rates.

Please feel free to contact me if you would like further information about this partnership. Thank you.

Sincerely,

Sebastián Royo, Ph.D.
Vice-provost for Student Success and Professor of Government



UNIVERSITY OF MASSACHUSETTS
AMHERST

319 Whitmore Administration Building
181 Presidents Drive
Amherst, MA 01003-9313

Vice Chancellor for Student Affairs
and Campus Life

office: 413.545.2333
fax: 413.545.1838
www.umass.edu/stuaf/

November 19, 2014

Paul S. Grogan
President
The Boston Foundation
75 Arlington Street, 10th floor
Boston, MA 02116

Dear Mr. Grogan,

I am sending this letter to indicate my approval of Bottom Line's proposal to the Boston Foundation to expand their strong partnership with University of Massachusetts Amherst in providing mentoring and coaching to our students coming from Boston Public Schools so that they will have an enhanced chance of completing their degrees.

We have appreciated Bottom Line's support of our enrolled students for more than a decade and we are happy that this opportunity will allow our partnership to expand to additional Boston students. We will collaborate and assist with coordination around student needs and support services, which has included space for meetings, relationships with key support offices, and sharing of data when it has been appropriate and allowed under FERPA guidelines.

I have been impressed with Bottom Line's commitment to serving at-risk college students, their focus on data and evaluation, and, above all, their results: 78% of their college students have graduated within 6 years, a rate which is on par with students from the wealthiest and most resourced suburban communities in Massachusetts.

University of Massachusetts Amherst students have benefited from our partnership with Bottom Line by having regular access to one-on-one, in-person guidance addressing those issues most likely to cause students to drop out. We hope we will have the chance to expand that partnership and help more of our students succeed at higher rates.

Please feel free to contact me at 413-545-2333, or egelaye@umass.edu, if you would like further information about this partnership. Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read "Enku Gelaye", with a long, sweeping underline.

Enku Gelaye
Vice Chancellor
Student Affairs and Campus Life



UNIVERSITY OF MASSACHUSETTS BOSTON
Academic Support Services

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

November 24, 2014

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

Dear Elizabeth,

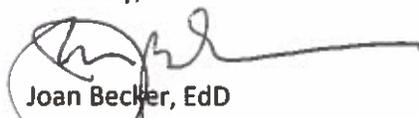
It gives me great pleasure to submit a letter of support on behalf of Bottom Line's proposal for a Boston Coaching for Completion (BosC4C) grant supported through the Social Innovation Fund. We fully support Bottom Line's continued provision of transition coaching services to Boston Public Schools (BPS) graduates entering UMass Boston as first-time freshmen. This partnership leverages our respective strengths and will enable both Bottom Line 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. Bottom Line's 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. Evidence of the impact that increased emphasis on the success of BPS graduates at the university is their second year retention rate, which for the cohort of 2013 was 85.6%-- this is in comparison to 78.5% for non-BPS first-time students.

Bottom Line's model of preparing students to be successful in college by providing summer preparation programs and creating a structure for continual support once enrolled in college is aligned with the university's goals and priorities. Bottom Line has a proven track record of supporting students' success at the secondary and postsecondary levels.

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

Sincerely,



Joan Becker, EdD
Vice Provost

November 20, 2014

Paul S. Grogan
President
The Boston Foundation
75 Arlington Street, 10th floor
Boston, MA 02116

Dear Mr. Grogan,

I am sending this letter to indicate my approval of Bottom Line's proposal to the Boston Foundation to expand their strong partnership with the University of Massachusetts Dartmouth in providing mentoring and coaching to our students coming from Boston Public Schools so that they will have an enhanced chance of completing their degrees.

We have appreciated Bottom Line's support of our enrolled students for more than a decade and we are happy that this opportunity will allow our partnership to expand to additional Boston students. We will collaborate and assist with coordination around student needs and support services, which has included space for meetings, relationships with key support offices, and sharing of data when it has been appropriate and allowed under FERPA guidelines.

I have been impressed with Bottom Line's commitment to serving at-risk college students, their focus on data and evaluation, and, above all, their results: 78% of their college students have graduated within 6 years, a rate which is on par with students from the wealthiest and most resourced suburban communities in Massachusetts.

University of Massachusetts Dartmouth students have benefited from our partnership with Bottom Line by having regular access to one-on-one, in-person guidance addressing those issues most likely to cause students to drop out. We hope we will have the chance to expand that partnership and help more of our students succeed at higher rates.

