Bentonville
Institute of Technology™

# Vice President for Enrollment Management

## Leadership Profile

Fall 2026



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# Executive Summary

The Bentonville Institute of Technology seeks a creative, entrepreneurial, and collaborative founding Vice President for Enrollment Management (VPEM) to design and build the institution's enrollment enterprise from the ground up. The VPEM will serve as a key member of the executive team. Launching its first undergraduate cohort in Fall 2029, the Bentonville Institute of Technology (BIT), located in Bentonville, Arkansas, is a new private, nonprofit institution offering an intensive three-year, project-based STEM-focused degree across five eight-week terms per year, with concentrations in Mobility, Automation & Robotics, Health Systems, and Energy Systems.

This opportunity is grounded in an ambitious institutional vision to create a new model of post-secondary education—one that expands opportunity, strengthens the economy of Northwest Arkansas, and offers a nationally significant approach to 21st-century higher education. The Institute will combine rigorous STEM learning with business, entrepreneurship, design, communication, and human context to prepare students to become adaptable builders, innovators, and leaders.

The Institute’s flexible, stackable academic model will include a bachelor’s degree and certificate programs in fields such as computing and artificial intelligence, entrepreneurship and technology management, automation and robotics, logistics, health, and energy systems. Students will learn by building — moving between classrooms, studios, laboratories, industry-sponsored projects, and a signature environment for prototyping, experimentation, and applied problem-solving. Strong partnerships with businesses, schools, healthcare organizations, entrepreneurs, and civic and philanthropic leaders will keep the curriculum relevant while creating meaningful pathways for experiential learning, employment, and lifelong education.

Reporting to Inaugural President David Mazyck, Ph.D., and as a member of the executive leadership team, the Vice President for Enrollment Management will help shape the university's long-term growth strategy by defining the founding student profile, developing a distinctive enrollment philosophy, and building the student pipeline that supports both the fall 2029 launch and the institution's long-term success. This role extends well beyond admissions operations. The VPEM will serve as one of the principal architects of BIT's approach to attracting, selecting, and enrolling students.

For the founding VPEM, the mandate is both strategic and deeply consequential: to translate this distinctive mission into an enrollment promise that resonates with students and families, build access and affordability into the institution’s growth model, and create durable pipelines across Arkansas and beyond. The successful candidate will have the rare opportunity to shape not only who enrolls at the Institute, but also how a new university earns trust, demonstrates value, and develops a student body capable of advancing industries, communities, and the future of higher education.

Operating with the urgency, ambiguity, and pace of a start-up, the VPEM will build organizational capacity while balancing immediate needs with long-term strategy for admissions, financial aid, and enrollment operations functions that carry the institution from its founding class through to a steady-state enrollment of approximately 1,500 undergraduates and 500 certificate learners. In the early years, the successful candidate will take a highly visible, hands-on approach to outreach, relationship-building, and student recruitment while establishing the systems, processes, and market presence necessary for sustained growth. Team expansion will be driven by measurable enrollment success, allowing the leader to shape both the strategy and the organization as the institution evolves.

BIT is an AI-native institution — AI is woven into how the Institute teaches, operates, and serves students. This role is expected to pioneer AI-enabled recruitment, communication, and enrollment operations, and to model fluent, responsible use of AI in daily work. The VPEM will bring a bold, entrepreneurial, and creative mindset to define how artificial intelligence transforms the prospective student experience — from personalized engagement and admissions workflows to predictive enrollment analytics and data-informed decision-making — while ensuring that all applications of AI remain ethical, transparent, and student-centered.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.


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# Role of the Vice President for Enrollment Management

The VPEM will establish enrollment standards, forecasting models, and scenario-planning processes that enable institutional leaders to make informed decisions about staffing, facilities, budgeting, and academic growth throughout the ramp period. The university is designed to serve approximately 1,500 residential students. The first class of 300 students is expected to enroll in fall 2029. The expectation is that enrollment will grow steadily to 500 new entrants per year by fall 2031, enabling the university to reach a total enrollment of 1,500 by the 2032-33 academic year. BIT also aims to add 100-500 certificate earners during the same timeframe.

