Purpose of this document
In winter 2021, Tutoring Chicago engaged its board, staff and additional stakeholders in a series of conversations, retreats, workshops, surveys and focus groups to revisit, reframe and reaffirm our guiding principles and strategic imperatives. The contents of this document are the result of a 6-month collective process aimed at aligning our North Stars. These addendums augment the current strategic plan (2018-2023) and renew our gaze towards 2023.

This revisited strategic framework articulates our organizational priorities, or strategic imperatives, and provides overarching guidelines for organizational operations, often instead of specific goals. This allows Tutoring Chicago to quickly and efficiently respond and adapt to challenges and opportunities while adhering to strategic principles.

This strategic framework revisit is comprised of:
- Revised vision & mission
- Revised statements of values
- New commitment statement
- Renewed Theory of Change
- Strategic framework addendums:
  - Programming & Infrastructure/Technology Addendum 1
  - Community Engagement & Recruitment Addendum 2
  - Marketing Addendum 3
  - Development Addendum 4
  - Governance Addendum 5
  - (new) Diversity, Equity & Inclusion Addendum 6

Key qualities of our strategic framework:
- Focuses on big picture/north stars/the ‘whys’
- Remains flexible and nimble
- Designs a framework for prioritization and decision making for leadership
- Envisions the organization over the next two years. What moves (big and small) need to take place to reach our goals and respond to the community?
- Reinforces the Tutoring Chicago Theory of Change and guiding values and principles

Each addendum addresses the following:
- North Stars & Overall Focus
- Immediate Priorities: Must take place in the next 3 months to ensure next steps
- Next Steps: Specific strategies with actions over the next 1-2 years
- Annual Planning: Detailed execution and accountability for specific goals, objectives & tactics
- Big Reaches: Menu of strategies, ideas, actions given the right opportunities
- Post-It Notes: Thoughts, ideas, notes from our planning sessions to keep in mind
**Tutoring Chicago Mission, Vision, Values and Commitment Statement**

The following are updates to our mission, vision and values statements along with a new commitment statement based on surveys, staff and board retreat, parent focus groups, subsequent in-depth discussion among board members, staff and consultants in both communications and diversity, equity and inclusion.

Tutoring Chicago’s mission, vision, values and commitments statements will all be pushed, in that order, more front and center on our website, materials and grant proposals and referenced heavily in planning and delivery. Updated spring 2021; board approved May 2021

**Our Mission**
Delivering the power of education through one-to-one tutoring

**Our Vision**
Brighter futures for all of Chicago’s children

**Our Values**
Education is empowering.

We believe that through one-to-one relationships with supportive tutors, students facing economic barriers can access brighter futures. Our mission, programs and delivery are centered in these values.

We believe that all children regardless of economics, race, cultural background, gender identity or neighborhood are valuable, capable of greatness and have the right to the following:

- A diverse representation of supportive adults who know them as individuals, value their needs and aspirations, and expose pathways for their success

- Abundant exposure to knowledge, effective instruction, high quality resources, and critical technology

- A secure sense of belonging and community that contributes to a healthy growth mindset

- Accessible learning environments where role models are plentiful and a positive relationship with learning is encouraged
Our Commitments
Tutoring Chicago is committed to being a safe, inclusive and equitable learning space for all. This is our responsibility as an organization and as citizens to create an environment not clouded by racism and other systemic inequities.

The safety and health of our students, volunteers and neighbors is paramount to healing and growing as a community. We are committed to sharing resources, ideas and support towards our long-standing vision of brighter futures for all of Chicago’s children.

These commitments include greater representation of diversity among our volunteers, staff and boards; authentic community engagement that positively impacts neighborhood residents; and improved efforts to continue educating ourselves.

