Monthly Progress Report Template

Strategic Framework Implementation

Roxbury Community College
Institutional Effectiveness Office

Instructions for Completing This Report

Purpose: This monthly progress report helps departments track their strategic, tactical, and operational goals and provides data to populate the institutional KPI dashboard.

Who Should Complete: Department Chairs, Directors, Managers, or designated coordinators

Submission Deadline: 5th business day of each month (reporting on the previous month)

Submission Method: Submit via [Online Form Link] or email to jthompson@rcc.mass.edu

Questions: Contact the Institutional Effectiveness Office at (617) 427-0060

Report Header

Field	Response
Department/Unit Name	
Reporting Period	Month/Year (e.g., January 2026)
Report Completed By	Name and Title
Date Submitted	
Supervisor/Reviewer	Name of person who reviewed this report

Section 1: Strategic Level Goals (3-5+ Years)

Instructions: Identify 1-2 long-term strategic goals your department contributes to. These should align with Roxbury 2030 Strategic Plan priorities.

Strategic Goal #1

Field	Response
Strategic Goal	(Example: "Expand debt-free pathways to high-wage careers")
Alignment with Roxbury 2030	Which of the 5Ps does this support? (Purpose, People, Place, Programs, Partnerships)
Target Completion Date	(e.g., June 2028)
Overall Progress Status	☐ On Track ☐ Needs Attention ☐ Off Track

Key Milestones This Month:

(Describe any significant progress toward this long-term goal)

Challenges or Barriers:

(Identify any obstacles that may prevent achieving this strategic goal)

Support Needed:

(What resources, coordination, or decisions are needed from leadership?)

Strategic Goal #2 (Optional)

Field	Response
Strategic Goal	
Alignment with Roxbury 2030	Which of the 5Ps does this support?
Target Completion Date	
Overall Progress Status	☐ On Track ☐ Needs Attention ☐ Off Track

Key Milestones This Month:

Challenges or Barriers:

Support Needed:

Section 2: Tactical Level Initiatives (6-24 Months)

Instructions: List 2-4 tactical initiatives (programs, projects, resource allocation decisions) your department is actively working on. These should translate strategic goals into concrete action.

Tactical Initiative #1

Field	Response
Initiative Name	(Example: "Expand Laptop Loaner Program from 200 to 500 devices")
Supports Strategic Goal	(Reference Strategic Goal #1 or #2 above)
Timeline	Start Date: _____ Target Completion: _____
Budget Allocated	$
Progress This Month	% Complete: _____
Status	☐ On Track ☐ Needs Attention ☐ Off Track

Activities Completed This Month:

1.

2.

3.

Metrics/KPIs:

Metric	Target	Actual	Variance
(e.g., Laptops deployed)	500	350	-150

Next Month's Priorities:

1.

2.

Coordination with Other Departments:

(List any departments you collaborated with and the nature of the collaboration)

Challenges or Barriers:

Support Needed:

Tactical Initiative #2

Field	Response
Initiative Name	
Supports Strategic Goal	
Timeline	Start Date: _____ Target Completion: _____
Budget Allocated	$
Progress This Month	% Complete: _____
Status	☐ On Track ☐ Needs Attention ☐ Off Track

Activities Completed This Month:

Metrics/KPIs:

Metric	Target	Actual	Variance

Next Month's Priorities:

Coordination with Other Departments:

Challenges or Barriers:

Support Needed:

Tactical Initiative #3 (Optional)

Field	Response
Initiative Name	
Supports Strategic Goal	
Timeline	Start Date: _____ Target Completion: _____
Budget Allocated	$
Progress This Month	% Complete: _____
Status	☐ On Track ☐ Needs Attention ☐ Off Track

Activities Completed This Month:

Metrics/KPIs:

Metric	Target	Actual	Variance

Next Month's Priorities:

Coordination with Other Departments:

Challenges or Barriers:

Support Needed:

Tactical Initiative #4 (Optional)

Field	Response
Initiative Name	
Supports Strategic Goal	
Timeline	Start Date: _____ Target Completion: _____
Budget Allocated	$
Progress This Month	% Complete: _____
Status	☐ On Track ☐ Needs Attention ☐ Off Track

Activities Completed This Month:

Metrics/KPIs:

Metric	Target	Actual	Variance

Next Month's Priorities:

Coordination with Other Departments:

Challenges or Barriers:

Support Needed:

Section 3: Operational Level Performance (Daily/Weekly)

Instructions: Report on key operational metrics that reflect your department's day-to-day service delivery and execution quality.

Operational Metrics

Metric	Target	Actual This Month	Variance	Trend
(e.g., Student advising appointments completed)	800	825	+25	↑
(e.g., Help desk tickets resolved within 2 hours)	90%	88%	-2%	↓
(e.g., Library daily visitors)	500	520	+20	↑

Operational Highlights This Month:

(Describe 2-3 operational successes or wins)

1.

2.

3.

Operational Challenges This Month:

(Describe 1-2 operational barriers or problems that affected service delivery)

1.

2.

Process Improvements Implemented:

(List any changes made to improve efficiency, quality, or student experience)

1.

2.