Please feel free to contact me if you would like further information about this partnership. Thank you.

Sincerely,



Carol Spencer
Assistant Vice Chancellor for Student Success



One University Avenue
Lowell, Massachusetts 01854
tel: 978.934.2635
fax: 978.934.5200

Ahmed T. Abdelal
Provost

OFFICE OF THE PROVOST

November 21, 2014

Paul S. Grogan
President
The Boston Foundation
75 Arlington Street, 10th floor
Boston, MA 02116

Dear Mr. Grogan,

I am sending this letter to indicate my support for Bottom Line's proposal to the Boston Foundation to expand their strong partnership with University of Massachusetts Lowell to provide mentoring and coaching to our students coming from Boston Public Schools in order to improve their chances of completing their degrees.

We have appreciated Bottom Line's support of our enrolled students for more than a decade and hope that this opportunity will allow this partnership to expand to additional Boston students. We will continue to collaborate and assist with coordination around student needs and support services, including space for meetings, relationships with key support offices, and sharing of data when it is appropriate and allowed under FERPA guidelines.

I have been impressed with Bottom Line's commitment to serving at-risk college students, their focus on data and evaluation, and, above all, their results: 78% of their college students have graduated within 6 years, a rate which is on par with students from the wealthiest and most resourced suburban communities in Massachusetts, and a rate that we aspire to achieve for all our students.

UMass Lowell students have benefited from our partnership with Bottom Line by having regular access to one-on-one, in-person guidance addressing those issues most likely to cause students to drop out. We hope we will have the chance to expand that partnership and help more of our students succeed at higher rates.

Please feel free to contact me if you would like further information about this partnership. Thank you.

Sincerely,

Ahmed Abdelal, Provost

President's Office

November 20, 2014

Mr. Paul S. Grogan, President
The Boston Foundation
75 Arlington Street, 10th Floor
Boston, MA 02116

Wentworth
Institute of Technology



Dear Paul,

On behalf of Wentworth Institute of Technology, I am writing this letter to acknowledge and support our Center for Community and Learning Partnerships' collaboration with Bottom Line. Together we are providing mentoring and coaching to Wentworth's students who have graduated from Boston Public Schools so that they will have a better chance of graduating from Wentworth and achieving career success.

As you know, Wentworth is committed to making a difference in the city of Boston, specifically within the local communities. We strive to provide a successful framework for the youth of Boston by addressing college access, retention and graduation rates through proven programming and partnerships. Wentworth has appreciated Bottom Line's support of our enrolled students for more than a decade. Through this relationship, Wentworth has provided space for meetings, assistance from key support offices, and sharing of data when it has been appropriate and allowed under FERPA guidelines. We are delighted that a potential grant to Bottom Line from the Boston Foundation would allow our relationship with Bottom Line to expand to serve additional Boston Public School students. We look forward to continuing to collaborate with Bottom Line staff to assist with our students' needs.

I am continually impressed with Bottom Line's care and commitment to serving at-risk college students, their focus on data and evaluation, and above all their results: 78% of their college students have graduated within 6 years, a rate which is on par with students from the wealthiest and most resourced suburban communities in Massachusetts.

Wentworth students have benefited from our partnership with Bottom Line by having regular access to one-on-one, in-person guidance that addresses those issues most likely to cause them to leave the Institute. We hope that we will have the chance to expand that partnership and help more of our students succeed at higher rates. If you have any questions about our work with Bottom Line, please do not hesitate to contact me at panticz@wit.edu or via telephone at 617-989-4476. I look forward to seeing you and Elizabeth Pauley in the near future to discuss this and other efforts that Wentworth is undertaking to benefit our current and future students.

Sincerely,

Zorica

Zorica Pantić, E.E., Ph.D.
President

I am looking forward to getting together with you soon and discuss Wentworth's collaboration with Boston Public Schools!

A Proposal to:

The Boston Foundation



Bottom Line

Get in • Graduate • Go far

Success depends on you

Boston Coaching for Completion Initiative

Grant Contact:
Mike Wasserman
Executive Director
617.524.8833
mike@bottomline.org

Proposal Narrative

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.

Our goal is for college students to graduate with manageable debt, that is, less than \$36,000 and for 75% of each graduating class to have a meaningful career opportunity. Bottom Line was founded to erase the large achievement gap between the wealthiest, most supported students and their low-income, less-resourced peers. Our historic six-year college graduation rate is currently at 78%, with rates of the last two years at 87% and 84%. Furthermore, our expanded career program has made a big difference in our students' futures: Of the class of 2014, 73.4% of our students had career-related jobs or were enrolled in graduate school three months after receiving their degrees – and we expect this number will continue to increase.

