

# Strategic Framework Rollout: Communication Toolkit

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Roxbury Community College  
Institutional Effectiveness Office  
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## Introduction

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This Communication Toolkit provides ready-to-use email templates, talking points, and FAQ responses to support supervisors, managers, and leaders at every level of RCC as they communicate the Strategic, Tactical, and Operational Framework to their teams.

**Purpose:** Ensure consistent, clear, and compelling messaging across all phases of the rollout.

**Target Users:** President, VPs, Deans, Department Chairs, Directors, Managers, and Framework Champions.

### How to Use This Toolkit:

- Copy and customize email templates with your specific details

- Use talking points as a script or reference during meetings
  - Reference the FAQ to answer common questions
  - Adapt language to fit your department's culture while maintaining core messages
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## Email Templates

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### Template 1: Initial Announcement (From President to All Staff)

**Subject:** Introducing Our Strategic Framework: Aligning Vision, Planning, and Execution

**Body:**

Dear RCC Community,

I am excited to introduce a new framework that will help us work more effectively together to achieve our shared mission: transforming student lives and strengthening the Roxbury community.

Over the next 12 weeks, we will be rolling out the **Strategic, Tactical, and Operational Framework**—a simple but powerful way to understand how our work at every level connects to RCC's long-term vision.

#### What is this framework?

The framework helps us see how three levels of work integrate:

- **Strategic Level** (3-5+ years): WHERE we're going as an institution
- **Tactical Level** (6-24 months): HOW we'll get there through programs and resources
- **Operational Level** (daily/weekly): WHAT happens every day to serve our students

#### Why does this matter?

When we understand how our daily work connects to RCC's strategic goals, we can:

- Make better decisions

- Coordinate more effectively across departments
- See the impact of our contributions
- Remove barriers that prevent us from doing our best work

### **What happens next?**

- **Weeks 1-4:** Leadership and senior administrators will participate in strategic planning sessions
- **Weeks 5-8:** Middle management will attend workshops to map departmental initiatives
- **Weeks 9-12:** Faculty and staff will learn how this framework applies to their roles

You will receive more information about sessions specific to your role in the coming weeks. In the meantime, I encourage you to explore the resources on our intranet and attend the open Q&A sessions.

This framework is not about adding more work—it's about working smarter and ensuring that every person at RCC understands how their contributions matter.

Thank you for your commitment to our students and our community.

With gratitude,

Dr. Valerie Roberson  
President, Roxbury Community College

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### **Template 2: Phase 2 Invitation (From VP/Dean to Middle Management)**

**Subject:** You're Invited: Strategic Framework Workshop for [Department Name]

**Body:**

Dear [Name],

As part of RCC's Strategic Framework rollout, you are invited to attend a workshop designed specifically for middle management leaders like you.

**Workshop Details:**

- **Date:** [Insert Date]

- **Time:** [Insert Time]
- **Location:** [Insert Venue]
- **Facilitators:** [Insert Names]

### **What to Expect:**

This interactive 3-hour workshop will help you:

1. Understand how Strategic, Tactical, and Operational levels work together
2. Map your department's current initiatives to Roxbury 2030 strategic goals
3. Identify coordination opportunities with peer departments
4. Develop tactical priorities for the next 12-24 months

### **What to Bring:**

- Your department's current project list or work plan
- Your FY2026 budget summary (if applicable)
- Questions about how this framework applies to your area

### **Why This Matters for You:**

As a middle manager, you are the critical bridge between RCC's strategic vision and daily operations. This workshop will give you tools to:

- Align your budget and resources with institutional priorities
- Communicate more effectively with your team about the "why" behind decisions
- Coordinate with other departments to avoid duplication
- Measure success using the right metrics for your level

### **RSVP:**

Please confirm your attendance by [Date] by replying to this email or clicking [RSVP Link].

If you cannot attend, please let me know as soon as possible so we can arrange a make-up session.

I look forward to working with you on this important initiative.

