High-Dosage Tutoring: State Strategies for Advancing Equitable Learning Recovery

June 7, 2022
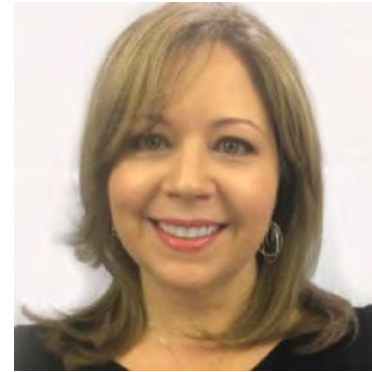
The Campaign for
GRADE-LEVEL
READING

Moderator and Presenters

Moderator

Presenter

Barbara O'Brien Ph.D.
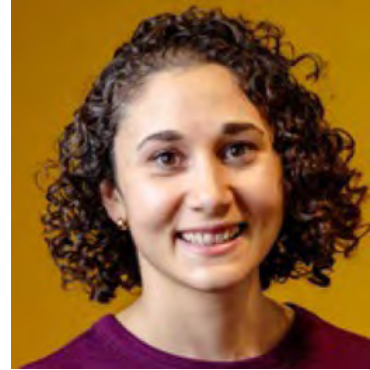Senior Fellow
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High-Dosage Tutoring (HDT) Models

North Carolina Education Corps (NCEC)

- Established by the State Board of Education and the Governor's Office

- Transitioned to a 501c3 nonprofit

- Tutors focus on K-3 foundational reading skills

- Tutors are trained in the science of reading and evidence-based literacy practices

- Governor recently committed additional federal funding to recruit, train and place tutors throughout the state

High-Dosage Tutoring (HDT) Models

Tennessee ALL Corps

- State leaders established with COVID-19 funding
- A grant match approach is used to support tutoring in combination with summer programming
- Developed supporting resources to recruit, equip and train tutors
  - Early Literacy Guide includes explicit instructional routines
- TN DOE has committed additional $50 million to expand the HDT program

High-Dosage Tutoring (HDT) Models

District of Columbia

- Developed a HDT Implementation Guide for Local Education Agencies (LEAs)

- Established High-Impact Tutoring (HIT) grants

- Focus on at-risk students and students who experienced disrupted instruction during the pandemic

- A portion of funding is earmarked for program evaluation services, including a multi-year evaluation of effectiveness

Considerations for an Effective HDT Initiative

1. Allocate Sufficient Time

2. Provide Training and Development

3. Make Intentional Decisions Based on Data

4. Focus on Continuous Improvement and Feedback

5. Celebrate Achievement and Share Successes

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Thank You!

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Growth Trajectory & Implementation

- Growth trajectory - three phases:
  - Start up, sure up, scale up

- 30 partners for this coming year - sample set:
  - Statewide, tier mix; test in-person, virtual, vols

- High-level metrics
  - # of students reached
  - Student growth
  - Relationships formed and sustained

JOHN-PAUL SMITH

Executive Director

Growth Trajectory - Timeline

NC Ed Corps (NCEC)	PHASE 1 – START UP	PHASE 2 – SURE UP	PHASE 3 – SCALE UP
Timeline	September 2020 – March 2022 Last 17 months Seize the moment. Get started. Do good. Demonstration – value	March 2022 – March 2024 Next 24 months Build a movement. Get disciplined. Do good well. Perfection – business model	2024 – Next 5 years Sea change. Get results w/ more students. Do good well at scale. Direction – change state.

