



THE COLLEGE CRUSADE OF RHODE ISLAND

IT IS MY HONOR to present to you the new, five-year strategic plan for The College Crusade of Rhode Island. As Chair, I am proud to say that, for over two decades, our organization has helped thousands of young people realize the dream of going to college, getting good jobs, and becoming productive members of our community.

The College Crusade has been widely recognized nationally, regionally, and locally for our great work. We have answered the call, but many challenges remain. There is still much to do to equip Rhode Island students, and their families, with the tools they need for educational success. Our 2012-2017 Strategic Plan provides a blueprint for meeting these challenges head on.

We are thankful to the members of our Board, staff, and alumni – and to our school, community, and policy partners – for their help in shaping this vision for a brighter future for Rhode Island youth. We are also truly grateful to each of you for your support along the way. Together, we are making a real difference.

Paul Moran, Chair, Board of Directors

THE COLLEGE CRUSADE'S Strategic Plan for 2012-2017 is designed to help us achieve our mission, which is to increase high school graduation, college and career readiness, and college completion for youth in Rhode Island's low-income communities. Building upon our historic strengths in keeping students on the path to college, our plan now issues a further set of challenges. We need to work together to finish the job and make sure that students who are pursuing postsecondary degrees have the support they need to be successful and complete them.

This document summarizes the goals, objectives, and strategies we will employ to fulfill our mission. Our five main goals call for increased high school and college graduation rates, increased alumni and family engagement, expanded community and educational partnerships, increased private funding, and a stronger, more sustainable organization. Detailed action plans support each of our five goals, and cross-functional initiative teams have already begun to implement them.

We thank each of you for recognizing how important our mission is to the future prosperity of our state. As our plan unfolds, we hope we can continue to count on your support.

Todd D. Flaherty, Ed.D., President & CEO

Strategic Plan 2012-2017



Our Mission

The mission of The College Crusade of Rhode Island is to increase high school graduation, college and career readiness, and college completion for youth in Rhode Island's low-income communities.

Our Vision

All Rhode Island students engage in a rigorous educational experience, graduate high school, and complete a post-secondary school program. Rhode Island youth will be prepared to take on meaningful roles in their families, flourish in the workplace and actively contribute to their community.

We Believe

- Knowledge is power.
- All students can learn and be successful.
- Persistence pays off.
- Opportunity can impact poverty.
- Parents are key to their child's success.
- Parent input is important.
- Anyone can go to college with the right support.
- Higher expectations yield higher results.
- Every student has unlimited potential and can be empowered to achieve their dreams.

1

Increase the number of Crusaders who enter and successfully complete post-secondary education.

Objectives by 2017*:

- 80% of Crusaders will graduate from high school within 4 years.
- 65% of Crusaders will enroll in college within one year.
- Former Crusaders will continue to have higher first-year retention rates than all students in Rhode Island's public and private colleges and universities.
- 75% of all Crusaders will take and pass Algebra I by the 9th grade.
- 86% of Crusaders will take two years of math beyond Algebra I.
- 64% of Crusaders will take the PSAT in the 10th grade.
- 93% of high school Crusaders will be promoted to successive grade levels on time.
- 90% of Crusaders will have knowledge of and demonstrate necessary academic preparation for college.
- More Crusaders will be proficient in English and Mathematics on their NECAP tests.
- Crusaders will outperform their peers on SAT tests.
- Crusaders participation rates in AP courses and dual enrollment programs will increase by 10%.
- The number of Crusaders entering college in our state universities who need remedial course work will be reduced by 15%.

Strategies:

- Strengthen our collaboration with all state colleges and universities, both public and private.
- Increase the financial literacy of Crusaders and their families.
- Refine and align our organizational definition of college and career readiness in the context of our school district and policy partners.
- Align College Crusade programs with college and career readiness indicators.

* Many of the percentages identified in Goals 1 and 2 are performance measures specified in our federal GEAR UP grant for 2012-2017.

2

Increase parent, student, and alumni participation and engagement in College Crusade programs.

Objectives by 2017*:

- 90% of Crusaders will indicate that they aspire to obtain a four-year degree, and the same percentage of parents of Crusaders will have this aspiration for their children.
- 80% of Crusaders and parents of Crusaders will demonstrate knowledge of available financial aid and the costs and benefits of post-secondary education.
- 85% of Crusaders will display the presence of developmental assets that are vital to leadership and youth success.
- 93% of Crusaders will recognize the relationship between careers and postsecondary attainment.
- 50% of parents of Crusaders will actively engage in activities associated with assisting their children with academic preparation for college.
- 25% more alumni will be actively involved with The College Crusade.
- 100% of Crusaders will participate in our programs at a level high enough to qualify for a Crusade Gold Scholarship.