Best regards,

[Your Name]

[Your Title]

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## **Template 3: Phase 3 Announcement (From Department Chair to Faculty/Staff)**

**Subject:** Department Meeting: Understanding Our Role in RCC's Strategic Framework

### **Body:**

Dear [Department Name] Team,

I hope this message finds you well. I'm writing to invite you to an important department meeting where we'll discuss how the Strategic Framework applies to our daily work.

### **Meeting Details:**

- **Date:** [Insert Date]
- **Time:** [Insert Time]
- **Location:** [Insert Location]

### **Agenda:**

1. **Framework Overview** (15 minutes): Quick introduction to Strategic, Tactical, and Operational levels
2. **Our Department's Role** (20 minutes): How our work connects to RCC's strategic goals
3. **Discussion** (20 minutes): Your questions, ideas, and feedback
4. **Next Steps** (5 minutes): How to access resources and get involved

### **Why This Matters:**

You may be wondering, "How does this affect me?" Here's the answer: **This framework helps you see the bigger picture.**

When you understand how your daily work—whether it’s teaching a class, advising a student, processing paperwork, or maintaining our facilities—connects to RCC’s mission, you can:

- Feel more pride in your contributions
- Make better decisions when faced with competing priorities
- Identify barriers and suggest improvements
- See how your work creates real impact for students

**This is NOT about:**

- Adding more work to your plate
- Micromanaging how you do your job
- Creating new bureaucracy

**This IS about:**

- Working smarter, not harder
- Ensuring everyone understands the “why” behind decisions
- Creating better coordination across the college
- Empowering you to contribute ideas for improvement

**Can’t Attend?**

If you cannot make this meeting, please let me know. I will share the slides and resources afterward, and we can schedule a one-on-one conversation if you have questions.

Thank you for all you do for our students every day.

Warm regards,

[Your Name]

[Your Title]

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## Template 4: Follow-Up After Workshop (From Facilitator to Participants)

**Subject:** Thank You + Next Steps from Strategic Framework Workshop

### Body:

Dear Workshop Participants,

Thank you for your active participation in yesterday's Strategic Framework workshop! Your insights, questions, and engagement made it a valuable session for everyone.

### Key Takeaways:

1. **Strategic Level** focuses on long-term institutional direction (3-5+ years)
2. **Tactical Level** translates strategy into programs and resource allocation (6-24 months)
3. **Operational Level** ensures daily execution and student experience
4. **Integration** is key—all three levels must align for RCC to succeed

### What's Next:

1. **Complete Your Department Mapping Exercise** (Due: [Date])
  - Use the template provided to map your initiatives to Roxbury 2030 goals
  - Submit via [Link or Email]
2. **Attend the Peer Learning Session** ([Date and Time])
  - Share your mapping results with colleagues
  - Identify cross-functional collaboration opportunities
3. **Access Resources**
  - Workshop slides: [Link]
  - Quick reference guides: [Link]
  - Self-assessment tool: [Link]
  - Feedback form: [Link]

### Questions or Need Support?

- Email me at [Email Address]
- Attend office hours: [Schedule]
- Visit the framework resource hub: [Intranet Link]

**Your Feedback Matters:**

Please take 3 minutes to complete this brief survey about the workshop: [Survey Link]

Your input will help us improve future sessions.

Thank you again for your commitment to RCC's mission.

Best regards,

[Your Name]

[Your Title]

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**Template 5: Monthly Reminder (From Supervisor to Team)**

**Subject:** Monthly Reminder: How Our Work Connects to RCC's Strategic Goals

**Body:**

Dear Team,

As we begin a new month, I want to take a moment to remind you of how our department's work connects to RCC's strategic framework.

**This Month's Focus:**

[Choose one strategic goal or tactical initiative relevant to your department]

**How You Contribute:**

[Provide 2-3 specific examples of how team members' daily work supports this goal]

**Wins from Last Month:**

[Highlight 1-2 successes or positive outcomes that demonstrate the framework in action]

**This Month's Challenge:**

[Identify one operational barrier or improvement opportunity]

### **How You Can Help:**

- Continue delivering excellent service to our students
- Share ideas for process improvements via [Feedback Form Link]
- Ask questions if you're unsure how your work connects to our goals

Thank you for your dedication and hard work.

