



THE CAMPAIGN FOR  
BENJAMIN FRANKLIN INSTITUTE OF TECHNOLOGY

FUTURE  
FORWARD



BEFORE



AFTER

*Empowering Untapped Talent by  
Expanding Access  
to Affordable Tech Education*

# Future Forward Strategic Plan Overview 2021-2024

Revisiting BFIT's Value Proposition : 3-6

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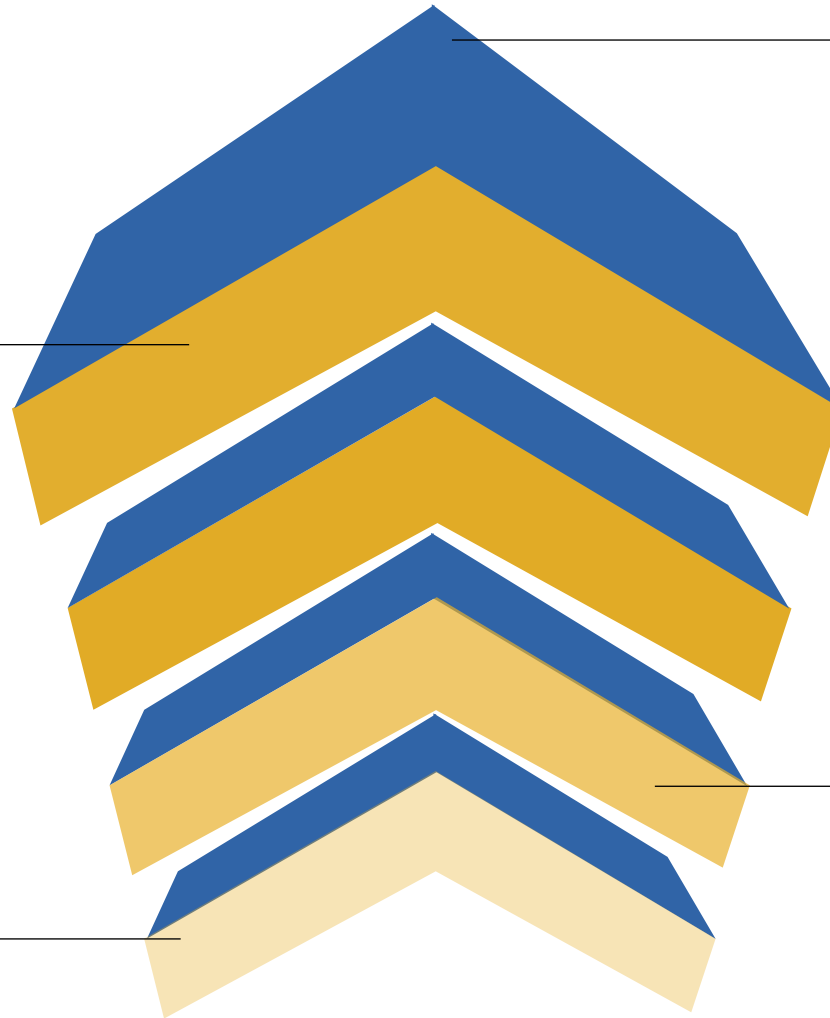
# BFIT Helps Break the Cycle of Poverty

A BFIT education paves the way for graduates to earn a living wage, helping to break the cycle of multi-generational poverty.

**\$1.2 MM more in lifetime earnings**

Workers with degrees earn substantially more money over their lifetimes. Estimates are \$20-\$40K in extra annual earnings x a 40-year career.

**From \$23,800 average household income**



**\$4 Billion in extra earnings over the next 20 years**

Wealth allows individuals to make investments in homes, education, and business development—ensuring generational advancement. At BFIT's current graduation rate of 250 students a year x \$20,000 additional annual earnings x 40-year career x 20 years of graduates.

**To \$42,000 starting salaries**

Median family income for incoming students is \$23,802, far below the U.S. poverty threshold.

# Three Compelling Ways to Frame Our Value Proposition

We are experiencing lasting changes in the labor market, which will require millions of people to retrain for service sector jobs that aren't coming back. This seismic economic shift will be magnified in the next few years.

Affordable credentialing programs like those offered at BFIT are more important than ever before.

There are multiple ways to frame BFIT's value. All end at the same place: **Like no other, BFIT helps untapped talent get good paying jobs.**



## EQUITY

The present-day increase in attention paid to racial justice and economic inequality underscores the value of institutions like BFIT that support the advancement of the low-income and people of color to promote diversity of our workforce.



