



Baseline Impact Study

Summary Report



The movement to revolutionize poverty-fighting

Slingshot Memphis is a poverty-fighting center of influence that's igniting a movement to revolutionize the way we fight poverty so all Memphians, regardless of circumstances, can have equitable opportunities for personal and economic success.

Unlike business, medicine, and other sectors that have objective methods for measuring outcomes, the poverty-fighting ecosystem simply doesn't—making it nearly impossible to know which programs are effective. Slingshot has addressed this by developing a new, standardized methodology to measure poverty-fighting effectiveness. By providing previously unavailable insights, Slingshot empowers decision makers with the evidence to make the most effective poverty-fighting decisions.

To accomplish this mission, Slingshot performs three primary functions:

- 1) Slingshot works alongside poverty-fighting organizations to study their effectiveness. The Slingshot Impact Study is conducted annually to measure performance across four dimensions: Benefit-Cost Ratio, Systems-Level Change, Use of Best Practices, and Measurement Infrastructure.
- 2) Slingshot identifies opportunities to enhance the outcomes that poverty-fighting organizations produce. Each annual impact study prioritizes 5–8 opportunities for an organization. Slingshot provides ongoing thought partnership to support organizations' efforts to strengthen their poverty-fighting effectiveness.
- 3) Slingshot's Accelerate Impact Fund invests directly in poverty-fighting organizations to amplify effective programs and services. Slingshot raises funds from the community and invests 100% of these funds based on an organization's effectiveness, with significantly more invested in the most effective organizations.

Slingshot cannot achieve this mission on our own. Poverty is a complex combination of interconnected factors and we all have a role in creating an outcomes-driven approach to fighting poverty. We welcome your feedback and invite you to participate in this movement so we can maximize the poverty-fighting benefits for those in our community who are experiencing poverty.

Executive Summary

A baseline impact study is a comprehensive evaluation of an organization's poverty-fighting effectiveness.

This summary report has two primary objectives:

- Provide impact results, and the basis for those results, across the four dimensions of Slingshot's impact study
- Share opportunities for greater impact that could further enhance poverty-fighting capabilities and impact

Behind this report is a wealth of evidence that is used to conclude an organization's impact results, including:

- More than 10 meetings with the leadership team and other team members of the organization
- Data from the organization about its programs, its participants, and the benefits its participants experience
- Extensive literature reviews and external research to validate best practices and the benefits produced
- Quantitative and qualitative analysis to monetize benefits and identify opportunities for greater impact

The following results for Man Up Teacher Fellowship are based on its 2022 baseline impact study:

- **Benefit-Cost Ratio: Very strong** – Estimated benefits substantially exceed costs
- **Systems-Level Change: At least strong** – Evidence for the creation of moderate systems-level change
- **Use of Best Practices: At least neutral** – Some practices are effective or inconsistently applied
- **Measurement Infrastructure: At least strong** – Acceptable measurement infrastructure and use of data to understand and improve impact

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Overview of the Slingshot Impact Study results

Focus on capabilities and impact

- Dimension results summarize an organization's poverty-fighting capabilities and impact
- Slingshot's Impact Study has four dimensions: Benefit-Cost Ratio, Systems-Level Change, Use of Best Practices, and Measurement Infrastructure
- One of five results is assigned to a dimension: Unclear, Weak, At Least Neutral, At Least Strong, or Very Strong





Assigned based on evidence

- Results are based on the strength of evidence for an organization's poverty-fighting capabilities and impact
- Evidence of stronger poverty-fighting capabilities and impact leads to higher results
- Evidence of less effective poverty-fighting capabilities or impact, as well as a general lack of evidence, leads to lower results

Updated annually

- The results provide an objective evaluation of an organization's current poverty-fighting effectiveness as measured over the previous year
- Slingshot updates an organization's impact study annually
- Results can change over time based on the evidence associated with adjustments

Impact study results summary

Dimension	Unclear	Weak	At Least Neutral	At Least Strong	Very Strong
 <p>Benefit-Cost Ratio</p>	Insufficient evidence exists to confidently estimate benefits	Costs exceed estimated benefits	Estimated benefits and costs similar	Estimated benefits exceed costs	Estimated benefits substantially exceed costs
 <p>Systems-Level Change</p>	Insufficient evidence to determine systems-level change	Evidence for the creation of systems-level change does not exist	Evidence for the creation of limited systems-level change	Evidence for the creation of moderate systems-level change	Evidence for the creation of significant systems-level change
 <p>Use of Best Practices</p>	Indiscernible best practices or insufficient data on the practices	Few practices are effective or practices are inconsistently applied	Some practices are effective or inconsistently applied	Most practices are effective and consistently applied	Practices are most effective and consistently applied
 <p>Measurement Infrastructure</p>	Required information is inaccessible	Limited measurement infrastructure and use of data to understand and improve impact	Basic measurement infrastructure and use of data to understand and improve impact	Acceptable measurement infrastructure and use of data to understand and improve impact	Robust measurement infrastructure and use of data to understand and improve impact