The VPEM will help ensure that enrollment practices, admissions policies, and financial aid operations evolve in step with accreditation milestones and regulatory requirements while maintaining clear, accurate, and responsible communications with prospective students and families. The institution is pursuing Arkansas Department of Higher Education (ADHE) authorization and evaluating accreditation options; the federal financial aid infrastructure is expected to come online later in the institution's timeline.

The VPEM will play a central leadership role in translating BIT's emerging institutional identity into a distinctive enrollment experience — shaping enrollment technologies, recruitment communications, and prospective student engagement so that every interaction reflects the university's commitment to project-based learning, AI-enabled education, and the preparation of Builders of Intelligent Systems.

# Key Responsibilities

## Enrollment Strategy & Leadership

- Develop the university's long-term enrollment strategy as an institutional growth strategy — ensuring alignment with academic priorities, financial sustainability, accreditation milestones, and institutional mission.
- Provide executive leadership with regular market intelligence, enrollment forecasting, demographic analysis, and strategic recommendations that inform institutional planning and Board decision-making.
- Recruit and develop a high-performing founding enrollment organization characterized by innovation, data-informed decision-making, exceptional student service, responsible AI adoption, and a builder mindset.

## Recruitment & Admissions

- Define the founding student profile and continuously refine recruitment personas that identify students most likely to thrive within BIT's distinctive educational model.
- Design a distinctive student recruitment ecosystem that identifies, inspires, and enrolls students who are eager to build, experiment, and shape their own educational experience.
- Build and execute a comprehensive market-development and enrollment strategy for a STEM institution, establishing awareness, generating demand, and creating a sustainable recruitment pipeline without the advantage of an established applicant base.
- Personally lead early recruitment activity: engaging directly with prospective students and families, building trusted partnerships with school counselors, representing the institution at recruitment events, and developing the enrollment pipeline from the ground up
- Partner closely with the K-12 Engagement Leader to develop school-based pipelines, awareness pathways, and community relationships that seed future cohorts — coordinating strategy, sharing field intelligence, and ensuring a seamless candidate experience from first contact through application.
- Provide strategic leadership for admissions philosophy, student selection policies, and candidate evaluation frameworks, partnering with academic leadership to ensure recruitment and admission practices align with the institution's mission, academic standards, and enrollment objectives.


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- Serve as a visible ambassador for BIT, strengthening the institution's presence in key markets and cultivating strategic partnerships with educational, community, and workforce organizations that support long-term enrollment growth and institutional impact.

## Financial Aid & Net-Price Strategy

- Develop a comprehensive pricing and financial aid strategy that aligns enrollment objectives and long-term sustainability in coordination with Finance & Administration.
- Build the infrastructure, processes, and compliance framework necessary to support institutional growth and an evolving regulatory environment.
- Establish institutional aid awarding philosophies, leveraging models, and discount-rate strategies informed by market demand and enrollment goals.
- Assess competitor pricing, financial aid practices, and student affordability trends to ensure BIT remains competitive in key recruitment markets.
- Evaluate market responsiveness to tuition and aid strategies and recommend adjustments to strengthen enrollment outcomes.

## Marketing, Brand & Communications

- Partner with institutional leadership to define and articulate a distinctive market position that differentiates BIT in a competitive higher education landscape.
- Translate the institution's mission, academic vision, and value proposition into a compelling enrollment and brand strategy.
- Lead the development of integrated enrollment marketing strategies that build awareness, generate demand, and support recruitment objectives across key markets.
- Leverage data and market intelligence to inform audience segmentation, messaging, and recruitment outreach strategies.
- Establish and monitor enrollment marketing performance metrics, optimizing campaigns, communication channels, and investments based on results.
- Ensure digital content, enrollment communications, and recruitment technologies effectively support prospect engagement and conversion,
- Guide the institution's digital recruitment strategy to ensure prospective students encounter a compelling and cohesive experience across web, search, social, and emerging platforms.
- Develop authentic and compelling narratives that communicate BIT's mission, academic strengths, student outcomes, and distinctive educational model.