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Growth Trajectory - Organizational Progress

NC Ed Corps (NCEC)	PHASE 1 – START UP	PHASE 2 – SURE UP	PHASE 3 – SCALE UP
Organizational Progress	Started as initiative of State Board of Education and Office of the Governor in September 2020. Established 501c3 in April 2021. Seven member board of directors; board of advisors co-chaired by Govs. Hunt & Martin Filed first 990, secured charitable solicitation license; Google, Gusto, HubSpot, Zoom, socials Management: Filled 5 key posts. 18 FTEs w/ tutor coaches Initiated 3-year program eval with Friday Institute and Duke SSRI - learning & quality control	Perfect business/service model. • Recruiting, hiring, matching, monitoring • District & higher ed partnerships (sample sets) • Differentiated training; personalized tutoring w/ fidelity to high-dosage model Build infrastructure. • Team, including board • Tech • Operational excellence Build awareness, relationships, results. • Including with EdNC • Student outcomes • Possible pilots: virtual, math, parent engagement, TAs	Growing results rapidly with the benefit of strong business model, infrastructure, relationships. Every K-3 student in NC has access to a high-quality tutor/mentor because of NC Education Corps.

Growth Trajectory - Corps Members

NC Ed Corps (NCEC)	PHASE 1 – START UP	PHASE 2 – SURE UP	PHASE 3 – SCALE UP
Corps Members (CMs)	Recruited, trained, supported... 196 CMs across 20 districts as tutors, contact tracers, & mentors Jan-Jun 2021, directly served 2,500 K-12 students '21-'22 SY: 237 high-dosage K-3 literacy tutors in 23 districts. Added coaches for tutors. Focus on phonics, reading proficiency. CM Profile: Innovators - college students, retired teachers, parents CM Earn: $13-40/hour, work experience	**Recruit, train, support 500-1K+ CMs/year in 25-35 PSUs.** 500 CMs serving as high-dosage tutors during '22-'23 school year; 1,000+ in '23-'24. CM Profile: Early adopters – teacher cadets, college, retired teachers, parents/caregivers, corporate volunteers; CC/uni. students – educator prep programs (EPP), service-learning, career services CM Earn: $15+ hr, academic credit, service hrs, work exper.	**Rise to level of Tennessee** (focus on # of students who need tutors); all K-3 students access to high-dosage tutor. CM Profile: college students, retired teachers, parents/ caregivers, corporate volunteers, AmeriCorps, "Each one, teach one" CC/uni students – 2nd yr EPP students; Common opp for all NC college students – keep postsecondary attainment costs low, value high Earn: $20+/hr, credit, status

Growth Trajectory – Funding (and Financing Strategies)

NC Ed Corps (NCEC)	PHASE 1 – START UP	PHASE 2 – SURE UP	PHASE 3 – SCALE UP
Funding for NCEC* *Districts pay tutors. Amounts not included here.	**Family & Friends:** 175k Sept – Dec 2020 CARES Act **Angel:** 1.5 MM from foundations Jan-June 2021 (Anonymous, Spangler, Mebane, SECU, Goodnight)	**Series A:** Public – 14.25 MM secured (CARES Act); funding cliff Sept. 2024 Private: Up next. Earned-revenue: pilot 2023?	**Series B/Growth Cap:** Public: State, local, federal Private: foundations, individuals, companies Earned-revenue

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Growth Trajectory - Training

NC Ed Corps (NCEC)	PHASE 1 – START UP	PHASE 2 – SURE UP	PHASE 3 – SCALE UP
Training	• Online/In-person – NCEC/Districts • No course credit for college students • Quasi-aligned with K-12 classrooms (LETRS new)	• Online/in-person, including at colleges • Course credit for CC and college students • Aligned w/ K-12 classrooms	• On campus/in schools/online • Course credit/badging • Aligned with K-12 classrooms

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Growth Trajectory - Challenges/ Risks

NC Ed Corps (NCEC)	PHASE 1 – START UP	PHASE 2 – SURE UP	PHASE 3 – SCALE UP
Challenges/Risks	Systemic: • Labor shortages • Covid • Friction points with districts (e.g., time to hire/hire away, last-mile training, rollout to teachers, science of reading changes) Firm specific: • Brand new • Bootstrapping • Quantity and quality of tutors Tutors: recruitment sporadic, schedule conflicts, pay	Systemic: • Labor shortages • Covid? • Working with districts • Working with higher education institutions Firm specific: • Quality control • Rapid growth with new statewide team • Competing with national vendors • Funding – CARES Act money out Sept 2024 Tutors: transportation, liability, software, schedules, retention	TBD