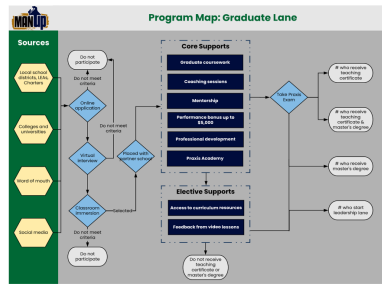
Four dimensions of the Slingshot Impact Study

	Description	Influence on poverty-fighting
 <p>Benefit-Cost Ratio</p>	<p>Estimates the benefits created by an organization for the people it serves relative to the cost of creating those benefits</p>	<p>Enhances the allocation of resources by understanding the poverty-fighting benefits created by programs and interventions</p>
 <p>Systems-Level Change</p>	<p>Assesses the magnitude of an organization's poverty-fighting change in the community beyond its core programs</p>	<p>Validates the most impactful types of partnerships and policy changes an organization is positioned to pursue</p>
 <p>Use of Best Practices</p>	<p>Determines the extent to which an organization adheres to best practices for its programs and staff performance management</p>	<p>Improves the magnitude of poverty-fighting outcomes achieved by using evidence-based interventions that have the greatest efficacy</p>
 <p>Measurement Infrastructure</p>	<p>Evaluates the effectiveness with which an organization collects, analyzes, and uses data to improve decision-making as it relates to fighting poverty</p>	<p>Provides the foundation for an evidence-based continuous improvement process that enables greater poverty-fighting impact</p>

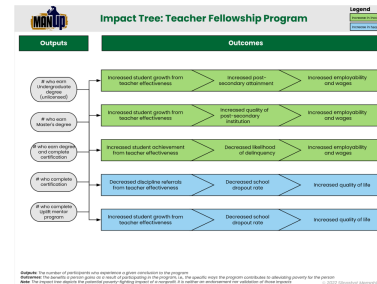
Benefit–Cost Ratio dimension

Estimates the **benefits created** by an organization for the people it serves **relative to the cost** of creating those benefits

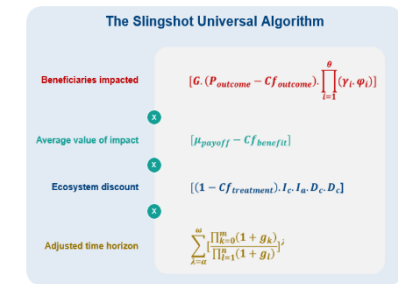
Program Map



Impact Tree



Benefit–Cost Analysis



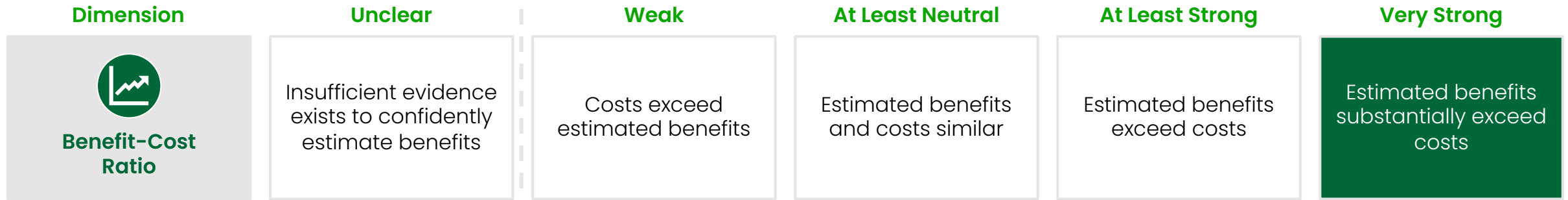
- Identifies the various interventions participants receive by completing the program
- Outlines the range of outputs for the program
- Informs the appropriate baseline population based on the primary sources of program participants

- Informs the data and research required to monetize the program benefits (outcomes)
- Identifies the potential poverty-fighting benefits created by the program interventions
- Slingshot defines poverty-fighting benefits as improvements in future earnings or health

- Collect data and perform research to validate which benefits can be monetized
- Monetize benefits for participants and their immediate families; societal benefits are not included
- Aggregate the value of all the monetized benefits and divide it by the organization's total costs

Benefit–Cost Ratio results

Timeframe: July 2021 – June 2022



Summary

- Man Up created over \$2.70 in estimated poverty-fighting benefits for each dollar it spent
- Man Up Teacher Fellows have the opportunity to earn their master's degree through one of the organization's program partners while also participating in practice and application sessions through the Man Up Teacher Fellowship
- The Graduate Lane of the Fellowship Program was responsible for creating the strong majority of Man Up's poverty-fighting benefits
- The support provided by UPLiFT mentors—which increases the effectiveness of the mentored teachers—accounted for over 10 percent of total benefits
- The Praxis Academy provided the rest of the poverty-fighting benefits by helping teachers gain credentials