## ECONOMIC MOBILITY

Many jobs lost in the hospitality, retail, and restaurant industries will not come back. BFIT has a clear differentiated advantage to other schools that offer traditional education.



## FUTURE ORIENTED TRAINING

BFIT certifications and degrees focus on growing sectors of the economy--automation, clean tech and bio technology sectors.

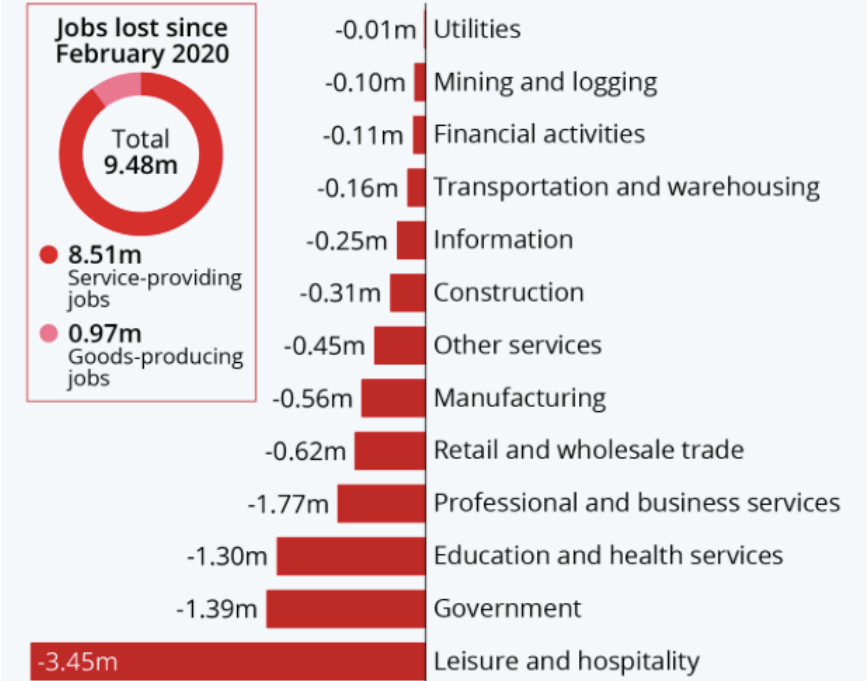
# BFIT Programs Mitigate the Jobs Crisis

- COVID-19 and automation are combining to render many low-wage jobs obsolete.
- These changes are widening the wealth gap in our community.
- BFIT trains people for new better-paying jobs that require skilled workers that are in short supply.
- BFIT is uniquely positioned to retrain the workforce to meet the demands of the future economy.

Data source: <https://www.statista.com/chart/23576/change-in-employment-in-the-us-by-industry/>

## Service Sector Struggles to Recover Lost Jobs

Change in total nonfarm employment in the U.S. between Feb. 2020 and Feb. 2021, by industry\*



\* seasonally adjusted  
Source: Bureau of Labor Statistics



# BFIT Addresses the Local Technical Skills Gap

Our graduates can help narrow the career vocational technical education (CVTE) skills gap in the Commonwealth.

- 68% of MA employers said CVTE graduates were only “Somewhat well trained.”
- Only 45% of MA employers believe that number of CVTE graduates is sufficient to meet employers’ needs.
- In reality, statewide CVTE graduates can fill **only 12%** of the projected job openings between 2012 and 2022.

Work Force Development Area	Student Supply as Percent of Openings
Greater Lowell	51%
Greater New Bedford	47%
Bristol	38%
North Central	27%
Central	25%
Lower Merrimack Valley	24%
North Shore	21%
Brockton	21%
Hampden	17%
South Shore	17%
Cape & Islands	13%
<b>Metro South</b>	<b>13%</b>
<b>Metro North</b>	<b>7%</b>
<b>Boston</b>	<b>4%</b>

Sources: Massachusetts Business Coalition on Skills (MBCS) 2020 Convenings. Dukakis Center for Urban and Regional Policy. Meeting the Commonwealth’s Workforce Needs Occupational Projections and Vocational Education October 2015. Dukakis Center for Urban and Regional Policy. The Critical Importance of Vocational Education in the Commonwealth.

