



Impact Profile Summary





Organization Overview

Memphis Inner City Rugby’s (MICR) mission is to expand academic and athletic opportunities in Memphis’ low-resourced communities. MICR fights poverty by providing affordable youth programming and increasing access to post-secondary education via rugby programming, college preparation services, and alumni wraparound support. Working with over 200 student-athletes from 3rd to 12th grades, MICR disproportionately works with students experiencing poverty and students of color (90 percent African American).

MICR’s work addresses a subset of the estimated 80,000 children who live in under-resourced neighborhoods across Memphis and face disproportionate challenges graduating from high school and attaining post-secondary education. Shelby County Schools’ graduation rate is 10 percentage points lower than the Tennessee average and residents in Shelby County are 10 percent less likely to attain an associates or higher degree relative to the national average. Memphis also has the highest rate of disconnected youth of any U.S. metropolitan area, with nearly 1 in 5 between the ages of 16-24 being neither employed nor in school.

Impact Results

An Impact Study Update measures the change in poverty-fighting effectiveness since the previous impact study. For each dimension, the effectiveness is determined based on the strength of available evidence compared to Slingshot Memphis’ outcomes-driven methodology. Impact results provide an objective, consistent way to measure impact, track progress, and identify opportunities for growth. Below are the impact results for MICR:

Dimension	Unclear	Weak	At Least Neutral	At Least Strong	Very Strong
 Benefit-Cost Ratio	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
 Systems-Level Change	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
 Use of Best Practices	Best practices indiscernible for an organization	Few practices are effective and/or practices are inconsistently applied	Some practices are effective and/or inconsistently applied	Most practices are effective and consistently applied	Practices are most effective and consistently applied
 Measurement Infrastructure	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



Benefit-Cost Ratio

At Least Strong

- MICR creates an estimated \$1.50 to \$1.75 in poverty-fighting benefits for each dollar it spends, increasing from \$1.25 to \$1.50 since its previous impact study
- The primary benefits experienced by MICR’s student-athletes include high school and post-secondary education persistence and reduced post-secondary education costs
- MICR created greater benefits by working with 25 percent more youth, increasing financial aid support from 6 to 35 students, doubling NCAA scholarship recipients, providing 4 additional Stand Tall scholarships, and expanding wraparound services from 5 to 12 alumni



Use of Best Practices

At Least Strong

- Program models are informed by research and implemented consistently; however, limited independent research exists to validate best practices for many of MICR’s programs
- Staff and coaches receive regular feedback and training to address growth opportunities
- Alternative fitness programming uses validated best practices while college preparation, alumni wraparound support, and value-based coaching use evidence-informed practices
- No significant changes were observed since MICR’s previous impact study



Systems-Level Change

At Least Strong

- MICR has helped facilitate systems-level change with moderate poverty-fighting benefits locally and for youth rugby across the United States
- Primary forms include pathways with college rugby programs, partnerships with other local nonprofits, support for analogous rugby programs in other cities, advocacy with a global rugby foundation, and roles within Tennessee and national rugby associations
- Since its previous impact study, MICR created new forms of systems-level change, including:
 - New pathways with college rugby programs
 - Facilitated the launch of Atlas USA, a nonprofit foundation that supports rugby programs serving youth experiencing poverty
 - Led the enactment of new equitable policies with the Tennessee Rugby Association



Measurement Infrastructure

At Least Neutral

- MICR’s measurement infrastructure is basic but has measurably improved its ability to use data and analyses to understand and improve impact
- Data storage and using data and analyses in decision-making are the strongest components
- Robust participant and program metrics are collected, with opportunities to expand the breadth and systemization of outcomes data collected and analyzed
- Nearly all data is collected digitally and stored in a cloud-based database called Knack or in Survey Monkey, with an opportunity to make aggregating data easier for analysis
- Since the previous impact study, MICR transitioned to digital data collection tools, migrated nearly all data to the Knack database, and standardized several data quality practices

Potential Opportunities for Growth

- Scale and continue to refine alumni wraparound support and MICR-funded scholarships
- Further institutionalize coaching performance management and professional development
- Continue to build more and deeper pathways with college rugby programs
- Strengthen support for analogous rugby programs by influencing Atlas USA’s funding and establishing a systematic approach to help establish and scale these programs
- Continue pursuing poverty-fighting policy changes with Tennessee Rugby Association