Explanation of Benefits

- Over 50 percent of the poverty-fighting benefits created by Man Up come from higher graduation rates and incomes for students as a result of having access to more male teachers of color during their primary and secondary education
- Man Up's mentoring and support services generated approximately 20 percent of benefits through increased teacher retention, as teachers with longer tenures tend to have higher performing classrooms
- The UPLiFT Program created around 10 percent of total benefits through helping increase the teaching effectiveness of new instructors by partnering them with successful mentors who have more teaching experience. These mentors provide feedback and guidance for Fellows throughout the first and second year of the program
- The remaining poverty-fighting benefits derived from increases in teacher pay due to yearly stipends and increases in teachers' credentialing due to the Praxis Academy

Systems-Level Change dimension

Assesses the **magnitude of an organization's poverty-fighting change in the community** beyond its core programs. Slingshot considers changes in two broad categories: *pathways* and *policy*

Pathways-level changes

- Poverty-fighting benefits created by interactions between organizations, i.e., pathways created from one organization to another
- Benefits are experienced by program participants or others in the community

Policy-level changes

- Poverty-fighting benefits created when powerful institutions and individuals are influenced to alter economic, social, institutional, or political systems
- Benefits have the potential to impact a much greater number of beneficiaries

Examples

A housing program creates a referral pathway with a job training program to provide its clients employment support


Multiple nonprofit and for profit organizations collaborate to host a neighborhood food distribution event

Examples

An organization successfully advocates for legislation that increases funding for job training programs statewide

An organization influences a school district to adopt policies that increase supportive services for students experiencing poverty

Systems-Level Change results

Dimension	Unclear	Weak	At Least Neutral	At Least Strong	Very Strong
 <p>Systems-Level Change</p>	Insufficient evidence to determine systems-level change	Evidence for the creation of systems-level change does not exist	Evidence for the creation of limited systems-level change	Evidence for the creation of moderate systems-level change	Evidence for the creation of significant systems-level change

Summary

- Man Up has six examples of systems-level change that create poverty-fighting benefits outside of its core programs
- All six of the examples are partnerships that align with Man Up's emphasis on increasing the number of highly effective male teachers of color in the classroom
- Man Up's connection to New Leaders, in partnership with Clark Atlanta University and Morehouse College, provides a pathway for fellows to move into school leadership roles
- In collaboration with Tennessee Educators of Color Alliance (TECA), Man Up planned and hosted a Male Educators of Color Summit to recruit and support male educators of color

Pathways-level changes

- Man Up partners with Educational Testing Service (ETS) to support fellows and other educators in Memphis in passing the Praxis
- Partnerships with iTeach and Teacher Ready provide an alternative certification program for Fellows that can be completed while working in the classroom
- By partnering with Teach Like A Champion (TLAC), Fellows have access to training and coaching to help improve their skills and effectiveness

Use of Best Practices dimension

Determines the extent to which an organization **adheres to best practices for its programs and staff performance management**

Program design

- Identify the models used to deliver programming
 - Research the models that evidence supports as the most effective
 - Validate the efficacy of the program models employed versus research verified best practices
-

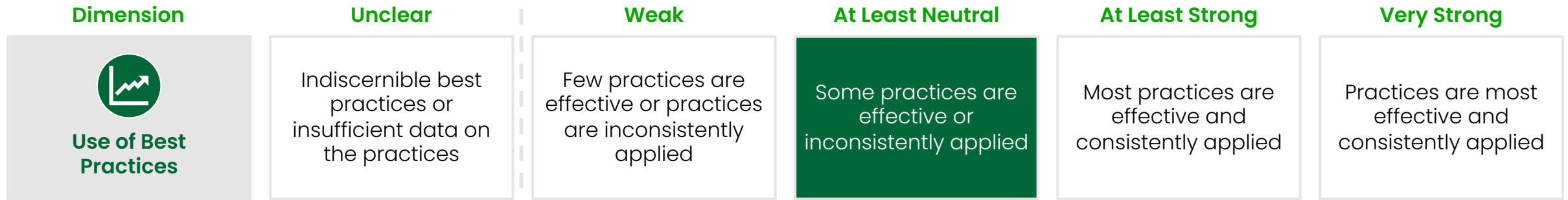
Program implementation

- Identify the processes used to help ensure program models are implemented as designed
 - Assess the consistency with which participants would experience a program model as designed
-

Staff performance management

- Identify the existence of important practices that support staff performance in effectively administering programs
- Validate the efficacy of these practices versus research-verified staff performance management best practices

Use of Best Practices results



Summary

- The Teaching Fellowship program design is Man Up's strongest component

Program design

- The Teacher Fellowship, in partnership with several institutions, recruits and trains highly effective male teachers of color
- The Man Up model incorporates the Gradual Release Model and the Teach Like a Champion (TLAC) model
- The design itself, which is centered on recruiting and retaining male educators of color, is an evidence-based best practice in increasing academic achievement for students of color
- Components of the program, particularly the access to a professional learning community and instructional coaching, contain evidence-based teacher preparation practices that develop and sustain educators of color

