



Harvard Business School Community Partners  
Grow the English-Speaking Union English in Action Program beyond New  
York City

Background Information

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## EiA Students

There are currently 315 active students in the English in Action (EiA) Conversations Program. 134 of them are members of the Andrew Romy New Immigrant Center (ARNIC), the comprehensive language and cultural integration program, whose scholarship allows them to participate in the program for free.

The remaining 181 are fee-paying students.

### *Student Profile*

Currently, we track the following about fee-paying students:

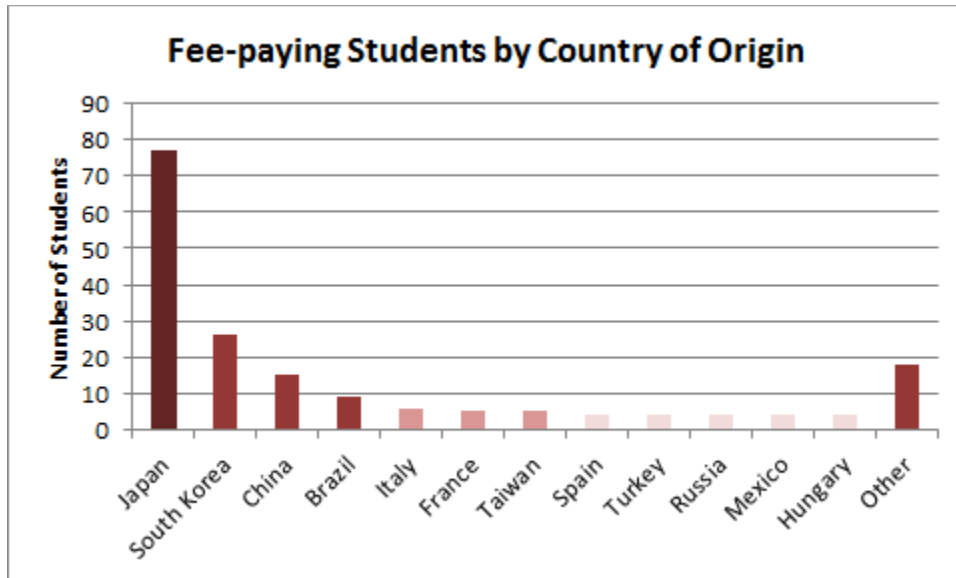
- Length of participation in the program, including start and end dates
- Attendance
- Unit attended (including the number of units)
- Payment information and renewal date

We do not track fee-paying students' residency status, age and income.

Our fee-paying students include both immigrants (those who already are settled here or seeking to permanently settle in the U.S.) and English learners (temporary workers, diplomats and their spouses, etc.).

We are not actively looking to change the profile of the client base, since our goal is simply to expand the program. We expect the profile to organically change and reflect the demographic makeup of the English learners at the intermediate level who are living in New York City.

Our fee-paying students come from a wide range of non-English speaking countries. As the chart below shows, nearly half of them hail from Japan. The next most represented country is South Korea.

