

# TRIO Program Review

**Submitted by Jane Reeder**  
**February 24, 2023**

During 2021-2023, the TRIO Program undertook a [program review](#) self-study led by the program director. Because the program is grant funded, the grant documentation ([Appendix I, TRIO Grant](#)) was leveraged to help complete the program review and additional sections were completed, as needed. Recommendations to improve the program include:

- Revise current mission statement to reference student learning, development and success.
- While the findings are shared internally with the campus community, the report is not shared with student participants unless requested. The program could explore ways to share the report outcome with students.
- The SSS Project will implement the following plans to ensure proper and efficient Management.
- Revise current mission statement to reference student learning, development and success.
- Continue to assess training/professional development of staff based on evaluations and program needs.

Table of contents

[Program Description](#)

[Organization and Leadership](#)

[Environmental Scan](#)

[Assess Student/Client Access, Learning, Development, and Success](#)

[Programmatic Assessment Using Key Quality and Effectiveness \(Success\) Indicators](#)

[SOAR or SWOT Analysis](#)

[Ethics](#)

[Law, Policy and Governance](#)

[Financial Management](#)

[Institutional and External Relations](#)

[Financial Resources \(50-54\), Financial Management and Records \(35\)](#)

# TRIO Program Review

[Technology](#)

[Facilities and Equipment](#)

[Programmatic Assessment and Evaluation \(54-66\)](#)

[Recommendations/Action Plan](#)

[Plan for External Process-Based Evaluation](#)

[Appendix 1: Grant Documentation](#)

## Program Description

**About the TRIO Program** What is TRIO? “TRIO” refers to the three original programs funded by the Title IV of the Higher Education Act. According to the Department of Education, TRIO is a group of “outreach and student services programs designed to identify and provide services for individuals from disadvantaged backgrounds. TRIO includes eight programs targeted to serve and assist low-income individuals, first-generation college students, and individuals with disabilities to progress through the academic pipeline from middle school to postbaccalaureate programs. TRIO also includes a training program for directors and staff of TRIO projects,” ([Office of Postsecondary Education](#)).

### **Mission**

The TRIO Support Services Services (SSS) program at Lane Community College is dedicated to providing equal access and participation in the program. The program is sensitive to the needs and diversity of all students.

The program [webpage](#) states, “The TRiO/TRiO STEM Center honors diversity. We all work together to create a safe environment where everyone is treated with dignity and respect. All people are welcome here!” However, the current mission statement does not currently reference student learning, development and success.

### **Recommendations/Action Plan:**

- Revise current mission statement to reference student learning, development and success.

### **Alignment with College Mission and the Strategic Plan Goals**

# TRIO Program Review

The program is grant funded whose job it is to support students to receive degrees, certifications and/or transfer. It is directed by the federal government to do this and part of the grant. Therefore it meets with the college mission that increases student success. It further meets the financial stability as it gives 8% of funds to the college totaling \$50K per year that is indirect funds. Due to the fact that the program serves disenfranchised populations (FG/LI/Disability) it creates an equitable opportunity for those students to succeed. These are minority populations.

## **Program & Services**

As described on the [website](#), the TRiO/TRIO STEM Center at Lane Community College helps students reach their goals. It is a federally funded program with the goal of helping students stay in school and successfully graduate from Lane Community College and/or transfer to a four-year institution. The services are provided free to eligible students to assist them in meeting the varied challenges of college life.

## **TRIO Student Support Services**

All TRIO Student Support Services (SSS) projects must provide: academic tutoring, which may include instruction in reading, writing, study skills, mathematics, science, and other subjects; advice and assistance in postsecondary course selection, assist student with information on both the full range of student financial aid programs, benefits and resources for locating public and private scholarships; and assistance in completing financial aid applications. Education or counseling services designed to improve the financial and economic literacy and assist students enrolled in two-year institutions and applying for admission to, and obtaining financial assistance for enrollment in four-year program.

## **Tutoring**

Tutoring is provided Monday through Friday with comprehensive labs and a cross section of tutors with different sets of expertise. During the pandemic, tutoring is provided via Zoom links which students access through Moodle.