# Future Forward Strategy Achieves Financial Vitality

To position the college to succeed, we underwent a strategic planning process February-October 2020. Based on those findings, the board voted in November 2020 to pursue independence and to adopt **the Future Forward Strategy empowered by a series of FIVE KEY SHIFTS required to transform the college by:**

1. Restructuring to **reshape the institution for future-orientation;**
2. Recommitting to a future orientation through **program specialization** in sustainability and clean tech;
3. Responding to market demand for **shorter, stackable, more flexible program delivery;**
4. Reaching out for latent philanthropic support by **launching BFIT's first campaign;** and
5. Realizing the promise of a **purpose-built campus in Nubian Square.**

# SHIFT 1: Restructure to Reshape the Institution

In May 2020, the college reduced expenses and restructured programs--achieving an approximate net annual savings of \$2.1 MM.

## **1) Paused programs with low enrollment and high per-student cost of operation.**

Sunsetting these programs negatively impacted enrollment in the short-run. We must grow in new ways to counter the effect of having too few enrollment options for students.

## **2) Eliminated ~34 positions—most were associated with the paused programs. Others were made redundant by COVID-related changes in operations and a shift to outsourced administration.**

- Full-Time Administrative (15)
- Full-Time Faculty (17)
- Adjunct Faculty (5)
- Part-Time Administrative (7)
- Outsourced IT, Financial Aid, and Campus Safety



# SHIFT 2: Recommit to a future orientation and program specialization.

The Future Forward Strategic Plan found that there are multiple opportunities for BFIT to strengthen its value proposition by growing programming in three areas of specialization to meet market demand for middle skills jobs of the future. New program growth and exploration is aligned with these areas.

## Clean Tech, Renewable Energy & Electrification

Developing the clean energy talent pipeline to combat climate change

Builds on existing clean tech courses in Automotive Tech, Construction Management and the Trades, and Electrical Engineering and Applied Technology. Developed in partnership with the MA Clean Energy Center.

## Robotics & Automation

Training local talent to lead the next generation of advanced manufacturing using technology and automation

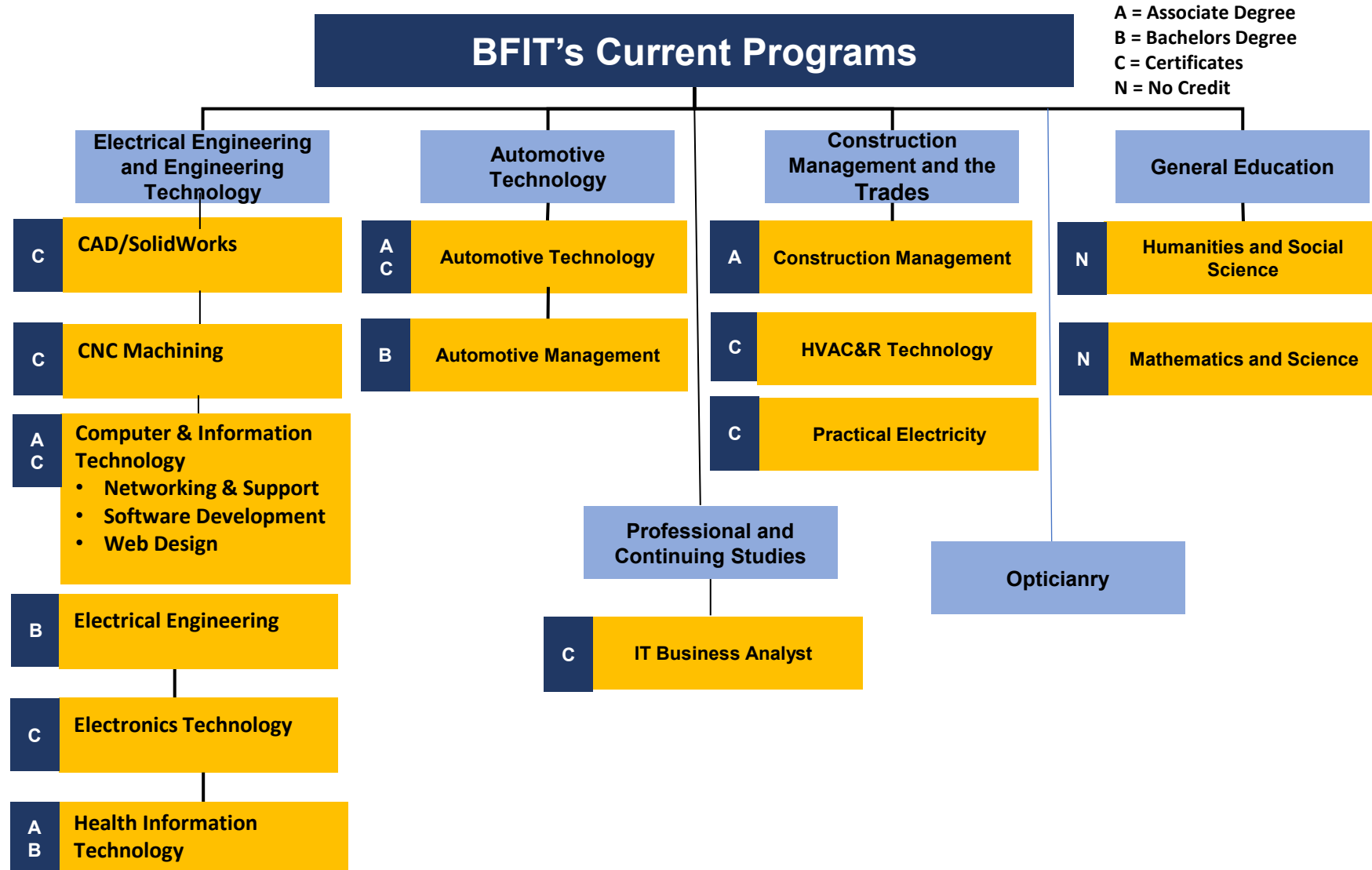
Builds on existing programs/ courses in of Electrical Engineering and Applied Technology. Developed in partnership with MassRobotics.

