

Framework Champion Facilitation Scripts

Roxbury Community College
Strategic Framework Rollout
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Overview

This document provides **ready-to-use facilitation scripts** for Framework Champions to lead workshops, peer learning sessions, and one-on-one coaching conversations. Each script includes learning objectives, timing, materials needed, and step-by-step instructions.

Script 1: Introduction Workshop (60 minutes)

Purpose: Introduce the Strategic/Tactical/Operational framework to a department or team

Audience: 8-15 staff members from a single department

Materials Needed:

- Presentation slides (provided separately)
- Handout: Quick Reference Guide
- Flip chart or whiteboard
- Post-it notes (3 colors)

Timing Breakdown

Time	Activity	Format
0-5 min	Welcome & Icebreaker	Facilitated
5-20 min	Framework Overview	Presentation
20-35 min	Interactive Exercise	Small groups
35-50 min	Department Application	Discussion
50-60 min	Q&A & Next Steps	Open forum

Script

[0-5 minutes] Welcome & Icebreaker

“Good morning/afternoon, everyone! Thank you for taking time to explore the Strategic Framework with me today. My name is [Your Name], and I’m a Framework Champion—which means I’ve gone through training to help our colleagues understand how strategic, tactical, and operational thinking can make our work more aligned and effective.

*Before we dive in, let’s do a quick icebreaker. Turn to the person next to you and share: **What’s one thing you wish ran more smoothly at RCC?** You have 2 minutes. Go!”*

[Allow 2 minutes for pairs to talk, then ask 2-3 volunteers to share with the group]

“Great! I heard themes like [summarize: communication, processes, clarity, etc.]. Today’s session is going to give us a shared language to talk about these challenges and figure out where they live—strategic, tactical, or operational—so we can solve them at the right level.”

[5-20 minutes] Framework Overview

“Let’s start with the big picture. At RCC, we have three levels of thinking and action that need to work together like gears in a machine. When they’re aligned, students succeed. When they’re misaligned, students fall through the cracks.

[SLIDE: Three Levels Overview]

Strategic Level is about the **vision**—the ‘why’ and ‘where.’ This is President Roberson, the Board, and the Roxbury 2030 Plan. Timeframe: 3-5 years. Example: ‘We will become a national model for economic mobility.’

Tactical Level is about the **pathways**—the ‘how.’ This is VPs, Deans, and Department Heads designing programs and allocating resources. Timeframe: 6 months to 2 years. Example: ‘We will launch the A2M Workforce Accelerator with Northeastern.’

Operational Level is about the **experience**—the ‘now.’ This is faculty, advisors, and staff delivering services every day. Timeframe: daily, weekly, monthly. Example: ‘I’m teaching Anatomy & Physiology lab this afternoon.’

[SLIDE: 5Ps Framework]

The glue that holds these levels together is the **5Ps**: Purpose, People, Place, Programs, Partnerships. Every decision at every level should connect to at least one P.

[SLIDE: A2M Integration Example]

Here’s how it works in practice. The A2M program is a partnership with Northeastern that creates a debt-free pathway from RCC to a master’s degree in biotech.

- **Strategic:** ‘Create a national model for economic mobility’ (Purpose + Partnerships)
- **Tactical:** ‘Design articulated curriculum maps and secure \$10K/year scholarships’ (Programs + People)
- **Operational:** ‘Advise students on A2M eligibility and teach aligned biotech labs’ (People + Place)

See how all three levels lock together? That’s alignment.”

[20-35 minutes] Interactive Exercise

“Now it’s your turn. I’m going to give you three scenarios, and I want you to work in small groups to classify them as Strategic, Tactical, or Operational. You’ll also identify which of the 5Ps they connect to.

[DISTRIBUTE POST-IT NOTES: Blue = Strategic, Orange = Tactical, Gray = Operational]

Form groups of 3-4 people. Each group gets all three scenarios. You have 10 minutes to discuss and write your answers on the post-its. Then we'll share."

Scenarios:

1. **Scenario A:** "The President announces that RCC will pursue designation as a Hispanic-Serving Institution (HSI) by 2028."

◦ *Answer: Strategic (Purpose + People)*

2. **Scenario B:** "The Dean of Student Services redesigns the advising model to assign each student a dedicated advisor for their entire RCC journey."

◦ *Answer: Tactical (People + Programs)*

3. **Scenario C:** "A financial aid counselor stays late to help a student complete their FAFSA before the deadline."

◦ *Answer: Operational (People)*

[After 10 minutes, ask each group to share their answers. Facilitate discussion if there's disagreement. Emphasize that some activities can span multiple levels—what matters is recognizing the primary focus.]

[35-50 minutes] Department Application

*"Great work! Now let's bring this home to our department. I want us to brainstorm: **What are the strategic, tactical, and operational activities happening in [Department Name] right now?***

[FLIP CHART: Draw three columns labeled Strategic, Tactical, Operational]

*Let's start with **Operational**—the daily stuff. What are you doing this week? This month?"*

[Write responses in the Operational column. Examples: teaching classes, processing applications, answering emails, holding office hours]

“Now **Tactical**—the medium-term projects. What initiatives are you working on over the next 6-12 months?”

