

SEARCH PROFILE:

VICE PRESIDENT OF ENROLLMENT SERVICES



Franklin
Cummings
Tech

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THE OPPORTUNITY

Benjamin Franklin Cummings Institute of Technology (Franklin Cummings Tech or FC Tech) is seeking a dynamic and strategic leader to serve as its inaugural Vice President of Enrollment Services (Vice President or VPES). Reporting directly to the President and a member of the President's Performance and Accountability Council (PAC), the Vice President will develop and oversee comprehensive enrollment strategies to attract, retain, and support a diverse student body. This newly created position represents a pivotal investment in the institution's future, ensuring enrollment stability and growth through innovative recruitment, admissions, financial aid, and retention initiatives. The successful candidate will bring a forward-thinking, data-informed approach to enrollment services while fostering a culture of collaboration, student-centered service, and continuous improvement. The Vice President will oversee and be responsible for the leadership, management, and direct supervision of the offices of Admissions for Programs, Records and Registration, and Financial Aid. Together, these offices provide leadership in designing the institution's cohesive enrollment services strategies and are expected to make sophisticated data-informed, evidence-based enrollment decisions that also account for enrollment management trends locally as well as those among two-year colleges regionally and nationally.



THE INSTITUTION

Benjamin Franklin Cummings Institute of Technology, located in the heart of Boston, is a private, nonprofit technical college committed to providing students with career-ready education in high-demand fields. With a strong focus on innovation, equity, and hands-on learning, the institution equips students with the skills and knowledge necessary to thrive in today's workforce. Situated in a city renowned for its higher education institutions and technological advancements, Franklin Cummings Tech offers students unparalleled opportunities for industry partnerships, internships, and career placements.

On February 22, 2022, The Cummings Foundation announced a transformative \$12.5 million gift to the college. The gift will support the school in continuing to develop new programs that excite students and meet the evolving workforce needs of the region's leading industries. This support will also further aid students in defraying the costs of post-secondary education. In recognition of the transformational nature of the commitment—nearly equivalent to the school's annual operating budget—the college became the Benjamin Franklin Cummings Institute of Technology. This multi-year pledge—which directly correlates to the college's Strategic Plan to realize its fundraising potential—reflects Bill and Joyce Cummings' interest in expanding the reach of Cummings Foundation to include organizations that feature innovative and dynamic approaches to workforce development and create greater



opportunities for communities that have historically lacked access to higher education and the career pathways it provides. The college's focus on new growing fields like clean tech, life sciences, and other technical careers aligned with Cummings Foundation's interest in this area.



LEADERSHIP

DR. AISHA FRANCIS, PRESIDENT AND CEO

Aisha Francis, PhD, became the first female President in the more than 100-year history of Benjamin Franklin Cummings Institute of Technology in July 2021. Dr. Francis oversees the day-to-day operations of the college and plays a critical role in advancing its mission.

Dr. Francis is an award-winning nonprofit leader and educator with broad experience in strategic planning, philanthropy, board relations, marketing, and communications. She believes in the ability of effective organizations and well-supported individuals to transform underserved communities for the better, which is her life's work. She enjoys serving as a strategist and implementing dynamic new programs at best-in-class organizations that improve access to and equity of educational and economic opportunities.

In her previous role as the college's Chief of Staff, Dr. Francis built the college's network of supporters through external and government relations and oversaw selected aspects of administrative operations. Prior to joining the college, she served as the Managing Director of Development for Harvard Medical School, raising funds to support medical student scholarships as well as diversity and inclusion programs. She previously spearheaded marketing and fundraising for Economic Mobility Pathways and held leadership positions at the John F. Kennedy Library Foundation and Boston Medical Center.

Her background is in academia and she began her career as a college educator of English Literature and Women's Studies. Dr. Francis has published original scholarship in these areas of study and pens opinion pieces and offers commentary on matters relevant to higher education.