## Data, Systems & Operations

- Provide strategic leadership for enrollment systems, data governance, analytics, and operational infrastructure, ensuring capabilities scale in step with institutional growth.
- Lead the implementation, optimization, and long-term utilization of enrollment technologies, including CRM and related platforms, to support recruitment, communication, student engagement, and enrollment decision-making.
- Develop comprehensive enrollment forecasting, funnel analytics, and performance reporting that inform institutional planning, resource allocation, and financial sustainability.
- Design and continuously improve enrollment processes, systems, and service models to support a high-volume, multi-term academic calendar and an exceptional student experience.
- Establish the operational frameworks, workflows, and reporting capabilities necessary to support enrollment growth before the addition of specialized operations staff.


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### AI-Enabled Enrollment

- Provide institutional leadership for the strategic, ethical, and effective use of artificial intelligence and emerging technologies across enrollment management, leveraging innovation to enhance student engagement, improve decision-making, increase operational effectiveness, and support institutional growth.
- Pioneer responsible AI use across recruitment, personalized communication, funnel analytics, and enrollment operations, aligned to institutional AI guidelines.
- Partner with IT to identify, pilot, and scale opportunities to enhance prospective and enrolled student experiences through AI-enabled engagement, self-service resources, and personalized communications.

### Yield and Retention

- Lead the institution's comprehensive yield strategy, leveraging data, communications, programming, and stakeholder engagement to convert admitted students into enrolled students.
- Partner with academic and administrative leaders to create compelling admitted-student experiences that strengthen student commitment and enrollment outcomes.
- Establish a culture of shared accountability for enrollment and student success, leveraging data and cross-campus partnerships to improve retention and graduation outcomes.
- Partner with academic and student affairs leaders to develop and implement strategies that support student persistence, retention, and degree completion.
- Leverage student success and retention data to identify barriers to persistence and recommend interventions that improve student outcomes.

### Compliance

- Ensure compliance with all federal, state, and accreditor requirements related to enrollment management, admissions, financial aid, student records, consumer information, and student disclosures, including ADHE authorization requirements and accreditation expectations.
- Monitor evolving regulatory and policy developments that may affect enrollment operations and proactively recommend institutional responses.
- Develop the policies, governance structures, and operational controls necessary to support institutional growth, accreditation requirements, and evolving regulatory expectations.

## Professional Qualifications and Personal Qualities

### Required Qualifications

- Bachelor's degree (in a STEM field preferred).
- 8+ years of progressively responsible enrollment leadership, including team and budget responsibility.
- Demonstrated success building or substantially scaling recruitment and admissions operations.
- Verifiable track record of personally executing recruitment activity — not solely directing others — in a resource-constrained or start-up environment.
- Working fluency with enrollment CRM platforms and data-informed enrollment management.
- Sound understanding of financial-aid strategy and net-price positioning.
- Familiarity with current AI tools and demonstrated use of AI in your own work, with a commitment to responsible, ethical use aligned to institutional guidelines.

### Preferred Qualifications

- Master's degree, terminal degree, or other advanced professional STEM credential.


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- Familiarity with enrollment dynamics and recruitment strategies of STEM-focused or academically rigorous programs.
- Experience at a new, founding, or rapidly growing organization, or in a comparable start-up environment.
- Experience leading enrollment initiatives within STEM-focused, undergraduate-serving residential programs.
- Experience with financial aid strategy and operations, including institutionally funded and federally supported aid models, with an understanding of how aid programs evolve to support institutional growth.
- Experience launching enrollment in tandem with a brand or naming activation.
- Experience working alongside K-12 engagement, pipeline-development, or outreach functions.

### Competencies & Attributes

- Equally effective as architect and operator — designs the system and personally works it.
- Demonstrated ability to combine strategic leadership with hands-on execution.
- Strategic and entrepreneurial mindset for building and scaling new initiatives and organizations.
- Data-fluent and operationally disciplined.
- Persuasive, mission-driven communicator and relationship builder.
- Fluent, responsible user of AI tools; eager to pioneer AI-enabled enrollment practices.
- Candid, collaborative, and comfortable with ambiguity in a founding environment.
- Comfortable making decisions with incomplete information.
- Resilient under ambiguity; able to iterate rapidly.
- Skilled at attracting exceptional talent to join and help build a new organization, function, or initiative.

