



## TABLE OF CONTENTS

- 1** Letter from Leadership
- 2** Saga's Story
- 5** Our Impact
- 10** Philanthropy
- 14** Advocacy
- 15** Diversity, Equity, Inclusion, + Belonging (DEIB)
- 17** Saga Technology
- 18** Widespread Impact Launch
- 19** Our Team
- 20** Financials
- 21** Connect with Us



## Dear Partners and Friends,

Against the backdrop of new and unprecedented challenges, Saga Education transformed our approach and is leading the high-impact tutoring movement across the nation. Our passionate AmeriCorps members, determined staff, and dedicated partners propelled us forward on many fronts, which resulted in serving more students and developing a suite of innovative solutions that are enabling districts to do the same.

- We are the gold standard for high-impact tutoring. [Rigorous randomized control trial evidence](#) shows that our students learn up to 2.5 years of math in one year.
- During the 2021-2022 school year, Saga students nationwide improved academically. Even amidst concerns about “learning loss,” across all Saga regions, students demonstrated an average growth of 15 percentage points on our Foundational Skills Assessment.
- 78% of Saga students passed their math class in the second semester. When looking at students who received at least 80 hours of tutoring in the Saga Math Lab, the percentage of Saga students who passed increased to 87%.
- We have demonstrated that service is a powerful tool to accelerate learning and belonging in school. President Biden issued a national call for people to become tutors and mentors in his State of the Union Address in 2022—the first time any president has done so. The [White House’s fact sheet](#) outlines the details of the president’s plan for high-impact tutoring specifically. Saga Education has been an ongoing leader in the high-impact tutoring space, working to help fill the learning loss gap, and has demonstrated evidence-based results of our model.
- We increased the number of students we directly support. In 2015, we served 140 students at a single school in NYC. Now, in our 2021-2022 school year, we served 6,378 students across six cities in 56 schools. Cumulatively, Saga has been contracted by districts to serve approximately 30,000 students over the last 7 years.
- Through our widespread impact program, we now support tutoring programs in every time zone in the continental U.S. We are scaling our impact by developing innovative software and resources that embed our proven approach and deep expertise. Our aim is to build the capacity of districts to directly implement Saga’s high-impact tutoring program on their own. Ultimately, we aim to reach the 1 million students per year who are at risk of failing Algebra 1.

Since 2014, we have secured \$100 million dollars to support our mission and program operations through district partnerships, philanthropic contributions, and federal funding, including catalyzing funds from the Overdeck Family Foundation and Blue Meridian, during the 2021-2022 school year.

As a result of the hard work and dedication of our Saga Education teams, fellows, partners, and donors, we are poised to accelerate our impact as we plan for the future and enter the next derivative of our organization.



*Antonio Gutierrez*

**AJ Gutierrez**  
Co-founder, Chief Marketing and  
Communications Officer

*Alan PG Safran*

**Alan Safran**  
Co-founder, CEO, Chair of  
the Board of Directors





## SAGA'S STORY

As the national leader in high-impact, in-school tutoring and in demonstrating powerful tutoring relationships, Saga Education leverages both the power of human capital and technology to accelerate student outcomes and create more equitable learning opportunities.

Saga has worked directly in school districts across six regions—Broward County, FL; Charleston, SC; Chicago, IL; New York City, NY; Providence, RI; and Washington, D.C.—to develop and implement high-quality tutoring models. We offer technical assistance and quality assurance, as well as access to best-in-class learning tools and resources to give our Saga partners the best experience and outcomes possible.

# The Three Branches of Saga

Saga Education is constantly innovating to better serve students and support partners to discover and adopt best practices for the largest impact. We work to influence change through a range of Direct Services, Widespread Impact, and Systems Change strategies, which are grounded in evidence and coalition-building.

## Direct Services

We provide high-impact tutoring directly to students as a district and school partner, embedded in the students' regular school schedule during their school day, which is the gold standard for math tutoring.

