Letter of Inquiry

Organization Information

Grant ID: I2015-0292

Legal Name of Organization: Sociedad Latina, Inc.

Grant Type: Project Support

EIN Number: 04-2678255

NTEE Code: Youth Development

Amount Requested from the Boston Foundation: $100,000.00

Project Budget: $200,000.00

Project Duration: to

Project Title, if applicable: SIF Application

Month Fiscal Year Begins:

Member of the Massachusetts Nonprofit Network:

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Revenues</th>
<th>Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last Fiscal Year (actuals)</td>
<td>1963094.00</td>
<td>1888574.00</td>
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<tr>
<td>Current Fiscal Year (budget)</td>
<td>1961194.00</td>
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<tr>
<td>Next Fiscal Year (projected)</td>
<td>2059254.00</td>
<td>2059254.00</td>
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Organization Address:

1530 Tremont St.
Roxbury, MA 02120

Organization Description:

Sociedad Latina's mission is to create the next generation of Latino leaders who are confident, competent, self-sustaining and proud of their cultural heritage. To achieve this mission, we implement the Pathways to Success multi-service delivery model for youth ages 11-24 to build skills in four areas: Education, Civic Engagement, Workforce Development and Arts & Culture. For each of the last five years, 100% of our seniors successfully completed high school and 89% have persisted in their college or career pathway. Our key programs are:

- Mission Possible!: Academic support and postsecondary success program
- Youth Community Organizing: Youth-led campaign work on pressing issues
- Health Educators in Action: Youth-driven health and wellness promotion
- Jovenes Latinos Pro Salud: Internship placements with Longwood Medical area institutions
- Viva La Cultura! Arts Initiative: Multiple pathways to achieve mastery in music and the visual arts
- STEAM Team: Afterschool enrichment program for middle school youth

Organization's Main Phone Number: 6174424299
Organization’s Main FAX Number: 6174424087

Organization’s Website: www.sociedadlatina.org

Year Founded: 1968

Total Number of Board Members: 11

Number of Full Time Equivalent Staff: 19.00

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:
Ms. Alexandra Oliver-Davila, Executive Director
6174424299 117
alex@sociedadlatina.org

Contact Person:
Ms. Alexandra Oliver-Davila, Executive Director
6174424299 117
alex@sociedadlatina.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.

Agency: **Sociedad Latina**
Program/Project Title: Mission Possible! Expanded Transition Coaching – Year 1

TBF Strategy: Raise post-secondary completion rates of BPS graduates by scaling up transition coaching intervention

<table>
<thead>
<tr>
<th>Long Term Goals</th>
<th>Activities</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Desired Results</th>
<th>Results as of Report Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>What long term results do you want to achieve at the end of the grant period?</td>
<td>What are your plans or activities (program delivery and/or organizational capacity building) to achieve these goals?</td>
<td>What will you measure?</td>
<td>What is the current status of the activity?</td>
<td>What short term results do you want to see at the end of this grant year?</td>
<td>What results did you achieve this year?</td>
</tr>
</tbody>
</table>

1. Seniors are on-track for transition to post-secondary education before high school graduation

   - Outreach to partner high schools – special events, tabling, flyering and building relationships with guidance counselors
   - Dual-enrollment classes through BFIT’s Early Access to College (EAC) program
   - One-on-one coaching to support with college and financial aid applications, as well as outreach to parents/caregivers

   Demographics
   - Risk factors
   - Applications completed
   - FAFSA completed

   We have not yet started to collect data for the transition coaching program. Youth recruitment will begin in spring 2015.