## About Bentonville Institute of Technology

Bentonville Institute of Technology is a new STEM-focused institution being built in Bentonville, Arkansas. The first class is expected to enroll in Fall 2029, launching a university intentionally designed to serve approximately 1,500 residential students in a highly immersive and collaborative learning environment. Students will pursue a three-year bachelor's degree consisting of approximately 120 credits, delivered through eight-week terms that provide both intensity and flexibility. At the heart of the academic experience is a substantial common core, currently comprising approximately 99 credits, which ensures that all students develop a shared foundation before completing a 21-credit concentration.

The university's educational model departs significantly from traditional higher education structures. There are no conventional academic departments, and the institution does not operate under a traditional tenure model. Instead, faculty work across disciplinary boundaries, reflecting a curriculum organized around systems, projects, studios, competencies, and real-world challenges rather than isolated academic silos. Small class sizes, generally capped at approximately 35 students, foster close collaboration, individualized mentorship, and active engagement.

Learning is grounded in the principle of learning by building. Industry experts, entrepreneurs, designers, engineers, health leaders, and community partners are embedded throughout the student experience, ensuring that learning remains connected to contemporary opportunities and challenges. The institution is simultaneously business-infused, STEM-centered, and human-centered, preparing students to apply their knowledge in meaningful and practical ways.

Throughout the curriculum, students integrate technical knowledge with communication, business, entrepreneurship, systems thinking, design, artificial intelligence, ethics, and leadership. The goal is to graduate individuals who are ready to create value immediately upon entering the workforce and who possess the adaptability needed to thrive amid decades of technological, industrial, and societal change.


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Underlying every aspect of the model is a commitment to continuous evolution. The curriculum is designed to remain flexible and continuously responsive to changes in technology, industry, and society, ensuring that graduates are prepared not only for the world as it exists today, but also for the challenges and opportunities that lie ahead.

## Mission

We reimagine higher education as an innovation engine—students learn by building real solutions and graduate ready to create technologies, ventures, and systems that shape the future.

## Vision

To become the defining model of a new kind of university—composing and conducting the talent, ideas, and partnerships needed to shape the future.

## Guiding Principles

### We Reimagine Higher Education

The university is STEM-based, business-infused, experiential, human-centered, and organized around real-world problems. Students learn through building, testing, reflecting, iterating, and applying.

### We Graduate Builders of Systems

Graduates are prepared to repeatedly launch ventures, drive innovation, improve organizations, and build resilient technologies and systems. They possess strong communication skills, a continuous learning mindset, and the ability to translate ideas into action.

### We Design for Speed and Relevance

The institution uses eight-week semesters, a three-year degree pathway, stackable credentials, flexible studios, embedded industry, no departments, and no traditional tenure model. The curriculum is designed to evolve as technology and workforce needs change.

### We Create a Culture Where Excellence Transforms People and Systems

The institution seeks world-class performance. Excellence is demonstrated through what students build, improve, launch, communicate, and deliver. The goal is transformation of individuals, organizations, communities, and industries.

### We Deliver an Accessible, Lifetime Model of Learning

Students and professionals can enter, exit, return, and stack credentials throughout their lives. The university is designed around affordability, flexibility, relevance, and lifelong access to education.

## Curriculum Structure

The three-year curriculum comprises approximately 120 credits delivered through multiple eight-week terms each year. A shared common core of approximately 99 credits builds broad, integrated capability, while a 21-credit concentration allows each student to develop deeper expertise in a chosen systems domain. The sequence moves deliberately from foundational knowledge and exploration to increasingly complex applications, projects, and systems.


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- **Year 1:** Foundations and exploration.
- **Year 2:** Integration, application, and concentration development.
- **Year 3:** Advanced systems, deployment, leadership, and capstone work.

Across all three years, interconnected learning strands reinforce the university's integrated model, combining quantitative and technical foundations with systems thinking, human-centered design, business and entrepreneurship, communication, ethics, leadership, prototyping, industry engagement, and concentration-specific study.