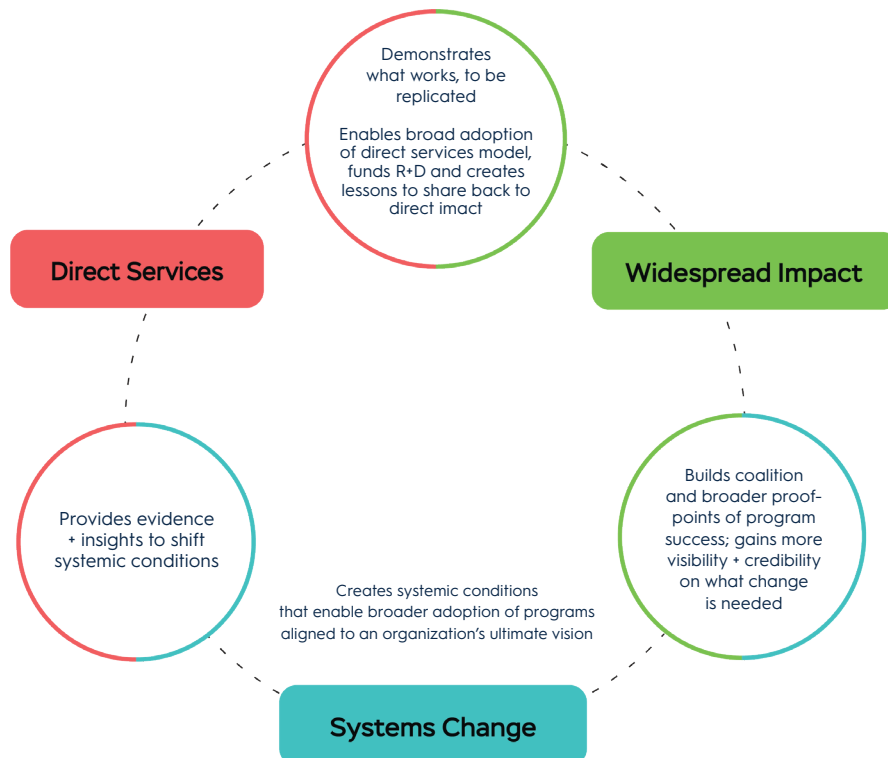
## Widespread Impact

We build the capacity of states and school districts. Using Saga's custom software solutions, tools, and resources, school districts can directly implement Saga's high-impact tutoring program.

## Systems Change

We shift mindsets, relationships, and power by highlighting the needs and amplifying the voices of those most affected by inequity in schools. We work to change policies, practices, and build resources to strengthen programs and visions for change.

Saga aims to inform policymakers, the education community, and the public about high-impact tutoring as an effective, evidence-based solution to increase academic performance and accelerate educational equity for underserved students.





## WHAT IS HIGH-IMPACT TUTORING?

Saga Education is driven by our desire to accelerate educational equity through the proven power of high-impact tutoring.



### During the School Day

A supplement to classroom instruction, integrated into students' regular class schedules



### Small Group Tutoring

Small tutor-to-student ratios



### High Impact

At least three times per week for 30-50 minutes (minimum: 65 hours per school year)



### Consistent Relationships

The same trusted tutor for the duration of the school year



### Well-trained Tutors

Tutors trained in a high-quality curriculum and instructional model aligned with academic standards and industry best practices



### Well-supported Tutors

Tutors receive ongoing feedback, coaching, and professional development



### Coordination and Communication

Openness and consistency is prioritized between classroom educators, tutors, and school leaders



### Data-Driven

Interim assessments monitor students' progress



[Learn More](#)





## OUR IMPACT

Since the start of the pandemic, students, especially Black and Latinx students and those in underserved communities, have been facing ongoing learning loss. This is a significant challenge that we won't be able to solve immediately.

Saga Education remains dedicated to our mission of accelerating educational opportunities to advocate for learning equity and close opportunity gaps. The social and economic disparities that young people experience outside of the classroom create disparities within it. Improving the academic outcomes of students from low-income communities is one of our nation's most urgent challenges, we've chosen to partner with schools where income inequality and underserved areas create barriers to a large number of students' academic success. Though we won't be able to provide on-the-ground tutoring to every student throughout the country, we have and will continue to empower schools with the tools and services they need to implement high-impact tutoring programs for those students who need it the most.





## Newsorthy Notes

**July 2021** - Saga was highlighted in the [Hechinger Report](#).

**July 2021** - [Learning Policy Institute](#) reported that “high-quality tutoring remains one of the most effective tools for raising student achievement.”

**August 2021** - NY State School Boards Association shared how Saga’s in-school, small-group tutoring model helps [address learning loss](#).