Staff Performance Notes:

(Optional: Recognize outstanding staff contributions or note staffing challenges)

Section 4: Student Impact

Instructions: Provide qualitative and quantitative evidence of how your department's work impacted students this month.

Number of Students Served: _____ (unduplicated count if possible)

Student Success Stories:

(Share 1-2 brief examples of how your department made a difference for individual students)

Example:

> *"A nursing student was struggling to afford textbooks and was considering dropping out. Our case manager connected her with the emergency fund, and she was able to purchase her materials and stay enrolled. She's now on track to graduate in May."*

Student Feedback/Satisfaction:

(Include survey results, testimonials, or informal feedback)

Equity Considerations:

(Describe any efforts to address equity gaps or serve underrepresented student populations)

Section 5: Budget and Resources

Instructions: Report on budget utilization and resource needs.

Budget Summary

Category	Allocated Budget	Spent This Month	Year-to-Date Spent	% of Budget Used	Projected Year-End
Personnel	$	$	$	%	$
Operations	$	$	$	%	$
Programs	$	$	$	%	$
Total	$	$	$	%	$

Budget Concerns:

☐ On track
☐ Underspending (explain why)
☐ Overspending (explain why)
☐ Need budget adjustment (specify amount and justification)

Resource Requests:

(List any additional resources needed: staff, equipment, space, technology, etc.)

Section 6: Cross-Departmental Collaboration

Instructions: Identify collaboration with other RCC departments this month.

Partner Department	Purpose of Collaboration	Outcome/Status
(e.g., IT Department)	(e.g., Coordinated laptop loaner program expansion)	(e.g., Successfully deployed 50 additional laptops)

Opportunities for Future Collaboration:

(Identify departments you should coordinate with but haven't yet)

Section 7: Alignment Check

Instructions: Reflect on how well your department's work aligns with the Strategic Framework.

Alignment Assessment:

Question	Yes	Partially	No
Do all team members understand how their work connects to RCC's strategic goals?	☐	☐	☐
Are tactical initiatives clearly linked to strategic priorities?	☐	☐	☐
Are operational metrics being tracked consistently?	☐	☐	☐
Is there effective communication between strategic, tactical, and operational levels?	☐	☐	☐
Are we receiving feedback from frontline staff about barriers and improvements?	☐	☐	☐

If you answered "Partially" or "No" to any question, explain:

Actions to Improve Alignment:

1.
2.

Section 8: Looking Ahead

Next Month's Priorities:

(List 3-5 key priorities for the upcoming month)

1.
2.
3.
4.

5.

Anticipated Challenges:

(Identify any known obstacles or risks for next month)

Decisions Needed from Leadership:

(List any decisions that require VP/President approval)

Section 9: Additional Comments

(Use this space for any additional information, context, or concerns not captured above)

Supervisor Review Section

Reviewed By: _____ (Name and Title)

Review Date: _____

Feedback/Comments:

Approval Status:

☐ Approved as submitted
☐ Approved with revisions
☐ Needs additional information (specify below)

Follow-Up Actions Required:

Appendix: KPI Dashboard Data Collection

Instructions: The data you provide in this report will be used to populate the institutional KPI Dashboard. Below is a summary of the key metrics that feed into the dashboard. Please ensure accuracy.

Strategic Level KPIs (from Section 1)

KPI	Your Department's Contribution
3-Year Completion Rate	%
Transfer Rate to 4-Year Institutions	%
Debt-Free Pathway Enrollment	# of students
PBI Designation Metrics	(if applicable)

Tactical Level KPIs (from Section 2)

KPI	Your Department's Contribution
Programs Launched This Year	#
Cross-Departmental Collaborations	#
Budget Utilization Rate	%
Staff Training Completion Rate	%

Operational Level KPIs (from Section 3)

KPI	Your Department's Contribution
Student Satisfaction Rating	/5.0
Service Response Time	(hours/days)
Daily Service Volume	#
Process Improvement Initiatives	#

Document Information

Template Version: 1.0
Date Created: February 1, 2026
Created By: Institutional Effectiveness Office

Contact: James Thompson, Director | jthompson@rcc.mass.edu | (617) 427-0060
Next Template Review: August 2026

Tips for Completing This Report

1. **Be Specific:** Use concrete numbers, dates, and examples rather than vague statements

2. **Be Honest:** If something is off track, say so—this helps leadership provide support

3. **Be Forward-Looking:** Don't just report what happened; identify what's needed going forward

4. **Be Collaborative:** Highlight cross-departmental work and identify opportunities for coordination

5. **Be Student-Centered:** Always connect your work back to student impact

Remember: This report is not a performance evaluation tool. It's a planning and coordination tool to ensure alignment across RCC and to identify where support is needed.

Submission Checklist

Before submitting, ensure you have:

☐ Completed all required sections (Sections 1-8)
☐ Provided specific metrics and data (not just narrative)
☐ Identified challenges and support needs
☐ Reviewed for accuracy
☐ Obtained supervisor review (if required)
☐ Submitted by the deadline (5th business day of the month)

Submit to: jthompson@rcc.mass.edu or [Online Form Link]

Thank you for your commitment to continuous improvement and strategic alignment at RCC!