## **Advising**

The program also provides advice and assistance in postsecondary course selection. All students complete an entry interview to discuss their reasons for wanting to join TRIO, strengths, academic barriers, goals and potential issues that could stop completion. Each student receives a Personal Education Plan (PEP) which documents the following student information: the interview, learning styles, two-year academic plan, and resources recommended. This plan is updated yearly. Students meet with TRIO

# TRIO Program Review

advisors for a minimum of two times per term for academic selection and scheduling. Advisors assist students with information on both the full range of student financial aid programs, benefits and resources for locating public and private scholarships; and assistance in completing financial aid applications: TRIO offers multiple workshops throughout the year to apply for FAFSA. A scholarship Moodle site is accessible for all students wishing to apply for scholarships as well as workshops and tutor services to help with essay writing and technical assistance. Additionally, to the OSAC and LCC scholarship season the center also maintains a list of monthly scholarships that is sent to all students each month.

## **Financial Literacy**

Education or counseling services designed to improve financial and economic literacy: All students are invited to multiple financial literacy workshops and are given multiple written sources that explain debt, credit and budgeting. Outside entities are involved in presenting workshops from financial institutions and credit bureaus. Additionally, students are kept updated about local opportunities for matched savings accounts through local nonprofit, Dev. NW.

## **Program Goals and Objectives**

The program's goals and objectives are currently dedicated by the U.S. Dept. of Education and reviewed every five years for grant renewal. Each year the programs submit an Annual Performance Report covering four-year cohorts (up to 700 students) to the U.S. Department of Education. The report covers all the goals and tracks students beyond the LCC community. The result of this report is submitted to the LCC Board of Education, Cabinet, and Deans and Directors for dissemination across the campus.

## **Transfer Assistance/Advising**

The program also assists students enrolled in two-year institutions and applying for admission to, and obtaining financial assistance for enrollment in a four-year program. TRIO advisors are able to work with students 1:1 or through Transfer Workshops in completing applications and offering Deferred Admission Application Fee Assistance. University of Oregon TRIO Dept will also aid LCC TRIO students who cannot afford the orientation/registration fee. Students are invited to attend a free tour of UO and OSU campuses with lunch and transportation provided. During this time, they attend with LCC advisors and talk with faculty and TRIO programs at those institutions. Transfer Advisors from UO/Western/OSU also dedicate one day per term to come to campus and talk with TRIO/TRIO STEM students about transfer and review of transcripts. During

# TRIO Program Review

the pandemic this has been achieved through Zoom. Students are encouraged to attend college transfer fairs at LCC.

**Recommendations/Action Plan:** While the findings are shared internally with the campus community, the report is not shared with student participants unless requested. The program could explore ways to share the report outcome with students.

## Organization and Leadership

The organizational structure of the SSS LCC Project and time commitment of the Project staff is outlined in table 6 (See Appendix 1, page 13). Lane Community College has federal permission to split the following positions between the two existing TRIO Programs at the institution. Director, Project Manager and Tutor Coordinator are 50% on each program sharing the cost between two programs and allowing for the hiring of additional staff to work with students in Tutoring and Advising capacities.

The program is managed by a project director who is responsible for the day-to-day supervision and evaluation of all Project staff. The project director ensures that all project staff are recruited, hired, trained and supervised in a manner consistent with LCC policies and procedures. Project staff complete and sign quarterly time and effort reports to document work schedules and their time and effort spent on the Project. Project Director conducts weekly meetings with Project staff to discuss the administration and implementation of Project activities; new or revised policies and procedures; Participant issues and concerns; and monitor progress toward the achievement of all Project objectives.

### **Professional Development**

Project staff receive ongoing training throughout each year in student retention, persistence, academic advising; Financial Aid Information; debt control, TRIO legislation and regulations; Project and Banner student database procedures; FERPA, and Guided Pathways. The project director monitors the work performance of all Project staff on a regular basis to assess achievement of individual duties and responsibilities that will be documented on annual performance evaluations as required by LCC by June 30 of each year. Additionally, the SSS Project Director and Lead Office Coordinator use monthly program planning that monitor and assess the annual critical Project components of planning, recruitment and reporting and to manage the day-to-day administration of the Project: Using a specified timeline will allow the Project Director to assess the progress of each major program component in a quantitative format. Project

# TRIO Program Review

staff will receive specific evaluation criteria based on the timeline, which will need to be implemented at critical points through this year (formative) to successfully achieve all Project Goals and objectives by the end of each year (summative). Additionally the program works closely with the Institutional Research (IR) in tracking the progress of SSS Participants.