Growth Trajectory - Number of Tutors

NC Ed Corps (NCEC)	PHASE 1 – START UP	PHASE 2 – SURE UP	PHASE 3 – SCALE UP
Number of Tutors	150-200 CMs/year	1,000+ CMs/year UNC Sys – 3k elementary ed	10k – 30K CMs? UNC Sys 244k (10%)

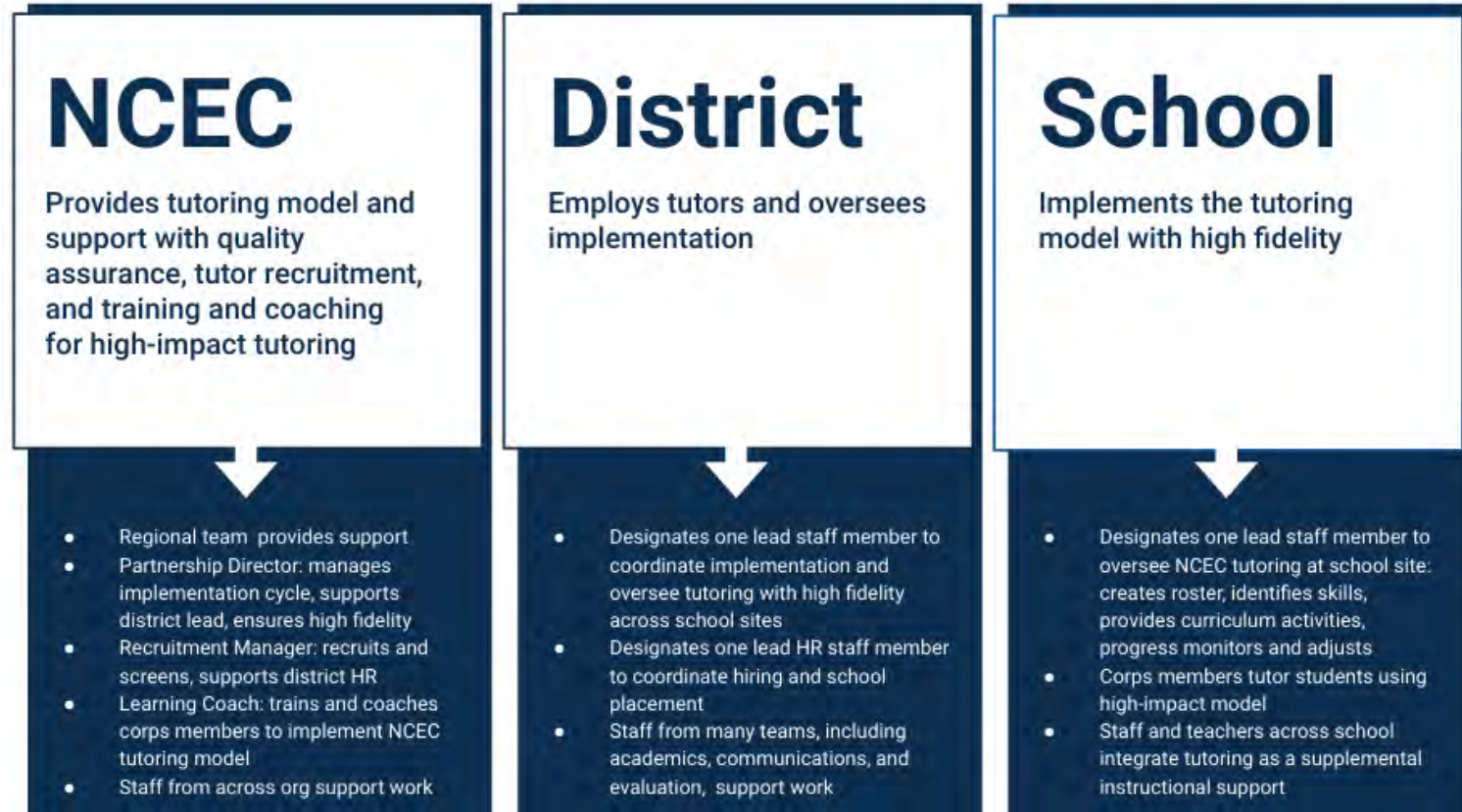NORTH CAROLINA
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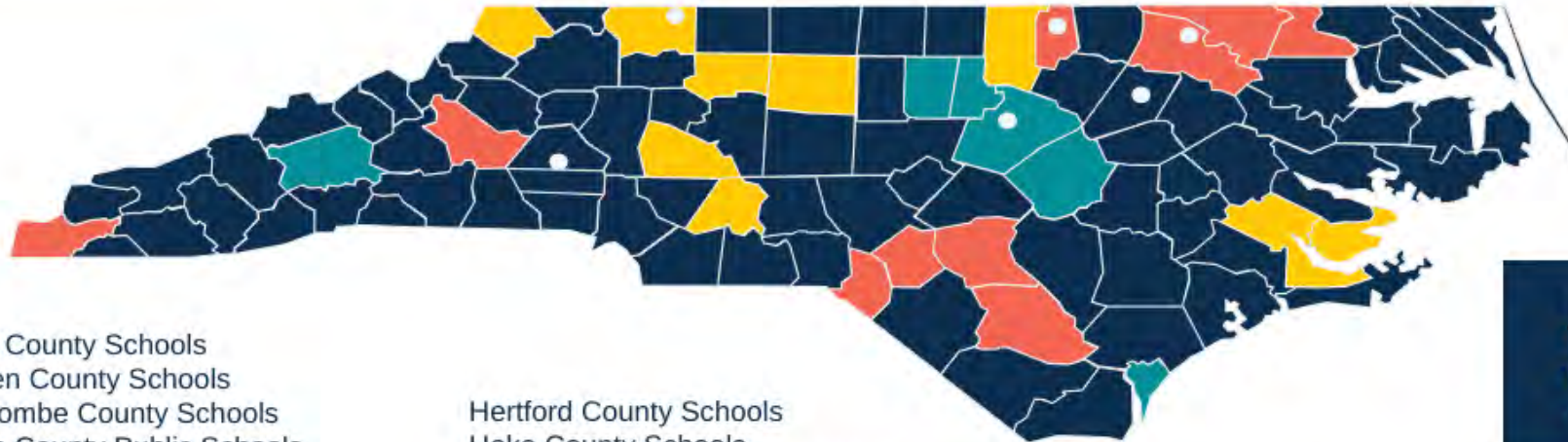# Implementation - High-Impact Tutoring Model