**December 2021** - [Tutor-to-teacher](#) pipeline was recognized as a possibility with Saga.

**January 2022** - Saga’s direct services program in NYC was featured in [The New York Times](#).

**January 2022** - [U.S. Secretary of Education, Miguel Cardona](#), spoke on equity in education.

**February 2022** - [Saga held a data briefing with congressional leadership](#) on our 2-year blended learning study.

**March 2022** - President Biden’s 2022 State of the Union Address included a national call for people to become tutors and mentors. The [White House’s fact sheet](#) outlined the details of the President’s plan for high-impact tutoring.

**June 2022** - Saga announced six new [partnerships](#) which provide technical assistance to implement high-impact tutoring programs.

**June 2022** - [Bellwether](#) and New Profit Inc. published a case study that outlines Saga’s strategic thinking and serves as a guide for nonprofit leaders.

**June 2022** - Saga celebrated its [first annual Awards Ceremony](#).



## Saga's Service

In the 2021-22 school year...

Saga students received over

**388,000** collective hours of Saga support

Saga Fellows worked with and supported

**6,378** students

Saga Fellows communicated with students' families on over

**25,000** occasions

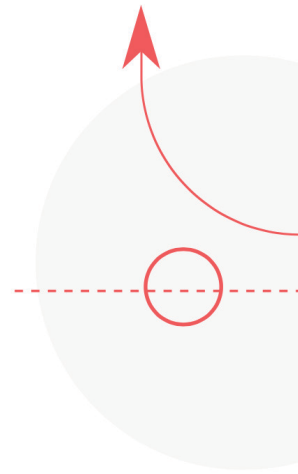
Saga Site Directors documented over

**2,000** tutorial observations

Saga directly served more students in more areas than ever before.

**6,378** students, across **6** cities, in **56** schools

Students were supported by 44 teams of 260 Fellows, 50 Site Directors, 8 Resident Site Directors, and 14 Learning Coordinators





## Achievements in Academics

As a result of the hours of dedication and service, Saga Education teams have seen exponential growth in our students.

### **Math Class Pass Rates**

Across all Saga regions, 78% of Saga students passed their math class in the second semester.

### **Foundational Skills Assessment Scores**

4,077 students improved their Foundational Skills Assessment scores.

### **Relationship with Math**

When surveyed, Saga students reported, on average, a 20% increase in confidence in their math ability.

### **Relationship with Saga Tutor**

Across all Saga regions, 72% of students rated their working relationship with their Saga tutor an 8 out of 10 or higher; nearly 75% of those students rated it a 10 out of 10.

These results did not vary substantially for students who had in-person tutors vs. students who had live remote tutors. This is, in part, due to Saga Connect, Saga's best-in-class online platform, built with student-tutor relationships and growth pathways in mind.



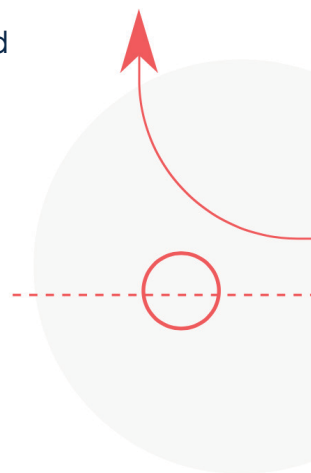
**We believe in the power of service to address our nation's toughest challenges, and we are proud members of the AmeriCorps program.**

## **Meet Saga AmeriCorps Member Hannah Heiden**

"I joined Saga because I believe high-quality education should be accessible to everyone. I grew up in a low-income area, but I was fortunate enough to have so much support throughout my education that I was able to succeed academically, and I want to be that beacon of support for our students.

I am really happy I got to work at Saga because, while math isn't my main passion, it was so fulfilling to give students the extra support they deserve and to show them how smart they are! We were here to help them see that they are more than capable of success in math and life as a whole, and I felt fortunate to be a part of that."

**Learn More About Her Experience**



## PHILANTHROPY

Saga Education was awarded a total of \$37,433,261 in philanthropic and government funding between July 1, 2021 and June 30, 2022.

This funding supported Saga's three main areas of work – Direct Services, Widespread Impact, and Systems Change.