## **Policy of Nondiscrimination and Affirmative Action**

The SSS Project operates under LCC's approved policy of nondiscrimination and affirmative action, and will adhere to the college hiring policies and procedures. The project believes in employing a diverse team in order to be able to relate and create role models for the Lane Community College students at LCC. The Project makes a concerted effort to encourage applications for all positions to be hired from individuals with disabilities as well as others who reflect the SSS population served, including individuals from diverse backgrounds and cultures, racial and ethnic minority groups, and women.

Recommendations/Action Plan:

## **Human Resources**

The SSS Project Director is responsible for the day-to-day supervision and evaluation of all Project staff. Project Director will ensure that all Project staff are recruited, hired, trained and supervised in a manner consistent with LCC policies and procedures.

Project staff complete and sign quarterly time and effort reports to document work schedules and their time and effort spent on the Project. Project Director conducts weekly meetings with Project staff to discuss the administration and implementation of Project activities; new or revised policies and procedures; Participant issues and concerns; and monitor progress toward the achievement of all Project objectives.

Project staff receive ongoing training throughout each year in student retention, persistence, academic advising; Financial Aid Information; debt control, TRIO legislation and regulations; Project and Banner student database procedures; FERPA, and Guided Pathways.

The SSS Project Director monitors the work performance of all Project staff on a regular basis to assess achievement of individual duties and responsibilities that will be documented on annual performance evaluations as required by LCC by June 30 of each year.

# TRIO Program Review

Additionally, the SSS Project Director and Lead Office Coordinator will use monthly program planning to monitor and assess the annual critical Project components of planning, recruitment and reporting and to manage the day-to-day administration of the Project:

Using a specified timeline will allow the Project Director to assess the progress of each major program component in a quantitative format. Project staff will receive specific evaluation criteria based on the timeline, which will need to be implemented at critical points through this year (formative) to successfully achieve all Project Goals and objectives by the end of each year (summative).

Additionally the program works closely with Institutional Research (IR) in tracking the progress of SSS Participants.

Job Announcements for SSS personnel will be written by the Project Director, approved by Human Resources, clearly identify the Project's target populations and encourage applications from individuals with similar characteristics. Project position vacancies and job announcements will state the following sentence: "Preference will be given to individuals that have succeeded in overcoming the disadvantages and circumstances like those of the targeted population."

The Project Director, in consultation with Human Resources, will select members for the Hiring Committee, to actively search for, refer, and interview candidates and to recommend candidates to the director. Individuals who are from SSS eligible backgrounds or who are sensitive to the issues of the target population will be selected for the screening committee.

The Hiring Committee receives and screens all applications to determine eligibility for the vacancy based on a review of their qualifications, education, work experience, training, and personal or professional experiences overcoming the disadvantages and circumstances like those of the targeted population.

The Hiring Committee interviews all qualified applicants and asks specific questions about each applicant's extent of personal and/or professional experiences overcoming barriers similar to those confronting Project participants. The Hiring Committee refers successful candidates for the position to the Project Director who will make the final hiring decision.

The hiring of the Project Director follows the same process as for Project staff, but the

# TRIO Program Review

Hiring Committee will be selected by the Associate Vice President for Student Affairs in collaboration with Human Resources. The Associate Vice President will also develop the Job Description after reviewing Project Director Job descriptions from other SSS Projects. The Associate Vice President for Student Affairs will make the final selection of the Project Director with the approval of the HR Department.

## Environmental Scan

The college not being open impacts the students coming in for services. Despite going online during the pandemic the students disengaged and did not follow through. Once the campus opened for in person classes the program saw a sharp increase in use and enrollment. We have no control over the campus closing. If the grant loses funding the program will cease to exist unless LCC wants to fund it.

## Assess Student/Client Access, Learning, Development, and Success

This data is already in report and given to the federal government. We do not need an assessment plan; it already exists in the form of the database and reported figures. Exit plans are given to all students leaving the program and the quantitative results are noted and if necessary addressed.