Grounded in the research of the National Student Support Accelerator, our tutors work with students:

- 1:1 or up to 1:3 students consistently
- 3x/ week, 30+ minute per session
- Using standards-aligned curriculum
- Monitoring student progress & skills
- Benefiting from coaching/ oversight

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Implementation – collaboration between NCEC and schools

NCEC

Provides tutoring model and support with quality assurance, tutor recruitment, and training and coaching for high-impact tutoring

- Regional team provides support
- Partnership Director: manages implementation cycle, supports district lead, ensures high fidelity
- Recruitment Manager: recruits and screens, supports district HR
- Learning Coach: trains and coaches corps members to implement NCEC tutoring model
- Staff from across org support work

District

Employs tutors and oversees implementation

- Designates one lead staff member to coordinate implementation and oversee tutoring with high fidelity across school sites
- Designates one lead HR staff member to coordinate hiring and school placement
- Staff from many teams, including academics, communications, and evaluation, support work

School

Implements the tutoring model with high fidelity

- Designates one lead staff member to oversee NCEC tutoring at school site: creates roster, identifies skills, provides curriculum activities, progress monitors and adjusts
- Corps members tutor students using high-impact model
- Staff and teachers across school integrate tutoring as a supplemental instructional support

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Prospective 2022-2023 Partners *(as of June 1, 2022)*

KEY
Tier 1
Tier 2
Tier 3

Ashe County Schools
Bladen County Schools
Buncombe County Schools
Burke County Public Schools
Cherokee County Schools
Craven County Schools
Cumberland County Schools
Durham Public Schools
Exploris School (in Wake)
Granville County Public Schools
Guilford County Schools
Halifax County Schools
Henderson Collegiate (in Vance)

Hertford County Schools
Hoke County Schools
Johnston County Public Schools
Mount Airy City Schools
New Hanover County Schools
Newton Conover City Schools
Northampton County Schools
Orange County Schools
Pamlico County Schools
Rocky Mount Preparatory Academy (in Nash)

Rowan-Salisbury Schools
Scotland County Schools
Stanly County Schools
Surry County Schools
Vance County Schools
Wake County Public Schools
Weldon City Schools
Winston-Salem/Forsyth County Schools

Recruiting

We recruit everyday citizens from all walks of life, including:

- College students
- Stay at home caregivers
- Retirees

Requires:

- Wholesale & retail marketing
- Air game and ground game
- Time and resources

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Measuring Effectiveness - Grounded in Research and Experience

- Three-year mixed-methods program evaluation conducted by NC State University's Friday Institute and Duke's Social Science Research Institute
- Tutor log built by Littera
- Ongoing, informal feedback from partners

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# Measuring Effectiveness – Mixed-Methods Program Evaluation
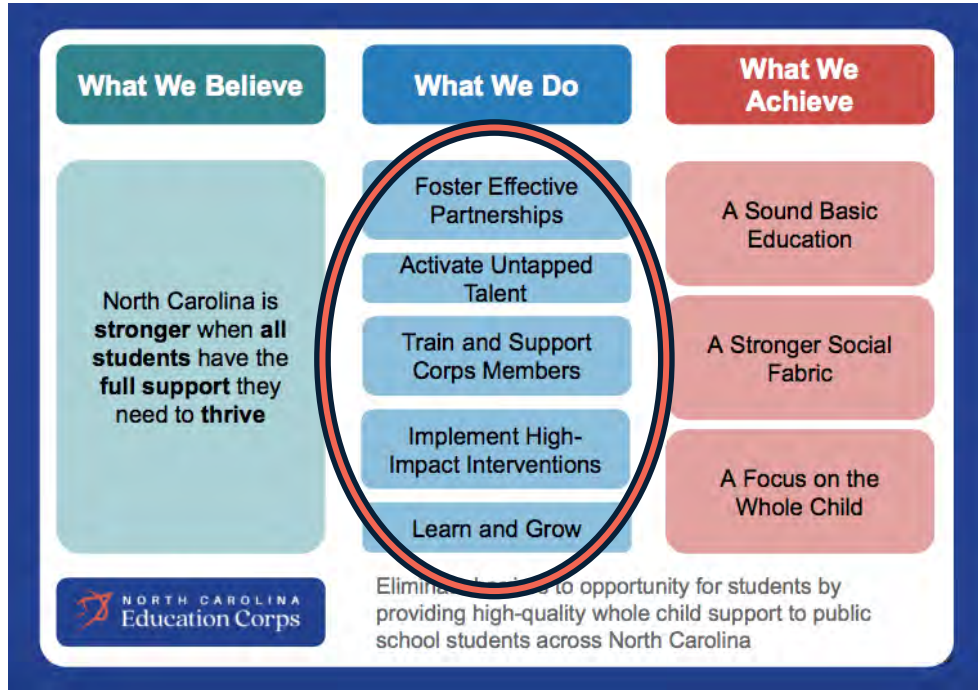
Building a foundation for growth between now and Sept 2024

