

## **Potential Challenges Identified in Listening Sessions**

### **Introduction**

This document provides a structured rubric to assess the anticipated implementation challenges related to key strategic themes identified through feedback from various internal stakeholder groups at Cuyahoga Community College. Stakeholders consulted include faculty, staff, managers, and students. The rubric evaluates each strategic theme on a scale from 1 to 10, with higher scores reflecting greater anticipated implementation challenges. Each theme's assessment includes specific areas of concern, supported by detailed descriptions and average scores drawn directly from stakeholder input. Additionally, the report presents stakeholder-specific breakdowns, clearly outlining individual group perspectives and concerns. This structured assessment serves as a practical tool for Tri-C leadership to effectively prioritize strategic actions, address potential barriers proactively, and manage institutional transformation with clarity and foresight.

Carefully considering stakeholder feedback is essential for Tri-C's leadership, faculty, and staff as they undertake strategic implementation. Stakeholder input represents critical perspectives drawn from firsthand experiences, highlighting both explicit and implicit barriers that may impact the institution's transformation efforts. Integrating these insights into planning and execution processes ensures that strategic initiatives are not only practically feasible but also culturally acceptable and operationally effective. Stakeholder concerns about communication, resource allocation, and institutional culture, if thoughtfully addressed, can significantly reduce internal resistance and foster a more collaborative and supportive environment. Furthermore, visibly incorporating stakeholder feedback strengthens trust across the organization, reinforces a culture of transparency, and establishes a robust foundation for participatory decision-making. Ultimately, the active engagement with stakeholder insights detailed in this rubric positions Tri-C to execute its strategic initiatives more effectively, achieving long-term institutional goals and driving meaningful, sustainable change.

**Scoring Key:**

- **1–2:** Minimal Challenge
- **3–4:** Low Challenge
- **5–6:** Moderate Challenge
- **7–8:** Significant Challenge
- **9–10:** Critical Challenge

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**Summary of Overall Scores**

<u>Strategic Theme</u>	<u>Average Score</u>	<u>Anticipated Challenge Level</u>
Transformational Change and Agility	7.0	Significant
Holistic Belonging and Student Success	7.25	Significant
Innovative, Future-Ready Learning Models	6.25	Moderate-to-Significant
Authentic Partnerships and Community Impact	4.75	Moderate
Empowered Culture, Clear Communication, Bold Leadership	7.25	Significant
Crosscutting Theme: Lifelong Educational Value and Skills-Based Design	6.5	Moderate-to-Significant

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## Detailed Breakdown of Sources of Challenges by Theme

### 1. Transformational Change and Agility

<b><u>Area of Tension</u></b>	<b><u>Description</u></b>	<b><u>Score</u></b>
<b>Internal Cultural Resistance</b>	Level of anticipated internal resistance, trust deficits, and faculty disenfranchisement.	<b>8</b>
<b>System Responsiveness</b>	Current capacity to quickly adapt and implement institutional changes.	<b>7</b>
<b>Bureaucratic Complexity</b>	Institutional complexity potentially hindering swift transformation.	<b>7</b>
<b>Curricular Integration of New Skills</b>	Effort required to embed skill certifications and competency frameworks.	<b>6</b>

Average: 7.0 (Significant Challenge)

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### 2. Holistic Belonging and Student Success

<b><u>Area of Tension</u></b>	<b><u>Description</u></b>	<b><u>Score</u></b>
<b>Resource Alignment for Equity</b>	Extent of budgetary and resource alignment with holistic student support goals.	<b>8</b>
<b>Institutionalizing Equity Practices</b>	Anticipated difficulty in embedding equity consistently across services and curriculum.	<b>8</b>
<b>Communication and Awareness of Services</b>	Current visibility and student awareness of comprehensive support services.	<b>6</b>
<b>Cross-Departmental Equity Accountability</b>	Challenges related to shared accountability for equitable outcomes institution-wide.	<b>7</b>

Average: 7.25 (Significant Challenge)

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### 3. Innovative, Future-Ready Learning Models

<b><u>Area of Tension</u></b>	<b>Description</b>	<b>Score</b>
<b>Curricular Flexibility and Modularity</b>	Institutional capacity to introduce and expand modular and flexible curricular structures (micro-credentials).	<b>6</b>
<b>Technological Adoption (AI)</b>	Faculty and institutional preparedness for adopting AI and other emerging technologies.	<b>7</b>
<b>Real-World and Experiential Integration</b>	Current capability to systematically integrate internships, experiential learning, and industry engagement.	<b>6</b>
<b>Faculty Training and Development</b>	Extent of professional development needed to achieve and sustain innovative curriculum approaches.	<b>6</b>

Average: 6.25 (Moderate-to-Significant Challenge)

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### 4. Authentic Partnerships and Community Impact