   50 youth are successfully recruited from partner high schools, early enrollment classes and other partners to Year 1 of the Mission Possible! Transition Coaching program

   100% of youth receive at least
| 2 | Youth experience successful transitions to post-secondary education | Ongoing one-on-one transition coaching with Sociedad Latina coaches and mentors through the first year of post-secondary enrollment. Workforce readiness training and career exploration in health care, STEM, finance, public service and the arts. Social/emotional skill development through a culturally relevant curriculum. Access to Sociedad Latina’s full range of bilingual, culturally proficient youth development programming. Referrals to on-campus support programs, as needed. | Demographics | Risk factors | FAFSA completed | Referrals | GPA | Enrollment status | Course type | Credits earned | Pell eligibility | Work status | | | | We have not yet started to collect data for the transition coaching program. Youth recruitment will begin in spring 2015. | 100% of youth complete a FAFSA and any other relevant financial aid/scholarship applications. 90% of youth are connected to existing, on-campus support programs. 90% of youth achieve a cumulative GPA of 2.0 or higher. 90% of youth maintain enrollment for two semesters. 90% of youth are on track for their degree goals based on credit completion.
Letter of Partnership
Benjamin Franklin Institute of Technology and Sociedad Latina

If selected as a recipient of The Boston Foundation’s Boston Coaching for Completion grant, Sociedad Latina will expand its Mission Possible! Postsecondary Success program to provide transition coaching to three (3) cohorts of fifty (50) Boston Public School (BPS) students and graduates through their first two years of post-secondary education, with a focus on low-income, first-generation students of color. In order to achieve this significant expansion in our services, we will deepen our partnership with Benjamin Franklin Institute of Technology (BFIT).

Sociedad Latina has BFIT’s full support in the Mission Possible! transition coaching expansion. Sociedad Latina is already a valued community partner in BFIT’s Early Access to College dual enrollment program (EAC), a comprehensive college preparation and retention initiative to encourage BPS students to pursue a college education. BFIT welcomes the opportunity to continue the collaboration with Sociedad Latina on their Mission Possible! transition coaching program for the benefit of the youth participants, our community and the economy. One goal of the partnership will be to increase the number of BPS students, particularly low-income, first-generation students of color, attending and graduating from BFIT.

If awarded The Boston Foundation’s Boston Coaching for Completion grant, BFIT and Sociedad Latina agree to work in partnership to recruit and provide transition coaching to 3 cohorts of 50 BPS students and graduates through the first two years of post-secondary education. The overall goal of this partnership is to positively impact the number of BPS graduates, particularly low-income, first-generation students of color, who earn a post-secondary credential.

BFIT will assist with:
- Outreach and recruitment of BPS students during their senior year through EAC dual enrollment classes at Sociedad Latina and other community-based organizations;
- Integrating coaches from Sociedad Latina into BFIT’s student support processes;
- On-campus supports to students in Sociedad Latina’s Mission Possible! transition coaching program; and
- Maintaining regular and clear communication with Sociedad Latina’s Transition Coaching Coordinator about student progression and challenges.

Sociedad Latina will be responsible for:
- Guiding and supporting 3 annual cohorts of 50 BPS students on the path from admission to graduation, including assistance with applications, financial aid, academic support, social-emotional skills development, 21st century skills and self-advocacy;
- Collaborating with BFIT advisors in helping students with the selection of courses, majors and degree programs;
- Participating in the standing case-management meetings of BFIT’s Students of Concern Committee which take place weekly throughout the year; and
- Data collection and evaluation of student outcomes.

This Letter of Partnership will be adhered to by BFIT’s President Anthony Benoit and Sociedad Latina’s Executive Director Alexandra Oliver-Davila. Our organizations share a deep
commitment to opening doors by providing opportunity for youth, defining career pathways and breaking the cycle of poverty. Should the grant be awarded, staff from both organizations will be in on-going communication in order to implement the Mission Possible! transition coaching expansion as outlined in the attached proposal.