Program implementation

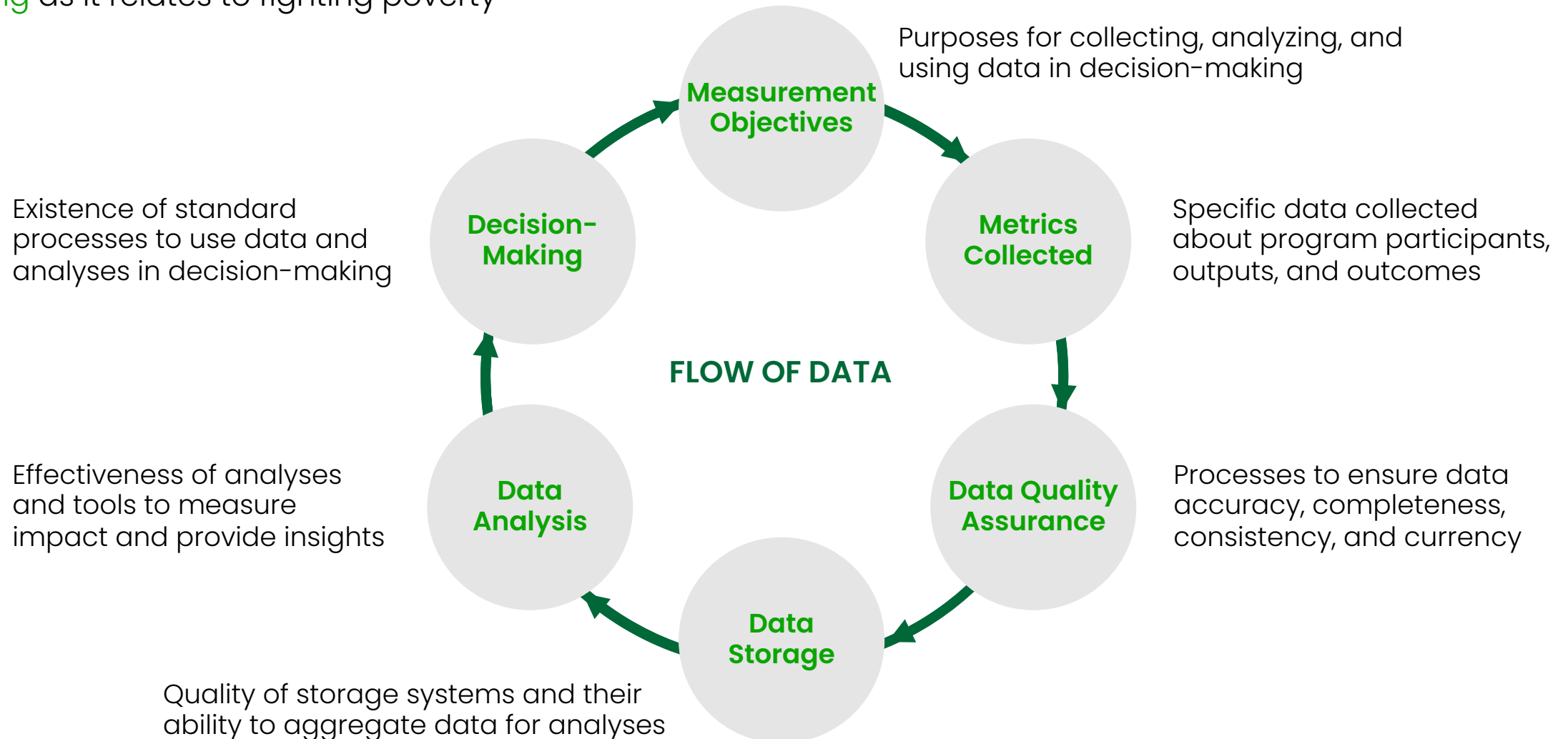
- Man Up's documented quality coaching framework and TLAC structure provide partial implementation fidelity
- The implementation monitoring of most of the quality coaching strategies (e.g., small group/practice-based coaching sessions, targeted feedback, etc.) is still being developed

Staff performance management


- Man Up has a performance management process for UPLiFT mentors who deliver most of the programming to fellows in the form of school visits, feedback, etc.
- Opportunities exist to formalize the performance management process for full-time staff and incorporate goal setting and development plans for staff and mentors

Measurement Infrastructure dimension

Evaluates the effectiveness with which an organization **collects, analyzes, and uses data to improve decision-making** as it relates to fighting poverty



Measurement Infrastructure results

Dimension	Unclear	Weak	At Least Neutral	At Least Strong	Very Strong
 <p>Measurement Infrastructure</p>	Required information is inaccessible	Limited measurement infrastructure and use of data to understand and improve impact	Basic measurement infrastructure and use of data to understand and improve impact	Acceptable measurement infrastructure and use of data to understand and improve impact	Robust measurement infrastructure and use of data to understand and improve impact