<b><u>Area of Tension</u></b>	<b>Description</b>	<b>Score</b>
<b>Community Collaboration and Co-design</b>	Existing institutional culture and readiness for authentic community partnerships.	<b>5</b>
<b>Cross-Sector Coordination</b>	Complexity and effort required to build effective partnerships across different sectors (industry, nonprofit, civic).	<b>5</b>
<b>Expansion of Community Presence</b>	Institutional challenges to expanding physical and digital community engagement effectively into underserved areas.	<b>5</b>
<b>Structured Alumni and Partner Engagement</b>	Current readiness and infrastructure to leverage alumni mentorship and structured partnerships.	<b>4</b>

Average: 4.75 (Moderate Challenge)

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## 5. Empowered Culture, Clear Communication, Bold Leadership

<b><u>Area of Tension</u></b>	<b>Description</b>	<b>Score</b>
<b>Transparent Communication</b>	Degree of challenge in achieving effective and transparent communication across all college levels.	<b>8</b>
<b>Participatory Decision-Making</b>	Existing challenges in implementing robust participatory governance and inclusive leadership practices.	<b>7</b>
<b>Leadership Development Infrastructure</b>	Institutional readiness to identify and nurture internal leadership capabilities.	<b>6</b>
<b>Trust and Cultural Alignment</b>	Anticipated challenges regarding internal trust-building and alignment between leadership and frontline staff/faculty.	<b>8</b>

Average: 7.25 (Significant Challenge)

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## Crosscutting Theme: Lifelong Educational Value and Skills-Based Design

<b><u>Area of Tension</u></b>	<b>Description</b>	<b>Score</b>
<b>Integration of Credit/Non-Credit Programs</b>	Complexity and effort required for coherent integration of credit and non-credit pathways.	<b>7</b>
<b>Stackable Credentials and Pathways</b>	Institutional readiness to rapidly develop and manage stackable credential systems effectively.	<b>6</b>
<b>Employer and Industry Alignment</b>	Effort needed to consistently align credentials and learning outcomes with employer needs and expectations.	<b>6</b>
<b>Visibility and Market Communication</b>	Current ability to effectively communicate and market lifelong learning opportunities across diverse demographics.	<b>7</b>

Average: 6.5 (Moderate-to-Significant Challenge)

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# Tri-C Strategic Implementation Challenges by Internal Stakeholder Group

## Scoring Key:

- 1–2: Minimal Challenge
- 3–4: Low Challenge
- 5–6: Moderate Challenge
- 7–8: Significant Challenge
- 9–10: Critical Challenge

## Summary of Overall Scores by Internal Stakeholder Group

<b>Strategic Theme</b>	<b>Faculty</b>	<b>Staff</b>	<b>Managers</b>	<b>Students</b>	<b>Average</b>
Transformational Change & Agility	8	7	7	5	6.75
Holistic Belonging & Student Success	8	7	7	6	7.00
Innovative, Future-Ready Learning Models	7	6	7	5	6.25
Authentic Partnerships & Community Impact	6	6	7	4	5.75
Empowered Culture, Clear Communication, Bold Leadership	9	8	7	6	7.50
Crosscutting Theme: Lifelong Educational Value & Skills-Based Design	7	6	7	5	6.25

## Detailed Breakdown of Sources of Challenges by Internal Stakeholder Group

### 1. Transformational Change and Agility

<b>Stakeholder</b>	<b>Major Concerns from Feedback</b>	<b>Score</b>
<b>Faculty</b>	Resistance to frequent changes, disenfranchisement, need to rebuild trust, concerns about managerial layers over teaching mission.	<b>8</b>
<b>Staff</b>	Frustration with bureaucratic complexity, desire for streamlined processes, and clearer pathways to agility.	<b>7</b>

<b>Stakeholder</b>	<b>Major Concerns from Feedback</b>	<b>Score</b>
<b>Managers</b>	Concerns about institutional inertia and challenges aligning programs swiftly with rapidly changing market needs.	<b>7</b>
<b>Students</b>	Recognition of necessity of change; however, anxiety about ensuring education aligns closely with real-world outcomes.	<b>5</b>

Average: 6.75 (Significant Challenge)

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## 2. Holistic Belonging and Student Success

<b>Stakeholder</b>	<b>Major Concerns from Feedback</b>	<b>Score</b>
<b>Faculty</b>	Strong advocacy for comprehensive support services; concern about equity practices being episodic rather than systemic.	<b>8</b>
<b>Staff</b>	Desire for clearer accountability measures, concerns about resources not matching stated institutional equity goals.	<b>7</b>
<b>Managers</b>	Concerns around aligning equity goals with resource allocation, consistency in equitable practices across departments.	<b>7</b>
<b>Students</b>	Deep appreciation for holistic services but highlighted challenges regarding awareness and visibility of these supports.	<b>6</b>