Her professional and personal achievements are widely recognized. She is a 2022 and 2023 recipient of the Boston Magazine 150 Most Influential Bostonians, a 2022-2024 Boston Business Journal Power 50 Movement



Maker, received the 2023 Pinnacle Award for outstanding contributions in the non-profit sector from the Greater Boston Chamber of Commerce and was named in 2021 as a Get Connected Most Impactful Woman.

Dr. Francis contributes to the civic health of Greater Boston through volunteer work and advocacy. Dr. Francis holds gubernatorial appointments to the board of directors of Massachusetts Clean Energy Center (MASSCEC), the state agency dedicated to the growth of the clean energy sector in MA, and the New England Board of Higher Education. She serves on the board of directors of the Association of Independent Colleges of Massachusetts, Boston public radio station WBUR, and the Massachusetts Business Roundtable (MBR). She is an advisory board member of Beth Israel Deaconess Medical Center (BIDMC), Eastern Bank, the Environmental League of Massachusetts (ELM), and New England Women in Energy (NEWIE).

NEW CAMPUS IN BOSTON'S NUBIAN SQUARE

Benjamin Franklin Cummings Institute of Technology is constructing a state-of-the-art campus at 1011 Harrison Avenue in Boston's Nubian Square, with building completion anticipated in the fall of 2025 and grand opening in the spring semester 2026. This strategic relocation aims to enhance educational offerings and strengthen ties with the local community.

Key Features of the New Campus:

- **Modern Facilities:** The three-story, 68,000-square-foot building will support eight academic departments, featuring technology-rich classrooms, specialized technical laboratories, and flexible learning spaces tailored to each program's needs.
- **Innovative Learning Environments:** Highlights include an advanced manufacturing center, a rooftop renewable energy learning lab, a ground-level automotive shop accessible to the community, and a walk-in optical shop, providing hands-on experiences for students.
- **Community Integration:** Located at the corner of Harrison Avenue and Eustis Street, the Engineering Technology Robotics Lab will be visible to passers-by, inspiring potential students and fostering community engagement.
- **Sustainable Design:** The campus incorporates sustainable features such as a rooftop learning lab for renewable energy technologies and mechanical systems.

This new campus represents a significant investment in the future of technical education, aiming to provide an environment that meets current student needs and anticipates future educational demands. By relocating to Nubian Square, Franklin Cummings Tech seeks to strengthen its mission of delivering transformative technical and trade education that leads to economic advancement, while contributing to the revitalization of the surrounding community.

MISSION

We deliver transformative technical and trade education that leads to economic advancement.

VISION

To achieve economic and social impact through dynamic and entrepreneurial curricula that develop diverse tech talent for our region and to help graduates thrive by building generational wealth.

VALUES

- Supporting our diverse community
- Fostering a supportive learning environment

INSTITUTIONAL LEARNING OUTCOMES

We value the learning outcomes of an educated person who is:

- Focusing on technical know-how
- Practicing professionalism
- Communicating effectively
- Deploying critical thinking skills
- Embracing information literacy
- Understanding sustainable development, and
- Acting responsibly through civic engagement





ACADEMIC PROGRAMS

Franklin Cummings Tech is a special-focused institution that offers a variety of degree and certificate programs carefully designed to prepare students for high-demand careers in technical and trade fields. All programs provide project-based learning, hands-on educational experiences, leverage industry partnerships, and boast strong job placement outcomes. Students in all Associate Degree programs are eligible for paid work-based learning opportunities (defined as Co-ops, Apprenticeships, internships, or externships).

Associate Degrees:

- [Automotive Technology*](#) (1 concentration)
 - [Electric Vehicle Technology*](#)
- [Biotechnology*](#)
- [Computer Information Technology](#) (1 concentration)
 - [Cybersecurity*](#)
- [Construction Management*](#)
- [Engineering Technology*](#) (3 concentrations)
 - [Building Energy Management*](#)
 - [Mechatronics Technology*](#)
 - [Renewable Energy Technology*](#)
- [Opticianry*](#)

* Program credits can be stacked toward FC Tech's Business Management bachelor's degree

Certificate Programs:

- [Automotive Technology*](#)
- [HVAC&R Technology*](#)
- [Practical Electricity*](#)

Bachelor's Degree:

- [Business Management](#)

CONTINUING EDUCATION AND WORKFORCE PROGRAMS (CEWP)

Franklin Cummings Tech provides accessible on-ramps to education that allow adults to upskill or become career-ready in the tech and trade industries. Covering a range of foundational and advanced skills, our programs (for-credit and non-credit) give individuals from all walks of life a chance at entering or being promoted within a tech or trade career. Classes are held at convenient times, and many are offered online. The new VPES will oversee Continuing Education and Workforce Program admissions functions.