Strategies:

- Expand our network of parents to support student participation and student success.
- Offer more opportunities for alumni to serve as resources and role models.
- Increase the awareness of students and parents about The College Crusade in order to increase enrollment and participation.

Crusaders at Roger Williams Middle School take a break during an afterschool book club session with Advisor Jennifer Gaviria.



3

Develop and strengthen partnerships to build our organizational capacity and impact student results.

Objectives by 2017:

- 100% of the partnerships identified as necessary to increase organizational capacity and student achievement will be formed.
- 100% of services provided by partner organizations will include an evaluation demonstrating positive outcomes related to our strategic goals and objectives.
- Ten new institutions of higher education will be added to our scholarship collaborative.
- Five new organizations or policy partners that provide The College Crusade with matching funds or in-kind contributions will have formed formal agreements with us.
- Twice as many organizations will be partnering with us to provide programs for Crusaders.

Strategies:

- Identify needs to build organizational capacity.
- Assess the effectiveness of current partnerships.
- Identify and form new partnerships based on needs.

4

Diversify and increase revenue sources to establish an appropriate mix of public and private funding to enhance the sustainability of The College Crusade.

Objectives by 2017:

- We will more than double our nonfederal revenue resources from \$859,000 in FY 2012 to \$1,736,000 in FY 2017.
- We will secure funding from at least two additional federal or state grant sources.

Strategies:

- Triple the amount of individual giving through increased Board support, cultivation of new and existing donors, fundraising events, and improved data management.
- Double corporate and foundation grants through ongoing research, prioritization of program needs, increased face-to-face meetings, and improved communications.
- Double public funding through increased advocacy, enhanced collaboration with public policy partners, and new state and federal grant opportunities.

5

Ensure long-term coherence and sustainability within the organization.

Objectives by 2017:

- Our Board of Directors will reflect a balanced cross-section of professionals who are able to actively engage with the changing educational, economic and political environment.
- 100% of long-term recommendations developed by our strategic human resources team will be achieved.
- The retention rate of Advisors who stay with The College Crusade for at least three years will increase by 20%.

Strategies:

- Ensure that all goals and activities continue to be aligned with our mission and vision.
- Continue to hire, train and retain high-quality staff.
- Build a high-performance organization.



Strategic Planning Retreat Participants June 2012

Board Members

Paul E. Moran, CPA, CGMA,
ADR, PFS, *Chair*
Partner, Yarlas, Kaplan,
Santilli, & Moran, Ltd.

Sylvia Natale, *Secretary*
Community Volunteer

Irving Schneider, Ph.D.
Community volunteer

College Crusade Staff Members

Todd D. Flaherty
President & CEO

William Formicola
Senior Vice President for
Operations / RI GEAR UP
Director

Irene McCormick
Chief Finance Officer

Bob Oberg, Vice President
of Development and
Communications

Maria Carvalho, Associate
Director of College
Readiness and Persistence

Lauren Schechtman, Middle
School Program Manager

Jennifer Erilus
High School Advisor

Kathy Reyes
Middle School Advisor

Community Partners

Bernie Beaudreau, Executive
Director, Serve Rhode Island

Christine Gingerella
Project Manager for
Student Centered System
Initiative, Central Falls
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Policy Partners

Andrea Castaneda
Chief of Accelerating School
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Janet Durfee Hidalgo
RI Office of Higher
Education

School District Personnel

Victor Capellan
Deputy Superintendent for
Transformation
Central Falls High School

Leslie Conley, Program
Supervisor of Guidance
Park View Middle School

Giovanna M. Donoyan
Superintendent, Woonsocket
Education Department

Nkoli Onye, Executive
Director of Performance
Management, Providence
School Department

Invited Guests

Denise Jenkins, Grants
Program Officer, Education
The Rhode Island Foundation

Liz Ramirez, parent
of a Crusader

College Crusade Alumni

Gloria Benson, Class of 2003
Prevention Education
Specialist, Day One

Apryl Silva, Class of 2005
Supervisor, Field & Producer
Support Team, Retail P&C
Sales Field Services, Met Life

Facilitator

Mary Canole, Ed.D.



Thanks to our Board of Directors:

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**Stuart M. Yarlas, CPA,
MBA, MA**
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Ltd.

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Judge, U.S. Court of Appeals for
the First Circuit

Designee:
Deborah Grossman-Garber
Associate Commissioner
Academic Policy, RI Office of
Higher Education



**THE COLLEGE CRUSADE
OF RHODE ISLAND**

Inspire. Support. Believe.

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