[Your Name]

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## **Talking Points by Audience**

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### **For Leadership (President, VPs, Board)**

**Core Message:** “This framework ensures that every decision we make—from strategic planning to budget allocation to daily operations—is aligned with our mission to transform student lives.”

#### **Key Talking Points:**

##### **1. Why Now?**

- RCC is at a pivotal moment: free tuition, PBI designation, A2M partnerships
- We need a common language to ensure all levels of the organization are aligned
- This framework helps us measure success consistently across strategic, tactical, and operational levels

##### **2. What's Different?**

- This is not a new strategic plan—it's a framework for *implementing* Roxbury 2030
- It clarifies roles and decision-making authority at each level
- It creates feedback loops so operational insights inform strategic decisions

##### **3. Expected Outcomes:**

- Improved coordination across departments
- Clearer accountability and metrics
- Faster decision-making
- Better resource allocation
- Higher employee engagement

#### 4. Leadership's Role:

- Model the framework in your own decision-making
- Ask “Is this strategic, tactical, or operational?” in meetings
- Ensure your direct reports understand how their work connects to Roxbury 2030
- Create space for operational staff to share feedback and improvement ideas

#### Anticipated Questions:

*Q: Isn't this just another management fad?*

A: No. This framework is based on decades of organizational theory and is used successfully at institutions like [examples]. More importantly, it's tailored to RCC's specific context and challenges.

*Q: How much will this cost?*

A: The 12-week rollout costs approximately \$13,000 (consultant fees, materials, catering). The long-term ROI includes better resource allocation, reduced duplication, and improved student outcomes.

*Q: How do we measure success?*

A: We'll track participation rates, employee understanding surveys, departmental action plans completed, and ultimately, improvements in our strategic KPIs (graduation rates, transfer rates, student satisfaction).

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### For Middle Management (VPs, Deans, Directors, Chairs)

**Core Message:** “You are the bridge between RCC's strategic vision and daily operations. This framework gives you tools to translate big-picture goals into concrete programs and ensure your team understands the ‘why’ behind their work.”

## Key Talking Points:

### 1. Your Critical Role:

- You operate primarily at the Tactical Level
- You translate strategic goals into programs, budgets, and resource allocation
- You coordinate with peer departments to avoid duplication
- You ensure operational staff have what they need to succeed

### 2. What This Means for You:

- Clearer alignment between your initiatives and institutional priorities
- Better tools for budget justification (30/40/30 framework)
- Improved coordination with other departments
- More effective communication with your team about priorities

### 3. Practical Applications:

- Map your current projects to Roxbury 2030 goals
- Identify which initiatives are strategic, tactical, or operational
- Use the framework to prioritize when resources are limited
- Create feedback loops with frontline staff to identify barriers

### 4. Common Challenges:

- **“I’m already overwhelmed—is this more work?”** → No, it’s a tool to work smarter by clarifying priorities
- **“My team won’t care about strategy.”** → Frame it as “Here’s why your work matters” not “Here’s the strategic plan”
- **“Other departments don’t coordinate with us.”** → The framework creates structured opportunities for cross-functional collaboration

## Talking Points for Your Team Meetings:

*Opening:* “I want to share a framework that will help us understand how our department’s work connects to RCC’s mission.”

*Middle:* “Our department operates at [Strategic/Tactical/Operational] level, which means we focus on [specific examples]. Here’s how your daily work contributes to [specific strategic goal].”

*Closing:* “I want to hear from you: What barriers prevent you from doing your best work? What improvements would help you serve students better?”

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## **For Faculty and Staff (Frontline Employees)**

**Core Message:** “Your daily work creates the ‘moment of truth’ for students. This framework helps you see how what you do every day connects to RCC’s mission and gives you a voice in improving how we work.”