## Life Sciences & BioTech (area of exploration)

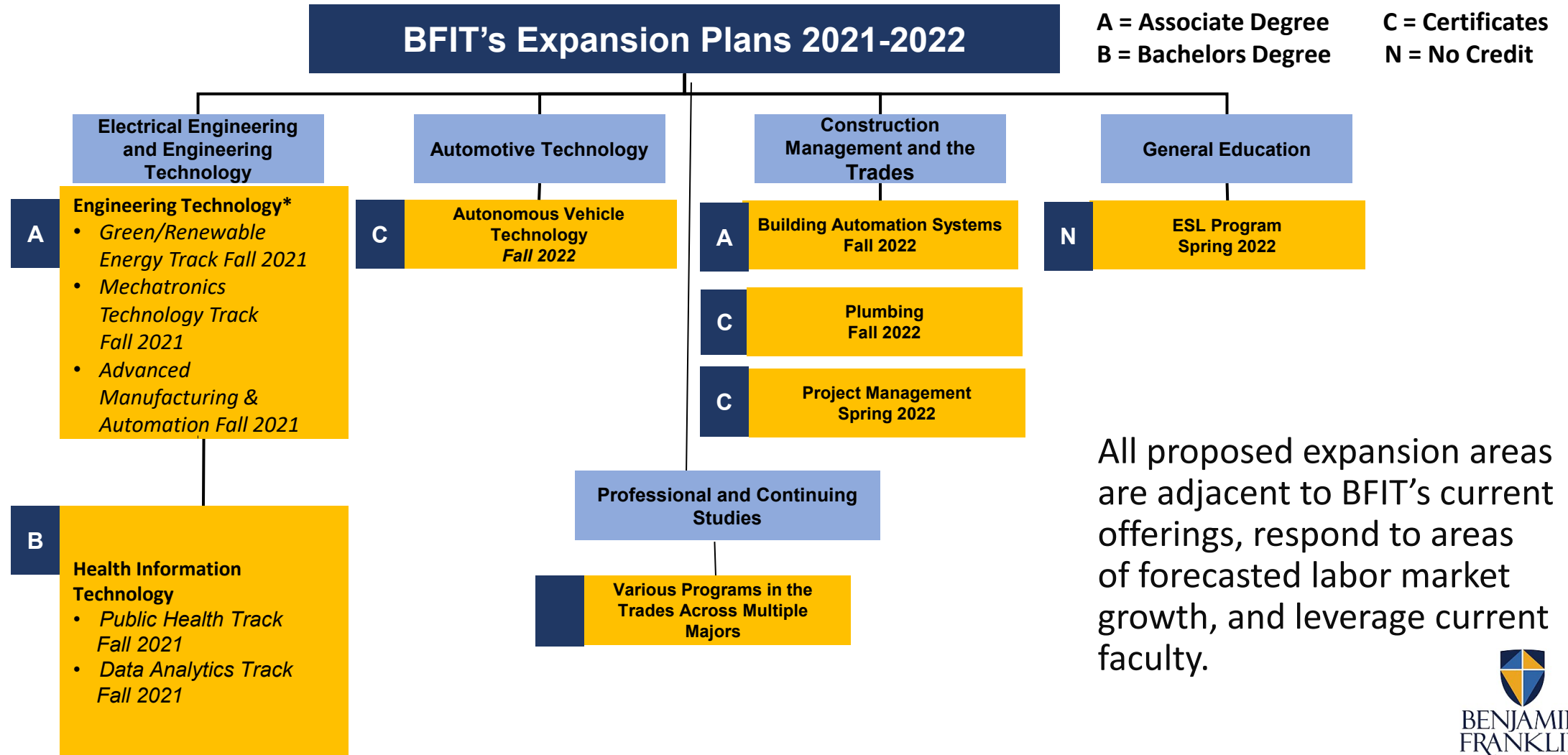
Bringing the state's nationally leading health organizations from Kendall Square and Seaport to Nubian Square