Signed,

Anthony Benoit
President
Benjamin Franklin Institute of Technology

Date: November 24, 2014

Signed,

Alexandra Oliver-Davila
Executive Director
Sociedad Latina

Date: November 24, 2014
1. **Sociedad Latina’s Theory of Change and Program Model**

The mission of Sociedad Latina is to work in partnership with youth and families to create the next generation of Latino leaders who are confident, competent, self-sustaining and proud of their cultural heritage. To achieve this mission, we implement our innovative “Pathways to Success” positive youth development model for Boston Public School students ages 11-24. The Pathways model supports low-income high school students and graduates as they transition to and through post-secondary education by building their skills and knowledges in four areas necessary for long-term success: Education, Civic Engagement, Workforce Development and Arts & Culture. This program model relates closely to our theory of change, which argues that youth who acquire life skills in our four focus areas are prepared to succeed in their transitions from childhood to adulthood, including to and through post-secondary education. Our theory of change also maintains that youth participants must engage in projects that improve their communities and Boston as a whole in order to learn the values, attitudes, skills and capacity to bring about positive change in their own lives. Together, our programming engenders a positive, empowered and success-oriented approach to a variety of post-secondary pathways. Our current Pathways to Success programming for high school students and graduates ages 14-24 includes:

- **Education** – postsecondary pathways guidance, transition coaching, college access and financial aid workshops, campus visits, early access to college credit
- **Workforce Development** – 21st century skills/workforce readiness training, career exploration, hands-on internships, career-focused mentoring
- **Civic Engagement** – community organizing, health and wellness activities, service-learning opportunities
- **Arts & Culture** – cultural identity/exploration activities, community arts events

2. **Experience Serving Boston Students and Graduates**

Sociedad Latina’s target population, as outlined in our theory of change, is Boston Public Schools students and graduates ages 11-24, as well as their families. Our expertise lies in engaging and supporting youth with Latino, bicultural/bilingual and English language learning backgrounds. Working in collaboration with students and families in a community-based, culturally responsive and bilingual setting, we establish an environment of trust and high expectations that promotes learning and engagement for youth. In 2014, our youth self-identified as Latino (66%), Black (24%) and Multi-racial/Other (10%). Additionally, 100% of our youth and families lived at or below the poverty line as defined by the Commonwealth of Massachusetts. We have also had marked success serving BosC4C’s priority populations, namely young men of color, immigrant students, first-generation college students and community/two-year college students. Sociedad Latina prioritizes reaching young men of color, with our gender split remaining at 50% male and 50% female. We also serve an average of 60% immigrant youth annually. Each year, 80-85% of our seniors are the first in their families to go to college and approximately 50% move on to community or two-year colleges. The success of the Pathways model in serving our target youth and BosC4C’s priority populations is evident in past outcomes. For each of the last 5 years, 100% of our seniors have graduated from high school or earned a GED. Additionally, 89% have persisted through the first two years of their college and career pathway. We attribute this success to strategies developed through best practice research, feedback from our youth and families, rigorous program evaluation and nearly two decades of working with Boston youth. Our strategies include long-term engagement throughout the transition from high school to post-secondary programs, flexible pathways to success beyond traditional four-year colleges, affirmation of positive cultural identities, an asset-based approach, family engagement and cross-sector partnerships across Boston.

3. **Mission Possible! Transition Coaching Expansion**

Over the next year, Sociedad Latina will expand our Mission Possible! Postsecondary Success program to recruit and provide transition coaching to an initial cohort of 50 BPS students and graduates through their first two years of post-secondary education. During the multi-year grant period, we will serve a total of three cohorts of 50 BPS students, with a focus on low-income, first-generation students of color. In addition to the goals and objectives outlined below (see question 5), our transition coaching model seeks to raise post-secondary persistence and
completion rates for participants. Currently, through membership in Success Boston, Sociedad Latina provides transition coaching to 20-25 of our Alumni through their first two years of college or employment. We look forward to the opportunity to expand our capacity to provide transition coaching to an additional cohort of 50 BPS students each year. In order to achieve this significant expansion in our services, we will deepen our partnership with Benjamin Franklin Institute of Technology (BFIT).