Our highly effective program model, well-trained staff, and efficient curriculum and record-keeping tools are keys to our success. Our program has four phases: Access, Summer Transition, Success, and Career, all dependent on our long-term, relationship-based guidance. Our curriculum is delivered by carefully selected and trained full-time professionals. In the Access program, starting the summer before senior year, high school students are guided individually through every step of the college admission and financial aid application process, including all stages of decision-making. This ensures that students choose to attend a college which fits well with their personal, academic, and financial needs. Our summer transition program jumpstarts the learning of “college knowledge” by preparing students for the academic, social, and cultural challenges they will encounter and includes individual problem-solving sessions with counselors as well as three group events: a one hour Kick Off orientation meeting, a day-long Training Camp, and an evening Send Off celebration. The programming includes question-and-answer sessions with upperclassmen, pep talks, and workshops on skills related to college success. Once students arrive on campus, Bottom Line Success counselors continue to work one-on-one and in-person with a caseload of 80 to 90 students and serve as financial aid advocates, academic advisors, career counselors, and mentors. They offer regular support in four areas: **D**egree, **E**mployability, (financial) **A**id, and **L**ife, or **DEAL**. Our codified curriculum, custom online student database, and twice-annual student assessments structure this support and include interventions in the case of any problems. Later in their college careers (junior year, in the case of four-year college students), our Success counselors specializing in Career guidance deliver intensive Employability support - such as interviewing workshops, resume writing, and networking events - in order to prepare students for the workforce upon graduation.

Through building long-term relationships between counselors and students, Bottom Line has a significant impact on the lives and futures of Boston Public School students. Our 14 full-time Boston Success counselors (plus 3 managers), each with a caseload of 80-90 students, are already working one-on-one and in-person with about 1 in 4 BPS seniors who go to a four-year college. Of the 1,628 students who are currently enrolled in our Success Program, 1,344 of them attend a Boston public school, and 75 of them attend a charter school located in the Boston area. Therefore, we have an exceptionally strong capability for transforming lives and communities through ensuring post-secondary education success. We are firmly committed to further increasing our capacity for strengthening communities and helping students aged 17-24 from public schools in Boston to succeed and thrive.

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

From Day One, Bottom Line has supported high school and college students who are from low-income and first generation-to-college families. Currently, this also means we have a high number of students from immigrant families. 26% are permanent residents (green card holders), and although the remaining 74% are US citizens, a large majority were either born in the US to first-generation immigrants or born elsewhere and later became naturalized citizens along with family members. Our Boston offices (Jamaica Plain and Dorchester) continue to focus strongly on Boston Public Schools students. For example, of our class of first year students (class of 2014), we are serving 171 students through Success Boston and overall, we are serving a total of 379 BPS and Boston charter school students.

The young people we serve have always been predominantly students of color. Our current students are approximately 97% non-white, including 32% Black, 32% Asian, and about 23% Hispanic. Of this group, approximately 32% are male. (We are working to address ongoing challenges helping to connect young men of color to Bottom Line particularly through some of the activities of our Community Outreach Manager.) Currently, we are building our program out to increase enrollment of community/two-year college students. We have always worked with some two-year and community college students through our Success program (47 currently), mostly as a result of students transferring from four-year to two-year colleges, but we have recently expanded our focus to respond specifically to the needs of these students and their colleges. We see this growth as a logical and exciting evolution in our organization which will require only small program detail adjustments, as we are confident that our basic model is effective for all students who have post-secondary education goals.

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.

Perfected over 17 years of steady growth, Bottom Line's sustainable model will enable us to continue expanding our counseling staff to serve more students in the coming year, while ensuring top-notch quality of program implementation. Beginning in the Spring of 2015, we will support a new Success cohort totaling 529 Boston charter school and BPS students in colleges across the state. We request support for approximately 321 of these students, 171 of whom were previously BPS students who are now enrolled in Success Boston colleges. The remaining 150 are the result of our new BosC4C growth and includes 80 students enrolled in four-year colleges and 70 students enrolled in community or two-year colleges. Serving BPS students who attend four-year colleges not traditionally served by Success Boston (such as UMass Amherst and Massachusetts College for Liberal Arts) can also have a huge impact. For example, UMass Amherst has a 6-year graduation rate of only 60.9%, and Bottom Line students at UMA have graduated at rates closer to 85%. To address this need, we will grow our Success Direct program to serve BPS and charter school students who received college access support from other organizations but will be attending four-year colleges (mostly public) in Massachusetts.