### **Key Talking Points:**

#### **1. Why This Matters to You:**

- You’ll understand the “why” behind decisions
- You’ll see how your contributions create real impact
- You’ll have structured ways to suggest improvements
- You’ll feel more connected to RCC’s mission

#### **2. What This Is NOT:**

- NOT a performance evaluation system
- NOT adding more tasks to your workload
- NOT micromanaging how you do your job
- NOT creating new bureaucracy

#### **3. What This IS:**

- A way to see the bigger picture
- A common language for talking about our work
- A tool for identifying and removing barriers
- An opportunity to contribute ideas for improvement

#### **4. How to Use the Framework:**

- Ask your supervisor: “How does my work support RCC’s strategic goals?”
- Use the self-assessment tool to see what level your work operates at
- Submit feedback about operational barriers via the online form
- Share best practices with colleagues

### **Examples to Make It Real:**

#### *For Faculty:*

“When you teach Anatomy & Physiology, you’re not just delivering content (operational). You’re preparing students for the A2M Healthcare Administration pathway (tactical), which supports RCC’s strategic goal of creating debt-free pathways to high-wage careers (strategic).”

#### *For Advisors:*

“When you help a student choose courses, you’re not just filling out a schedule (operational). You’re ensuring they stay on track for graduation (tactical), which supports RCC’s strategic goal of increasing completion rates (strategic).”

#### *For Facilities Staff:*

“When you maintain clean, safe classrooms, you’re not just doing custodial work (operational). You’re creating an environment where learning can happen (tactical), which supports RCC’s strategic goal of student success (strategic).”

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## **FAQ Document**

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### **General Questions**

#### **Q1: What is the Strategic, Tactical, and Operational Framework?**

**A:** It’s a way of understanding how work at three different levels—long-term vision (strategic), program implementation (tactical), and daily execution (operational)—must align for an organization to succeed. At RCC, it helps us see how everyone’s work connects to our mission.

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#### **Q2: Why is RCC implementing this framework now?**

**A:** RCC is at a pivotal moment with free tuition, PBI designation, and innovative programs like A2M. We need a common language to ensure that strategic decisions, program design, and daily operations are all pulling in the same direction. This framework ensures alignment and creates feedback loops so we can continuously improve.

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**Q3: Is this replacing the Roxbury 2030 Strategic Plan?**

**A:** No! Roxbury 2030 remains our strategic plan. This framework is a tool for *implementing* that plan. It helps us translate strategic goals into tactical programs and operational actions.

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**Q4: Will this add more work to my plate?**

**A:** No. The framework is designed to help you work smarter, not harder. It clarifies priorities, reduces duplication, and helps you see how your work creates impact. The goal is to remove barriers, not add tasks.

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**Q5: How long will the rollout take?**

**A:** The initial rollout is 12 weeks (February-May 2026), with three phases:

- Phase 1 (Weeks 1-4): Leadership
- Phase 2 (Weeks 5-8): Middle Management
- Phase 3 (Weeks 9-12): Faculty & Staff

After the rollout, the framework becomes part of how we work—integrated into planning, budgeting, and decision-making.

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**Q6: What if I don't understand how this applies to my role?**

**A:** That's exactly why we're doing workshops, department meetings, and one-on-one conversations! Your supervisor will help you see how your work connects to the framework. You can also use the self-assessment tool online or attend office hours with the Institutional Effectiveness team.

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**Q7: Who do I contact if I have questions?**

**A:**

- **Your direct supervisor** for role-specific questions
  - **Institutional Effectiveness Office** (jthompson@rcc.mass.edu) for general framework questions
  - **Framework Champions** (once recruited) for peer support
  - **Online feedback form** for suggestions or concerns
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## **For Middle Management**

**Q8: How do I know if my work is strategic, tactical, or operational?**

**A:** Use these guidelines:

- **Strategic:** If you're setting long-term direction, defining institutional priorities, or making decisions that affect RCC's competitive position → Strategic
- **Tactical:** If you're designing programs, allocating resources, or translating strategic goals into concrete initiatives → Tactical
- **Operational:** If you're executing daily tasks, delivering services, or maintaining systems → Operational

Most middle managers operate primarily at the Tactical Level but may have some strategic input and operational responsibilities.