Recruitment

Sociedad Latina has prioritized recruitment of low-income BPS students from Latino, bicultural/bilingual and English language learning backgrounds. These groups overlap with the BosC4C priority populations, namely young men of color, immigrant students and first-generation college students. We will also target the recruitment of students pursuing community/two-year college pathways, including an interest in BFIT’s degree programs. In order to reach these traditionally “hard to reach” populations, Sociedad Latina and BFIT will implement a robust outreach strategy (special events, tabling, flyering and building relationships with guidance counselors) at the following BPS high schools:

- **Boston International High School/Newcomers Academy**: Boston International/Newcomers Academy’s focus on English language learning students aligns closely with Sociedad Latina’s target population and youth development model. Our partnership includes designating Youth Leader positions for Newcomers students and outreaching to students in Boston International’s Healthcare Administration vocational track for our Health Careers for Youth program. For three years, BFIT has successfully partnered with Boston International to host students for dual enrollment classes through Benjamin Franklin’s Early Access to College program, credit recovery courses in English or math and career exploration activities. BFIT is Boston International’s primary provider of summer higher education experience.

- **Madison Park Technical Vocational High School**: Madison Park is located in close proximity to Sociedad Latina and, because of its focus on technology careers, is a priority recruitment partner for BFIT. Sociedad Latina’s partnership with Madison Park has included providing 21st century skills workshops and offering college access coaching to August graduation seniors through the Summer Melt programming. BFIT has a longstanding, robust and dynamic relationship with Madison Park. Four BFIT administrators sit on the school’s Advisory Board. BFIT is a primary provider of ACCUPLACER testing and hosts annual college visits for students interested in STEM majors. Madison Park graduates can matriculate at BFIT with up to a full year of advance standing.

- **Margarita Muñiz Academy**: For the 2016 and 2017 student cohorts, Sociedad Latina and BFIT will recruit from Margarita Muñiz Academy (their first senior class graduates in 2016). Transition coaching will be a natural expansion of Sociedad Latina’s current partnership with Margarita Muñiz, which includes providing college access coaching to their entire 11th grade class and 21st century skill building opportunities for 9th and 10th graders. Sociedad Latina’s Executive Director also sits on the Board of Margarita Muñiz Academy.

In order to identify, recruit and retain students from these schools to the Mission Possible! transition coaching program, we will utilize BFIT’s Early Access to College (EAC) dual-enrollment program, which allows BPS students to earn transferable college credit at no cost that also counts toward their high school diploma. In 2015, BFIT will offer EAC classes at Sociedad Latina and other community sites that will reach 60 BPS students with an interest in technology and related degrees. In addition to providing an ideal venue for recruitment of target youth, these courses also provide math and language readiness supports that positively impact long-term student success. Tentative EAC courses for 2015 are Oral Communication (a course specifically targeting English language learners) and Introduction to Professional Communication.

Coaching Model

Aligned with our broader approach to youth development and student success, Sociedad Latina and BFIT will implement a co-coaching model that centers on individualized case management and intensive supports for the whole student. Through this partnership, Sociedad Latina will offer the dual-language and culturally proficient supports that BFIT has identified as a priority for effectively serving their student population. In this model, Sociedad
Latina will provide transition coaching to the entire cohort of 50 BPS students, regardless of their intended institution for post-secondary study. Sociedad Latina’s coaching model will include:

- One-on-one coaching for seniors to support with college and financial aid applications, as well as outreach to parents/caregivers
- Ongoing one-on-one transition coaching with Sociedad Latina coaches and mentors through the first two years of post-secondary enrollment
- Job readiness training and career exploration in health care, STEM, finance, public service and the arts
- Social/emotional skill development through a culturally relevant curriculum
- Access to Sociedad Latina’s full range of bilingual, culturally proficient youth development programming
- Referrals to on-campus support programs, as needed

In addition, those students who attend BFIT will benefit from their hallmark Whole-Student Support services (see question 7). Coaches from Sociedad Latina will be fully integrated into BFIT’s support processes with access to information on their students’ success and challenges, as well as participation in Students of Concern meetings.

