



A&M EDUCATION SERVICES

Tutoring Post Pandemic

How We Can (And Must) Accelerate Student Learning

For the first time in history, the entire U.S. education system came to an abrupt halt in March 2020. The ensuing months have resulted in uncertainty, anxiety and an array of complex issues confronting K-12 education as never before. COVID-19 has left students with significant gaps in learning. K-12 school districts are sitting on unprecedented levels of federal funding from the Federal Education Stabilization Funds (CARES, CCSRA and ARPA). From governors to education commissioners, school leaders and teachers – everyone is wrestling with the same problems: How do we leverage this crisis and increased levels of funding to innovate and transform, while accelerating the learning of students in the most efficient and effective way? How do we address pandemic related learning loss and create a more equitable education system?

Decisions need to be made quickly, and academic acceleration programs must be created and managed effectively. Districts should establish targeted intervention programs that provide services and support, particularly to our most vulnerable student populations. This moment calls for transformational leadership that pushes the limits of what is typical or normal. Here is where A&M can help.

The Opportunity

Significant emergency federal and state funding is or will soon be available for states and districts to support students in mitigating learning loss during COVID-19 (e.g., California's May 2021 budget revision, which allocates \$2 billion for additional student support, such as intensive tutoring¹, and Texas' May 2021 bill to create a Texas Tutoring Corps²). This allocation of new funding for intervention programs is unparalleled in recent history. Local and state governments require thoughtful planning and execution support to ensure these funds are leveraged to effectively address the greatest education challenge in recent history.

Key Areas of Focus for New Tutoring Programs

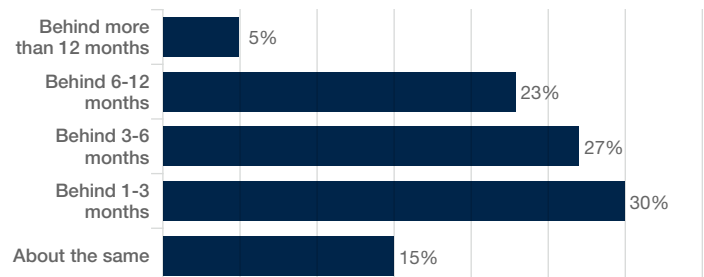
As the 2021-22 school year begins, there is an urgent need for:

- **Efficient Funding Allocation and Financial Management:** States and districts need to target funding and services to the students most impacted by the pandemic. Student achievement data must be leveraged to identify where the need is greatest. Simultaneously, long-term budget impacts of new programs and additional staffing must be considered.
- **Tutoring program design and implementation strategy development:** Large-scale tutoring programs should be designed, either within the existing school day. Districts and states must leverage best practices in tutoring program design to meet the goal of making up lost ground in student learning.
- **Program management and delivery support:** Effective and fast implementation of large-scale tutoring strategies will require world-class program management and execution capabilities. Managing the goals, roadmap, timeline, staffing, budget and risks of such large and new initiatives demand the ability to break apart complexity into practical workstreams and activities.

⁽¹⁾ <http://www.ebudget.ca.gov/FullBudgetSummary.pdf>

⁽²⁾ <https://trackbill.com/bill/texas-house-bill-4117-relating-to-providing-high-quality-tutoring-services-to-public-school-students-including-the-creation-of-the-texas-tutor-corps-program-the-establishment-of-a-covid-19-learning-loss-and-student-acceleration-pilot-program-and-the-use-of-the-compensatory-education-allotment-for-tutoring-services-programs/2068244/>

Educator assessments of student academic progress vs. prior years
Share of survey responses from 941 U.S. educators covering grades K-12



SOURCE: Horace Mann Educators Corporation survey of 941 U.S. educators, including public school K-12 teachers, administrators and support personnel, conducted in February and March 2021.



Tutoring Program Best Practices³:

1. Employs certified classroom teachers, when available, or well-trained tutors
2. Is provided at least 3 days per week for at least 30 minutes, as part of the regular school day, in groups of 5 or fewer
3. Invests in staff capacity building by providing quality training and ongoing support
4. Builds relationships among students, tutors and teachers through structured time that is well-aligned with regular classroom curriculum

³ <https://learningpolicyinstitute.org/product/federal-funds-elt-factsheet>

Key Considerations for State and District Leaders:

As states and districts embark on creating or scaling up tutoring programs with newly available funding, they should consider the following:

- **Funding Allocation:** How can existing student metrics and data be used to target funding to the most academically and socio-economically disadvantaged students?
- **Unions:** How will union contracts be impacted if tutoring programs require adjustments to workforce norms or scheduling?
- **Labor:** How will tutors be rapidly identified, hired and trained to ensure quality of program delivery in a short amount of time?
- **Speed and quality:** How will programs be established quickly, and how will quality be measured and managed?

Why A&M?

- **We are operators:** A&M's Education team combines experts in organizational and operational effectiveness and veteran educators with relevant, on-the-ground experience in schools, districts and state education agencies.
- **We drive outcomes:** A&M's school finance expertise, coupled with our ability to coalesce and synthesize student data, will help us support school districts and state agencies in channeling funding to the students that need the most support.
- **We manage through complexity:** A&M has extensive experience working with state and district leadership to develop and manage effective programs that optimize success with proper implementation oversight and program evaluation
- **We act with urgency:** A&M's operational and restructuring history defines our culture and the way we operate. We work with transformational leaders to implement and improve programs, systems and structures so that important change for students can happen quickly and efficiently.

How We Can Help:

- Develop and implement funding allocation strategy and budget controls and monitoring system to ensure proper use of federal funds
- Identify academic needs via robust student performance benchmarking and data analysis
- Design and implement tutoring programs
- Execute rapid workforce recruiting initiatives to hire quality interventionists
- Engage and gather feedback from stakeholders, policy makers and community leaders on new initiatives
- Lead program and change management
- Review/analyze strategic plans and investment priorities

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With over 5,400 people across four continents, we deliver tangible results for corporates, boards, private equity firms, law firms and government agencies facing complex challenges. Our senior leaders, and their teams, leverage A&M's restructuring heritage to help companies act decisively, catapult growth and accelerate results. We are experienced operators, world-class consultants, former regulators and industry authorities with a shared commitment to telling clients what's really needed for turning change into a strategic business asset, managing risk and unlocking value at every stage of growth.

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