Thank you to the following philanthropic and government partners for their support during FY22:

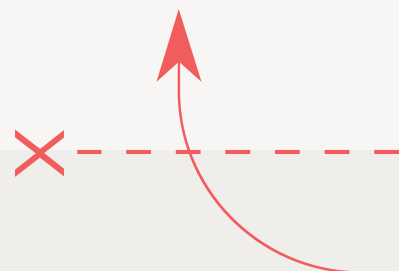
**America Achieves, Inc.**  
**AmeriCorps Florida State Commission**  
**AmeriCorps National Direct**  
**AmeriCorps Rhode Island State Commission**  
**Paul M. Angell Family Foundation**  
**AT&T**  
**Aviv Foundation, Inc.**  
**Blue Meridian Partners**  
**Citadel**  
**A. James & Alice B. Clark Foundation**  
**CME Group Foundation**  
**Comcast NBCUniversal**  
**Finnegan Family Foundation**  
**Lloyd A. Fry Foundation**  
**Bill & Melinda Gates Foundation**  
**IMC Chicago Charitable Foundation**  
**National Philanthropic Trust on behalf of MacKenzie Scott\***  
**New Profit Inc.**  
**NewSchools Venture Fund**  
**Overdeck Family Foundation**  
**Paul and Ann Sagan**  
**Unorthodox Philanthropy**  
**Walton Family Foundation**  
**The Harry and Jeanette Weinberg Foundation**

\* Multi-year unrestricted award



## Spotlight on Our Funders

Relationship-driven. Growth-minded. Impact-driven. Our core values are a driving force at Saga Education. We view everything we do through the lens of how that action aligns with our values. It is with deep appreciation that we acknowledge the partners and supporters that share our core values. These relationships are crucial in that they allow us to advance our vision of accelerating educational equity through the proven power of high-impact tutoring. We would like to take this opportunity to highlight a few of our amazing partners and supporters.



### AmeriCorps

AmeriCorps is a national service program of the federal government with a network of over 70,000 members that provide intensive service to meet community needs in the areas of Education, Environmental Stewardship, Disaster Services, Veterans and Military Services, Economic Opportunity, and Healthy Futures. AmeriCorps members provide service to more than 2,000 nonprofits, public agencies, and community organizations across the nation. Saga Education is a proud member of the AmeriCorps network. Through the AmeriCorps National Direct program, Saga Fellows provide high-dosage, in-school-day math tutoring and skills remediation to primarily Black, Latinx, and low-income students in New York, NY; Washington, DC; Chicago, IL; and Charleston, SC. Additionally, Saga received two grants from Florida and Rhode Island State Commissions to serve Providence, RI, and Broward County, FL, in FY22. As a result, 260 AmeriCorps Fellows served with Saga in FY22. Since 2019, AmeriCorps has provided funding so that Saga could hire highly-trained fellows and staff who have supported approximately 30,000 students in high schools across the country.

# blue meridian partners

## ● Blue Meridian Partners

Blue Meridian Partners is a pioneering philanthropic model for finding and funding scalable solutions to the problems that limit economic and social mobility for America's young people and families in poverty. Since the start of the pandemic, school districts across the nation have been desperate for solutions to address the learning loss experienced by students due to interruptions caused by COVID. Many in the education community are turning to tutoring as a hopeful solution. Saga received a one-year investment through The Studio @ Blue Meridian, which embraces experimentation and provides flexible resources to help organizations accelerate their readiness for significant scaling. Participation in The Studio led to an additional opportunity to secure longer-term funding, which has allowed Saga to launch an initiative, using key learnings from our Direct Services model, to construct a permanent scalable solution for expanding our high-impact tutoring model. With the Blue Meridian investment, Saga is building the capacity of districts across the nation to support high-impact, grades 6-12 math tutoring, through our Widespread Impact model. Saga's vision is for high-impact tutoring to be a part of the fabric of America's public education system in 20 districts over the next three years. Saga's vision is to support districts in the areas of program design, training their tutoring staff, providing a standards-aligned math tutoring curriculum, conducting checks for fidelity, and providing support throughout the school year. Thanks to the support of Blue Meridian, that vision is becoming reality.



## ● Overdeck Family Foundation

Overdeck Family Foundation was founded in 2011 by John and Laura Overdeck, with the goal of providing all children the opportunity to unlock their potential. The Foundation focuses exclusively on enhancing education, funding efforts both inside and outside of school in the areas of early childhood, informal STEM education, and K-9 programs that include supporting educators and student-centered learning environments. Since 2017, the Foundation's funding has allowed Saga to refine our programming, conduct research to uncover evidence that supports the efficacy of our high-impact tutoring model, and discover key insights that we have used to continuously improve our services for the students who need us the most. As valued thought partners, Overdeck Family Foundation has also supported Saga to unlock innovation, clearing the path to scale so that we can expand our reach across the country. This long-term funding has allowed us to take risks and experiment with key elements of our model while moving closer to making equity in education a reality for all students.