Average: 7.0 (Significant Challenge)

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## 3. Innovative, Future-Ready Learning Models

<b>Stakeholder</b>	<b>Major Concerns from Feedback</b>	<b>Score</b>
<b>Faculty</b>	Emphasis on the significant need for professional development and potential resistance to adopting AI and emerging technologies.	<b>7</b>
<b>Staff</b>	Recognition of the need for agile program designs; moderate concerns about institutional support for innovation in curriculum and pedagogy.	<b>6</b>
<b>Managers</b>	Awareness of challenges in developing and implementing flexible, technology-enhanced curriculum rapidly enough to meet market demands.	<b>7</b>
<b>Students</b>	High enthusiasm for practical, real-world learning; moderate concern regarding current access and consistency of experiential learning opportunities.	<b>5</b>

Average: 6.25 (Moderate-to-Significant Challenge)

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#### 4. Authentic Partnerships and Community Impact

<b>Stakeholder</b>	<b>Major Concerns from Feedback</b>	<b>Score</b>
<b>Faculty</b>	Interest in community collaboration; moderate concerns about institutional mechanisms for genuine co-creation and involvement.	<b>6</b>
<b>Staff</b>	Recognition of potential challenges around comprehensive community outreach and creating effective, sustained partnerships.	<b>6</b>
<b>Managers</b>	Highlighting the complexity of managing cross-sector collaborations and effectively coordinating efforts across different community stakeholders.	<b>7</b>
<b>Students</b>	Positive towards community-focused initiatives; minor concerns about visibility and integration of existing community engagement programs.	<b>4</b>

Average: 5.75 (Moderate Challenge)

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#### 5. Empowered Culture, Clear Communication, Bold Leadership

<b>Stakeholder</b>	<b>Major Concerns from Feedback</b>	<b>Score</b>
<b>Faculty</b>	Significant concerns about top-down decision-making, lack of participatory governance, trust deficits, and insufficient communication clarity.	<b>9</b>
<b>Staff</b>	High frustration around perceived disconnect between senior leadership decisions and frontline realities; need for improved communication.	<b>8</b>
<b>Managers</b>	Moderate-to-high concern around insufficient communication mechanisms and challenges to effective participatory decision-making.	<b>7</b>
<b>Students</b>	Desire for more consistent and timely communication regarding institutional decisions affecting student life.	<b>6</b>

Average: 7.5 (Significant-to-Critical Challenge)

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## Crosscutting Theme: Lifelong Educational Value and Skills-Based Design

Stakeholder	Major Concerns from Feedback	Score
Faculty	Moderate-to-high concern regarding complexities of integrating credit and non-credit programs into coherent pathways and embedding lifelong learning concepts.	7
Staff	Recognition of implementation challenges, especially around clear communication and visibility of lifelong learning offerings.	6
Managers	Concerns about aligning rapidly evolving workforce requirements with flexible, modular credentials; complexity in industry validation processes.	7
Students	Strong positive response to lifelong learning but moderate concerns regarding clarity of pathways and visibility of stackable credential offerings.	5

Average: 6.25 (Moderate-to-Significant Challenge)

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### Conclusion

The implementation challenges outlined in this report represent crucial insights that can significantly impact the success of strategic initiatives at Tri-C. The identified areas, notably "Transformational Change and Agility," "Holistic Belonging and Student Success," and "Empowered Culture, Clear Communication, Bold Leadership," reflect meaningful and consistent stakeholder concerns around institutional culture, resource management, communication clarity, and collaborative governance. Recognizing and addressing these specific challenges proactively will enhance the likelihood of successful strategic outcomes by mitigating internal resistance, optimizing resource allocation, and improving institutional communication processes.

To effectively navigate these anticipated implementation barriers, Tri-C leadership should commit to sustained engagement with stakeholders, ensuring ongoing feedback loops and clear, transparent communication throughout each stage of implementation. Proactive steps might include structured dialogues, targeted professional development, and clearly articulated accountability mechanisms aligned with stakeholder expectations. By fostering an inclusive institutional culture that prioritizes stakeholder voices, Tri-C can build trust, strengthen collaborative relationships, and reduce organizational friction.

Ultimately, this careful and deliberate attention to stakeholder concerns will transform identified challenges into opportunities for growth, innovation, and meaningful progress.

Such an approach not only supports the immediate execution of strategic initiatives but also lays a foundation for long-term resilience, agility, and sustained institutional excellence. By prioritizing clear communication, inclusive decision-making, and responsive leadership practices, Tri-C will be positioned to achieve its ambitious strategic goals and ensure a lasting positive impact on students, faculty, staff, and the broader community.

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For any questions regarding the listening sessions or this summary, please reach out to [Gregory Stoup](#), Vice President of Institutional Progress and Effectiveness.