Theory of Change

Tutoring Chicago recognizes the power of individualized education and one to one teaching. We directly impact change by highly investing in these relationships. Our volunteer tutors are trained, supported and valued to deliver the power of education to their individual students by understanding their unique needs and aspirations.
Addendum 1
Programming and Infrastructure

North Stars
Tutoring Chicago’s high level concepts, values and philosophies within this bucket that guide our priorities, strategies and decision making. Key messaging and concepts that we believe and value both internally and externally:

- Our theory of change
- Learning from our constituents and why they’re here; what they want from the program
- Strong one-to-one relationships between tutors and students with parent involvement
- The value of efficient, consistent and quality communications between tutors and parents
- User friendly curriculum, training and resources for the average adult volunteer to be motivated, equipped and successful tutors
- Measuring success through the lens of academic improvement, school performance and individual growth, both quantitatively and qualitatively
- The value of foundational skills and concepts along executive functioning skills
- Supplemental education; extension and remediation based on individual needs that is not a replacement for school. School work is our launch point, not the entire focus.
- Building successful students…’beyond Tuesday morning’
**High Level Focus**
Considering our challenges and assumptions, these are the high level focus areas and priorities from today through 2023.

- Digital tutoring as an opportunity for growth
- The revised Theory of Change and implications on programming, training, evaluation
- Best practice curriculum with digital and in-person alignment
- Robust tutor training systems and delivery throughout the school year via Learning Management System
- Middle School Program: optimize; develop plans going forward
- Continue to refine/expand our evaluation processes to increase student data available to tutors and demonstrate our impact.
- Leverage technology and improved infrastructure for on-boarding, matching, training, communicating and maintaining constituents
- Higher parent engagement: liaison between teacher, tutors; awareness of what happens during tutoring, leveraging resources; developing a strong relationship with tutor
- Safe, successful and accessible in-person tutoring

**Immediate Needs**
Considering our assumptions and challenges, the following needs to be addressed first and immediately over the next 3 months.

- Balancing in-person and digital curriculum/capacity, keeping in mind student/tutor needs.
  - Ideal balance is 65% digital, 35% in person - need to determine if all 3 nights in person needed at each site by mid-August
  - Align in person and digital programs in SMART and LIT
    - Balancing use of tech vs. tactile materials for in-person pairs
- Risk Management updates for in person and digital tutoring
  - COVID protocols and dealing with building guidelines
    - Implications for digital/in person balance
    - Need to know baseline protocols from buildings and determine what we need to add in addition
- Launch of LMS for tutor training
  - Developing training content and handbooks
- Develop and implement initial stage of the middle school program
- Hire and train three new program managers
- Work with consultants to streamline evaluation data into Salesforce and using better reporting tools

**Next Steps**
Once our immediate needs are met, we can employ the following strategies and tactics based on our priorities over the next 18 months

**Goal: More effective and efficient tutor and parent training**
- Strategy: On-demand, self-guided trainings prior to tutoring along with subsequent trainings throughout the year
○ Tactic: LMS with accountability tracking  
○ Tactic: Required, essential and optional coursework

Goal: Integrate and streamline student performance data for better reporting that informs and improves individual tutoring sessions and demonstrate student outcomes  
● Strategy: Build cumulative student portfolios  
  ○ Tactic: streamlining Teacher Feedback Forms  
  ○ Tactic: fully optimize both internal and external assessments and surveys  
● Strategy: Continue to leverage experts in this field for best practices and practical applications  
  ○ Tactic: a schedule and process for all data collection  
  ○ Tactic: fully optimize Salesforce and automations

Goal: Fully develop a robust middle school program that specializes in their unique needs and helps ensure high school success  
● Strategy: Partner with organizations around high school transition and college/career readiness  
  ○ Tactic: Workshops for parents, tutors and students; connecting them with additional external options and resources  
● Strategy: Encourage students to play an active role in their education and next steps  
  ○ Tactic: Direct communication, expectations and accountability  
  ○ Tactic: Events, activities, engagement, service learning  
● Strategy: Well-rounded curriculum to address needs of middle school students  
● Strategy: Laying groundwork for the middle school program participants beyond 8th grade  
  ○ Tactic: Assess needs, interests and options throughout the school year  
  ○ Tactic: Determine next steps by spring 2022