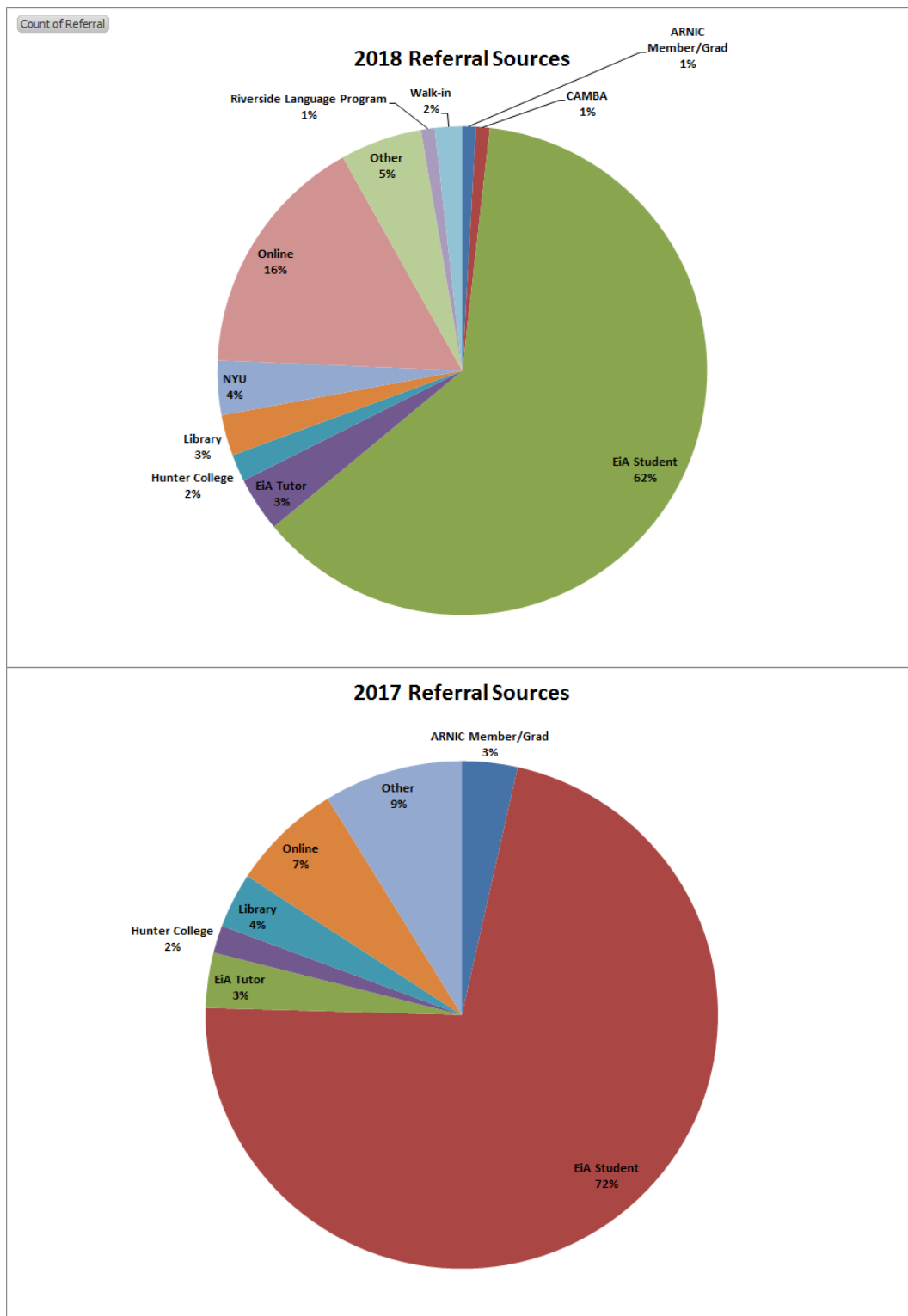


Fee-paying students come from a diverse range of careers. The vast majority have completed a university degree, with only two of the 181 students indicating high school as their highest level of education. The most commonly indicated careers are listed below:

Career	Number of Students
Teacher	9
Banker	8
Artist	7
Lawyer	7
Doctor	6
Student	6
No Occupation	5
Business	4
Pharmacist	4
Housewife	4
Accountant	3
Office Worker	3
Engineer	3
Finance	3
Marketing	3
Psychologist	2
Fashion Designer	2
Dental Assistant	2
Architect	2

## Referral Sources

The fee-paying students hear about us from a variety of sources.



## EiA Tutors

### *Recruitment*

Tutors are recruited by word-of-mouth and by referrals from volunteer organizations and partner organizations. We also have listings on various sites, including:

- NYCSERVICE.com
- volunteermatch.com
- idealist.com

Volunteer organizations:

- Volunteer Referral Center
- RSVP

Partners that refer volunteers:

- HIAS
- JCC/Engage
- St. Bartholomew's Church
- All Souls
- Temple Emanu-El
- Central Synagogue
- Brotherhood Synagogue
- Marble Collegiate Church
- St. Ignatius Loyola Church
- Fourth Universalist Society

### *Screening and Training*

Tutors are screened at orientations, where they fill out an application and have individual interviews.

When they are accepted into the program, tutors are required to attend an initial training session before being placed. This includes training in cultural competency and guidance in getting started in the program.

Tutors are also expected to attend training workshops on an on-going basis (workshops are offered approximately once a month), as well as in-unit workshops offered once or twice a year during the tutoring sessions.

Currently, we don't collect extensive data on tutors. Basically, we collect contact information, gender, start and end dates and placements. The only thing we track is tutor longevity.

With a view toward tracking outcomes, we're looking at introducing surveys once a year, and possible intake and exit interviews, if at all possible.

### *Tracking and Metrics*

The volunteer tutors are the same for both ARNIC and fee-paying students.

We track length of service and annually recognize those with 5 years and more volunteer service (at Holiday Party in December).