**Sustainability**

In order to sustain our Mission Possible! transition coaching expansion beyond the BosC4C grant period, our leadership and development team will aggressively pursue new partnerships and funding streams. Sociedad Latina draws on a diverse pool of funding to meet our annual budget, including multi-year and general operating grants that bring sustainability and flexibility to our programming. With a more than 40-year history, we have established an extensive and secure funding base, with our Development Team constantly working to ensure a successful, long-term future. Our sustainability plan is designed to ensure the continuity of our programming by (1) keeping funding sources diversified; (2) aggressively researching new sources of funding; (3) engaging in professional development to keep consultant fees minimal; and (4) constantly evaluating and improving our methods to maintain our attractiveness to supporters. As one of our core programs, Mission Possible! is a funding priority in our overall development strategy.

4. **Additional Resources Needed**

In order to implement our transition coaching program as described above, Sociedad Latina requires funding for outreach/recruitment, additional coaching staff and support with data collection, evaluation and reporting. Because our target participants for this program are traditionally considered “hard to reach,” we plan to implement a creative recruitment strategy that utilizes existing partnerships with BPS high schools and BFIT’s EAC dual-enrollment courses. These courses, in addition to providing transferable college credit while still in high school, will engage English language learners, first-generation college students and students interested in technology and related two-year degrees. Associated costs for outreach and recruitment will include staff time, office supplies and occupancy. To successfully respond to the multiple barriers to success that our youth face, our intensive year-round coaching model is time- and resource-intensive. As a result, Sociedad Latina will hire a full-time Transition Coaching Coordinator in year 1 who will be supported by our existing college success staff, mentors and volunteers. In year 2, we anticipate hiring a second Transition Coaching Coordinator to support our second cohort of BPS students and graduates. Lastly, Sociedad Latina will be responsible for all data entry and evaluation related to the BosC4C grant. The scope of the data collection, evaluation and reporting requirements for this grant necessitate that we expand our internal capacity in these areas. In addition to the technical assistance to be provided by The Boston Foundation, we anticipate needing to hire a half-time Program Evaluator who will ensure compliance with all of the BosC4C and SIF reporting and evaluation requirements and prepare for portfolio evaluations.

5. **Goals and Objectives**

In line with Sociedad Latina’s wider youth development work, our goals and objectives for the Mission Possible! transition coaching expansion are:

- Seniors are on-track for transition to post-secondary education before high school graduation
6. Partnership with Benjamin Franklin Institute of Technology

Sociedad Latina will partner with Benjamin Franklin Institute of Technology (BFIT) to implement our transition coaching program. Founded in 1908, BFIT is one of the oldest colleges in New England with a focus on engineering and industrial technologies. The college takes a pragmatic approach of developing curricula that meet industry needs for a job-oriented technical education, at both the associate and bachelor’s degree levels. Some of the BFIT’s school-to-job pathways include Health Information Technician, Optician and Automotive Technician. BFIT students are primarily low-income and/or academically-disadvantaged from Boston and nearby areas, but they are interested in and capable of embarking upon a technology career. Many are immigrants and/or the first in their family to attend college. With a graduation rate almost triple the Massachusetts average for two-year colleges and a job placement or continued study rate of 90%, BFIT has embraced the responsibility to promote college access and success. As trained technicians, graduates know how to make things work; as good citizens they improve their communities and contribute to the economy. BFIT prepares urban youth for success in technical fields that provide sustained employment and meaningful careers. Current offerings are bachelor’s degrees in Automotive Management and Health Information Technology, associate degrees in Opticianry, six industrial technology areas (Automotive, Building & Design, Computer, Construction, Electrical and Health Information) and four engineering technology areas (Biomedical, Computer, Electronic, and Mechanical), and Certificates of Proficiency in Automotive Technology and HVAC&R. BFIT students are 90% male, 30% African-American, 30% White, 21% Hispanic, 9% Asian, and the balance multi-ethnic or non-disclosed. 90% receive financial aid, 20-25% are academically disadvantaged, and nearly 80% are low-income.

Sociedad Latina and BFIT serve youth from similar backgrounds, share complementary approaches to coaching and student support and have the same high aspirations for youth success over the long-term. In this partnership, Sociedad Latina and BFIT will work together to recruit our target BPS students through EAC classes and aggressive outreach with partner BPS high schools. Once recruited, Sociedad Latina will take the lead on transition coaching, as well as data collection, evaluation and reporting. BFIT will provide additional services to students enrolled in one of their degree programs and will work closely with Sociedad Latina coaches to support the whole student as they progress through the first two years of study (see Letter of Partnership for more detail).

