



Going Further

Redesigning Bottom Line's
Success Program

Our Mission

Founded in 1997, Bottom Line is dedicated to helping low income, first generation students get in to college, graduate from college, and go far in life.



Success Program Outcomes

Degree

**Earn a Bachelor's Degree
within six years**

Employability

**Be employed full time or
enrolled in graduate studies**

Affordability

**Graduate with less than
\$36,000 in debt**

Life

**Be resourceful and
responsible**

Our Reach

During the 2016-2017 school year, Bottom Line served 6100 students in three regions – nearly 1200 high school seniors and more than 4900 college students

Region	Access Students	Success Student #'s	Total #'s
Massachusetts	575	2715	3290
New York	400	1735	2135
Chicago	175	500	675
Totals	1150	4950	6100

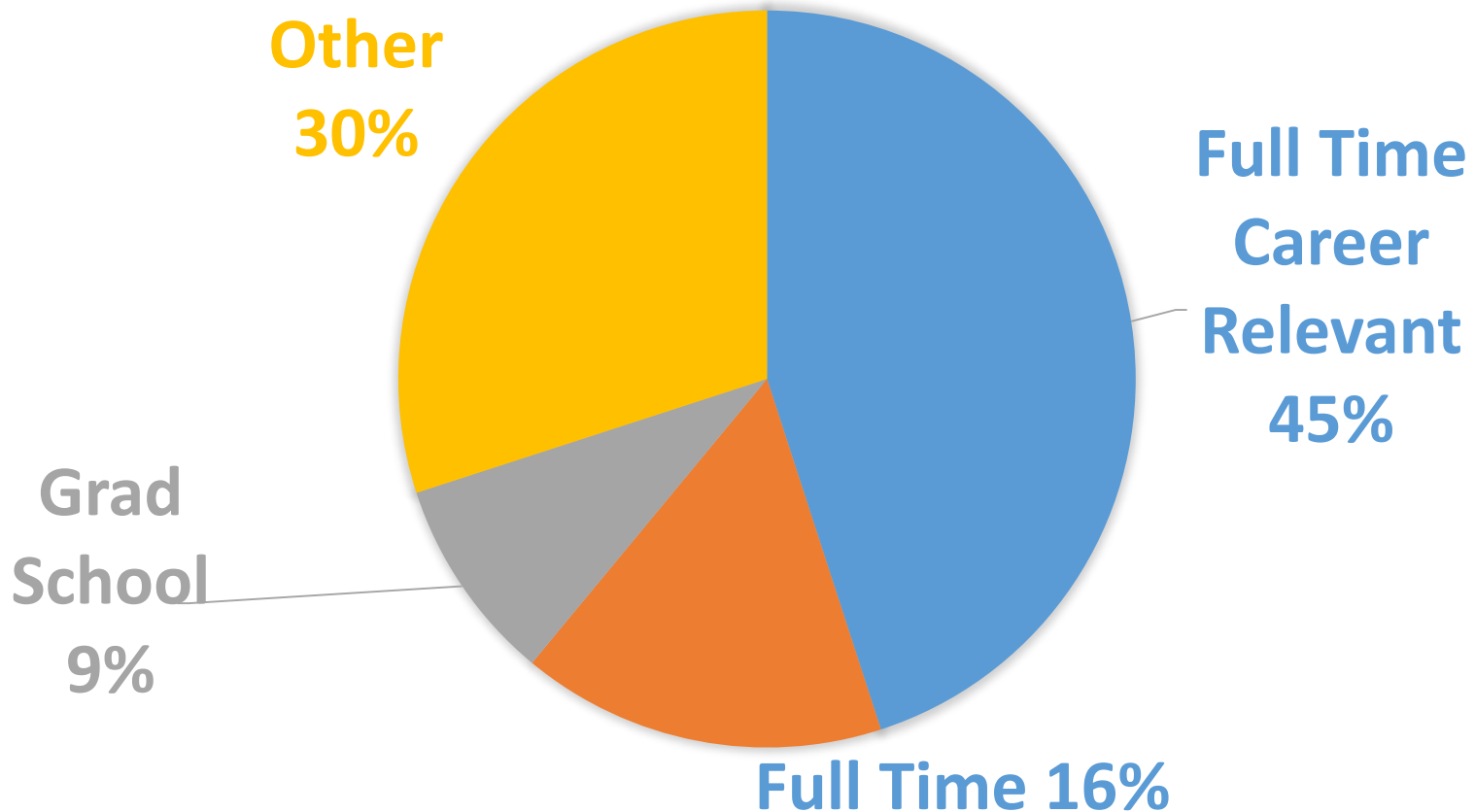
Results

- **91%** of the students we supported knew what college they were **attending** by May 1st
- To date more than **1,300 students** have earned their bachelor's degree through our proven program
- **79%** of Success program participants from 1998 through 2010 have graduated college within 6 years
- **70%** of the last two graduating classes had full-time jobs or were enrolled in graduate school 6 months after graduation