Goal: Streamlining user-friendly curriculum for fluidity and continuity  
● Strategy: All curriculum is similarly available via in-person and digital  
  ○ Tactic: Ensure adequate tech is available for all in-person and digital pairs  
  ○ Tactic: Seek alternative, creative resources that may have been developed during Covid

Goal: Serve the maximum number of students and expand our reach while fully optimizing our in-person and digital capacities and needs of our constituents  
● Strategy: Ongoing assessment and planning in response to data, operations, infrastructure and needs  
  ○ Tactic: Determine detailed enrollment capacities and personnel structure by spring of each year  
  ○ Tactic: Be responsive to opportunities and needs as they arise

Goal: Strong relationships and communications to benefit quality and retention  
● Strategy: Further streamlining the enrollment, matching and onboarding process via technology  
  ○ Tactic: Journey mapping, automation and system optimization  
● Strategy: Consistent and valuable parent/tutor communication  
  ○ Tactic: Clarify expectations and facilitate opportunities
Annual Planning
Detailed execution and accountability for specific goals, objectives & tactics
- Playbooks with standard operating procedures
- Enrollment goals
- Metrics review and metrics plans
- Evaluation schedule and plans

Big Ideas/Parking Lot/Reaches
- High school transition - what’s TC’s role and aspirations beyond middle school
- Student Experience Platform - expanded LMS for all constituents
- Longevity Project - tracking student outcomes beyond Tutoring Chicago
- Tutor experience/portfolios to benefit matching
- Gamify Training/Curriculum/Programming
- Coding/conditions/algorithms for matching

Addendum 2
Community Engagement

North Stars
Tutoring Chicago’s high level concepts, values and philosophies within this bucket that guide our priorities, strategies and decision making. Key messaging and concepts that we believe and value both internally and externally:
- Keep the Tutoring Chicago mission, vision, and values at the top of mind in all decisions and actions related to community engagement
- Be where our students are as much as possible
- A tutor for every student
- Community engagement builds awareness, networks, pipelines, support and perspective
- Educated and empowered students contribute to a healthy community

High Level Focus
Considering our challenges and assumptions, these are the high level focus areas and priorities from today through 2023.
- Successfully recruiting/enrolling a total number of volunteers that match the student enrollment across all three programs - at the highest enrollment rate in the org history
- Transition from site-based community engagement to region/neighborhood-based outreach in a broader sense
- Further diversify our tutor population
- Fostering community relationships, partnerships and possibilities that will positively impact the mission and growth goals of the organization
- Further establish Tutoring Chicago as thought leaders, advisors and partners in the community and education space
Immediate Needs
Considering our assumptions and challenges, the following needs to be addressed first and immediately over the next 3 months.

- Successfully recruiting the appropriate number of volunteer prospects to ensure that each of our students have a volunteer at the start of the program year
  - Completion/submission of the volunteer application, new volunteer orientation, background check, and the onboarding video training modules
- Strategically executing the FY22 Student and Volunteer Recruitment Plans, as well as the Site/Region Based Community Engagement Plans

Next Steps
Once our immediate needs are met, we can employ the following strategies and tactics based on our priorities over the next 18 months

Goal: To meet aggressive student enrollment needs and provide a tutor for every student

- Strategy: Leverage technology, networks and opportunities with a high return on investment that amplify, automate and proliferate our recruitment
  - Tactic: Establish and invest in reliable and sustainable pipelines
  - Tactic: Effective social/digital presence that leverage pay per click
  - Tactic: Track ROI on efforts and choose events, opportunities and activities with a high recruitment yield

- Strategy: Highly invest in efforts that improve/maintain retention efforts
  - Tactic: Encouraging and tracking engagement interest and opportunities
  - Tactic: Direct outreach, acknowledgement and follow up with individuals
  - Tactic: Welcoming, supportive and positive environment
  - Tactic: Ease of registration, training and onboarding

