

Potential Challenges Associated with Listening Session Themes

Introduction

This document outlines anticipated challenges related to themes identified through feedback collected from internal stakeholder groups at Cuyahoga Community College (Tri-C). Input was gathered from faculty, staff, managers, and students, serving as valuable insights to guide the ongoing strategic planning process. This assessment employs a structured rubric that evaluates each theme based on stakeholder perceptions of potential challenges, rated on a scale from 1 to 10, where higher scores indicate greater perceived challenges. Each theme includes specific areas of concern detailed from stakeholder feedback, along with group-specific perspectives. This feedback serves as critical input into the development and refinement of the College's strategic transformation plan. Integrating this input thoughtfully will help Tri-C leadership proactively address potential barriers and facilitate a smoother institutional transformation.

Careful consideration of stakeholder feedback is essential for Tri-C's strategic implementation planning. The insights gathered represent firsthand experiences and perspectives from across the College community, highlighting both explicit and implicit barriers that may influence strategic efforts. Thoughtful integration of these perspectives into planning processes ensures strategies are not only practical and feasible but also aligned with institutional culture and operational realities. Addressing stakeholder concerns regarding communication, resources, and institutional culture can significantly mitigate resistance, fostering a more collaborative environment. Clearly acknowledging the role stakeholder input plays in strategic planning will also reinforce organizational trust and support an atmosphere of transparency and participatory decision-making, enhancing Tri-C's ability to achieve its strategic objectives.

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

<u>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

Detailed Breakdown of Sources of Challenges by Theme

1. Transformational Change and Agility

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

Average: 7.0 (Significant Challenge)

2. Holistic Belonging and Student Success

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

Average: 7.25 (Significant Challenge)

3. Innovative, Future-Ready Learning Models

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

Average: 6.25 (Moderate-to-Significant Challenge)

4. Authentic Partnerships and Community Impact

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

Average: 4.75 (Moderate Challenge)

5. Empowered Culture, Clear Communication, Bold Leadership

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

Average: 7.25 (Significant Challenge)

Crosscutting Theme: Lifelong Educational Value and Skills-Based Design

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

Average: 6.5 (Moderate-to-Significant Challenge)

Challenges by Tri-C Stakeholder

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 Tri-C Stakeholder

<u>Theme</u>	<u>Faculty</u>	<u>Staff</u>	<u>Managers</u>	<u>Students</u>	<u>Average</u>
Transformational Change and Agility	8	7	7	5	6.75
Holistic Belonging and Student Success	8	7	7	6	7.00
Innovative, Future-Ready Learning Models	7	6	7	5	6.25
Authentic Partnerships and 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 and Skills-Based Design	7	6	7	5	6.25

Detailed Breakdown of Sources of Challenges by Stakeholder

1. Transformational Change and Agility

<u>Stakeholder</u>	<u>Major Concerns from Feedback</u>	<u>Score</u>
Faculty	Resistance to frequent changes, disenfranchisement, need to rebuild trust, concerns about managerial layers over teaching mission.	8
Staff	Frustration with bureaucratic complexity, desire for streamlined processes, and clearer pathways to agility.	7
Managers	Concerns about institutional inertia and challenges aligning programs swiftly with rapidly changing market needs.	7
Students	Recognition of necessity of change; however, anxiety about ensuring education aligns closely with real-world outcomes.	5

Average: 6.75 (Significant Challenge)

2. Holistic Belonging and Student Success

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

Average: 7.0 (Significant Challenge)

3. Innovative, Future-Ready Learning Models

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

Average: 6.25 (Moderate-to-Significant Challenge)

4. Authentic Partnerships and Community Impact

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

Average: 5.75 (Moderate Challenge)

5. Empowered Culture, Clear Communication, Bold Leadership

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

Average: 7.5 (Significant-to-Critical Challenge)

Crosscutting Theme: Lifelong Educational Value and Skills-Based Design

<u>Stakeholder</u>	<u>Major Concerns from Feedback</u>	<u>Score</u>
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)

Conclusion

The anticipated challenges highlighted in this document provide crucial insights drawn directly from stakeholder feedback, which are essential for informing Tri-C's strategic planning efforts. Notable areas of concern identified by stakeholders, including "Transformational Change and Agility," "Holistic Belonging and Student Success," and "Empowered Culture, Clear Communication, Bold Leadership," reflect consistent themes regarding internal cultural dynamics, resource allocation, communication clarity, and collaborative governance. Recognizing and proactively addressing these challenges will better position the College for successful strategic outcomes by reducing potential resistance and improving resource alignment and internal communication processes.

To effectively navigate these perceived challenges, it is recommended that Tri-C leadership maintain sustained stakeholder engagement, ensuring continuous feedback mechanisms and clear communication throughout the implementation stages. Cultivating an inclusive institutional culture that values stakeholder perspectives will build trust and strengthen collaborative relationships across all College groups.

Ultimately, by treating stakeholder feedback as informative input rather than definitive strategic directives, Tri-C can transform identified challenges into actionable opportunities for growth and innovation. This approach not only supports immediate strategic execution but also establishes a foundation for long-term institutional resilience and excellence, ultimately advancing Tri-C's broader mission and community impact.

.....

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