[Learn How to Make an Impact](#)

We are building a coalition and influencing federal administrative and state regulations that will support the ecosystem for high-impact tutoring long-term.

**Our goal? To change the landscape of education for the better.**

## Considering Systems Change

### **Which systems were the point of focus?**

Saga engaged in advocacy at the state and federal levels, and our efforts unlocked funding to support tutoring and establish guidelines to ensure effective change.

### **What change was sought?**

Through extensive research and experience in the field, Saga has identified areas of opportunity where systems change would be most beneficial and crafted a policy agenda that aligns to what must change/be in place to support high-impact tutoring across the country.

### **How was that change achieved?**

Saga has been a leader in accelerating equity in schools. We have continued to support districts and their students with consistent and creative efforts. We tailor our approach to each situation's demands, ranging from presenting evidence and examples of impact to meeting with individual legislators, as well as drafting federal and state policy recommendations and model RFP language for states and districts.

### **Who else needs to be involved?**

Saga has not been alone in our systems change efforts. We are working to build partnerships and coalitions to advocate for high-impact tutoring.

To date, Saga has built strong relationships with key stakeholders, such as the U.S. Department of Education and AmeriCorps, and met with more than two dozen congressional offices on Capitol Hill, including those of leaders on key committees of oversight. We drafted policy guidance, provided expert testimony, and focused on specific initiatives. Saga was also featured in a number of studies and research briefs (e.g., [McKinsey & Company's study on COVID-19 and learning loss](#)).



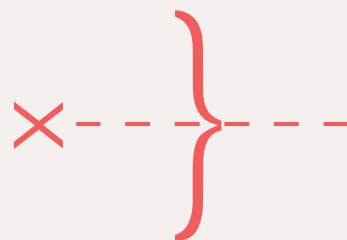
“We now have the president of the United States saying [in his State of the Union address] that he wants to make high-impact tutoring a priority... the research base is helping to inform policy, and that’s exciting.” - AJ Gutierrez, Saga Co-founder

There’s power in receiving credibility from the U.S. Department of Education, showing that high-impact tutoring is an effective recovery model to consider. In turn, this had a trickle-down effect in influencing others. This past year, we’ve seen a shift in education; [over 44% of district leaders](#) plan on using American Rescue Plan dollars on high-impact tutoring. Saga Education’s resources, technology, and programs have supported, and will continue to support, educators making this shift.

## DIVERSITY, EQUITY, INCLUSION, + BELONGING

Diversity, equity, inclusion, and belonging (DEIB) has always been the tentpole to our mission and vision of Saga Education. This year, we created our DEIB Strategic Plan to hold ourselves accountable. Our three-year plan, spanning from 2022 to 2025, will provide overarching guidance for how our organization will work together. In 2022, we relaunched our DEIB Committee, a peer-run committee dedicated to celebrating, educating, and supporting DEIB efforts and initiatives. As we engage with our DEIB Strategic Plan, we will use these components of our work to accelerate educational equity with:

- **Communication**  
Ensuring many and varied voices and perspectives are considered.
- **Community**  
Sharing our proven strategies and partnering with those committed to improving public education.
- **Cultivation**  
Developing our team members to reach their highest professional potential.
- **Culture**  
Becoming intentional about embedding DEIB practices into our systems, structures, and operations.



## ● Our DEIB Mission

To remain at the cutting edge of educational innovation and impact, we celebrate and leverage our diversity in all its intersectional identities and nurture a sense of belonging at all levels of the organization. We welcome ideas and perspectives from all employees to fulfill the full promise of our mission.

## ● Our DEIB Vision

Our workforce is talented, diverse, and inclusive, which sustains our ability to be a national leader in high-impact tutoring. The following DEIB values hold to our vision, shape how we carry out our mission, and guide how we are expected to treat one another.

## ● Our DEIB Promise

- We are committed to eradicating educational inequities and empowering the academic, social, and emotional growth of young people who are historically underserved and systemically excluded from high-quality academic opportunities.
- We encourage our employees from all walks of life to reach their full potential, which fuels innovation and connection.
- We require diverse and innovative teams to ensure a positive impact on our services, solutions, and products, which enhance the quality of services for our students and communities.
- We expect the incorporation of diversity, equity, inclusion, and belonging in our daily work.
- We pledge to educate ourselves on DEIB best practices continuously.
- We will foster a workplace built on mutual trust, respect, and integrity where employees feel valued, respected, and engaged.