- Construction Management
- Professional Land Surveying Courses



ENROLLMENT SERVICES

The Division of Enrollment Services is integral to the college's mission, providing leadership in student recruitment, financial aid, and academic records management. The division is dedicated to ensuring a seamless, student-centered experience from initial inquiry through graduation. FC Tech values open admission, rolling application deadlines, need blind admissions and other approaches that boost college entry for low income, first generation college students. Its core areas include:

- **Recruitment and Admissions** – The team employs a strategic, data-driven approach to attracting and enrolling a diverse student body. This includes targeted outreach to high school students, adult learners, and career changers, as well as strengthening partnerships with secondary schools, community-based organizations, and employers. The college's recruitment strategy incorporates digital marketing, social media engagement, and on-campus and virtual events to generate awareness and drive applications.
- **Financial Aid** – Franklin Cummings Tech is committed to making higher education accessible and affordable. The financial aid office plays a crucial role in managing federal, state, and institutional aid programs, optimizing financial aid packaging, and providing clear, proactive communication to students and families. Leveraging financial aid strategies effectively ensures students can maximize available resources while aligning with institutional net tuition revenue goals.
- **Records and Registration** – The Office of the Registrar oversees student records, course registration, academic scheduling, and graduation processing. This area ensures compliance with institutional policies and external regulations while utilizing technology to streamline processes and enhance the student experience.

The Enrollment Services team are a dedicated, mission-driven professional staff who commit to a student-centric approach to their work. They are fully aware that the education FC Tech provides students in their community not only impacts the future of the student, but also the entire family. They welcome opportunities to interact with potential students in schools, community centers, state and local agencies and more.

They are looking for a strategic leader with a clear vision for success, including a student-centric approach to recruitment and retention. The new VPES must be mission-focused, data-informed and dedicated to the population served by FC Tech. There are nine professional staff and a large number of work study students employed in Enrollment Services.

Franklin Cummings Tech is committed to serving a diverse range of students, including:

- **Early College Students:** Franklin Cummings Tech offers programs that allow high school students to earn college credits, facilitating a smoother transition to higher education.
- **Continuing Education Students:** The college provides opportunities for adult learners seeking to enhance their skills or pursue new career paths through flexible scheduling and tailored programs.
- **Veterans:** Dedicated support services are available to assist veterans in navigating educational benefits and integrating into the college community.
- **Transfer Students:** The institution welcomes students transferring from other colleges and works to ensure a seamless credit transfer process.
- **International Students:** Franklin Cummings Tech embraces global diversity and offers resources to support international students academically and culturally.

ENROLLMENT SERVICES (CONT.)

- **Students Without a High School Diploma:** The college provides pathways for individuals without a high school diploma to access higher education, including GED support and other preparatory programs.

At Franklin Cummings Tech, the Credit for Prior Learning (CPL) program recognizes the value of knowledge and skills acquired outside traditional academic settings. This initiative allows students to earn college credits for prior learning experiences, potentially accelerating their educational journey and reducing tuition costs. There are several ways to Earn CPL Credits:

- **Advanced Placement (AP) and College Level Examination Program (CLEP)**
- **Industry Certifications:** Certain degree programs at Franklin Cummings Tech recognize specific industry certifications for academic credit. For example:
 - **Associate of Science in Computer Information Technology with a concentration in Cybersecurity:** Eligible industry certifications can account for up to 24 credits.

