

Strategic, Tactical, and Operational Framework

Executive Summary & Quick Reference Guide

Roxbury Community College

The Three Levels of Organizational Thinking

STRATEGIC LEVEL

What: Long-term vision and institutional direction

Who: President, Board of Trustees, Senior Leadership

When: 3-5+ years

Focus: WHERE are we going?

Key Questions:

- What is our institutional vision?
- How do we position RCC in the higher education landscape?
- What partnerships will transform student outcomes?

RCC Example: Becoming a national model for economic mobility through the Roxbury 2030 Strategic Plan and the 5Ps Framework (Purpose, People, Place, Programs, Partnerships).

TACTICAL LEVEL

What: Program development and resource allocation

Who: VPs, Deans, Department Heads, Program Directors

When: 6-24 months

Focus: HOW do we get there?

Key Questions:

- What programs and initiatives will achieve our strategic goals?
- How do we allocate resources effectively?
- What partnerships and pathways do we need to build?

RCC Example: Designing the A2M (Associate to Master's) program with Northeastern University, including curriculum mapping, scholarship coordination, and transfer protocols.

OPERATIONAL LEVEL ⚡

What: Daily execution and student services

Who: Faculty, Advisors, Staff, Frontline Employees

When: Daily, weekly, monthly

Focus: WHAT do we do today?

Key Questions:

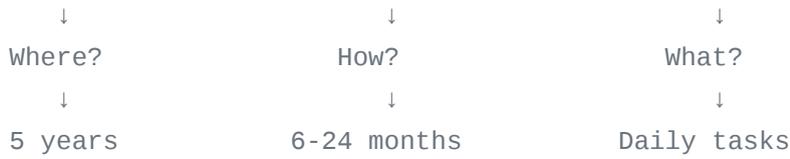
- How do I serve students effectively in my daily work?
- What processes ensure quality and consistency?
- How does my work contribute to institutional goals?

RCC Example: Teaching Anatomy & Physiology labs, advising students on A2M eligibility, processing financial aid applications, providing tutoring support.

The Integration Principle

Success requires alignment across all three levels:

STRATEGIC VISION → TACTICAL PLANS → OPERATIONAL EXECUTION



Without alignment:

- Strategic drift (vision without action)
- Tactical chaos (programs without direction)
- Operational myopia (tasks without purpose)

RCC’s 5Ps Framework Integration

5P Element	Strategic	Tactical	Operational
Purpose	Define mission as economic mobility engine	Align programs to high-wage careers	Every interaction reinforces student success
People	Pursue diverse, underserved student population	Recruit faculty with industry connections	Provide culturally responsive advising
Place	Invest in modern facilities	Renovate labs and learning spaces	Maintain clean, welcoming campus daily
Programs	Establish A2M pathways	Design curriculum maps and articulation agreements	Teach courses that meet transfer requirements
Partnerships	Build relationships with Northeastern, employers	Coordinate scholarship programs and internships	Connect students to partner resources

Key Success Metrics

Strategic Metrics (3-5 year outcomes)

- Graduate earnings 5 years post-completion
- Transfer rates to 4-year institutions
- PBI federal funding secured
- National recognition and rankings

Tactical Metrics (6-24 month milestones)

- Number of A2M pathways established
- Students enrolled in transfer programs
- Partnership agreements signed
- Faculty professional development completed

Operational Metrics (ongoing performance)

- Course completion rates
 - Student satisfaction scores
 - Advising appointment attendance
 - Financial aid processing time
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Critical Success Factors

1. **Leadership Commitment:** Senior leaders must model strategic thinking and communicate the vision consistently.
2. **Middle Management Bridge:** Deans and Department Heads translate strategy into actionable plans and hold teams accountable.
3. **Frontline Excellence:** Faculty and staff understand how their daily work contributes to institutional goals.

4. **Communication Clarity:** All levels use shared language and understand the framework.
 5. **Resource Alignment:** Budget, personnel, and technology investments support strategic priorities.
 6. **Continuous Feedback:** Regular assessment ensures alignment and allows for course correction.
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RCC's Competitive Advantage

FREE TUITION + A2M SCHOLARSHIPS = DEBT-FREE PATHWAYS

As a community college with free tuition and an existing PBI designation, RCC can offer students a zero-cost pathway from associate degree to master's degree, eliminating the #1 barrier to economic mobility: student debt.

Strategic Impact: Position RCC as the national leader in debt-free higher education.

Tactical Implementation: Expand A2M partnerships across multiple high-wage fields (Healthcare, IT, Business, Education).

Operational Execution: Ensure every advisor can explain the debt-free pathway and every faculty member prepares students for transfer success.

Common Pitfalls to Avoid

- ✗ **Strategic Drift:** Having a vision but no tactical plans to achieve it
 - ✗ **Tactical Chaos:** Launching programs without strategic alignment
 - ✗ **Operational Myopia:** Focusing only on daily tasks without understanding the bigger picture
 - ✗ **Siloed Thinking:** Departments working independently without coordination
 - ✗ **Misaligned Incentives:** Rewarding behaviors that don't support strategic goals
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Immediate Action Steps

For Leadership:

1. Review the Roxbury 2030 Strategic Plan quarterly
2. Ensure all major decisions align with the 5Ps Framework
3. Communicate strategic priorities at every all-staff meeting

For Middle Management:

1. Map your department's initiatives to strategic goals
2. Identify resource gaps and advocate for alignment
3. Translate institutional priorities into team objectives

For Faculty & Staff:

1. Ask: "How does my work today support RCC's strategic goals?"
 2. Seek clarity when priorities seem unclear
 3. Share feedback on what's working and what's not
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Learn More

Interactive Webpage: [RCC Strategic Alignment Portal]

Presentation with Speaker Notes: Available from Institutional Effectiveness Office

Questions or Feedback: Submit via the online feedback form

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