- Partner with ≥35 PSUs (critical mass)

- Support 250 corps members this year ('21-'22), 500 next, 1,000 after

- Program evaluation to drive continuous improvement

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Measuring Effectiveness – Littera Tutor Log for Continuous Feedback

We've worked with Littera Education to build a mobile tutor log app.

- Match tutors and students
- Track session information
  - Students, skills, time
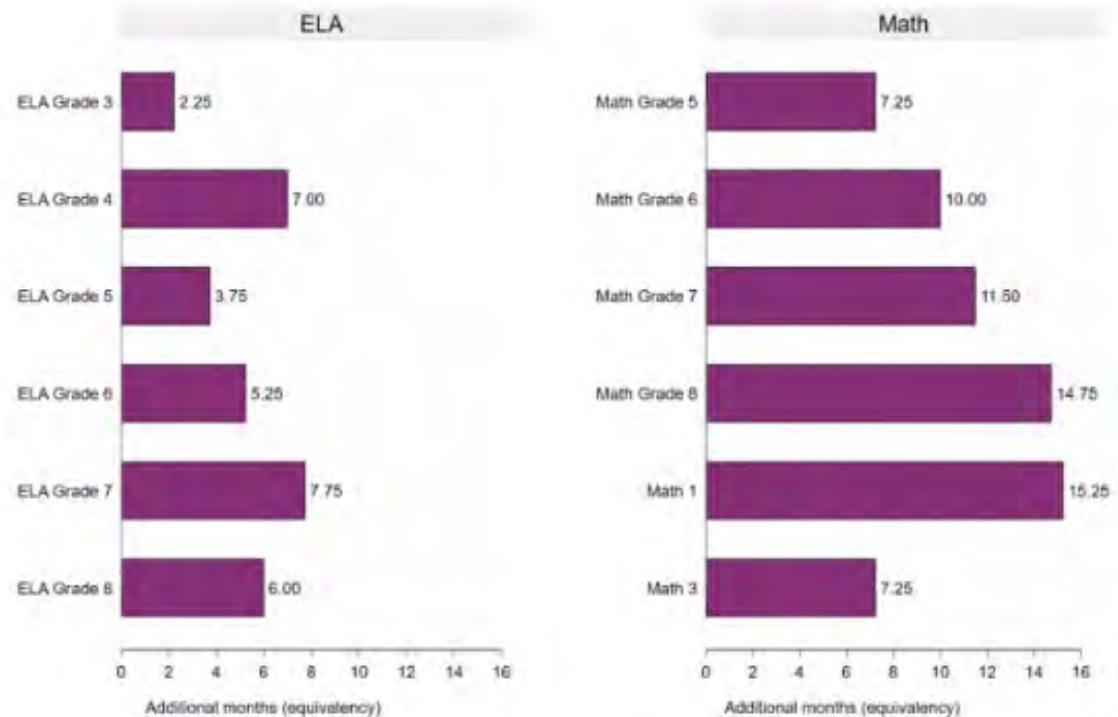- Collect feedback regularly
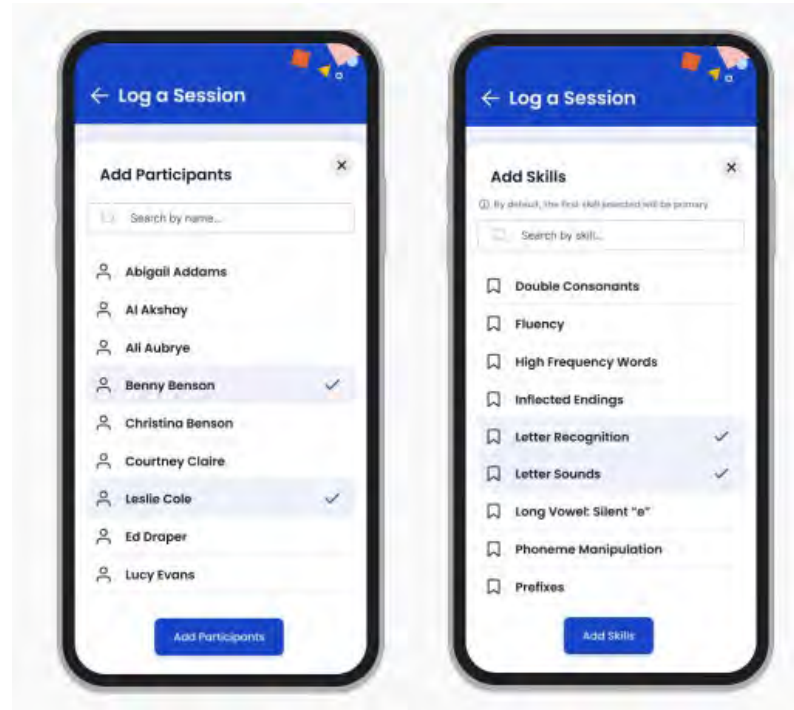
On Sustainability and the Size of the Problem