## Programmatic Assessment Using Key Quality and Effectiveness (Success) Indicators

The program measures and reports on: persistence rates, GPA, Degrees or certificates awarded, transfer rates, use of tutoring and type, financial literacy, and financial awards. They are all impactful and measured yearly and reported to the DOE

## SOAR or SWOT Analysis

This is not applicable to a grant funded program and unnecessary work.

# TRIO Program Review

## Ethics

The TRiO program is federally funded and project staff receive education relevant to ethical standards and practice and related federal policies and procedures. Additionally, project staff receive education on relevant institutional policies and procedures.

Recommendations/Action Plan:

## Law, Policy and Governance

The SSS Project will implement the following plans to ensure proper and efficient Management.

## Financial Management

Project Director will work in conjunction with the LCC Business Services to ensure accurate and efficient record keeping procedures and employ effective practices in keeping with the financial management system of LCC. LCC's Business Services will provide the Project Director and Lead Coordinator with a computerized budget statement at the end of each month listing all expenditures processed during the reporting month and a staff salary distribution report (all salaries and benefits posted during the month). Lead Office Coordinator will reconcile the monthly budget statement with accounting records maintained on all expenditures and encumbrances and provide the Project Director with a detailed report. Any discrepancies between the Project's internal budget spreadsheet and LCC's accounting system will be brought to the immediate attention of the Project Director and LCC dedicated Grant Accounting Manager.

**Student Records Management:** Project Director and Lead Office Coordinator will ensure that all individual Participant forms, eligibility documents, and academic records will be placed in official Participant files that will be stored in a secure and locked filing cabinet in accordance with the Family Educational Rights and Privacy Act (FERPA). Lead Office Coordinator will create and maintain the Project database and official Participant files. Project Director will maintain a hard copy log of all Participants' individual meetings and group workshops that will be entered into the Project database by the Project Advisors and Lead Office Coordinator. According to federal program regulations, the Project Director will ensure that all Project and student records will be retained for a minimum of three (3) years after the conclusion of each five-year funding cycle. LCC and the SSS Project will adhere to the guidelines stated in the Family

# TRIO Program Review

Educational Rights and Privacy Act (FERPA) to protect the privacy of Participants' educational and financial records.

**Personnel Management:** Project Director will be responsible for the day-to-day supervision and evaluation of all Project staff. Project Director will ensure that all Project staff are recruited, hired, trained and supervised in a manner consistent with LCC policies and procedures. Project staff will complete and sign quarterly time and effort reports to document work schedules and their time and effort spent on the Project. Project Director will conduct weekly meetings with Project staff to discuss the administration and implementation of Project activities; new or revised policies and procedures; Participant issues and concerns; and monitor progress toward the achievement of all Project objectives.

Project staff will receive ongoing training throughout each year in student retention, persistence, academic advising; Financial Aid Information; debt control, TRIO legislation and regulations; Project and Banner student database procedures; FERPA, and Guided Pathways.

Project Director will monitor the work performance of all Project staff on a regular basis to assess achievement of individual duties and responsibilities that will be documented on annual performance evaluations as required by LCC by June 30 of each year.

Additionally, the SSS Project Director and Lead Office Coordinator will use monthly program planning that will monitor and assess the annual critical Project components of planning, recruitment and reporting and to manage the day-to-day administration of the Project.

**Recommendations/Action Plan:** Continue to assess training/professional development of staff based on evaluations and program needs.

## **Diversity, Equity and Access**

The TRiO/TRiO STEM Center honors diversity. We all work together to create a safe environment where everyone is treated with dignity and respect.

The program actively recruits and supports students traditionally underrepresented in higher education. Its goal is to foster equity and access.

# TRIO Program Review

To be eligible for the TRiO/TRIO STEM you must be pursuing, with an intent to complete, a degree or certificate at Lane and **meet at least one of the following criteria:**

- A low-income individual - Qualify for financial aid or meet financial need guidelines
- A first-generation college student - Neither parent received a four-year degree
- An individual with disabilities - Have a documented disability and receive services through the Lane Community College Center for Accessible Resources.

Recommendations/Action Plan:

## Institutional and External Relations

Lane Community College SSS program will collaborate with the following programs on campus to create a network of supportive services in order to provide holistic services to Participants.