In each of the following years, 2016-2017 and 2017-2018, we plan to add another cohort of about 370 students graduating from charter and public high schools in Boston to our total Success program, including 100 students attending community colleges and 100 students through Success Direct. This will bring our total cohort of new Success students from BPS and Boston charter schools to 579 students each year. If the initiative is struggling overall to meet its goal, we can expand further to take on more students.

Our staffing structure is already in place, and our expertise in training will enable us to easily grow our capacity for addressing the specific needs of community/two-year college students and their institutions. Furthermore, thanks to a carefully developed structure of staff evaluations and promotions, we have increasingly strong retention rates and thus, a solid background of institutional knowledge. In short, Bottom Line is already fully able to take on all responsibilities of the Boston Coaching for Completion initiative.

In addition, the past two years have given us a wealth of valuable experience in program growth. Not only have we have successfully grown our Career Program to ensure that all college students are well-prepared for the workforce, but we have also significantly extended our impact in Boston's highest need communities of Dorchester, Roxbury, and Mattapan. Through growing our innovative recruitment pipeline, Success Direct, we have expanded to serve the majority of four-year college-bound students from these neighborhoods. Students who are helped with college applications by other organizations can now access Bottom Line services when they enroll in college. In 2013-2014, we served 113 first year Success Direct students, and this academic year we are serving a new cohort of 121 students through this pipeline, in addition to our traditional Success students. As part of our expansion to support our Boston Coaching for Completion goal for 2015-2016, we plan to expand the number of students recruited through Success Direct.

This expansion will also require hiring three additional counselor positions. From experience, we know that we will receive at least 20 times the number of applications as new counselor positions are posted. We are fortunate to be able to be very selective while taking into account skills, experience developing rapport with youth (typically a minimum of two years), and diversity. Training is intensive, starting with a week of onboarding, which includes team-building and learning about the organization. Intensive training then continues for six weeks, following a time-tested scaffold of modeling, simulated counseling sessions, and extensive feedback from team managers, who continue to provide feedback and significant support (in addition to their own caseload of students) during the entire first year. This careful attention ensures that all new counselors will meet, if not exceed Bottom Line standards for mentoring students.

We will sustain coaching activities beyond the funding period by continuing to systematically build a broad base of support. One growing source is the result of our expanded Career program and workforce development: companies involved in various program activities are already giving us increased support. We are confident that we can sustain all of our programs with our diversified funding sources.

4. What additional resources do you need?

Bottom Line is well-resourced with knowledge, experience, and talented staff. Therefore, we offer our expertise as a resource for less-experienced organizations who are serving students from public high schools in Boston. In the first iteration of Success Boston, many of the coaching principles used by other organizations were based on Bottom Line's model and curriculum. We are confident in our ability to execute our goals and can take responsibility for assisting other organizations to reach the initiative's objectives.

The only resource we need is additional funding to support more low-income, first-generation college students. After 17 years of experience and more than 1,000 college graduates, our use of the resources we have is both efficient and highly effective, and we are hope to expand our leadership role in The Boston Coaching for Completion Initiative so we can leverage that expertise for the broader initiative.

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

Bottom Line's consistent record of growth since our founding in 1997 and our high rates of success in helping students to get in, graduate from college, and go far in life have made us a leader in Boston in college access and success. Not only are our college graduation rates continuing to rise each year, but also our use of customized tools such as our codified DEAL rubric and training materials make our model a highly replicable one. We believe that with our level of expertise and past involvement in Success Boston, we can be very effective playing a leading role in Boston Coaching for Completion. Our goal is to support the functioning of this coalition to the fullest extent possible. We see this initiative as a major, important step forward in re-drawing the picture of post-secondary completion rates in Boston.

Finally, Bottom Line's programs and curricula are very much in tune with Boston Coaching for Completion. For example, our DEAL milestones address all of the coaching practices discussed in the transition coaching section of the RFP. Supporting the goals and objectives of this initiative will therefore require no adjustments in our program model.

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.