Within this framework, students progress from broad exploration and foundational skill building to deeper specialization, multidisciplinary projects, and industry collaboration, culminating in advanced concentration work, team leadership, deployed solutions, and a major capstone that demonstrates professional readiness. The eight-week term model extends this flexibility to lifelong learners, enabling students and working professionals to earn short credentials, build them toward larger awards, return as technologies evolve, and move between education and employment.

The university currently envisions four concentrations—Mobility Systems, Robotics and Autonomous Systems, Health Systems, and Energy Systems. Each is conceived as an interdisciplinary systems domain rather than a conventional academic major, enabling students to integrate technologies, human needs, organizations, infrastructure, and entrepreneurial thinking around complex real-world challenges.

## Key Aspects of a BIT Education

- **Integrated General Education.** General education is embedded throughout projects, studios, technical courses, community challenges, and systems analysis rather than taught as a separate component. Students strengthen their writing, communication, ethics, cultural and civic understanding, creativity, leadership, and ability to engage technical and nontechnical audiences.

- **Business and Entrepreneurship.** Students develop practical fluency in value creation, customer and market needs, financial literacy, operations, product development, intellectual property, venture formation, and organizational leadership. The aim is not to make every student a startup founder, but to ensure that every graduate understands how technical decisions create or destroy value.

- **Experiential Learning.** Students learn by doing through studios, laboratories, makerspaces, fieldwork, internships, industry-sponsored projects, community challenges, client presentations, and the deployment of working systems. The approximately 125,000-square-foot Crucible will serve as the central environment for building, testing, fabrication, prototyping, collaboration, and reflection.

- **Industry Integration.** Industry engagement begins in the first year and deepens across the student experience through curriculum validation, course co-development, guest experts, mentorship, sponsored projects, applied research, internships, capstones, and employment pathways. Students progress from exposure and engagement to application, co-creation, deployment, and ultimately employment or venture launch.


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## Artificial Intelligence

The Institute will be an AI-native institution, with artificial intelligence woven into how it teaches, operates, and serves students. Across the academic experience, AI will function as a tool for analysis, design, coding, simulation, research, communication, decision support, and productivity, as well as a core component of intelligent products and systems. Institute faculty, staff, and students will be expected to pioneer and model the fluent, responsible use of AI in daily work.

Students will learn not only to use and build with AI, but also to evaluate its outputs, integrate it thoughtfully into systems, and design effective human-AI workflows. Through prototypes developed with large language models and other AI tools, they will examine data quality, bias, cybersecurity, privacy, and broader ethical implications, while learning to disclose where AI was used and explain how its outputs were verified. In this way, AI will be treated both as a powerful partner in learning and innovation and as a technology that requires sound judgment, transparency, and accountability.

## Faculty Model

The university is intended to operate without traditional departments or a traditional tenure structure. Faculty will be organized around student outcomes, systems, studios, and institutional priorities; teach across disciplinary boundaries; collaboratively build courses; engage with industry; mentor projects; continuously revise the curriculum; and integrate technical learning with design, communication, entrepreneurship, and artificial intelligence.

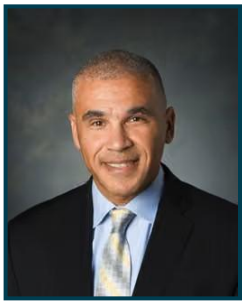
## Partnerships and Ecosystem

Strong, mutually beneficial partnerships will be essential to the Institute's success and to its goal of developing a robust ecosystem that connects learning, innovation, industry, and community impact. The university’s ecosystem could include potential partnerships and strategic alignment with Bentonville-area companies and entrepreneurs; the Alice Walton School of Medicine; the Heartland Whole Health Institute; the AWSOM Health Care Campus; K–12 schools, community colleges, and universities; healthcare systems; mobility, energy, robotics, automation, advanced manufacturing, logistics, and supply-chain organizations; philanthropic organizations and civic leaders; and startup and venture networks.


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## Leadership

### David Mazyck, Ph.D.



As the founding president of the Bentonville Institute of Technology™, Dr. Mazyck guides the development of this new organization founded by members of the Walton family and created to prepare students to succeed in an era shaped by AI and rapid technological change.