Here's what we're dealing with in North Carolina (Source: NC DPI)

- Pay now or pay later
- Teachers don't have time
- High-impact tutors, braided funding

Figure 1. Estimated additional school months necessary for recovery, by subject (2021)

ELA

	Additional months (equivalency)
ELA Grade 3	2.25
ELA Grade 4	7.00
ELA Grade 5	3.75
ELA Grade 6	5.25
ELA Grade 7	7.75
ELA Grade 8	6.00

Math

	Additional months (equivalency)
Math Grade 5	7.25
Math Grade 6	10.00
Math Grade 7	11.50
Math Grade 8	14.75
Math 1	15.25
Math 3	7.25

HOW EFFECTIVE IS INTENSIVE TUTORING?

We looked at the research to help leaders navigate complicated decisions.[2] The chart below shows how implementing various features of intensive tutoring impact its effectiveness.

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Features	More Effective			Less Effective
Tutors	Certified teachers	Paraprofessionals	Trained volunteers	Peers
Student: Tutor Ratio	1-2: 1			3-4:1
Curriculum	Skill-building curriculum			Homework help
Training and Supervision	Pre-service & ongoing training & supervision	Pre-service training & a single additional supplemental training	Pre-service training only	No training
Location	During the school day complementing the regular class	During the school day substituting for the regular class		After school/ out of school
How often & How Long	All year, every school day for an hour			Partial year
Target Population	Younger students			Older students

Source: https://edtrust.org/resource/targeted-intensive-tutoring/

Questions & Discussion

Upcoming GLR Learning Tuesdays Webinars:

CRUCIBLE OF PRACTICE SALON
Inspiring Learning in Everyday Places
Tuesday, June 14, 12:30−2:00 p.m. ET/9:30−11:00 a.m. PT

LEARNING LOSS RECOVERY CHALLENGE
Stabilizing the Early Care and Education Workforce: Increasing Compensation ASAP
Tuesday, June 14 3−4:30 p.m. ET/12−1:30 p.m. PT

FUNDER-TO-FUNDER CONVERSATION
Convening for Greater Impact: More Than Money Philanthropy
Tuesday, June 21, 12:30−2:00 p.m. ET/9:30−11:00 a.m. PT

LEARNING LOSS RECOVERY CHALLENGE
Smarter Investments for Durable Change
Tuesday, June 21, 3−4:30 p.m. ET/12−1:30 p.m. PT

Please Join Us!

GLR Learning Tuesdays

The Campaign for GRADE-LEVEL READING