Bottom Line Success counselors work with students enrolled at "target schools," that is, Massachusetts regional colleges which are popular with our students because they are generally financially affordable but which also tend to have high drop-out rates for low-income and first-generation students. Our current target schools are the following: Bentley University, Boston College, Boston University, Bridgewater State, Fitchburg State, Framingham State, Holy Cross, Massachusetts College of Liberal Arts, Massachusetts College of Pharmacy and Health Sciences,

Northeastern University, Salem State, Suffolk University, UMass Amherst, UMass Boston, UMass Dartmouth, UMass Lowell, and Wentworth Institute of Technology. We are also partnering with Bunker Hill Community College, Roxbury Community College, and Endicott College Boston. As evidenced by our lengthy list of partnership letters in the attachments section of this proposal, we have the commitment of college leadership and are ready to launch our growth plans on each campus.

At the start of a partnership, we establish connections first with Admissions and Financial Aid, and later on, we develop relationships based on the structure of the school. We have also started building high-level relationships to facilitate deeper partnerships with Presidents, Provosts, or Heads of Enrollment Management. As far as basic details, we prefer to have designated space in which to meet with students, but at a minimum we need to be able to share data regarding students. Our managers and counselors also cultivate additional contacts in admissions and financial aid offices, relevant for helping students to get in, and second, in student records and support offices for helping students to stay in college.

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.

Our experience is that large urban, mostly commuter institutions, whether public or private, often have many campus resources. But for a variety of reasons, such as academic challenges or the “imposter syndrome,” first-generation students typically don’t access the resources or connect easily to campus life. Without connections, these students often leave school. Bottom Line counselors serve as a guide, sometimes literally by walking their students from office to office, sometimes by providing insider knowledge about which office or administrator to talk to. We then ensure that students follow through; we also fill gaps where there aren’t already services.

In any case, we work cooperatively with each institution where we support students and take special care to avoid duplicating functions of existing support service offices. Our managers ensure effective coordination with colleges, and counselors (who each work with about three colleges) also help to build and maintain relationships and to track gaps in service that Bottom Line can fill. Our work with Suffolk University, where we started supporting students in 1999, exemplifies our approach.

As our population of students at Suffolk grew, we developed a natural relationship which has since become a true partnership. We have built strong relationships with the leadership team over the past few years, including the President, who sat down with us at least once per year to review our organizational goals and hear about new initiatives on campus. In addition, to contribute to our growth plans, Suffolk administrators have identified students from Dorchester, Roxbury, and Mattapan who have been accepted to the University but are not in Bottom Line. (For the coming year, we will broaden the process by requesting help in identifying low-income, first-generation students from all Boston neighborhoods who graduated from charter and public schools in Boston.) Together, we contact students and encourage them to sign up for Bottom Line so that they will have that important layer of support once on campus.

For our current college students, Bottom Line has point-people in all key offices such as financial aid, student accounts, residential life, and the multicultural center. The team at Suffolk lets Bottom Line counselors use space for meetings and is available to talk about any students who are struggling. Bottom Line makes sure that Suffolk students are taking advantage of the resources they have on campus.

At Suffolk, the overall 6-year graduation rate is 55.9%. For Bottom Line students at Suffolk, nearly all of whom are low-income and first-generation to college, our 6-year graduation rate is over 90%. These results are a testament to Bottom Line’s support and our ability to partner with Suffolk University’s staff members to connect students with on-campus resources. Currently, Bottom Line supports 101 college students attending Suffolk University. We hope to grow that number to more than 120 students over the next 3 years.

8. How will your organization measure and learn from this work?

One of the hallmarks of Bottom Line's model is the collection and use of data. We have a wealth of experience with collecting and using significant amounts of data in order to track the successes of our programs, counselors, and students. As an organization dedicated to helping students get into college and graduate, our students' acceptance to and graduation from college are our primary measures of success.

Counselors enter information in the student database after every meeting and at regular intervals throughout the year – both qualitative (topics which the counselor and student discussed in the meeting), and quantitative (students' grades, financial aid information etc.). Counselors also check other early indicators to learn which students are in danger of missing milestones. Any student not meeting one or more of these indicators is identified as needing additional support to get back on track before it is too late.

We also track the interim progress of our college students so that we can determine obstacles students face, provide needed support, and calculate the effectiveness of our services. Together, our proprietary student database and DEAL rubric guide our counselors in every interaction with their students and allow for frequent revisions as needed according to student progress, in addition to providing structure for twice annual assessments conducted with the students. These assessments enable counselors to create individualized service plans, which include prioritized milestones and indicators as well as services the counselor plans to deliver for that student. Thus, our use of data allows for maximum flexibility and adjustment of service plans according to need at the same time it creates consistency and fosters reporting and evaluation activities. In short, Bottom Line will be easily able to comply with all Boston Coaching for Completion reporting requirements or requests for data.