## SAGA TECHNOLOGY

Saga delivers on the promise of high-quality, personalized learning that transforms our educational system. Our best-in-class technology provided a way to make high-impact tutoring more scalable, accessible, and affordable throughout the country.

### Saga Coach

Saga Coach is a free, online evidence-based tutor training program that gives educators the tools they need to assist learners with improving their grades, boosting their confidence, and inspiring them to do well in other classes. Saga Coach helps school districts and organizations get the benefit of Saga's expertise in training both novice and seasoned educators to become more effective tutors.

[Watch a demo here.](#)

### Saga Connect

Saga Connect is a one-stop platform for Fellows and students where they can access materials and modules, schedule sessions, communicate asynchronously, view progress, and, when tutoring online, work collaboratively. [Watch a demo here.](#)

### Saga Coach

**2,245** Total Saga Coach Users

**16,705** Total Saga Coach Modules Completed

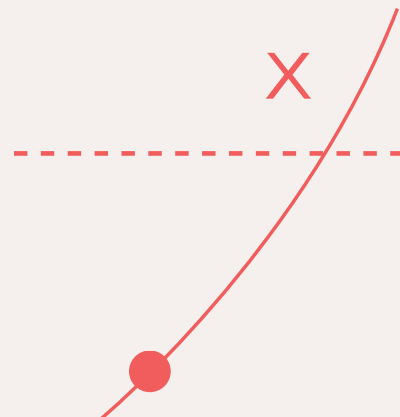
**201,756** Saga Coach Total Training Time (in Minutes)

### Saga Connect

**12,579** Total Saga Connect Users (Tutors = 670, Students = 11,909)

**185,040** Total Saga Connect Sessions

**13,652,052** Total Saga Connect Tutorial Time (in Minutes)





## WIDESPREAD IMPACT LAUNCH

### Saga's Consulting Program

Saga has provided technical assistance and quality assurance for tutoring in the Netherlands since 2016; in the 2021-22 school year, the Netherlands pledged a \$50 million euro expansion.

[Learn More](#)



At Saga Education, we are a team who dares to expect more – of ourselves, our work, our students, and society. We are educators, advocates, and optimists who see where our students come from and where they want to go and work to help them achieve their dreams.

### Our Founders

#### **AJ Gutierrez, Co-founder, Chief Marketing and Communications Officer, Vice Chair of the Board of Directors**

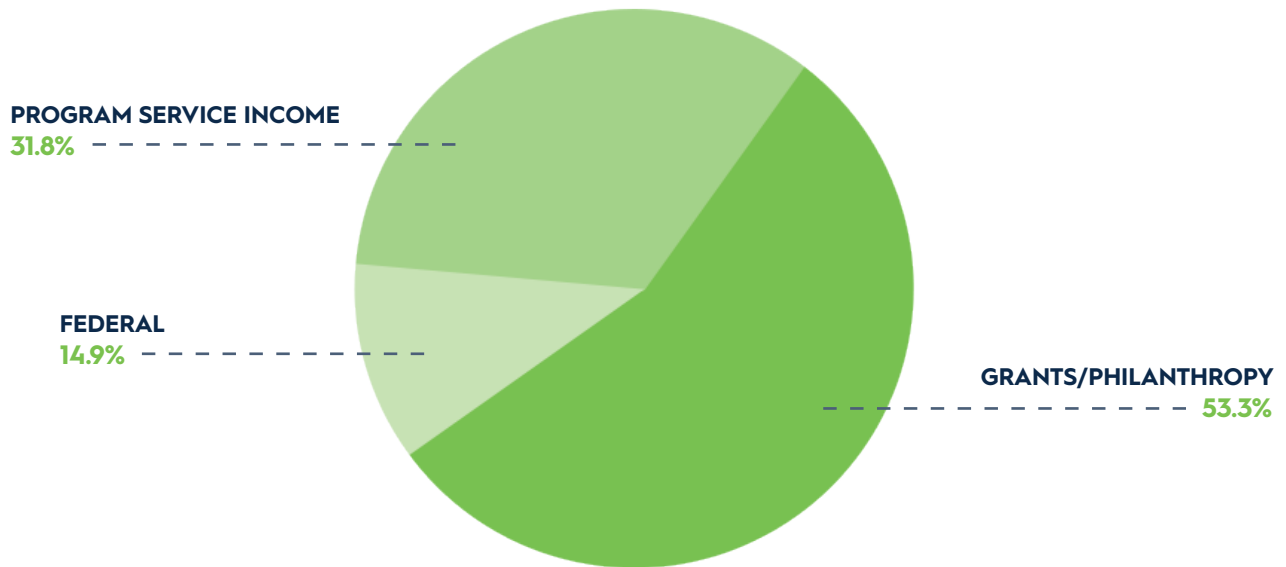
In 2014, AJ Gutierrez co-founded Saga Education, a nonprofit organization that specializes in scalable personalized learning solutions. Saga seeks to establish high- impact, in-school-day tutoring as an integrated part of K-12 education and is on the forefront of developing human-powered and technology-supported systems that make it possible for school districts to implement Saga’s model with fidelity. Saga is a level 1 ESSA-rated evidence-based organization and was recognized among the top five most innovative companies in education, worldwide, by Fast Company (2020). Mr. Gutierrez graduated from Union College with a full educational scholarship through the Posse Foundation and received his MBA from Boston University’s Questrom School of Business.

