Departmental Case Study Template

Roxbury Community College
Strategic Framework Application
Version 1.0 | February 2026

Purpose of This Template

This template helps departments document how they apply Strategic, Tactical, and Operational thinking to their work. Completed case studies serve multiple purposes:

- **Internal Reflection:** Clarify how your department's activities align with the Roxbury 2030 Plan

- **Cross-Departmental Learning:** Share best practices with colleagues

- **Assessment & Reporting:** Demonstrate alignment for accreditation and institutional effectiveness

- **Onboarding:** Help new staff understand how their role fits into the bigger picture

Instructions

1. **Complete all sections** using specific examples from your department

2. **Connect to the 5Ps Framework** (Purpose, People, Place, Programs, Partnerships) wherever possible

3. **Be honest** about challenges and gaps—this is a learning tool, not a performance evaluation

4. **Share your completed case study** with the Institutional Effectiveness Office and other departments

Section 1: Department Overview

Department Name

[e.g., Health Sciences Department, Student Services, Library, IT Department]

Department Mission Statement

[How does your department's mission connect to RCC's overall mission?]

Example:

> *"The Health Sciences Department prepares students for careers in healthcare through rigorous academic programs, hands-on clinical experiences, and wraparound support services. We advance RCC's mission of economic mobility by creating debt-free pathways into high-wage, high-demand healthcare professions."*

Key Personnel

[List key roles and decision-makers]

Role	Name	Primary Responsibility
Department Chair/Director	[Name]	[e.g., Strategic direction, budget oversight]
Program Coordinator	[Name]	[e.g., Curriculum design, faculty support]
Faculty Lead	[Name]	[e.g., Instruction, student advising]
Administrative Staff	[Name]	[e.g., Scheduling, compliance]

Student Population Served

[Who are your primary students? How many? What are their needs?]

Example:

> *"We serve approximately 350 students annually across three programs: Nursing (AS), Radiologic Technology (AS), and Medical Assisting (Certificate). 75% are first-generation college students, 60% are Pell-eligible, and 40% are working parents balancing school with family responsibilities."*

Section 2: Strategic Level Thinking

Strategic Goal(s)

[What long-term outcomes is your department working toward? How do these connect to the Roxbury 2030 Plan?]

Example:

> *"By 2030, the Health Sciences Department will be recognized as a regional leader in preparing diverse healthcare professionals, with 90% of graduates employed in their field within 6 months and 50% pursuing advanced degrees through programs like A2M."*

Connection to the 5Ps

[Which of the 5Ps does your strategic goal advance? Check all that apply and explain.]

- ☐ **Purpose:** *[How does this goal advance RCC's mission?]*
- ☐ **People:** *[How does this goal serve students, faculty, staff, or community?]*
- ☐ **Place:** *[How does this goal improve physical or digital spaces?]*
- ☐ **Programs:** *[How does this goal enhance academic offerings?]*
- ☐ **Partnerships:** *[How does this goal leverage external collaborations?]*

Example:

> ✓ *Purpose: Directly advances economic mobility by placing students in living-wage careers*
> ✓ *People: Builds a diverse healthcare workforce reflective of Roxbury's community*
> ✓ *Programs: Strengthens academic quality and transfer pathways*
> ✓ *Partnerships: Deepens relationships with Northeastern (A2M) and local hospitals*

Strategic Decision-Making

[Who makes strategic decisions for your department? How often? What's the process?]

Example:

> *"Strategic decisions are made by the Department Chair in consultation with the Dean of Academic Affairs and the President's Cabinet. We review our strategic plan annually in August and adjust based on enrollment trends, labor market data, and accreditation requirements."*

Section 3: Tactical Level Planning

Tactical Initiatives (Current Year)

[What medium-term projects or programs is your department implementing this year?]

Initiative Name	Timeframe	Goal	Resources Required	Status
[e.g., A2M Curriculum Alignment]	[e.g., Jan-Dec 2026]	[e.g., Ensure seamless transfer to Northeastern]	[e.g., Faculty release time, $5K]	[e.g., In Progress]
[Initiative 2]				
[Initiative 3]				

Tactical Decision-Making

[Who makes tactical decisions? How do you prioritize initiatives?]

Example:

> *"Tactical decisions are made by the Department Chair and Program Coordinators in monthly planning meetings. We prioritize initiatives based on three criteria: (1)*

> *Impact on student success, (2) Alignment with strategic goals, (3) Feasibility given current resources.”*

Cross-Departmental Collaboration

[Which other departments do you work with? How?]

Example:

> *"We collaborate closely with Student Services (advising), Financial Aid (scholarship processing), and IT (learning management system support). We meet quarterly to ensure students aren't falling through the cracks between departments.”*

Section 4: Operational Level Execution

Daily/Weekly Activities

[What are the routine tasks and processes that keep your department running?]