Summary

- Data storage, measurement objectives, and data-driven decision-making are the strongest components of Man Up's measurement infrastructure

Measurement objectives

- Measurement objectives focus on the recruitment/retention rate of fellows, the Praxis pass rate, and student proficiency
- The progress towards reaching the objectives is communicated in an end-of-year report

Metrics collected

- Most of the impact-related metrics are collected for participant, outcomes, and control data
- An opportunity exists to collect program metrics linked to implementation

Data quality assurance

- Data quality assurance processes are primarily conducted manually, with staff members performing quality control checks, although these processes are not documented

Data storage

- Google Drive is used to store all data, including student proficiency levels which are used to aggregate student scores across systems

Data analysis

- Analyses are conducted on fellow retention, Praxis pass rates, survey data, and student proficiency
- An opportunity exists to perform diagnostic analyses to better understand which interventions are linked to specific outcomes

Decision-making

- The Man Up team utilizes a variety of sources to make strategic decisions, including external research, participant feedback, and professional expertise

Overview of Opportunities for Greater Impact

Intent of opportunities

- Slingshot identifies opportunities for greater impact to help organizations further enhance their poverty-fighting capabilities and impact
- These opportunities are not comprehensive and Slingshot acknowledges other opportunities could improve an organization's poverty-fighting impact
- Opportunities for greater impact are shared only as suggestions

Basis for identifying

- Each of the four dimensions is comprised of numerous subdimensions with evidence collected for each subdimension and compared against a rubric
- Opportunities are diagnosed at the subdimension level by identifying the largest gaps between the collected evidence and the Very Strong result on the rubric
- Slingshot also identifies opportunities that cut across multiple dimensions

Process to prioritize

- Slingshot estimates the magnitude of poverty-fighting impact for each potential opportunity
- Preliminary opportunities are reviewed and refined in collaboration with the poverty-fighting organization
- Selected opportunities seek to balance the magnitude of impact with the timing required, the feasibility to implement, and the fit with the organization's mission
- Slingshot provides ongoing thought partnership to help address opportunities for greater impact

Opportunities for Greater Impact summary

The impact study identified the following opportunities that Slingshot thinks would help enhance Man Up's poverty-fighting capabilities and impact

Significant impact	A	Create a dashboard to consistently track objectives year-over-year
	B	Design, document, and implement a consistent program implementation monitoring process
	C	Collect data directly from schools to ensure accuracy and completeness of student-level data
Considerable impact	D	Incorporate feedback and goal setting into performance management for mentors
Moderate impact	E	Formalize the performance management process for full-time staff
	F	Design a process to collect outcomes data for the Undergrad Lane

Significant impact: Opportunity A

Create a dashboard to consistently track objectives year-over-year

Description

- Man Up has clear objectives that align with their mission (e.g., increase the number of highly effective male teachers of color in partnering schools by 5% over the next five years)
- Some of the metrics for these objectives are collected (e.g., retention rate of fellows)
- Tracking all necessary metrics would enhance Man Up's ability to measure and understand the progression towards their goals
- By better understanding their impact, Man Up would be able to easily and readily communicate the poverty-fighting benefits of its interventions

Poverty-fighting impact

- By clarifying and codifying what is being measured and how to measure it, an organization is better positioned to design and improve programming to ensure it achieves the desired poverty-fighting outcomes

Potential approach

- Determine if current objectives are still appropriate
- Establish a process to measure each objective and identify any other information that is needed as a starting point (e.g., number of male teachers of color in partnering schools prior to Man Up fellows)
- Build a consolidated dashboard to track each metric from year to year
- Create a process to gain insights about growth and areas of improvement
- Utilize the insights to make decisions around modifying objectives and focusing resources for the upcoming year

Significant impact: Opportunity B

Design, document, and implement a consistent program implementation monitoring process

Description

- Specific program requirements are in place with the goal of supporting fellows and increasing student achievement (e.g., classroom observations, targeted feedback, coaching sessions, professional development, etc.)
- Man Up has established a method to document and monitor coaching observations
- Creating mechanisms to monitor fidelity of all program components (i.e., ensuring it's conducted as intended) best ensures reliable and positive outcomes for fellows

Poverty-fighting impact

- Ensuring programs are implemented as designed enhances the probability that participants experience the poverty-fighting benefits associated with those programs

Potential approach

- Document the process for each program requirement (e.g., duration, dosage, persons involved)
- Determine which staff member, mentor, or coach should track the completion of each step
- Assign a staff member responsibility of monitoring fidelity by accessing tracking documents
- Develop a program fidelity guide and leverage the guide in the employee and mentor onboarding and training process

Significant impact: Opportunity C

Collect data directly from schools to ensure accuracy and completeness of student-level data