- **One-Year Certificate in Network and Systems Support:** Relevant certifications may contribute up to 22 credits.
- **Associate of Science in Computer Information Technology with a concentration in Network and Systems Support:** Applicable certifications can also provide up to 22 credits.
- **Articulation Agreements:** Franklin Cummings Tech has established articulation agreements with various educational institutions and organizations. These agreements facilitate the transfer of credits from prior coursework or training programs, ensuring that students receive appropriate credit for their previous learning experiences.

By acknowledging and valuing prior learning, Franklin Cummings Tech supports diverse educational pathways and empowers students to build upon their existing knowledge and skills.





STUDENT AFFAIRS

The Office of Student Affairs at Franklin Cummings Tech plays a crucial role in fostering a supportive and engaging student experience. By providing holistic support, resources, and opportunities for involvement, the division ensures that students thrive academically, socially, and personally throughout their educational journey.

This team seeks a strong collaborator in the new VPES. The links between Academic and Student Affairs and Enrollment Services must remain strong, so the ability to build relationships, develop trust and maintain open lines of communication will be imperative.

SUCCESS COACHES

Franklin Cummings Tech takes a proactive approach to student success through its Success Coach model. Each student is paired with a dedicated Success Coach who provides individualized guidance on:

- Academic planning and course selection
- Time management and study strategies
- Career exploration and goal-setting
- Financial literacy and budgeting
- Navigating college resources and support services

Success Coaches work closely with faculty, career services, and financial aid to ensure that students have the tools they need to persist and graduate. The college also offers Mobility Mentoring® Certification, equipping coaches with best practices to support students holistically.

WELLNESS AND ACCOMMODATION SUPPORT

Franklin Cummings Tech is committed to providing a safe and inclusive environment where all students can succeed. The institution offers:

- **Counseling and Mental Health Support:** Access to mental health resources, referrals, and short-term counseling sessions.
- **Disability Accommodations:** The Office of Accessibility Services provides accommodations for students with documented disabilities, ensuring equal access to academic and extracurricular activities.
- **Basic Needs Support:** Students facing food insecurity, housing

FAST FACTS

- Total Students Served (FY23): 1,040
- Alumni Job Placement Rate (5-year average): 84% (working full-time, in field of choice or continuing education within 1 year of graduation)
- Students of Color: 73%
- Students Receiving Financial Aid: 98%
- Alumni Median Salary 1 Year After Graduation: \$56,825
- Students from Boston: 57% (including 29% from Boston Public Schools)
- 3-Year Graduation Rate: 50% (compared to 21% average for 2-year MA colleges)
- Financial Aid Awarded (FY23): \$5 million

ENROLLMENT DATA

As of the 2023-2024 academic year, Franklin Cummings Tech reported the following enrollment statistics:

- Total Enrollment: 592 undergraduate students
- Gender Distribution: 471 male students (80%), 121 female students (20%)
- Retention Rates:
 - Fall 2022 to Spring 2023: 79.3%
 - Spring 2023 to Fall 2023: 72.8%
- Graduation Rates:
 - 3-Year Graduation Rate: 50% (compared to 21% average for 2-year MA colleges)
 - Overall Graduation Rate: 47% within 150% of normal time

instability, or financial emergencies can access support services and community resources.

STUDENT LIFE AND ACTIVITIES

A vibrant student experience is an essential part of college life at Franklin Cummings Tech. The institution offers a variety of student engagement opportunities, including:

- **Student Clubs and Organizations:** Interest-based and career-focused student groups, allowing students to connect with peers and develop leadership skills.
- **Career Development and Networking Events:** Workshops, career fairs, and employer partnerships to help students prepare for the workforce.
- **Community Service and Civic Engagement:** Opportunities for students to engage with the local Boston community through volunteer projects and service learning.
- **Cultural and Social Events:** Activities such as guest speakers, celebrations, and student-led initiatives that promote diversity, inclusion, and community-building.