Example:

- *Teaching 15 sections of Anatomy & Physiology, Nursing Fundamentals, and Clinical Rotations*
- *Holding 20 advising appointments per week*
- *Processing clinical placement paperwork for 80 students*
- *Responding to 50+ student emails daily*
- *Conducting lab equipment maintenance and safety checks*

Operational Challenges

[What gets in the way of smooth daily operations?]

Example:

- ***Challenge 1:*** *Clinical sites are overbooked, making it hard to place all students*

- ***Challenge 2:*** *Students struggle with prerequisite math skills, requiring extra tutoring*
- ***Challenge 3:*** *Lab equipment is aging and breaks down frequently*

Operational Excellence Examples

[What are you doing really well at the operational level?]

Example:

- ***Example 1:*** *Our faculty hold "office hours on demand" via Zoom, making advising more accessible*
- ***Example 2:*** *We use a shared Google Calendar so students can see real-time availability for lab make-ups*
- ***Example 3:*** *We've created a peer mentoring program where second-year students support first-years*

Section 5: Integration Example

Case Study: How the Three Levels Lock Together

[Choose one initiative and show how Strategic, Tactical, and Operational levels all contribute to its success.]

Initiative Name: *[e.g., A2M Workforce Accelerator]*

Strategic Level

[What's the big-picture vision?]

Example:

> *"Create a debt-free pathway from RCC to a master's degree in Healthcare Administration, positioning RCC as a national model for economic mobility in healthcare."*

Tactical Level

[What programs, policies, or resources make it happen?]

Example:

> - *Design articulated curriculum maps ensuring RCC courses transfer seamlessly to Northeastern*
> - *Secure $10,000/year A2M scholarships for eligible students*
> - *Allocate faculty release time for curriculum alignment meetings*
> - *Establish MOU with Northeastern defining roles and responsibilities*

Operational Level

[What does it look like in daily practice?]

Example:

> - *Faculty teach Nursing and Radiologic Technology courses aligned with Northeastern's competencies*
> - *Advisors identify A2M-eligible students and guide them through the application process*
> - *Administrative staff process scholarship paperwork and track student progress*
> - *Department Chair meets monthly with Northeastern liaison to troubleshoot issues*

Metrics of Success

[How do you know it's working?]

Metric	Target	Current Status
[e.g., # of students enrolled in A2M]	[e.g., 25 by 2026]	[e.g., 18 enrolled]
[e.g., % of A2M students completing on time]	[e.g., 80%]	[e.g., 85%]
[e.g., Average student debt at graduation]	[e.g., $0]	[e.g., $0]

Section 6: Lessons Learned & Recommendations

What's Working Well

[What should other departments replicate?]

Example:

> *"The monthly liaison meetings with Northeastern have been critical for catching issues early. We recommend any department with external partnerships establish a similar cadence."*

What's Not Working

[What needs to change?]

Example:

> *"Students are confused about the A2M application timeline. We need clearer communication materials and earlier outreach (sophomore year instead of junior year)."*

Recommendations for RCC Leadership

[What support do you need from the Strategic level?]

Example:

- ***Recommendation 1:*** *Allocate dedicated funding for faculty professional development in curriculum alignment*
- ***Recommendation 2:*** *Create a centralized "Pathways Office" to coordinate all transfer programs (A2M, MassTransfer, etc.)*
- ***Recommendation 3:*** *Invest in updated lab equipment to ensure students are learning on industry-standard technology*

Section 7: Reflection Questions

Alignment Check

[Answer these questions honestly to assess your department's alignment.]

1. **Do all staff members in your department understand how their daily work connects to the Roxbury 2030 Plan?**

   ☐ Yes, everyone is clear

   ☐ Somewhat—some people get it, others don't

   ☐ No, we haven't made that connection explicit

2. **When you make tactical decisions (e.g., launching a new program), do you explicitly reference the 5Ps Framework?**

   ☐ Always

   ☐ Sometimes

   ☐ Rarely or never

3. **Do you have regular mechanisms (meetings, reports) to ensure strategic, tactical, and operational levels stay aligned?**

   ☐ Yes, we have formal structures

   ☐ Informal—it happens but not systematically

   ☐ No, we're often reactive

4. **What's one thing your department could do differently to improve alignment?**

   ○ *[Free response]*

Submission & Sharing

Completed By

- **Name:** [Your Name]
- **Role:** [Your Title]
- **Date:** [Completion Date]

Reviewed By

- **Name:** [Supervisor/Dean Name]
- **Date:** [Review Date]

Next Review Date

[When will you update this case study?]
Recommended: Annually in August

Document Information

Template Version: 1.0
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Created By: Institutional Effectiveness Office
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Additional Resources

- **Framework Website:** [Link]
- **Self-Assessment Tool:** [Link]
- **Interactive Examples:** [Link]
- **Framework Champions:** [Contact List]

- **Quick Reference Guides:** [PDF Links]

Thank you for taking the time to document your department's work! Your case study will help RCC become a more aligned, effective, and mission-driven institution.