Goal: Greater diversity and representation among our volunteer base

- Strategy: Diversify and target our outreach, marketing and engagement
  - Tactic: Use data and target specific personas and demographics
  - Tactic: Leverage paid ads and pay per click social/digital media

- Strategy: Broaden outreach and knowledge beyond traditional efforts
  - Tactics: Establish relationships with various corporate/organizational affinity groups
  - Tactic: Host focus groups of minority volunteers
  - Tactic: Explore the utility of additional surveys and research groups
  - Tactic: Former students as tutors/volunteers

Goal: Broaden our reach, impact and recognition throughout the city

- Strategy: Region-based (vs site based) engagement and community presence based on student demographics
  - Tactic: Neighborhood based events, distributions, etc.
  - Tactic: Get involved with local Quality of Life (QOLPs) planning
- Strategy: Expand both the 360 Partner and Neighborhood Ambassadors
● Strategy: Partner with organizations, CPS and community leaders in each of our four communities
  ○ Tactic: Lead, attend and collaborate on trainings, conferences and events
● Strategy: Increase partners and alliance for middle school/high school transition

**Goal: Develop a wealthy bank of viable options for diverse and accessible tutoring facilities**
● Strategy: Forward thinking engagement with a high ROI yielding opportunities and contacts around the city that can be called upon if and when needed
  ○ Tactic: Leverage board members, neighborhood partners, businesses and organizations for ongoing conversations regarding our needs
  ○ Tactic: Use materials that specifically detail our facility needs
  ○ Tactic: Document and track conversations and opportunities

**Goal: Cultivate new/stronger relationships with schools and faculty members in an effort to obtain academic data more consistently, increase our ability to successfully recruit more students, and further support tutor:teacher connections**
● Strategies: Region based community engagement plans that address specific objectives and accountability for individual schools/contacts and teachers
  ○ Tactics: Attend more school events; host/facilitate events for schools, parents and teachers; leverage benefits to teachers; get involved with LSCs and parent networks
● Strategy: Learn from teachers, admin and parents about what works best for them
  ○ Tactics: Host focus groups, acknowledge partners

**Annual Planning**
Detailed execution and accountability for specific goals, objectives & tactics
● Volunteer recruitment plan
● Student recruitment plan
● Region based community engagement plans
● DEI planning

**Big Ideas/Reaches/Parking Lot**
● Official bridge partner organizations to high school
● More opportunities for staff and board to spend quality time within the communities in which we serve and where our students reside
  ○ These experiences provides the TC leadership with the opportunity acquire more knowledge and understanding of the many layers of those communities and aids in creating more authentic and genuine dialogue/awareness
  ○ An annual event or set of events where the Tutoring Chicago staff and board hosts within the communities in which we serve and is specific to the culture and climate of those locations
    ■ Community picnic
    ■ Line Dancing and/or skating event
    ■ Community Service/Volunteer Service Day in/for the community
Post It Notes

- Diversity: a population that ranges widely in age, ethnicity, race, gender, experience, geography
- Representation: tutors, staff and board members representative of our student population

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Addendum 3

Marketing & Communications

North Stars
Tutoring Chicago’s high level concepts, values and philosophies within this bucket that guide our priorities, strategies and decision making. Key messaging and concepts that we believe and value both internally and externally:

- Grounded in mission, vision, values and commitment statement
- Clarity wins - simple, concise, attractive messaging
- Confidence matters - know what you’re saying and why
- Creating advocates - you are teaching people to talk about TC
- ‘Through’ Tutoring Chicago, not ‘to’

High Level Focus
Considering our challenges and assumptions, these are the high level focus areas and priorities from today through 2023.

- Developing more of a marketing team within the organization
- Prioritize Tutoring Chicago’s digital marketing efforts
- Strengthen marketing efforts that support tutor recruitment
- Strengthen Tutoring Chicago’s presence in the community (increase name recognition)
- High yield marketing and communication ecosystem

Immediate Needs
Considering our assumptions and challenges, the following needs to be addressed first and immediately over the next 3 months.