LEADERSHIP AGENDA

The Vice President will lead a comprehensive enrollment strategy that integrates innovative approaches to recruitment, admissions, financial aid, and student retention. The role will involve collaborating across departments, leveraging cutting-edge technology, and ensuring alignment with institutional priorities and industry best practices to support enrollment growth and student success.

The Vice President must be innovative and adept at encouraging their team to promote all current academic and student-centered programs at this special-focus institution. This includes oversight of three student types: (Degree Seeking, Early College, and Continuing Ed). In addition, they will bring forth recommendations for new recruitment and enrollment initiatives, marketing and communication strategies, financial aid leveraging strategies, retention, and tuition net revenue strategies that match the college's mission, resources, and market placement demand. Being an excellent listener will greatly enhance all enrollment outcomes. Having an entrepreneurial spirit and willingness to be deeply collaborative throughout a close-knit campus community will serve this leader well. The ideal candidate for this role will bring a visionary perspective and a proactive approach to this leadership position. They will have an eagerness to contribute both as a senior leader and as a hands-on dynamic manager who leads from the field and ensures a culture of motivation, goal attainment, and continuous learning among the team.

Responsibilities for the new VPES include, but are not limited to the following:

- Focus on the college's mission, vision and strategic goals, lead the Division of Enrollment Services and cultivate collaborative relationships with office colleagues and external constituencies to ensure consistent strategic enrollment services success;
- Responsible for the development, oversight and services of all college enrollment, recruiting and related marketing communications programs, including the support and oversight of all personnel employed or contracted by the college to accomplish these tasks;
- Demonstrated ability and experience that ensures the involvement of the entire campus in the development and implementation of a comprehensive strategic enrollment services plan that is aligned with the mission, academic vision, and strategic plan of the institution;
- Design, implement and monitor the enrollment plan, including enrollment targets, recruitment objectives, tactics and strategies in consultation with stakeholders;
- Develop strategic partnerships with faculty, academic deans, local business and industry to advance enrollment efforts and success;
- Engage faculty, staff, senior leadership, alumni and students in the recruitment process, galvanizing the many constituencies of the college to join in helping realize enrollment goals;
- Develop, and analyze admissions data, making informed decisions about short- and long-range enrollment goals and new market opportunities;
- Experience in managing a variety of complex partnerships with third-party suppliers of student search, enrollment and recruiting services to include CRMs;
- Thorough knowledge of and experience with current technologies and platforms for recruiting traditional and non-traditional undergraduate students;
- The Vice President is responsible for overseeing the development of marketing resources and strategic campaigns for the purposes of student recruitment, including social media, web-based communications, web site services for recruitment purposes, and printed materials (in conjunction with the Marketing and CRM Specialist and an external Marketing firm);
- Responsible for the effective oversight of the administration of Title IV, state and institutional aid to ensure compliance while achieving desired net tuition revenue goals;
- Recommends and participates in the development of new and/or improved policies and procedures within the Enrollment Services division;
- Reports to the president and is responsible for enrollment stability, goal setting, and strategic enrollment growth and serves as a member of the Performance and Accountability Council (PAC); and
- Assume other duties and responsibilities deemed necessary.

REQUIRED QUALIFICATIONS

- Bachelor's degree from an accredited institution; and
- Demonstration of progressively responsible leadership in enrollment services (admissions and/or financial aid, and/or registrar's office).

PREFERRED QUALIFICATIONS

- Master's degree in Higher Education Administration, College Student Personnel, Student Affairs or relevant field.
- Extensive knowledge of strategic enrollment services theory and data analytics practice with use of Jenzabar, Salesforce, Pardot and similar tools.
- Demonstrated success and alacrity with budget management, leveraging analytics to increase enrollment, and maximizing net tuition revenue while attending to the quality and demographic mix of the prospect and applicant pool.
- Exceptional interpersonal skill, advanced verbal and written communication skills and the ability to interact and work effectively with administrators, academic leadership, faculty, students, alumni, donors, community leaders, elected and appointed public officials, and members of the community at large.
- The successful candidate will be a recognized leader in enrollment services, as demonstrated by membership in key organizations, presentations at conferences.
- Demonstrated success with contemporary marketing and outreach principles, strategies, and techniques, enrollment services software and systems, as well as external sources.
- Skill in program planning, examining and re-engineering operations and procedures, formulating policy, and developing and implementing new strategies and procedures at an institution of higher education.
- Advanced analytical, evaluative, and objective critical thinking skills.
- Ability to analyze complex problems, interpret operational needs, and develop integrated, creative solutions.
- Demonstrated success in building, developing and maintaining an effective enrollment services team, including mentorship, employee development, and performance management skills.
- Ability to present effectively to small and large groups of internal and external audiences.
- Demonstrated management of financial aid and operational resources with little to no audited findings and within budget.

