



Executive Summary

Who We Are	<p>Oregon TRIO Association (OTA) is a 501(c)(3) organization that bridges the gap between traditionally marginalized students and their higher education accessibility. OTA recruits Oregon students with immense potential to receive individualized academic support, technological resources, college advising, financial literacy, and mental health services via specialized college access programs. Over 11,000 students and 200 staff take part in these programs. We support them among 54 programs statewide. 71.94% of students are considered low-income and first-generation.</p>
Vision Statement	<p>OTA envisions an Oregon with increased educational equity, access, and opportunity for its traditionally marginalized student populations.</p>
Mission Statement	<p>OTA’s mission is to grow and support TRIO programs, staff, and students.</p>
Values	<p>Ota invests in progressive initiatives designed to increase the number of students from low-income backgrounds who complete a postsecondary education program.</p> <p>Ota directs financial, human, intellectual, and reputational resources that reflect an organizational commitment to diversity, equity, and inclusion (DEI). Our policy framework also emphasizes opportunities for alignment, congruence, and a commitment to DEI.</p> <p>Ota recognizes that its effectiveness will be enhanced and its mission well-served when the practice of DEI is reflected in all aspects of the organization.</p>



Strategic Goals and Objectives for

FY 2022-25

<p>Strategic Goal 1</p>	<ul style="list-style-type: none"> ❖ Attain organizational stability by: 1. Strengthening operations, staffing, and revenue streams. 2. Initiating Growth and Partnerships. 3. Replicating Success.
	<ul style="list-style-type: none"> ▪ 1A. Strengthen internal and external operations essential to OTA’s effective management of TRIO programs, staff, and students. ▪ 1B. Recruit and retain diverse and talented staff members. ▪ 1C. Generate consistent and reliable revenue streams internally to attain long-term financial stability. Develop an individual donor base.
	<ul style="list-style-type: none"> ▪ 2A. Initiate deeper growth via securing partnerships in underserved Oregon communities and with prominent Oregon stakeholders. ▪ 2B. Initiate partnerships with non-profit organizations in the college access and success space to provide a continuum of services to students. ▪ 2C. Build OTA’s brand via social media, local media, and participation in Oregon events and conferences that will position OTA as a leader in this space.
	<ul style="list-style-type: none"> ▪ 3A. Replicate successful earned revenue and partnership structures. ▪ 3B. Ensure Oregon’s infrastructure can support and sustain the association’s service model. ▪ 3C. Gain external validation of our TRIO programs and innovative practices.

<p>Strategic Goal 2</p>	<ul style="list-style-type: none"> ❖ Provide high quality TRIO program and staff support by: 1. Refining our program models. 2. Innovating through trainings and technology. 3. Repeating emergent best practices.
	<ul style="list-style-type: none"> ▪ 1A. Invest in curriculum, training, and program model enhancements. ▪ 1B. Introduce wraparound and improved mental health services into curriculums. ▪ 1C. Enhance the capacity of TRIO staff and programs. ▪ 1D. Codify TRIO staffing structures and partnership criteria.
	<ul style="list-style-type: none"> ▪ 2A. Automate manual processes and service delivery. ▪ 2B. Streamline data collection and reporting procedures. ▪ 2C. Provide high quality professional development trainings, workshops, and career opportunities within the Association’s network for program staff. ▪ 2D. Equip TRIO classrooms with the technologies needed to improve student’s education outcomes.



	<ul style="list-style-type: none">▪ 3A. Repeat all activities that led to retention and successful program impacts.▪ 3B. Codify best and standard practices across existing sites.
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Strategic Goal 3	<ul style="list-style-type: none">❖ Provide high quality student support by:<ol style="list-style-type: none">1. Providing college students, adult learners, and alumni with networking opportunities, resources, and skills essential for progressing in higher education and the work world.2. Ensuring that every student is prepared by their high school graduation to be college-ready when exiting high school and has the skills to successfully compete in the global economy.
	<ul style="list-style-type: none">▪ 1A. Provide high quality leadership, networking, internship, and (substantial) educational resources for priority students.▪ 1B. Connect students to the world of work in ways that allow them to direct their learning and future employment to fields that fuel their personal ambitions and Oregon’s economic opportunities.
	<ul style="list-style-type: none">▪ 2A. Infuse grade school TRIO curricula with appropriate rigor to academically prepare traditionally marginalized students, including those with special needs, for success in college/university courses and career pursuits.▪ 2B. Provide high quality leadership, networking, internship, and (substantial) educational resources for students.

Strategic Goal 4	<ul style="list-style-type: none">❖ Increase the number of traditionally marginalized students in higher education and the college access programs that serve them by:<ol style="list-style-type: none">1. Expanding our college access program services to more Oregon underserved and rural communities in need.2. Helping secure more federal TRIO grants in grant competition years for communities in need.
	<ul style="list-style-type: none">▪ 1A. Develop a 3-year Action Plan for future expansion of community-based college access programs.▪ 1B. By 2025, increase by 10% the number of students served by OTA’s college access programs.
	<ul style="list-style-type: none">▪ 2A. Increase advocacy efforts in support of securing additional federal TRIO grant funding.▪ 2B. Support Oregon communities in the often-cumbersome TRIO grant application process.