- Start working with Symposia Labs in the following areas:
  - Optimize monthly Google Ads grant
  - Determine the marketing department staffing needs for FY22
  - Determine marketing ecosystem
  - Work with Symposia to optimize LinkedIn strategy
- Develop key messaging talking points and personas

Next Steps
Once our immediate needs are met, we can employ the following strategies and tactics based on our priorities over the next 18 months.

Goal: Develop a marketing team within the organization
• Strategy: Leverage experts to build and sustain effective branding, marketing ecosystem and content
  ○ Tactic: Hire consultants where and when feasible
  ○ Tactic: Take advantage of pro bono opportunities
• Strategy: Use knowledge and recommendations to hire staff if needed and feasible to grow and sustain
  ○ Tactic: Consider hire of a content creator/social media manager
  ○ Tactic: Consider hire that could benefit other areas of the organization (ie fundraising)

Goal: Improve our marketing ecosystem for ease, automation and high level results
• Strategy: Heavily invest in our digital marketing
  ○ Tactic: Optimize monthly Google Ads grant yearly schedule and strategies
  ○ Tactic: Increase website traffic
  ○ Tactic: Improve SEO
• Strategy: Strengthen marketing efforts that support tutor recruitment
  ○ Tactic: Market to and communicate with segmented target markets using brand messaging standards
    ■ Continue working on stakeholder personas and the marketing materials needed for each persona
  ○ Tactic: Large-scale paid advertising opportunities that support recruitment/fundraising efforts
    ■ Determine the best paid advertising opps for TC
  ○ Tactic: Prioritize video content creation (tutor spotlights, etc)
    ■ Video storytelling
  ○ Tactic: Strengthen the method and frequency we gather testimonials from tutors and parents
    ■ Determine how to successfully capture these stories. Do we ask the parents for their own student stories? Quarterly parent coffee talk?
• Strategy: Strengthen Tutoring Chicago’s presence in the community (increase name recognition)
  ○ Tactic: Explore cause-related marketing opportunities
  ○ Revisit print material library
    ■ Are there other print materials we don’t currently have but should?
    ■ Does the impact report tell the full story? How could it be more ‘impactful’? Is there a more exciting way to tell this story

Annual Planning
Detailed execution and accountability for specific goals, objectives & tactics
• Annual marketing playbook
• TC brandbook and key messaging

Big Ideas/Reaches/Parking Lot
• Grow marketing efforts to bring in big name celebrities for the Celebrity Spelling Bee (ex. Chance the Rapper)
● Build testimonial bank and PR opportunities that involve well-known Chicagoans (athletes, mayor, etc.)
● TC commercials/billboards/train ads
● Digital storytelling internship

Addendum 4
Development

North Stars
Tutoring Chicago’s high level concepts, values and philosophies within this bucket that guide our priorities, strategies and decision making. Key messaging and concepts that we believe and value both internally and externally:
● Raising sustainable and diversified funds that enable the organization to meet its mission and growth goals
● Conservatively aggressive goal setting based on internal and external forecasts and careful finance planning
● Embracing an abundance mindset (vs scarcity mindset)

High Level Focus
Considering our challenges and assumptions, these are the high level focus areas and priorities from today through 2023.
● Challenged to finance an annually increasing budget
● Explore new funding opportunities that result in “big fish” gifts
● Continue to diversify revenue streams while supporting expense budget

Immediate Needs
Considering our assumptions and challenges, the following needs to be addressed first and immediately over the next 3 months.
● Ensure board and staff understand collaborative approach to successfully meet FY22 revenue goals
● Build strong event committee for Celebrity Spelling Bee made up of TAB members, board members, and other stakeholders
● Discuss individual board commitments with each board member

Next Steps
Once our immediate needs are met, we can employ the following strategies and tactics based on our priorities over the next 18 months.