Personal Qualities and Skills

- Innovative and organizational qualities to assist in the development of programs and promote FC Tech to various publics (i.e. prospective students and parents, secondary school administrators and teachers, etc.) to matriculate a sufficient number of qualified new students each year.
- Ability to communicate effectively verbally and in writing to various constituencies: individuals and large groups of prospective students and their parents, secondary school personnel, community-based organization leaders, alumni, current students and their parents, as well as administrators and faculty.
- Deep understanding of FC Tech's commitment to excellence in education for all students.
- Ability to develop congenial and productive working relationships with administrators, faculty, staff and students.
- Willingness to work irregular hours and weekends, and travel when needed/appropriate.





APPLICATIONS, NOMINATIONS AND COMPENSATION

Academic Search is assisting Franklin Cummings Tech in this search. All inquiries, nominations, and applications will be held in strict confidence. To learn more about this opportunity and discuss your qualifications and interest, potential applicants are encouraged to schedule a confidential conversation with the Senior Consultant for this search, Dr. Nancy Crimmin (nancy.crimmin@academicsearch.org).

Applicants should send these three separate documents (each in PDF format) to Academic Search at FCTechVPES@academicsearch.org:

- A detailed cover letter expressing your interest in this position and addressing how you meet the qualifications and expectations outlined in this profile;
- A current full resume or curriculum vitae that includes relevant responsibilities and accomplishments;
- A list of five professional references, including names, titles, organizations, phone numbers, and email addresses, noting your relationship with each reference.

References will not be contacted until later in the search process and only with the candidate's permission. A full background check (including identity, degree verification, criminal records check, credit check, and sexual misconduct check) must be completed satisfactorily before any candidate can be offered this position.

Nominations are not required to be considered for this position, leaders who know of outstanding candidates are welcome to submit confidential nominations by sending an email to FCTechVPES@academicsearch.org. Be sure to include the nominee's full name, position, institution/organization, and email address. Academic Search will notify individuals of their nomination, provide details about the position, and encourage them to apply.

Although the search remains open until the position is filled, for full consideration by the Search Committee, candidates

should submit application materials by April 29, 2025. Finalists for the position will participate in campus interviews that will include a public presentation.

COMPENSATION AND BENEFITS

The annual compensation range for this 12-month position is \$140,000-180,000, commensurate with experience. Employees at FC Tech are offered a competitive total compensation package that includes these benefits:

- High quality and affordable health insurance and dental plans;
- Flexible Spending Account and Dependent Care Assistance programs;
- A robust Employee Assistance Program;
- Retirement Savings: After two years of service, the institution contributes 5% annually to an employee's 403(b) retirement plan, with retirement planning assistance provided by TIAA;
- Employees can opt into additional benefits, including vision insurance, short-term and long-term disability coverage, extra life insurance, and legal assistance;
- Pre-Tax Parking and Transit Benefits enable employees to use pre-tax dollars for commuting expenses;
- 13 paid holidays per year, two personal days, 12 sick days annually, and four weeks of annual PTO, in addition to a college-wide intercession during the last week of the calendar year;
- Professional development and continuing education opportunities.

Benjamin Franklin Cummings Institute of Technology is an Equal Opportunity Employer. We welcome applications from individuals who would increase the richness of the college's diversity.

ABOUT ACADEMIC SEARCH

Academic Search is assisting Franklin Cummings Tech in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.