Builds on existing programs/ courses in Opticianry and Division of Electrical Engineering and Applied Technology. Developed in partnership with the Mass Life Sciences Center.

# Current Programs Align with SHIFT 2



# Future Programs Align with SHIFT 2



All proposed expansion areas are adjacent to BFIT's current offerings, respond to areas of forecasted labor market growth, and leverage current faculty.

\* NECHE has approved this program.

# Clean Tech Program Specialization Capitalizes on Commonwealth's New Climate Resilience Goals

**New programs and BFIT will train for these kinds of clean tech jobs paying about \$65K a year:**

- Weatherization Officer
- Building Control Systems Technician
- Renewable Energy Technician
- Heat Pump Installer
- Solar Array Technician

- In March 2021, Gov. Charlie Baker signed one of the strongest climate bills in the nation, committing to reduce emissions 50 percent by 2030.
- Boston launched a municipal energy program to expand access to renewable energy for residents and is considering nation-leading regulations and become carbon neutral by 2050.
- Towns across the Commonwealth are developing plans to reach net-zero emissions, too.
  - Worcester has committed to 100% renewable energy by 2045.
  - Arlington, Melrose, and Natick are planning to set carbon neutral goals as well.

# Commonwealth's Mandate to Reduce Emissions 50% by 2030 = High Demand for Clean Tech Job Training

**Our Influence in the sustainability space is growing. We have important partners in this work:**

- Boston Green Ribbon Commission *(BFIT serving as the only two-year college member.)*
- Boston Office of Environment, Energy, and Open Space
- Browning the Greenspace *(BFIT serving as the only college member.)*
- The Museum of Science
- The Massachusetts Clean Energy Center
- Green Jobs Academy
- Massachusetts Climate Action Now

# SHIFT 3: Respond to market demand for shorter, stackable, flexible program delivery

## Invest in Professional and Continuing Studies

Trained 325 learners in FY21 through non-traditional means.