Description

- Student proficiency data is collected in Google Drive using separate folders for each school in which fellows are placed
- Fellows are responsible for uploading their students' test scores and Man Up staff aggregates all student data into one spreadsheet
- Man Up has a Memorandum of Understanding with all partner schools that states the school agrees to share student data, including assessments, attendance, disciplinary, and survey results
- Leveraging this MOU to retrieve student data directly from the school would streamline data collection, decreasing the probability of human error or incomplete data
- Accessing other metrics, such as disciplinary indicators, would also help Man Up better understand their intended impact

Poverty-fighting impact

- Receiving data directly from schools increases the quality of data collected
- Enhanced data quality will improve the quality of analyses and therefore enhance the value of analyses in decision-making

Potential approach

- Determine specific data Man Up needs to receive from schools (e.g., interim assessments, summative assessments, disciplinary referrals, student demographics)
- Develop a checklist or document to share with schools to ensure data sharing expectations are clear
- Create a line of communication between a Man Up staff member and a point person at each school
- Establish a process for data sharing (i.e., cadence, personnel, method, storage, etc.)
- Implement new data sharing arrangement and incorporate new shared data into analyses and decision-making

Considerable impact: Opportunity D

Incorporate feedback and goal setting into performance management for mentors

Description

- Man Up mentors provide support for their fellows through one-on-one sessions and school visits that include follow-up feedback and coaching
- The design of one-on-one mentorship presents a challenge to providing mentors with feedback that increases their effectiveness
- However, an opportunity exists to provide mentors with space to reflect and receive feedback from the Man Up staff

Poverty-fighting impact

- Receiving feedback on their mentorship performance will help mentors better understand how to provide support to fellows
- Research shows that there is a high quality threshold required for mentorship to benefit the mentored fellow

Potential approach

- Create standards and guidelines for mentor/mentee sessions
- Design a process by which mentors document the most critical elements of their session that indicates they've met the standards and guidelines
- Develop an approach to aggregating mentor documentation to enable easy review of mentoring session quality and progress
- Establish a process for mentors to reflect and set goals, including cadence, which staff members are involved, and how feedback will be provided

Moderate impact: Opportunity E

Formalize the performance management process for full-time staff

Description

- Man Up has documented job descriptions for all full-time staff and coaches
- Weekly meetings are held for staff to offer ad hoc feedback to each other
- An opportunity exists to create role-specific performance standards and a system of coaching and goal-setting that is rooted in a strengths-based approach

Poverty-fighting impact

- Strengths-based staff development enables an organization to optimize the unique and diverse skills of its staff, which better positions the poverty-fighting organization to implement its programming with fidelity

Potential approach

- Establish performance standards specific to each role (e.g., CEO, Director, CFO, Coach)
- Include these performance standards as part of Man Up's staff evaluations by self and manager
- Create a standardized method to identify staff's individual skills and strengths
- Institute a goal-setting period for each staff member and coach
- Systematize the cadence of instances where staff members receive coaching, and periodically review the goals during these coaching sessions
- Integrate the new coaching model into an overarching performance management approach complete with formal reviews and evaluations

Moderate impact: Opportunity F

Design a process to collect data for the Undergrad Lane

Description

- Man Up has recently created a program for undergraduate students at Middle Tennessee State University to receive support and mentorship through college and into their professional careers in education
- Many of the essential metrics are collected for the Graduate Lane (e.g., surveys, Praxis pass rate, retention rate, student proficiency)
- Designing a process for program and outcomes data collection now—while the Undergrad Lane is still in the early stages— will position Man Up to understand the effectiveness of supports offered to undergraduates

Poverty-fighting impact

- Collecting program and outcomes metrics provides valuable insights that could help enhance program design to better support undergraduates

Potential approach

- Prioritize the most valuable program and outcomes metrics that could be collected (e.g., undergraduate progression towards graduation, survey data, Praxis pass rate, teaching retention rate)
- Identify the best sources and cadence to collect each metric
- Determine where data will be stored
- Allocate responsibility for collecting data to a staff member
- Begin collecting data and incorporating it into program analyses and decision-making

Program map methodology







What is a program map?

A program map visually depicts the flow of participants through a poverty-fighting program. It shows the most significant interventions our ultimate stakeholders – our neighbors experiencing poverty – would experience by completing the program.

How to read the program map?

Slingshot's program maps are intended to be read from left to right. The map starts with the main sources of program participants, shows the primary poverty-fighting interventions they experience, and concludes with the program outputs.

Below is an explanation of what each shape depicts:

-  a source of participants for the program
-  a decision point in the program
-  a potential end point for participants
-  a component or intervention of the program
-  a cluster of interventions or components
-  flow of participants through the program

How does Slingshot use program maps?