- Women In Transition Program
- High School Connections Program
- Workforce Network
- Center for Accessible Resources.
- Multi-Cultural Center
- Gender Equity Center
- Counseling Office
- Student Engagement Office
- Associated Students Of Lane Community College
- Career Technical Education Program

Additionally Lane Community College was awarded at Title III Strengthening Institutions Grant in 2019 which will address college wide advising and career exploration. The SSS project will work closely with the above stakeholders to provide seamless delivery and non-duplication of services when SSS Participants are involved with other programs or agencies.

The Lane Community College SSS program also works closely with neighboring universities and their TRIO programs to encourage TRIO Participants to join TRIO programs at those institutions and working with staff to create linkages for transition.

**Recommendations/Action Plan:**

# TRIO Program Review

## Financial Resources (50-54), Financial Management and Records (35)

A detailed budget narrative is available in Appendix 1, page 51 and outlines \$295,688 (\$1,642.71 cost per participant) in expenses for 180 participants in the SSS Project of Lane Community College (LCC). All costs detailed in the budget are necessary to accomplish the proposed Project activities and are reasonable and allowable as stated in the Student Support Services Program regulations. In the past, LCC committed additional resources of \$5,000 to assist with costs that are not covered in the grant funds.

Project Director works in conjunction with the LCC Business Services to ensure accurate and efficient record keeping procedures and employ effective practices in keeping with the financial management system of LCC.

LCC's Business Services will provide the Project Director and Lead Coordinator with a computerized budget statement at the end of each month listing all expenditures processed during the reporting month and a staff salary distribution report (all salaries and benefits posted during the month). Lead Office Coordinator will reconcile the monthly budget statement with accounting records maintained on all expenditures and encumbrances and provide the Project Director with a detailed report. Any discrepancies between the Project's internal budget spreadsheet and LCC's accounting system will be brought to the immediate attention of the Project Director and LCC dedicated Grant Accounting Manager.

### **Recommendations/Action Plan:**

## Technology

The IT Department provides technical support for SSS staff and participant computer operations and email. Support includes the following:

- Training for SSS staff and Participants related to IT equipment, software systems, and online courses
- Website design, maintenance, and database server space
- Integration of the SSS Project into the IT Department's maintenance and work routine.

### **Recommendations/Action Plan:**

# TRIO Program Review

## Facilities and Equipment

Lane Community College will commit the institutional facilities and resources needed to ensure the success of its SSS Project. The commitment of fully furnished office space, telecommunications, access to campus facilities, equipment, supplies, classrooms, limited transportation, personnel, in-kind and direct contributions as well as additional tangible and substantive resources are detailed on the following pages and also documented in a Letter of Commitment provided by the President of Lane Community College, which will be kept on file in the SSS Project's office.

As part of the grant agreement, the College has committed the following facilities:

- Lane Community College will provide the SSS Project with a total of 1,761 square feet of designated and secure office, tutoring space, and storage space located in the Student Success Building, a highly visible and accessible area that houses admissions, resource centers, counseling, testing and placement services, student government and financial aid.
- The space designated for the SSS Project will include a total of three (4) private and individual offices for the Project Director, Project Advisors, Tutor coordinator, which will allow the SSS Project to establish and maintain required and confidential Participant records safely and securely in accordance with the Family Educational Rights and Privacy Act (FERPA). These private offices will allow SSS staff to conduct individual meetings with their assigned Participants students where confidential academic and financial information may be discussed.
- Additionally, the SSS Project will also have access to classrooms and conference rooms and other campus facilities, including computer labs, library, classrooms, cafeteria, conference rooms, and recreational space as needed to effectively serve all Project Participants, as per the commitments of the Vice President for Vice President of Planning, Institutional Effectiveness, and External Affairs on file with the Project. Please note that in compliance with the Americans with Disabilities Act (ADA) and the Department of Education's General Education Provision (GEPA) – Section 427, LCC ensures that all facilities, including the SSS office, are accessible to individuals with disabilities in order to ensure their equal access to the SSS Project.

### **Recommendations/Action Plan:**

# TRIO Program Review

## Programmatic Assessment and Evaluation (54-66)

The Project will implement the Logic Model in Section H (Appendix 1, page 54) to illustrate how inputs and interventions will lead to outputs, long-term outcomes, and how these relate to the Project objectives.