7. BFIT’s Environment and Supports

BFIT has embraced the responsibility to promote college access and success to Boston area youth. The college’s Whole-Student Support program plays a big part in their above-average graduation rates and
encompasses all aspects of assisting students in getting ready, getting in and getting through college. This approach includes a sequence of free services including: Early Access to College (EAC) dual enrollment for BPS high school students; Department of Academic Development (DAD); unlimited tutoring; a web-based rapid-response support system; and career skills development opportunities. Each of these components provides a framework for weaving together the necessary formal and informal support to address students’ evolving needs. Through the variety of wrap-around components of the Whole Student Support program, BFIT has become a well-established leader in preparing culturally-diverse, primarily low-income students from the city of Boston (often immigrant or first-in-family) for careers in technical fields. One of the documented traits of BFIT’s student demographic (low-income and academically disadvantaged) is failing to seek out help. They are accustomed to being self-reliant as a result of their circumstances. Whole-Student Support educates students to ask for help and use available resources, then monitors their academic progress in real time (i.e. not waiting until final grades are posted when it’s too late to turn things around).

Sociedad Latina’s Mission Possible! transition coaching expansion has the potential to improve BFIT’s student success rate by providing the dual-language and culturally relevant supports that are currently missing from our Whole-Student Support program. By connecting our Latino, bilingual/bicultural and English language learning students to Sociedad Latina’s proven Mission Possible! coaching and related programming, BFIT students will benefit from truly wrap-around supports that will keep more students enrolled at BFIT, on-track to a degree and prepared to enter a meaningful career.

8. Measuring and Evaluating Success

To effectively evaluate the success of our Mission Possible! transition coaching expansion and youth progress, Sociedad Latina uses a variety of evidence-based evaluation tools and tracks data in a fully customized Efforts-to-Outcomes database. Assessment tools selected and designed specifically for our youth development programs have been integrated into the database. Results reported through the database enable us to see which efforts have the greatest impact on the college access, persistence and completion outcomes we target. For this program, we will track the following metrics: demographics, risk factors, applications completed, FAFSA completed, referrals, GPA, enrollment status, course type, credits earned, Pell eligibility and work status. All staff members have undergone comprehensive training on entering data into the Efforts-to-Outcomes database. Our Leadership Team ensures the quality of all data entered, evaluates program outcomes and makes recommendations to improve program quality. Members of our Mission Possible! staff have also undergone basic Salesforce training as part of their participation in the Success Boston initiative. In order to ensure compliance with all of the BosC4C and SIF reporting and evaluation requirements, we will have a half-time Program Evaluator who will ensure compliance with all of the BosC4C and SIF reporting and evaluation requirements and prepare for portfolio evaluations. This staff member will undergo training to build their capacity, make necessary updates/improvements to our database and liaise with The Boston Foundation’s reporting and evaluation team.

9. Impact Story

Elide, a Sociedad Latina Alumna and current BFIT student, is a shining example of the impact that transition coaching can have on youth success. Elide, always a motivated student, came to Sociedad Latina for emotional and academic support. She was suffering from the trauma of witnessing violence in her neighborhood and had become disengaged from school. With the support of Sociedad Latina, Elide overcame these barriers and worked hard to be the first in her family to graduate from high school. From then, Elide needed guidance planning next steps towards a career that would give her financial stability. Working with Sociedad Latina, Elide decided on a career in the medical field and we connected her to BFIT’s Eye Health Technology program. Elide continued to engage with Sociedad Latina’s Alumni supports and also drew on BFIT’s hallmark Whole-Student Support services, including Early Access to College. These support mechanisms were critical to help Elide to remain committed to her education through her recent pregnancy. Earlier this year, Elide welcomed her new baby. She continues to take classes at BFIT and remains on track to complete her program by the end of this academic year.