



**INAUGURAL ASSOCIATE DEAN FOR ENROLLMENT MANAGEMENT AND STUDENT SUCCESS  
BANK STREET COLLEGE OF EDUCATION  
NEW YORK, NEW YORK**

**THE SEARCH**

Bank Street College of Education, a national leader in progressive education and an advocate for strengths-based, learner-centered, and equitable education for all, seeks an inaugural Associate Dean for Enrollment Management and Student Success (“ADEM”). Serving as the Chief Enrollment Officer and reporting directly to the Dean of the Graduate School, this is a critical new role at Bank Street, wherein the successful hire will be responsible for driving enrollment growth, codifying enrollment related systems and processes, strategically leveraging financial aid and marketing dollars, and unifying disparate units under one comprehensive enrollment management and student success office.

For more than a century, Bank Street has led the charge to place student needs at the center of practice and policy in the field of education, and its Graduate School of Education has been central to this work, preparing exceptional educators and leaders to enter the world ready to make a difference in classrooms, schools, and communities. Serving more than 600 students a year, but with a hope to increase the total to more than 800 in coming years, the Graduate School’s current academic portfolio is inclusive of on-campus master’s degree programs, online programs, and custom partnership programs. As a result, Bank Street seeks a collaborative, innovative, and seasoned enrollment leader to stabilize and grow enrollment and provide a coherent, unifying vision for how the school’s enrollment management functions, inclusive of admissions, registrar, financial aid, and student services, will work seamlessly together to enroll and support Bank Street students going forward.

The ADEM will be an experienced leader who brings a deep knowledge of data-driven enrollment management strategies, innovative marketing and recruitment techniques, and a strong understanding of the graduate school enrollment and higher education landscapes. With a strong commitment to social justice and progressive education, the inaugural ADEM will collaboratively create a more cohesive approach to enrollment management and student services to position Bank Street to navigate a complex and competitive future.

## **ABOUT BANK STREET**

Since its inception in 1916, Bank Street has been at the forefront of understanding how children learn and grow. A pioneer in improving the quality of classroom practice, and a national advocate for children and families, Bank Street is a renowned leader in education. From early childhood centers and schools to hospitals and museums, Bank Street has built its reputation on the indisputable fact that their graduates know how to do the work that is right for children.

Bank Street's approach to teaching and learning recognizes that children learn best when they are actively engaged with materials, ideas, and people. Learning becomes an active, lifelong endeavor in which children and adults alike engage as careful observers, experimenters, and creative thinkers. This approach recognizes that children do not all learn at the same rate or in the same way—effective teaching and learning demands a range of strategies to meet multiple needs.

Bank Street's mission is to improve the education of children and their teachers by applying to the education process all available knowledge about learning and growth and by connecting teaching and learning meaningfully to the outside world. In so doing, Bank Street seeks to strengthen not only individuals, but communities as well, including families, schools, and the larger society in which adults and children, in all their diversity, interact and learn.

Bank Street is organized into three primary areas: the Graduate School of Education, Children's Programs (School for Children, Family Center, Summer Camp), and the Bank Street Education Center (Learning Starts At Birth; Center on Culture, Race & Equity; Prepared To Teach; and School System Partnerships and Programs), all three of which work to transform the way teachers and children engage in learning. These three instructional divisions are supported by the Development & Alumni Relations Office; Office of Social Justice, Equity & Inclusion; Communications Team; and Division of Strategy & Operations, which includes teams responsible for human resources, IT, finances, and facilities as well as two children's programs—Liberty LEADS and HEAD Start. Building on the strength and breadth of its portfolio, Bank Street is well positioned to play a pivotal role in improving the education of children and their teachers, and creating a more just and democratic world. For more information on Bank Street, [click here](#).

## **ABOUT THE GRADUATE SCHOOL OF EDUCATION**

Bank Street's Graduate School of Education addresses what educators, in all kinds of settings, need to know, understand, and do, so that they can respond to learners strategically and sensitively. In each of Bank Street's graduate programs, there is rigorous training in human development—aspiring teachers study child development and aspiring educational leaders study adult development. The Bank Street developmental-interaction approach promotes progressive, developmentally grounded education by recognizing that both children and adults learn best when they are actively engaged with materials, ideas, and people. Constant reflection, focused advisement, and collaboration with colleagues are key to this work. At the heart of the Graduate School's approach are conference groups, intimate cohorts of students

who complete their fieldwork together, working closely whether in person or online to grapple with questions, explore their identities, and grow as educators and leaders.