Goal: At least 13% of the annual budget is financed through events
● Strategy: Host events with a high return on investment (~65%) that raise funds, gain organizational awareness and promote engagement
  ○ Tactic: Board or TAB led Celebrity Spelling Bee
  ○ Tactic: Grow peer to peer events including Bike the Sites and Jingle Mingle
  ○ Tactic: Optimize Read the Greens golf outing event through increased revenue

Goal: Approximately 60% of the annual budget is financed through foundation and corporations
● Strategy: Focus on “big fish” opportunities
  ○ Tactic: Secure multi-year Caerus support through sustainability grants and matching gifts
● Strategy: Increase number of multi-year gifts
  ○ Tactic: Building stronger relationships with current and new foundation/corporate partners, clearly expressing long-term financial need
● Strategy: Secure restricted and unrestricted opportunities based on need
● Strategy: Grow 360 Partner financial support
  ○ Tactic: Substantially increase the amount of staff/board focus on 360 Partner opportunities, especially related to financial opportunities

Goal: At least 15% of the annual budget is financed through individual giving
● Strategy: Grow major and mid-level donors through board connections, tutors, and other stakeholders
  ○ Tactic: Focus the board’s fundraising efforts on soliciting major and mid-level gifts from personal networks
  ○ Tactic: Introduce higher level giving opportunities to current and former tutors
● Strategy: Grow small gifts
  ○ Tactic: Continue to utilize annual appeals and recurring gifts to secure small gifts

Annual Planning
Detailed execution and accountability for specific goals, objectives & tactics
● Annual budget
● Annual finance/development plan
● Event plans

Big Ideas/Reaches/Parking Lot
● Secure six figure, multi-year grant similar to Caerus support
● Grow golf outing to a six figure net event
● Grow individual donors to include multiple five figure gifts
Governance & Leadership

North Stars
Tutoring Chicago’s high level concepts, values and philosophies within this bucket that guide our priorities, strategies and decision making. Key messaging and concepts that we believe and value both internally and externally:

- The board’s role is to ensure and maintain effective fiduciary governance to support growth and sustainability of the organization

High Level Focus
Considering our challenges and assumptions, these are the high level focus areas and priorities from today through 2023.

- Governance excellence to ensure organizational accountability and transparency
- Oversee succession planning to ensure viability in the event of key leadership changes
- Ensure board member competency and balanced, diverse representation
- Improve board and committee operations
- Invest in the growth, development and connectivity of the Advisory Board and Tutoring Associate Board

Immediate Needs
Considering our assumptions and challenges, the following needs to be addressed first and immediately over the next 3 months.

- Research staff management and board succession plans and recommend an appropriate approach for Tutoring Chicago
- Continue our commitment to board diversity by seeking out and recruiting strong board candidates who are racially and ethnically representative of our students (Black and Latinx).
- Review and update charters for all board committees, the Advisory Board and the Tutoring Associate Board.

Next Steps
Once our immediate needs are met, we can employ the following strategies and tactics based on our priorities over the next 18 months.

Goal: Governance excellence to ensure organizational accountability and transparency

- Strategy: Continue to leverage board development experts and resources for essential board leadership practices/guidelines (such as Guidestar/Boardsource/Governwell)
  - Tactic: Review GuideStar/BoardSource board leadership guidelines, identify current gaps, and make a plan to address gaps
  - Tactic: Conduct a valuable, ongoing, annual assessment of board performance
Goal: Ensure financial health of the organization

- **Strategy:** Further leverage the full Board of Directors in development, leaning on individual strengths, contacts, experience and comfort levels
  - **Tactic:** Management should convey clear expectations to the board when leadership guidance is needed to develop and promote the organization
  - **Tactic:** Annual commitment plans with the Director of Development based on individual interests and bandwidth along with quarterly follow up and ongoing accountability
  - **Tactic:** Identify board members with natural aptitudes or willingness to take on a larger role; identify other board members who are willing to carry small portfolios and participate in donor meetings in a support role
  - **Tactic:** Continued solicitation training, key messaging for board members
  - **Tactic:** Develop more robust events committees