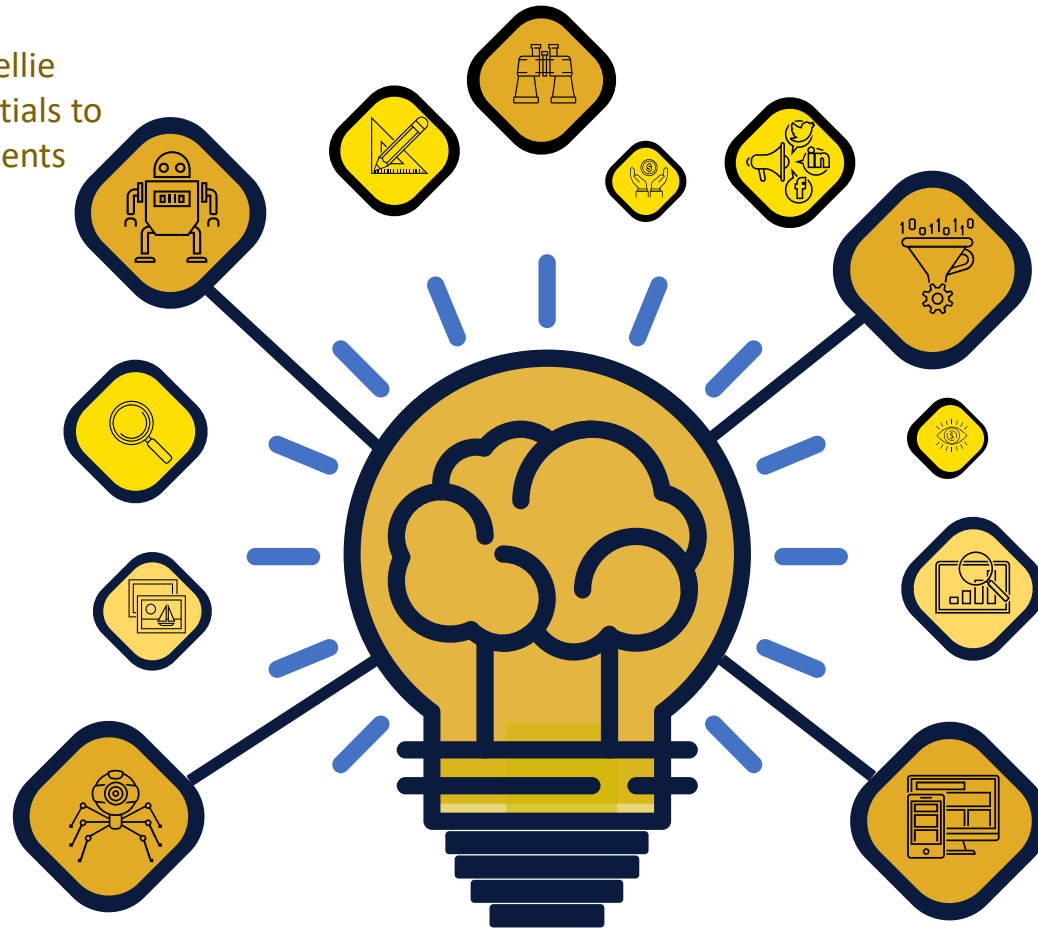
April 2021 secured a grant from the Nellie Mae Foundation to offer micro credentials to degree completers, alumni, GED recipients

## High-Quality Virtual and Hybrid Learning Will Remain

We moved from delivering 4 courses online in February 2020 to offering 289 courses online in March 2020. Many courses will remain remote to provide greater flexibility to students.

## Bilingual Course Delivery

BFIT is developing Spanish programs in HVAC & Automotive Technology



## We've Added 7 New Tech Certificate Programs since May 2020

According to the Georgetown University Center on Education and the Workforce, certificates are the fastest growing post secondary credential. To claim market share, in one year we have more than doubled the number of certificates we offer.

Our new certificates are:

- CNC Machining
- Computer Aided Design (CAD)
- CT Network & Systems Support
- Cybersecurity
- Electronic Technology
- Software Development
- Web Design

# Acting on the Future Forward Strategic Plan Has Yielded Areas of Growth

## INCOME GENERATING STRATEGIC PARTNERS

3

11

## NUMBER OF INCOME GENERATING STRATEGIC PARTNERSHIP PROGRAMS

3

15

## NET INCOME FROM STRATEGIC PARTNERSHIP PROGRAMS

\$275K

\$1.1MM

## PERCENTAGE OF STUDENTS IN CERTIFICATE PROGRAMS

10%

27%

## NUMBER OF LEARNERS TAUGHT THROUGH STRATEGIC PARTNERSHIPS

~25

~330

## HVAC CERTIFICATE ENROLLMENT

FY19 61

FY21 81

FY 19 FY 21

# SHIFT 4: Reach Out to Tap Latent Fundraising Potential

We aim to raise at least \$30MM to secure our future to provide flexible support for our new campus, curriculum innovation, and our student body. Growing our capital base supports our relocation, builds an endowment and fuels long-term sustainability.

In addition to building an endowment, we plan to increase our annual fundraising from \$3MM to \$4.5MM per year through the momentum of BFIT's first-ever campaign.