The Graduate School offers more than 50 degree and certificate programs through in-person, online, and partnership formats that are focused on teaching and learning, educational leadership, and specialty areas such as infancy, child life, and museum studies. Bank Street's diverse offerings provide students with the flexibility to balance work and school. Degree programs lead to the Master of Science (MS), Master of Science in Education (MSEd), or the advanced Master of Education (EdM). The Graduate School also offers a range of continuing education options, including professional certificate programs, short-format courses, workshops, and special events both online and on Bank Street's campus, which is located on the Upper West Side in Morningside Heights, an academic hub of New York City.

The Graduate School is home to a deeply engaged and intellectually stimulating group of students in diverse fields that span education including schools, museums, hospitals, community organizations, and public service. Enrollment in the fall of 2023 included 616 students across the Graduate School's programs, supported by 84 dedicated faculty and staff. While the Graduate School's share of traditional, regular tuition paying students has dropped over the past ten years, the Graduate School has seen significant increases in the number of students opting to enter online programs and partnership programs, such as [New Leaders](#), [Future School Leaders Academy \(FSLA\)](#), and [Early Childhood Advanced Standing](#). Over the years, roughly forty to fifty percent of Bank Street students have identified as students of color. Approximately seventy-eight percent of Bank Street students receive financial aid each year. Bank Street's annual financial aid budget totals \$2.3M, and an additional \$16M in tuition discounts are extended through their partnership programs.

Graduate School faculty and staff have notably demonstrated a commitment to anti-oppression and anti-racism and to preparing educators who are able to carry these principles into their work as teachers and leaders. Grounded in both ongoing programmatic inquiry work, as well as a dedicated inquiry in which faculty and staff investigate issues of race as they affect practice, faculty engage in active review and revision of their curricula with the goal of further embedding a focus on anti-racism. In addition, every year, students who are engaged in supervised fieldwork participate in an equity event as part of their conference group. These events are planned by faculty with the goal of giving focus to issues of race that may emerge through students' practice and helping give students language to use to discuss these questions. Finally, both students and faculty are invited to participate in affinity groups that provide a forum to voice their ideas and participate in the process of interrogating and disrupting racism, oppression, and inequities. For more information about the Graduate School, [click here](#).

## **ROLE OF THE ASSOCIATE DEAN FOR ENROLLMENT MANAGEMENT AND STUDENT SUCCESS**

The inaugural Associate Dean for Enrollment Management and Student Success will join Bank Street at an exciting and consequential moment, as Bank Street and other schools and colleges of education around the country work to address enrollment challenges that have been magnified in the aftermath of the

COVID-19 pandemic. As Bank Street's senior leadership winds down their most recent strategic planning process, several tangible goals have been named for the Graduate School that this incoming leader will be tasked with achieving. In a new and important senior leadership role at Bank Street, this leader will be charged with establishing a strategic vision and operationalizing systems and processes within the Graduate School of Education to both grow enrollment and create a more cohesive approach to student services for the school's programs.

The ADEM will report directly to the Dean of the Graduate School and serve on their senior leadership team while overseeing a large enrollment management team that newly combines the offices of admissions, financial aid, registrar, and student services. The inaugural ADEM will oversee a financial aid budget of approximately \$2.3M, an additional office budget of just over \$2M, and will lead a team of 12 individuals, including three direct reports: Director of Admissions, Director of Financial Aid, and the Assistant Dean and Interim Director of Student Services (to whom the Interim Registrar directly reports).

## **KEY OPPORTUNITIES AND CHALLENGES**

### ***Develop a strategic, data-informed plan for enrollment growth.***

The inaugural Associate Dean for Enrollment Management and Student Success will devise a strategic plan to stabilize and grow enrollment and leverage financial aid successfully across the Graduate School of Education's programs. In clarifying a highly tailored and strategic vision for Bank Street's future enrollment growth, the ADEM will need to consider the three sectors of the Graduate School's programmatic offerings, including their more traditional in-person master's programs, which have experienced significant declines in enrollment, and the newer online programs and custom partnership programs, two areas of recent and future growth. In Bank Street's most recent strategic planning effort, a goal of over 800 total enrolled students has been identified, as compared to the fall 2023 total of 616. Another significant goal includes doubling the student totals in Bank Street's partnership programs, particularly focusing on their leadership and online programs. Diving deeply into historical data, while also recognizing that many of Bank Street's programs are quite small, this new leader will look across the functions supporting the full student lifecycle to identify data-informed opportunities for strategic enrollment growth. As a key senior leader, the ADEM will make informed decisions and recommendations regarding the strategic positioning of the Graduate School and its portfolio of programs, while building organizational infrastructure that will serve Bank Street as it changes and grows in the coming years.

