

Case Study: The Prichard Committee for Academic Excellence

Snapshot

Name of Organization:	The Prichard Committee for Academic Excellence
Type of Organization:	Education
Type of Engagement:	Feasibility Assessment and Business Plan
Social Impact Area:	Growth

Background

The Prichard Committee for Academic Excellence is a citizens' education advocacy organization based in Kentucky. Founded in 1980, the Prichard Committee serves to address education issues in Kentucky through public statements, meetings, publications, and recommendations from task forces composed of its volunteer members. One of the organization's distinguished initiatives, the *Commonwealth Institute for Parent Leadership*, brings together parents, teachers, community members, and school administrators for training and information to help them work together to raise student achievement.

The *Commonwealth Institute for Parent Leadership* has been so successful that state governments and organizations outside of Kentucky began asking the Institute to develop sessions and workshops in their communities. The Prichard Committee had been looking for a way to generate revenue to sustain its programming, and wanted to explore the viability of charging for training services as a social enterprise opportunity.

"We were in a position where we needed to find some way to sustain our nonprofit efforts, and decided to look into selling our services. We had never done this type of work before, but CWV communicated with us regularly, presented to our board, and gave us confidence that they could get the job done." —Beverly Raimundo, Director, Commonwealth Institute for Parent Leadership

Beverly Raimundo, Director of the *Commonwealth Institute for Parent Leadership*, invited CWV to conduct a feasibility assessment and business plan for the new venture. She saw value in working with CWV because of its personalized approach and expertise in the area of social enterprise start-ups.

CWV's Solution

The first step was to determine the feasibility of social enterprise ideas for the Prichard Committee, followed by an outline of the steps needed to launch a successful social enterprise through a business plan. In the first phase of the engagement, CWV worked with Beverly and her team to research the marketplace and develop basic financial projections on two proposed ventures: corporate partnerships and a consulting business. Both of the ventures were specifically tied to generating earned income from existing Prichard Committee programs.

CWV's research during the feasibility study supported the idea that the Prichard Committee's curriculum and training sessions could be transferred and leveraged under a for-profit consulting model. CWV recommended that the Prichard Committee create a business plan for a consulting business that charged fees for educational advocacy services.

Based on CWV's analysis, the Prichard Committee decided to develop and launch a consulting business, *The Center for Parent Leadership*, to leverage their expertise in establishing parent training institutes focused around school involvement. CWV then wrote a business plan for the Center that included:

- An in-depth pricing analysis
- Defined operational models
- Best practices in marketing niche consulting services
- A complete financial & profitability analysis

Additionally, CWV worked closely with the Prichard Committee senior staff to establish yearly performance measurement goals for the organization. The final deliverables for this engagement were a written business plan and presentation to the Prichard Committee board about the viability of *The Center for Parent Leadership* consulting business.

Results

As a result of its engagements with CWV, the Prichard Committee launched *The Center for Parent Leadership*. While the new center and consulting services received some start-up capital from foundations, the Center became profitable in its first year through its fee-for service offerings, which include a diverse set of publications and workshop and seminar curriculum.

The Center for Parent Leadership is now in its seventh year and has:

- Earned over \$2,120,000 in unrestricted revenue from consulting services, with an average of \$500,000 in annual revenue since 2005.
- Expanded the number of parents involved in student achievement and in schools to over eight states and the District of Columbia.
- Consulted with over 75 clients nationwide.
- Replicated its model and spread its mission, thus multiplying its impact in education advocacy.

"Perhaps the greatest thing that CWV has allowed us to do is spread our mission. I recently came back from the National Parent Information Resource Center Conference, where one of the keynote speakers singled me out as the person who has given his organization its model for parent leadership. To me, that is proof of our impact." —Beverly Raimundo

Lessons Learned

The engagement with the Prichard Committee is a testament to the importance of leveraging existing assets when starting a social enterprise. By concentrating on programs and services where it excelled, the Prichard Committee found a way to increase its mission reach, add value to schools across the country and also sustain their organization financially.

For more information, please contact Amy Celep at acelep@communitywealth.com