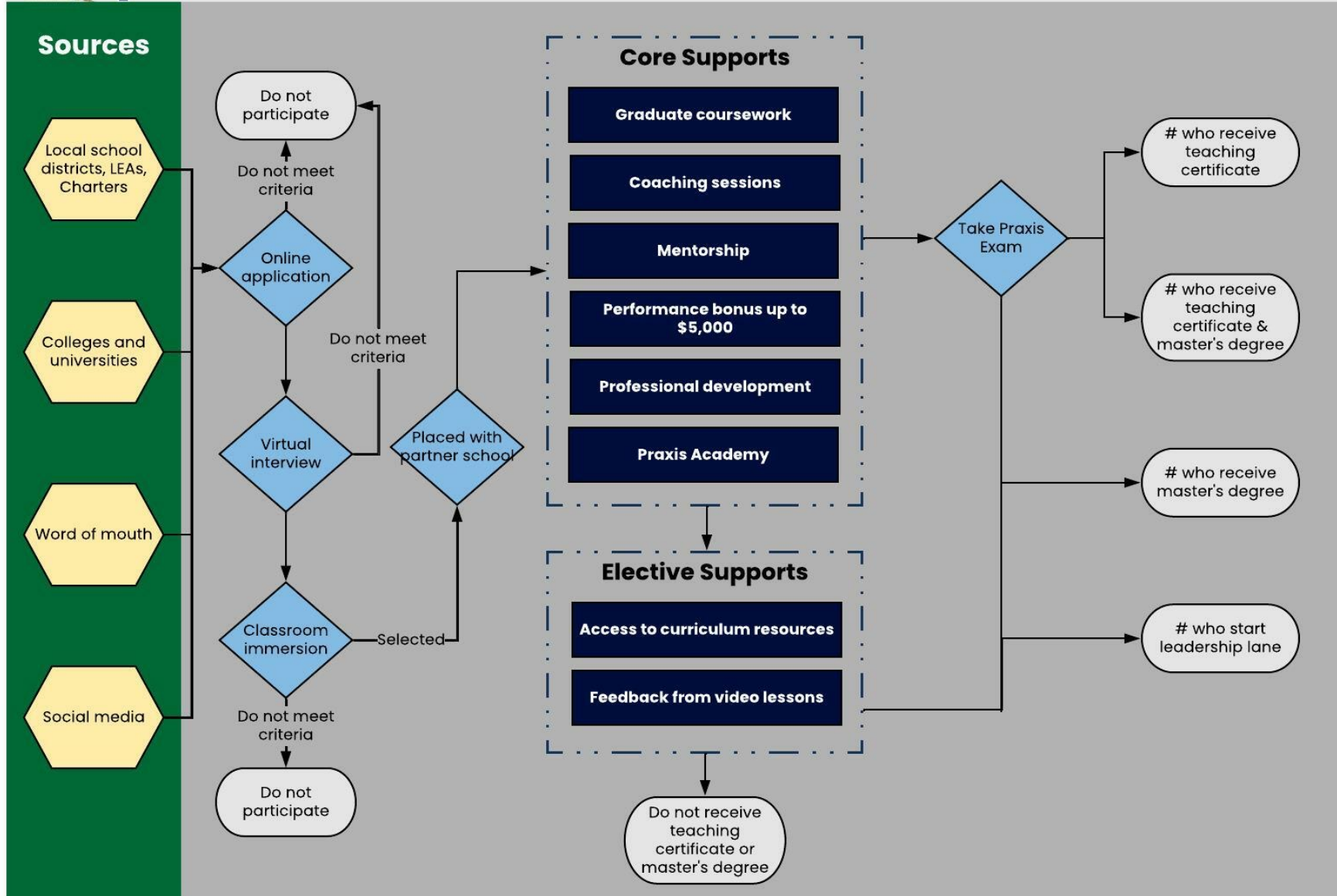
- Ensure accurate understanding of a program
- Help inform the baseline by understanding the primary sources of program participants
- Provide foundation for potential benefits experienced by participants by systematically identifying all interventions
- Identify program outputs as the first step in the benefit-cost analysis

How can poverty-fighting organizations use program maps?

- **Comprehensive understanding:** Communicate to stakeholders how programs operate
- **Participant experience:** Enhance how programs are experienced by participants
- **Program structure:** Improve interventions and mitigate potential inefficiencies with the programs
- **Resource allocation/acquisition:** Apply resources to overcome bottlenecks and achieve the desired type and number of outputs



Program Map: Graduate Lane



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Impact Tree methodology

What is an impact tree?

An impact tree visually depicts the potential poverty-fighting benefits participants would experience as a result of participating in a program. Poverty-fighting benefits are categorized as improvements in future earnings or health.

How to read the impact tree?

Slingshot's impact trees are intended to be read from left to right. The tree starts with the program outputs identified in the program map and identifies the sequence of outcomes participants might experience.

Slingshot defines program outputs and program outcomes as follows:

- **Program output:** The number of participants who complete and benefit from the program
- **Program outcome:** The benefits experienced as a result of participating in the program, i.e., the specific ways a program contributes to alleviating poverty for participants

How does Slingshot use impact trees?