[Write responses in the Tactical column. Examples: revising curriculum, launching a new program, improving a process]

“Finally, **Strategic**—how does our department’s work connect to the Roxbury 2030 Plan and the 5Ps?”

[Write responses in the Strategic column. Guide the group to connect their tactical and operational work to strategic goals. Example: “Our new tutoring model (Tactical) supports the ‘People’ P by improving student success rates, which aligns with the strategic goal of economic mobility.”]

“Look at this chart. Do you see how everything connects? When we understand these levels, we can make better decisions about where to spend our time and energy.”

[50-60 minutes] Q&A & Next Steps

“We’re in the home stretch. Let’s open it up for questions. What’s still unclear? What are you curious about?”

[Answer questions. Common ones: “How do I know if I’m working at the right level?” “What if my boss doesn’t care about this?” “How do I push back on operational firefighting?”]

“Before we wrap, here are your **next steps**:

1. **Take the Self-Assessment Tool** on the framework website to see how aligned your current work is.
2. **Use the 5Ps as a decision filter** this week. When you’re deciding whether to say yes to a request, ask: ‘Does this advance one of the 5Ps?’
3. **Reach out to me** if you want to talk through a specific challenge. I’m here as a resource.

Thank you for your engagement today. Let’s keep the conversation going!”

Script 2: One-on-One Coaching Conversation (30 minutes)

Purpose: Help a colleague apply the framework to a specific challenge

Audience: Individual staff member

Materials Needed:

- Quick Reference Guide
- Notepad for taking notes

Script

[0-5 minutes] Build Rapport

“Thanks for reaching out! I’m glad we could find time to talk. Before we dive into the framework, tell me a bit about what’s on your mind. What challenge are you facing?”

[Listen actively. Take notes. Reflect back what you hear to confirm understanding.]

[5-15 minutes] Diagnose the Level

“Okay, so it sounds like [summarize the challenge]. Let’s figure out what level this lives at—strategic, tactical, or operational—because that will tell us who needs to be involved and what kind of solution makes sense.

Strategic challenges are about mission, vision, or institutional direction. They require leadership buy-in and take years to resolve.

Tactical challenges are about programs, policies, or resource allocation. They require cross-departmental collaboration and take months to resolve.

Operational challenges are about daily processes, individual behaviors, or immediate needs. They can often be solved locally and quickly.

Based on what you’ve described, where do you think this challenge lives?”

[Guide the colleague to classify the challenge. If they’re unsure, ask probing questions: “Who has the authority to change this?” “How long has this been a problem?” “Does

this affect one person or the whole institution?”]

[15-25 minutes] Explore Solutions

“Great! So this is a [Strategic/Tactical/Operational] challenge. Now let’s think about solutions.

If Strategic: *‘You’ll need to connect this to the Roxbury 2030 Plan and the 5Ps. Which P does this relate to? Who at the leadership level needs to hear about this? How can you frame it as advancing our mission?’*

If Tactical: *‘You’ll need to identify the right stakeholders—probably a VP or Dean—and propose a pilot or working group. What’s the smallest version of this solution you could test? Who else needs to be at the table?’*

If Operational: *‘You might be able to solve this yourself or with your immediate team. What’s one small change you could make this week? Do you need permission, or can you just try it?’*

What ideas are coming to mind?”

[Brainstorm solutions together. Help the colleague think through feasibility, resources needed, and potential obstacles.]

[25-30 minutes] Action Plan & Follow-Up

“This has been a really productive conversation. Let’s nail down your next steps so you leave here with a clear plan.

Action 1: *[Specific action, e.g., ‘Email Dean Smith to request a meeting’]*

Action 2: *[Specific action, e.g., ‘Draft a one-page proposal’]*

Action 3: *[Specific action, e.g., ‘Test the new process with your team’]*

When do you think you can get these done? [Set deadlines]

Can I check in with you in [timeframe, e.g., two weeks] to see how it’s going?”

[Schedule follow-up. Offer ongoing support.]

“You’ve got this. And remember—I’m here if you hit a roadblock. Thanks for trusting me with this!”

Script 3: Peer Learning Circle (90 minutes)

Purpose: Facilitate a peer-led discussion where Champions and staff share experiences applying the framework

Audience: 10-20 staff members (mix of Champions and non-Champions)

Materials Needed:

- Case study handouts (3 scenarios)
- Flip chart or whiteboard
- Timer

Timing Breakdown

Time	Activity	Format
0-10 min	Welcome & Check-In	Circle
10-40 min	Case Study Discussions	Small groups
40-60 min	Group Share-Out	Facilitated
60-80 min	Open Challenges Forum	Open mic
80-90 min	Reflections & Closing	Circle

Script

[0-10 minutes] Welcome & Check-In

“Welcome to our Peer Learning Circle! This is a space for us to learn from each other —no hierarchy, no judgment, just honest conversation about how we’re applying the Strategic Framework in our daily work.