### ***Lead marketing and recruitment initiatives in partnership with internal and external stakeholders.***

As part of the overall effort to increase enrollment, the ADEM will bring fresh and innovative ideas to develop a cohesive marketing and recruitment strategy. The ADEM will assess how to deploy a finite number of resources across marketing and recruitment activities and will continuously review data to assess the effectiveness of these activities and make ongoing adjustments and improvements to the strategy. A skilled relationship-builder, the ADEM will activate internal and external partners in marketing

and recruitment efforts. Primary relationships include Bank Street's existing marketing partners, Little Foxes and Noodle, as well as Bank Street colleagues within the Graduate School and the president's office who focus on communications, marketing, and analytics. The ADEM will increase the participation of faculty and alumni in marketing and recruitment efforts. This leader will engage with other senior leaders at Bank Street to identify additional, untapped opportunities for recruitment, including outreach to undergraduate student populations and continuing discussions around possible 4+1 programs with potential undergraduate partners.

***Increase the connection among enrollment management functions with an eye toward efficiency, standardization, and customization where appropriate.***

The inaugural ADEM will provide a coherent vision for how the range of interrelated functions under their purview, including admissions, financial aid, registrar, and student services, work together to enroll and support Bank Street students. The ADEM will carefully evaluate how to establish systems and streamline processes to accommodate the Graduate School's expanding program offerings, particularly online and partnership initiatives, while continuing to maintain close relationships with staff in the strategy and operations division around billing, compliance, and IT systems. As the school navigates the complexities associated with its growing portfolio, the ADEM will be instrumental in fostering tighter integration and identifying efficiencies within this newly unified enrollment management office. With an eye toward operational excellence, the ADEM will be thoughtful about which aspects of processes should be consistent across programs and where opportunities for customization exist.

***Provide strong leadership to unify teams and clarify roles and responsibilities.***

A seasoned leader and manager, the ADEM will inspire collaboration across teams and functions and will ensure team members understand the connection between their work and the broader mission of supporting Bank Street and its students. The ADEM will look across the enrollment management portfolio to identify potential gaps and where additional role definition and clarification may be needed. In particular, the ADEM will need to pay careful attention to the current units, organizational structure, and roles, assessing whether this approach will best position Bank Street to hit its strategic enrollment and student success goals going forward. Through strategic assessment, transparent communication, and collaboration, the ADEM will foster a cohesive team culture focused on supporting student success.

## **QUALIFICATIONS AND CHARACTERISTICS**

The following qualifications represent a broad set of skills and attributes deemed important for success as the inaugural ADEM role. While no candidate will embody every quality, the successful candidate will bring many of the following professional and personal assets:

- Deep knowledge of data-driven enrollment management strategies.

- Expertise in translating a vision and strategy into a practical plan with concrete steps and measurable outcomes.
- Demonstrated experience in implementing and assessing the impact of strategic marketing and recruitment campaigns.
- Strong financial acumen and the ability to steward and allocate limited budgetary and financial aid resources effectively.
- A systems thinker with the ability to codify processes, structures, and policies to create efficiencies, limit redundancies, and streamline operations.
- Strong understanding of national trends and issues related to graduate student recruitment and financial aid in higher education and how these trends specifically impact the field of education and professional educator preparation programs.
- Experience inheriting, building, leading, and inspiring large teams.
- Collaborative leadership style with the ability to advocate, convene, and lead through change.
- A good listener and relationship builder with strong social and emotional skills.
- Excellent oral and written communication and organizational and problem-solving skills.
- Strong proficiency with enrollment-related software and workplace collaboration products.
- Strong commitment to disrupting institutional racism and advancing social justice and progressive education.

Research shows that people belonging to structurally marginalized groups often only apply to jobs if they meet 100% of the qualifications. As no one ever meets 100% of the qualifications, we encourage you to apply if you feel that most of the above qualifications reflect your experience and expertise.

### **INQUIRIES, NOMINATIONS, AND APPLICATIONS**

Bank Street has engaged Isaacson, Miller to assist in the search. The target salary range for this role is \$170,000 to \$190,000 and will be commensurate with experience. Confidential inquiries, nominations, and applications (including resume and cover letter) should be sent electronically in confidence to:

Carrie Alexander, Kelly McLaughlin, and Marlyn Desire  
Isaacson, Miller

[Click here to access the application and apply online](#)

*Bank Street College of Education is an equal opportunity employer and does not discriminate on the basis of race, sexual orientation, ethnic origin, sex, or disability in its employment policies and other college administered programs.*