Additional tutor recognition: Volunteer appreciation month and an end-of-the-year (June) party for volunteers.

We keep data on attendance for both tutors and students and generally use it for case management. We have not analyzed it as to percentage of attendance, more popular times/locations, etc.

Following the recommendations of the ARNIC evaluation report we plan to implement an annual survey of tutors and students to assess progress and the success of the program, as perceived by program participants.

### *Program Management*

English in Action Conversations is a part of the Education Department of the ESU.

### *Staff*

The staff includes:

- Director of Education, Carol Losos: responsible for all programs, budget and staff. Oversees strategic planning initiatives
- Manager, Immigrant Services, Rona Weitz: responsible for English in Action Conversations and Andrew Romay New Immigrant Services. Manages two full-time staff members (below) and Social Work interns. Responsible for outreach to partners and immigrant services community in New York City and program evaluation.
- Manager, English in Action, Karen Ruelle: responsible for outreach, training and administration of volunteers and contract teachers. Also, oversees offsite units of English in Action Conversations.
- Program Coordinator, Immigrant Services, Karl Hart: responsible for outreach, onboarding and engagement of students in ARNIC and English in Action Conversations.

There is significant collaboration among the Immigrant Services team in the development and refinement of the programs. The team has been given the directive to increase the numbers of participants in English in Action Conversations.

The ESU has an annual job performance review.

Additional support to the program is provided by the Executive Director and the ESU Board who set the program's general direction and the Director of Development in charge of fundraising.

### *Links between English in Action and the Andrew Romay New Immigrant Center*

EiA Conversations is included in the one-year membership for ARNIC members, the majority of whom participate in the program. As a result, EiA Conversations includes both ARNIC members who receive the scholarship and fee-paying students. These adult English language learners are mixed together in the 20+ units that we sponsor.

The volunteer tutors work with all of these students/members.

EiA Conversations is the primary opportunity for volunteering at the ESU. There are a few volunteers offering workshops in ARNIC, but they do not necessarily overlap with the Conversations volunteers.

### *EiA Marketing and Targets*

ESU printed marketing materials include the ESU Annual Report, a brochure and a poster. We also publicize the program in social media (Facebook, LinkedIn, Tweeter).

<https://www.facebook.com/ESUEIA/>  
<https://www.youtube.com/user/EnglishSpeakingUnion>  
<https://www.linkedin.com/company/englishinaction/>

This past year we made a push made to advertise the program to the diplomatic corps by distributing flyers in consulates. The results were discouraging both because of the difficulty in accessing these offices and the lack of interests from those where we manage to post information.

Now we are targeting our marketing efforts at universities, specifically graduate and postgraduate students, visiting faculty and their partners/spouses.

### *EiA Fundraising/Development/Budget*

EiA is supported by earned revenue (student fees), personal donations through regular fundraising campaigns (year-end/holiday appeal in December, program –year end appeal in June, both via mail and email). The budget includes a fairly significant in-kind support mainly for donated space. It appears in both the revenue and expenses sections.

EiA budget has been fairly stable in the \$100,000 - \$130,000 range. Over the past three years we've tried to adapt the accounting for the two programs to reflect better their actual expenses, including fees paid from ARNIC to EiA and the realistic overhead that should be allocated to each of the two projects that make heavy use of the ESU facilities.

### *English in Action Program Materials*

We have developed several sets of materials. All are attached.

- Tutor registration form and an evaluation matrix
- Tutor Welcome Packet
- Tutoring Guide
- Handouts for the newly implemented new tutor orientation workshop

- Tutor tool kit with games, tips and ideas

In addition we produce a monthly newsletter Tutor News that features updates on new initiatives and events and recognizes a tutor in its *Tutor Spotlight* rubric. A monthly Let's Talk publication for both tutors and students includes word games, exercises and quizzes, themed to the season, current events and upcoming holidays.

#### Materials attached

1. ESU ARNIC EiA Actuals 3 years
2. ESU EiA Conversations Brochure
3. ESU EiA Conversations Poster
4. ESU EiA Tutor Registration and Assessment Forms
5. ESU EiA New Tutor Welcome Packet
6. ESU EiA Tutoring Guide 2018
7. ESU EiA New Tutor Orientation Workshop Handouts
8. ESU EiA Tutor Tool Kit
9. ESU EiA November 2018 Let's Talk Thanksgiving

You can download our financials here:

[ESU 990](#)

[ESU Audited Financial Statements](#)