*Let’s start with a quick check-in. Going around the circle, share your name, your role, and **one word** that describes how you’re feeling about the framework right now. I’ll start: I’m [Name], I’m a [Role], and my word is ‘curious.’”*

[Go around the circle. Listen for themes: excited, confused, overwhelmed, skeptical, etc. Acknowledge the range of emotions.]

[10-40 minutes] Case Study Discussions

“Today we’re going to work through three real-world case studies from RCC. Each case study presents a challenge, and your job is to:

- 1. Identify whether it’s a Strategic, Tactical, or Operational issue*
- 2. Connect it to the 5Ps Framework*
- 3. Propose a solution*

You’ll work in small groups of 4-5 people. Each group gets one case study. You have 20 minutes to discuss and prepare a 5-minute presentation for the larger group.”

Case Study 1: The Advising Bottleneck

“Students are complaining that they can’t get advising appointments before registration opens. Advisors say they’re overwhelmed and don’t have enough time. The Dean of Student Services wants to fix this but doesn’t have budget for more advisors.”

Case Study 2: The Curriculum Misalignment

“Faculty in the Nursing program notice that students are struggling in their clinical rotations because they lack basic skills that should have been taught in prerequisite courses. The prerequisite courses are taught by a different department.”

Case Study 3: The Partnership Opportunity

“A local biotech company approaches RCC and offers to fund a new lab and provide internships for students. The President is excited, but the company wants the program up and running in 6 months. Faculty say that’s not enough time to design a quality curriculum.”

[Assign groups to case studies. Set a timer for 20 minutes. Circulate to listen and offer guidance if groups get stuck.]

[40-60 minutes] Group Share-Out

“Time’s up! Let’s hear what you came up with. Group 1, you had the Advising Bottleneck. What did you decide?”

[Each group presents for 5 minutes. After each presentation, open the floor for 2-3 minutes of questions or alternative perspectives. Facilitate respectfully—no one solution is “right.”]

[60-80 minutes] Open Challenges Forum

“Now it’s time for the Open Challenges Forum. This is your chance to bring a real challenge you’re facing and get input from the group.

The format is simple: You share your challenge in 2-3 minutes, and then the group offers ideas, questions, or resources for 5 minutes. We’ll do as many as time allows.

Who wants to go first?”

[Facilitate 2-3 challenges, depending on time. Keep the energy positive and solution-focused. If someone shares a complaint without seeking solutions, gently redirect: “That sounds frustrating. What would a solution look like for you?”]

[80-90 minutes] Reflections & Closing

*“We’re coming to the end of our time together. Let’s close with a quick reflection. Going around the circle one more time, share: **What’s one thing you’re taking away from today’s conversation?**”*

[Go around the circle. Thank participants for their honesty and engagement.]

“Thank you all for showing up and leaning into this work. Remember—the framework is a tool, not a rulebook. Use it in ways that make sense for your role and your students. See you next month!”

Script 4: Resistance Conversation (15 minutes)

Purpose: Address skepticism or resistance to the framework

Audience: Individual colleague who is skeptical

Materials Needed: None (informal conversation)

Script

[0-3 minutes] Listen Without Defending

“I’ve noticed you seem hesitant about the Strategic Framework, and I wanted to check in. What’s your take on it?”

[Listen fully. Do not interrupt or defend. Common objections: “This is just buzzwords.” “We don’t have time for this.” “Leadership will forget about it in six months.” “This doesn’t apply to my role.”]

[3-8 minutes] Validate & Reframe

“I hear you. And honestly, I get it. [Reflect back their concern in your own words.]

Here’s what I’ve found helpful: The framework isn’t about adding more work—it’s about making the work we’re already doing more intentional.

For example, [share a specific personal example of how the framework helped you make a decision, prioritize, or push back on something that wasn’t aligned].

The way I think about it is: We’re all rowing the boat. The framework just helps us row in the same direction instead of in circles.”

[8-15 minutes] Invite Experimentation

“You don’t have to buy in 100% right now. But I’d invite you to try one small thing this week: When someone asks you to take on a new task, pause and ask yourself, ‘Does this advance one of the 5Ps?’ If yes, great. If no, maybe that’s a task you can say no to.

That’s it. Just try it once and see if it helps. If it doesn’t, no harm done. But if it does, we can talk more.

Sound fair?”

[End on a collaborative note. Don’t force agreement. Plant a seed and move on.]

Tips for Effective Facilitation

Before the Session

- **Know your audience:** Are they faculty, staff, or mixed? Adjust examples accordingly.
- **Test your tech:** If using slides, make sure the projector works.
- **Arrive early:** Set up the room in a way that encourages participation (circle or U-shape, not rows).

During the Session

- **Use the “3-second rule”:** After asking a question, wait at least 3 seconds before speaking again. Silence is okay.
- **Affirm all contributions:** Even if an answer is “wrong,” find something to affirm (“That’s an interesting angle...”).
- **Watch the clock:** It’s better to end 5 minutes early than to rush through the closing.

After the Session

- **Follow up:** Send a thank-you email with links to resources (website, self-assessment tool, your contact info).
- **Reflect:** What went well? What would you do differently next time? Share your learnings with other Champions.

Document Information

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