Also, through our National Office, we are involved in an external random control trial study of our programming. Led by University of Virginia researcher Ben Castleman, this is one of the first highly rigorous evaluations conducted of college success programs in the country. In this study, we will track how students perform in college with Bottom Line's support versus those who do not receive our support. We believe that this evaluation will help make our services even more effective, attract support from major funders, and provide insights which will benefit the education community as a whole.

Impact Story

We started working with students at Salem State University in 2000. With its affordability and proximity to Boston, Salem State has been popular with some of our students, but without Bottom Line support, they would not have a good chance at successful college completion: the six year graduation rate for low income and first-generation students is persistently below 40%.

Bottom Line currently coaches 52 Salem students. We have significantly increased the expected graduation rates of our students (given their grades and test scores on applying), and Salem State administrators are impressed with our results. In response, the college has added an additional \$2,500 in financial aid to student packages, essentially treating our students as merit admits because of their confidence in our effectiveness. Also, Salem is currently examining options for adopting a unified, college-wide advising model and is working with Bottom Line on adopting our program model.

Finally, we have a strong relationship with admissions officers and student support staff. Patricia Meservey, President of Salem since 2007, is clearly invested in Salem State's connection to Bottom Line, and we have an annual check in meeting with her. We also discuss mutual interests with Scott James, Vice President of Enrollment Management and Student Life.

Bottom Line – Coaching For Completion Initiative Student Breakdown

Over the three-year grant period (from 2015 to 2018) Bottom Line plans to serve approximately 1,234 students from public schools in Boston through the Boston Coaching For Completion Initiative. On the pages that follow are tables which provide further details about the anticipated students served in each year of the grant term. Below is the high school cohort breakdown of the proposed total number of students (1,234) served by Bottom Line through the BosC4C Initiative.

- High School Class of 2014 Cohort: 171 Students
- High School Class of 2015 Cohort: 321 Students
- High School Class of 2016 Cohort: 371 Students
- High School Class of 2017 Cohort: 371 Students

BosC4C Year 1 (2015-2016)

Projected Numbers of Students Served, By Type of High School

	Continuing Students (High School Class of 2014)	New Students (High School Class of 2015)	TOTAL
BPS Graduates	171	286	457
Graduates of Other Public Schools in Boston	0	35	35
TOTAL Students Served Through BosC4C	171	321	492
<i>Other College Students from Boston Served by Bottom Line (not supported by BosC4C)</i>	201	208	409

Projected Numbers of Students Served, By Type of College Attending

	Continuing Students (High School Class of 2014)	New Students (High School Class of 2015)	TOTAL
4-Year College Students	171	251	422
2-Year College Students	0	70	70
TOTAL Students Served Through BosC4C	171	321	492

Bottom Line – Coaching For Completion Initiative Student Breakdown

BosC4C Year 2 (2016-2017)

Projected Numbers of Students Served, By Type of High School

	Continuing Students (High School Class of 2015)	New Students (High School Class of 2016)	TOTAL
BPS Graduates	286	336	622
Graduates of Other Public Schools in Boston	35	35	70
<i>TOTAL Students Served Through BosC4C</i>	321	371	692
<i>Other College Students from Boston Served by Bottom Line (not supported by BosC4C)</i>	208	208	416

Projected Numbers of Students Served, By Type of College Attending

	Continuing Students (High School Class of 2015)	New Students (High School Class of 2016)	TOTAL
4-Year College Students	251	271	522
2-Year College Students	70	100	170
<i>TOTAL Students Served Through BosC4C</i>	321	371	692

Bottom Line – Coaching For Completion Initiative Student Breakdown

BosC4C Year 3 (2017-2018)

Projected Numbers of Students Served, By Type of High School

	Continuing Students (High School Class of 2016)	New Students (High School Class of 2017)	TOTAL
BPS Graduates	336	336	672
Graduates of Other Public Schools in Boston	35	35	70
<i>TOTAL Students Served Through BosC4C</i>	<i>371</i>	<i>371</i>	<i>742</i>
<i>Other College Students from Boston Served by Bottom Line (not supported by BosC4C)</i>	208	208	

Projected Numbers of Students Served, By Type of College Attending

	Continuing Students (High School Class of 2016)	New Students (High School Class of 2017)	TOTAL
4-Year College Students	271	271	542
2-Year College Students	100	100	200
<i>TOTAL Students Served Through BosC4C</i>	<i>371</i>	<i>371</i>	<i>742</i>