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**Q9: How does this affect budget planning?**

**A:** The framework introduces a 30/40/30 guideline for budget allocation:

- 30% for strategic initiatives (new programs, innovation, long-term investments)
- 40% for tactical programs (existing program operations, staff development)
- 30% for operational maintenance (daily operations, infrastructure, routine services)

This is a guideline, not a rigid rule. Your VP will work with you to apply it to your specific department.

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**Q10: What if my department's initiatives don't align with Roxbury 2030?**

**A:** That's an important discovery! The mapping exercise is designed to reveal misalignments. If you find initiatives that don't connect to strategic goals, discuss with your VP whether to:

1. Reframe the initiative to show the connection
  2. Sunset the initiative and reallocate resources
  3. Identify a gap in Roxbury 2030 that should be addressed
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## **For Faculty and Staff**

### **Q11: Will this change how I do my job day-to-day?**

**A:** Probably not. The framework doesn't dictate *how* you do your work—it helps you understand *why* your work matters and how it connects to RCC's mission. You may find that understanding the bigger picture helps you make better decisions when faced with competing priorities.

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### **Q12: What if I see a problem or have an idea for improvement?**

**A:** Great! The framework creates structured ways for you to share feedback:

1. Talk to your supervisor
2. Submit feedback via the online form
3. Attend department meetings where process improvements are discussed
4. Connect with a Framework Champion (once recruited)

Your operational insights are valuable—you see barriers and opportunities that leadership may not see.

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### **Q13: Do I have to attend training sessions?**

**A:** We strongly encourage participation in the town halls and department meetings. These sessions are designed to be interactive and relevant to your role. If you cannot attend, recordings and resources will be available online, and your supervisor can answer questions.

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# Communication Best Practices

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## 1. Lead with “Why”

Always start by explaining why the framework matters before diving into details. People need to understand the purpose before they’ll engage with the content.

**Example:**

“We’re introducing this framework because we want everyone at RCC to see how their work connects to our mission. When you understand the bigger picture, you can make better decisions and feel more pride in your contributions.”

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## 2. Use Concrete Examples

Abstract concepts like “strategic thinking” don’t resonate. Use real RCC examples that people can relate to.

**Example:**

“When the Health Sciences Department designed the A2M pathway, that was tactical planning. When a nursing instructor teaches a lab, that’s operational execution. When President Roberson set the goal of becoming a national model for economic mobility, that was strategic vision. All three levels matter.”

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## 3. Address Concerns Directly

Don’t avoid the elephant in the room. Acknowledge that people may be skeptical or worried.

**Example:**

“You might be thinking, ‘Is this just another management fad?’ I get it. But this framework is different because it’s not adding new work—it’s helping us work smarter by clarifying priorities and creating better coordination.”

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## 4. Make It Interactive

Don't just lecture. Ask questions, invite discussion, and create space for people to share their perspectives.

**Example:**

"Let's do a quick exercise: Think about one thing you did yesterday. Was it strategic, tactical, or operational? Turn to the person next to you and discuss."

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## 5. Follow Up Consistently

One conversation isn't enough. Reinforce the framework in regular communications.

**Example:**

"In our last department meeting, we talked about how our work connects to RCC's strategic goals. This month, I want to highlight how [specific project] demonstrates that connection."

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## 6. Celebrate Wins

When you see the framework working—better coordination, clearer priorities, improved outcomes—celebrate it publicly.

**Example:**

"I want to recognize the IT Department and Student Services for coordinating on the laptop loaner program expansion. This is a perfect example of tactical collaboration that supports our strategic goal of digital equity."

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## 7. Be Patient

Culture change takes time. Not everyone will embrace the framework immediately. Keep reinforcing the message and demonstrating the value.

**Example:**

"I know this is a new way of thinking, and it may take time to fully integrate into how we work. That's okay. We're in this together, and we'll learn as we go."

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## Conclusion

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This Communication Toolkit is a living document. As you use these templates and talking points, please share feedback with the Institutional Effectiveness Office so we can continuously improve our messaging.

Remember: The goal of this framework is not perfection—it's progress. Every conversation, every workshop, every department meeting brings us closer to a more aligned, effective, and mission-driven RCC.

Thank you for your leadership in this important initiative.

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**Document Prepared By:** Institutional Effectiveness Office

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