The TRIO SSS Program at Lane Community College will implement an appropriate and comprehensive evaluation plan that incorporates both quantitative and qualitative evaluation methods within the following components detailed in Appendix 1, page 54, Table 1 including qualitative and quantitative measures for goals-based and outcomes-based evaluations. (See Appendix 1, pages 54-56).

For additional verification LCC will also conduct a Quasi-Comparative Evaluation of Participants Served to Non-Served Eligible Students to measure the impact of Project interventions by comparing academic performance levels between this target group and a comparison group of SSS Eligible Students that were NOT served (Quantitative). The purpose of this type of evaluative study will determine the efficacy of SSS Project activities and services in achieving the standardized objectives of the SSS Program.

When the cohort of the Project year has been selected and the Participants for the Project have been identified, the Project Director will then select a Quasi-Comparative Group of Non-Served SSS Eligible Students for a longitudinal study by the end of November of each year. Each cohort of SSS Served Participants will be matched with a Quasi-Comparative Non Served SSS Eligible Students and will be tracked from the Fall of 2020 through Fall 2025 (five year period). The data collection and analysis of the proposed Quasi-Comparative Evaluation Plan is detailed in Table 7, Appendix 1, page 62.

[Results? Recommendations? The results of the assessment and the actions that will be taken based on those results must be listed here.]

## Recommendations/Action Plan

The results of the comprehensive evaluation plan will assist the Project Director to identify potential strengths and weaknesses in order to implement any necessary programmatic changes as documented in the following Plan to Disclose Evaluation Outcomes:

# TRIO Program Review

- Identification of Strengths, Weaknesses, and Issues: The results and findings will be reviewed at bi-weekly Project Staff Meetings and at Data Review/Program Improvement Meetings held at the end of each term.
- Implementation of Programmatic Changes: Continuous and detailed evaluation analyses will allow the Project Director to implement educated and informed decisions about how to adjust and improve Project activities, services, policies, and procedures to more appropriately meet Participants' needs and accomplish all Project objectives. Should a programming component or activity, process, or practice be deemed ineffective, the Project Director will make the necessary modifications needed to increase the value and impact of the service, or will reallocate resources appropriately to invest in high impact activities and services. In accordance with EDGAR §74.25, the Project Director will request prior written approval for any major programmatic change that would result in a change of scope.

## Recommendations:

- Revise current mission statement to reference student learning, development and success.
- Continue to assess training/professional development of staff based on evaluations and program needs.

## Plan for External Process-Based Evaluation

- At least once per Project cycle, an External Process-Based Evaluation of the SSS Project will be conducted. This external evaluation will be conducted by a qualified TRIO professional with experience of the grant and found through the Oregon TRIO Association panel of recommended evaluators. The evaluator will assess all major components of the Project to ensure efficiency and effectiveness of all operations and services. A written report of findings and recommendations will be provided to the Project Director and Principal Investigator, who will review and address the results of the external evaluation to improve operations and services for the subsequent year. This type of evaluation will provide TRIO Projects with the following benefits to improve the overall delivery and quality of services provided to its Participants:
  - Identification of necessary interventions and/or changes to certain program components to increase the impact of Project services on Participants;

# TRIO Program Review

- Collection of data or outcome results for public relations and promoting Project services;
- Examination and description of effective program components for duplication elsewhere within the institution; and
- Assistance with the development of an appropriate and sustainable Internal Goals Based Evaluation Plan for implementation by the Project in subsequent years.

[The results from the external peer review should be listed here.]

Plan to Disclose Outcomes: Goals-Based (formative) Evaluations reports will be reviewed at regular staff meetings throughout each term. Outcomes-Based (summative) Evaluations will be disclosed formally in a report to supplement the Annual Performance Report at the end of each Project year and will be distributed to SSS Project Staff, Dean of Student Success, and the SOU Board of Trustees. Additionally, External Process-Based and Quasi-Comparative Evaluation reports will be shared with LCC's Project staff and the AVP of Student Affairs immediately following the evaluation.

[The results from the outcomes assessment should be listed here.]

## Appendix 1: Grant Documentation

[Appendix I, TRIO Grant](#)