- **Strategy:** Integrate and ensure the oversight of the annual budget and finance plan, annual audit process and ongoing asset management into the activities of the Finance Committee

Goal: Succession plans that ensure viability in the event of key leadership changes

- **Strategy:** Undertake a review of succession planning processes for medium-sized nonprofits
  - **Tactic:** Implement the approach that best fits Tutoring Chicago’s needs.
  - **Tactic:** Align approach with Tutoring Chicago’s organizational structure both today and tomorrow

Goal: Diverse leadership with avenues for various engagement

- **Strategy:** Create sustainable pipelines and more opportunities for junior leadership
  - **Tactic:** Grow the junior board; align and collaborate with the BOD for future members, networking and fundraising
- **Strategy:** Fully optimize malleable opportunities for emeritus members, senior leaders and community representatives to remain engaged with the organization
  - **Tactic:** Grow the Advisory Board
  - **Tactic:** Grow the Neighborhood Ambassadors

**Annual Planning**

Detailed execution and accountability for specific goals, objectives & tactics

- Valuable, ongoing, annual assessment of board performance
- Board enrollment and recruitment plans
- Budget and Finance plan
- Annual audit
- Organizational structure

**Big Ideas/Reaches/Parking Lot**

- Create an Alumni Board
Addendum 6

Diversity, Equity and Inclusion (DEI)

North Stars
Tutoring Chicago’s high level concepts, values and philosophies within this bucket that guide our priorities, strategies and decision making. Key messaging and concepts that we believe and value both internally and externally:

- Grounded in our mission, vision, values and commitment statement
- At Tutoring Chicago, we define diversity as a balanced representation of racial, ethnic, gender, age, ability and other categories that are defining aspects of one’s identity. We recognize these categories are numerous and go beyond physical representation to include individuals’ geography, experiences, and ways of thinking, and much more. Creating and maintaining spaces where such representation exists is a critical first step toward building a truly equitable and inclusive organization
- At Tutoring Chicago, we define equity as the successful execution of several processes that ultimately result in an improved social reality:
  - Process 1: Not defaulting to stereotypes and actively educating ourselves against stereotyping/bias. Foundational to this process is being open to listening and learning and committing to continuous self education on matters of DEI
  - Process 2: Not making assumptions about what others want or need; rather asking them and inviting their perspectives, and then listening.
  - Process 3: Amplifying the voices that have been silenced. Those who are most impacted by historic inequity are best positioned with the solutions that will work best for them
  - Process 4: Providing different tools to students based on their needs in order for them to be successful. We define success with them, not for them.
  - Finally, equity also means being able to pivot in the face of new information/new realities in light of what’s best. What may be equitable in one moment, may not be equitable in the next due to shifting resources and other realities.
- At Tutoring Chicago, we define inclusion as valuing diversity through our collective actions and behaviors. We are a welcoming and supportive space where every individual with whom we engage feels that they are cared for, differences are celebrated, and they are comfortable using their voice in the ways they feel matter.

High Level Focus
Considering our challenges and assumptions, these are the high level focus areas and priorities from today through 2023.
- Integrate ongoing DEI training and conversations for staff and board
- Increase diversity of tutors, staff and board members
- Foster and facilitate authentic community engagement that positively impacts neighborhood residents
● Improve our long-standing efforts to advocate for our families, support our students and educate our tutors.
● Practical demonstration of our commitment to inclusion

**Immediate Needs**
Considering our assumptions and challenges, the following needs to be addressed first and immediately over the next 3 months.
  ● Develop DEI strategic plan and ongoing process to hold ourselves accountable
  ● Efforts towards greater diversity of tutors, staff and board for the 21-22 year

**Next Steps**
Once our immediate needs are met, we can employ the following strategies and tactics based on our priorities over the next 18 months.

See the [DEI strategic plan](#) for ongoing details and chronology of our objectives, achievements and aspirations