#### **Alan Safran, Co-founder, Chief Executive Officer, Chair of the Board of Directors**

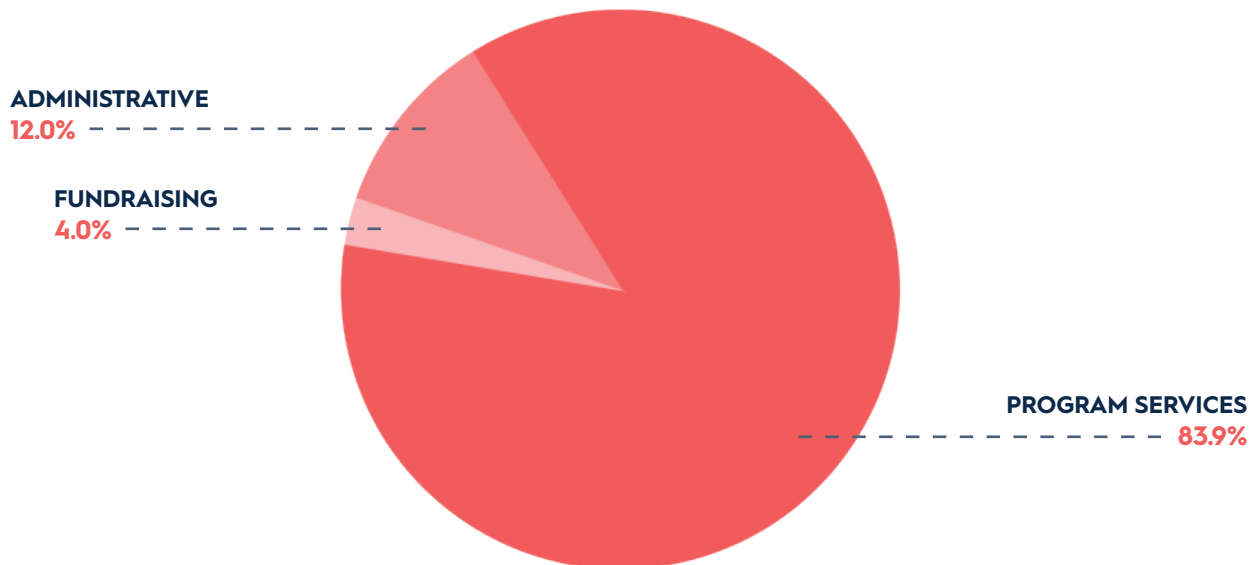
Alan has a 30 year career in public education, which followed more than ten years of prior legal and governmental work. In the public education sector, he served for nine years as a leading official of the Massachusetts Department of Education, including a period as the Deputy Commissioner of Education for the state. He spent 12 years at Match Education, where he was the Executive Director of the Match Schools in Boston, MA, as well as leading the tutor dissemination work at Match Education. In the 1980s, he was a staff member of two United States Senate committees on foreign policy, and an Assistant District Attorney in Queens, NY. He has a BA from Princeton University and a JD from the George Washington University National Law Center. He is certified as a school superintendent in Massachusetts and is a member of the Bar of NY and MA.

## Funding Composition

### FY22 REVENUE \$24.7 million



### FY22 EXPENSES \$21.4 million



**CONNECT WITH SAGA EDUCATION**