Dr. Mazyck holds multiple degrees from Penn State, culminating in a doctorate in Environmental Engineering. His career spans more than two decades across leading public research universities, entrepreneurial ventures, and large-scale institutional initiatives, following his service in the United States Army.

At Penn State, Dr. Mazyck led one of the nation's largest industry-sponsored experiential learning programs, engaging thousands of students annually. He also provided executive leadership and oversight for engineering programs across Penn State's statewide campus network. He served as a Special Advisor to the University on strategic planning, capital fundraising, budget reform, and research commercialization. In 2026, he was honored with the Penn State Fox Graduate School Lifetime Achievement Award, recognizing alumni who have achieved exceptional professional success and demonstrated an enduring commitment to the University and the Penn State Alumni Association.

Previously, Dr. Mazyck served as a Professor of Environmental Engineering Sciences at the University of Florida, where he held numerous academic and administrative leadership positions during a distinguished 22-year tenure. As Director of Electronic Delivery of Gator Engineering (EDGE), he launched and expanded online master's and professional education programs, including innovative micro-credential initiatives focused on artificial intelligence and workforce upskilling. His leadership helped establish nationally recognized models for flexible, industry-aligned STEM education.

In addition to his academic leadership, Dr. Mazyck is an accomplished entrepreneur who has founded and led multiple technology and manufacturing enterprises. Frequently serving as a founding CEO, he guided companies from inception through growth into sustainable operations, while mentoring students into executive and leadership roles. His ventures have included pioneering manufacturing facilities designed to reduce carbon footprints while delivering advanced air and water purification solutions.


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# Bentonville, Arkansas

Bentonville is integral to the vision for BIT. Located in the heart of the Ozarks, the city and the wider Northwest Arkansas region bring together entrepreneurship, technology, retail, logistics, supply chain, mobility, health innovation, and advanced business systems in an unusually concentrated and dynamic environment. Home to Walmart's global headquarters and near other industry leaders such as Tyson Foods and J.B. Hunt, the region offers direct access to companies, founders, healthcare organizations, designers, educators, and civic leaders who can help connect learning to consequential real-world challenges. Northwest Arkansas National Airport offers over 50 flights daily to over 20 cities across the country.



Northwest Arkansas is among the fastest-growing regions in the country. With nearly 650k residents, the region is expected to grow to over 1 million residents by 2050.

The region's strong corporate, philanthropic, educational, and community assets make Bentonville an ideal setting for building a new institution without legacy academic constraints. Students will be able to engage directly with a growing startup culture and with organizations across BIT's areas of focus. At the same time, the Institute contributes talent, ideas, and innovation to Arkansas and beyond. Bentonville and Arkansas are not simply the location for BIT; they are strategic partners and beneficiaries in its ambition to graduate builders of intelligent systems for Arkansas and the world.

For the new VPEM, Bentonville also offers an appealing quality of life. The rapidly growing city combines small-town accessibility with big-city amenities, including highly regarded public and private schools, a vibrant dining scene, Crystal Bridges Museum of American Art, and a wide range of cultural and recreational opportunities. With the Ozark Mountains nearby and more than 500 miles of biking trails across Northwest Arkansas, the region provides an exceptional setting in which to live, build community, and help shape a nationally significant institution from its earliest days.


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## Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Bentonville Institute of Technology in this search. Credential review will begin immediately, and the position will remain open until an appointment is made.

Application materials should be submitted using WittKieffer's **candidate portal**.

Nominations and inquiries can be directed to:

Shelley Arakawa, J.D., Ethan Robles, and Suzanne Teer

**BIT-VPEM@wittkieffer.com**

*Bentonville Institute of Technology is an equal opportunity employer committed to building and maintaining a workplace that is free of discrimination and harassment of any kind. All qualified applicants will receive consideration for employment without regard to race, religion, color, national origin, sex, sexual orientation, gender identity, age, veteran status, or any other status protected by the laws or regulations in the locations where we operate.*

*All offers of employment are contingent on successful completion (where permitted by state law) of a confidentiality agreement and background check. In addition, the employee must provide proper identification verifying eligibility to work in the United States.*


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