The Challenge

Career relevant, entry level employment appears elusive for a majority of Bottom Line graduates today

Employment Outcomes - Classes of 2015 & 2016

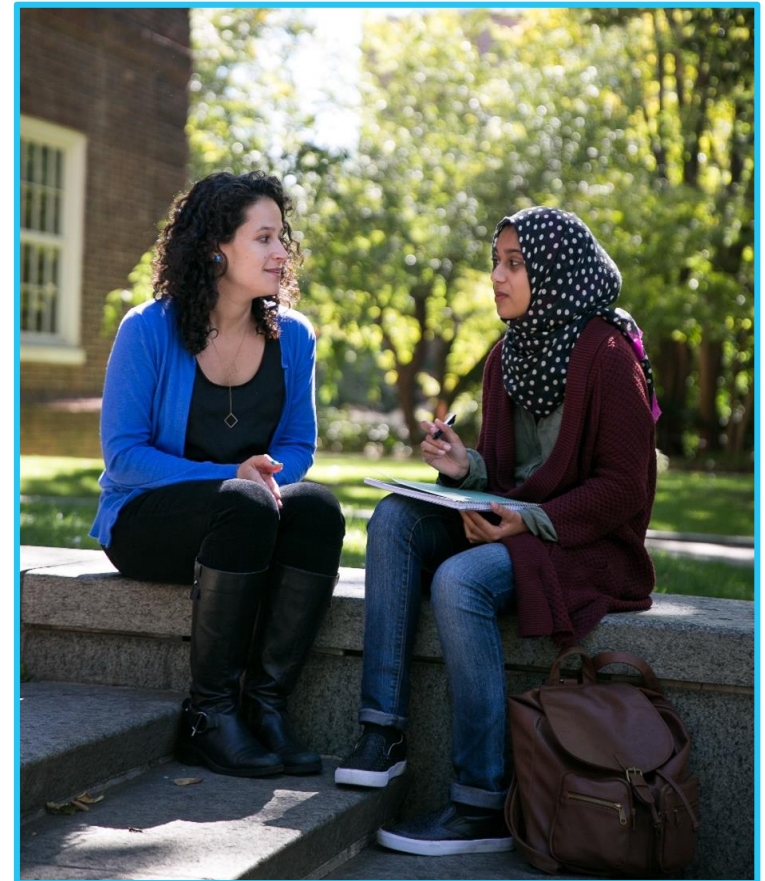


An Opportunity

The elusiveness will likely compound as the number of Bottom Line graduates grows

Bottom Line expects to triple the number of graduates in the next 5 years, from 349 to 1,014

Leading Bottom Line to ask: **are we satisfied with our current employment outcomes?**



What is ours to do?

This past year, Bottom Line partnered with a great consultant named Marjorie Ringrose to explore our current employability outcomes. The questions we sought to answer were:

- What counsel/services/supports to which students, at what time, and in what modality do we need to deliver in order to accomplish our objectives?
-Where is biggest impact bang for the buck?
- What does our organization need to look like, and what resources do we need to deliver these?
- How do we roll these out over the next 3 years?

Key Learnings

The current program model does not bring enough dosage, differentiation, or expertise to all students

1. Dosage

- Dosage limitations mean that some students receive very few Career services (and too late).
- Process-driven KPIs (e.g., required number of in-person meetings in a given period of time) that apply across all student types, irrespective of need, disallow counselors the ability to flex dosage up or down based on student need.

2. Differentiation

- Schools differ widely in employability outcomes, but counselor assignments do not reflect the differential. Counselors are assigned roughly 85 students each, irrespective of school.
- Major selection matters for employability, but services delivered are not differentiated by major.
- GPAs matter for employability, but services delivered are not tailored to industry or job GPA requirements

3. Expertise

- Most counselors serve two years or less. They are advising on some of the most important employability assets (major selection and major changes, GPA, and work experience).
- And they are asked to be a jack of all trades (master of few)
 - They serve dozens of different majors and hundreds of career paths
 - The breadth and depth of the service array are very large

Build onto a strong foundation

Defining features of strengthening program model

- Employability is the intended outcome, but not at the expense of Bottom Line's top-in-class graduation outcomes
- Employability begins in earnest on Day 1 and is woven through all years
- Dosage is increased in the early years and where it is needed most
- Counsel is differentiated by student need, and counselor quality is increased

Focus for 2017-2018

- ✓ Begin providing employability services to 1st years
- ✓ Strengthen curriculum & career training for all counselors
- ✓ Implement new employability milestones more directly tied to career development
- ✓ Refocus career events strategy, and build highest priority student events
- ✓ Develop an Employer Partner strategy to increase student employment opportunities and employer engagement
- ✓ Further develop Go Far Volunteer program