- Disaggregates desired outcomes into discrete benefits
- Develops a comprehensive set of potential income and health benefits created by a program
- Informs the data and research required to monetize the program outcomes
- Provides framework for the benefit-cost analysis

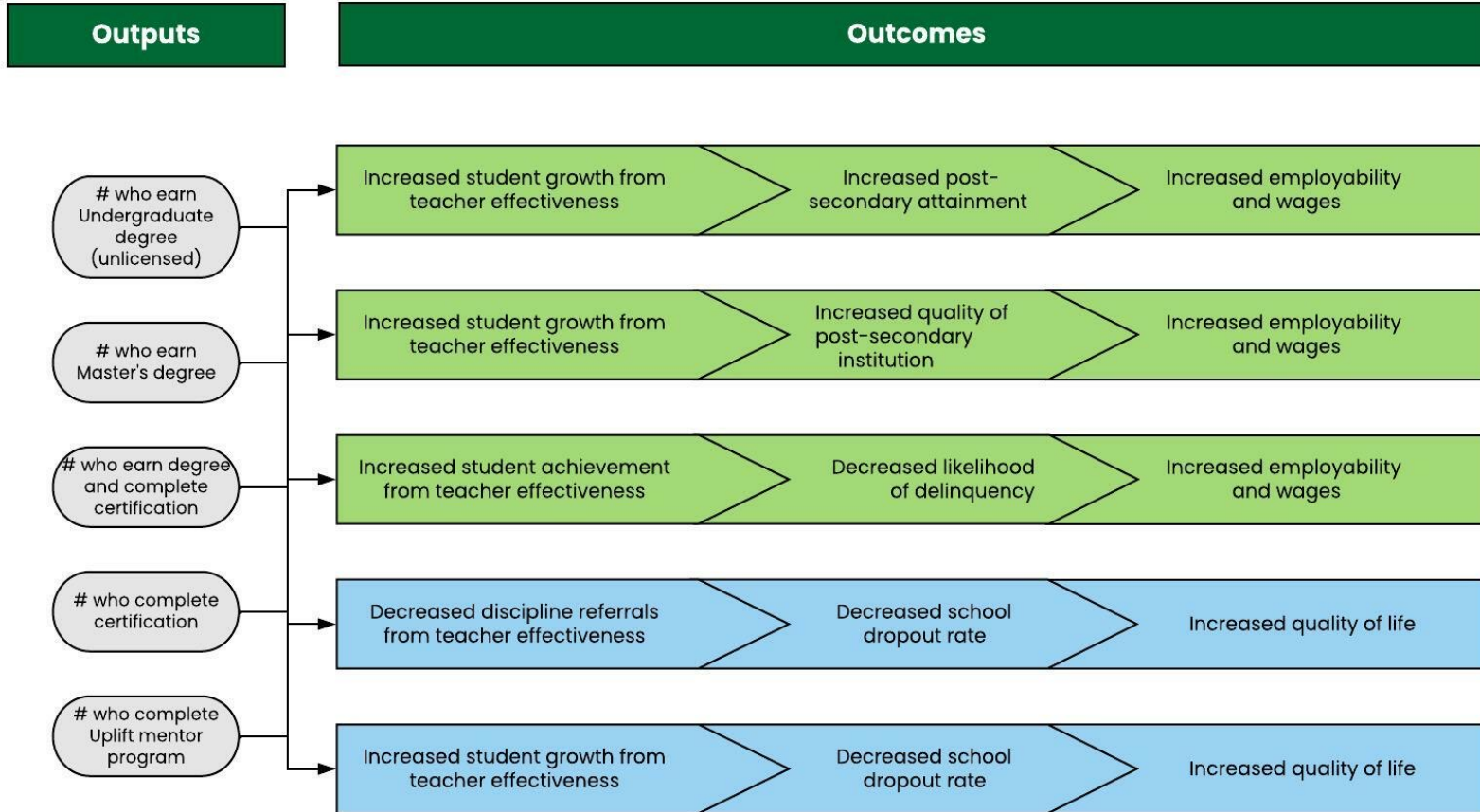
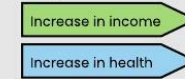
How can poverty-fighting organizations use impact trees?

- **Comprehensive understanding:** Communicate the potential benefits its programs provide participants
- **Programs/interventions:** Modify or create new programs and interventions to ensure the desired benefits are experienced by participants
- **Measurement:** Enhance data collection and analyses to better support outcomes
- **Resource allocation/acquisition:** Better attract and allocate resources with greater understanding of the benefits created



Impact Tree: Teacher Fellowship Program

Legend



Outputs: The number of participants who experience a given conclusion to the program

Outcomes: The benefits a person gains as a result of participating in the program, i.e., the specific ways the program contributes to alleviating poverty for the person

Note: The impact tree depicts the potential poverty-fighting impact of a nonprofit. It is neither an endorsement nor validation of those impacts

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