AREAS OF DESIGNATION	ESTIMATES
DIRECT ENDOWMENT	\$10MM
CAPITAL & CONSTRUCTION	\$12.5MM
• New Campus (Sub-Goal \$11.5MM)	
• Curriculum Innovation (Sub-Goal \$1MM)	
STUDENT SUPPORT	\$7.5MM
Scholarships (Sub-Goal \$5.5MM)	
Paid Internships (Sub-Goal \$2MM)	

**OUR AIM: at least \$30 MILLION**

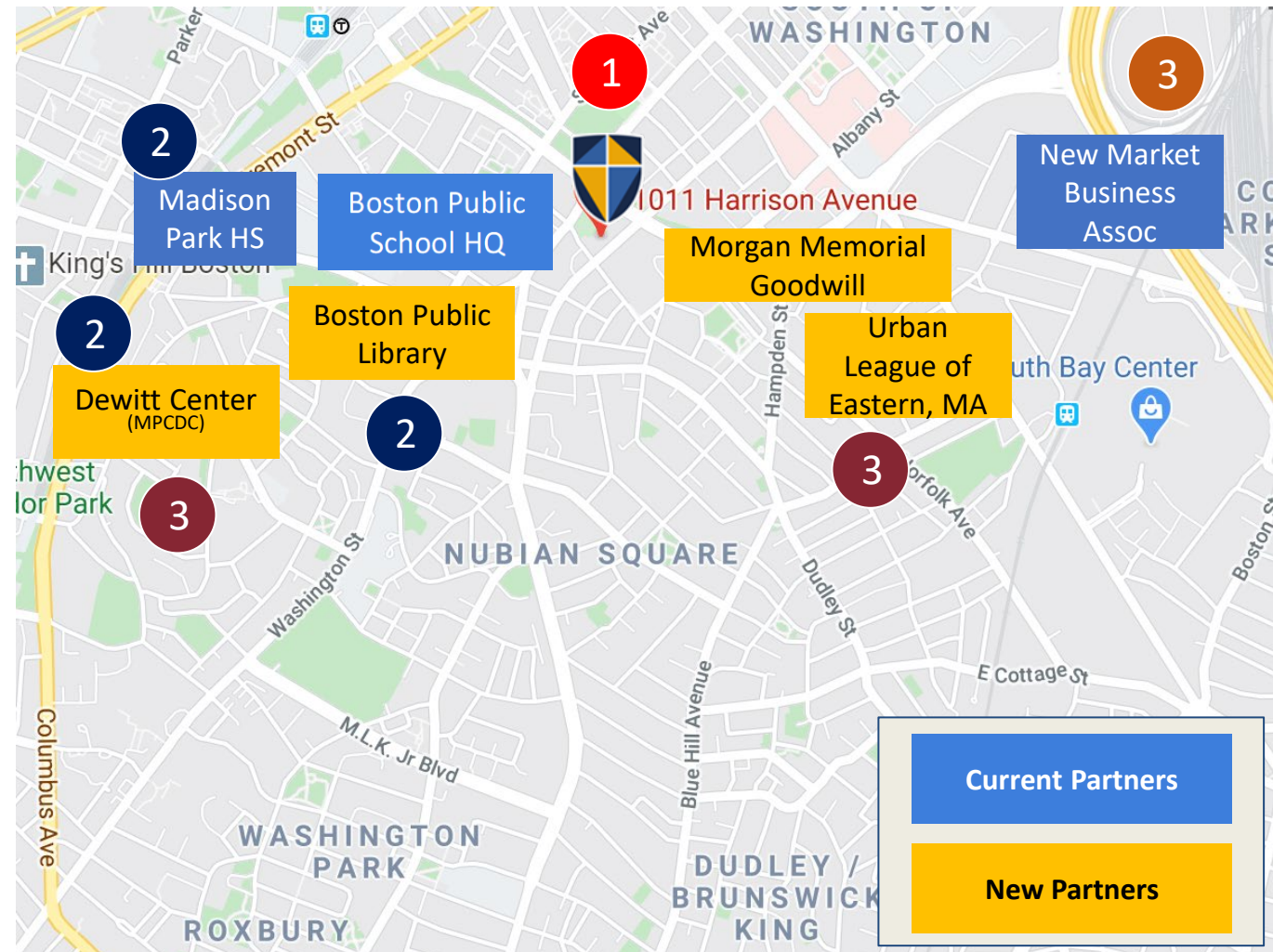


# SHIFT 5: Realize a purpose-built campus.

*This neighborhood is powered by a network of mission-aligned partner organizations that create an ecosystem of influence, access, and engagement to holistically meet students' needs.*

## **Expected Construction Timeline: (updated 3.8.22)**

- BPDA permitting process for 41 Berkeley started again after long pause due to the pandemic and three shifts in Mayoral administration (January 2022)
- Begin Demolition on 1011 Harrison Avenue (Spring 2022)
- Groundbreaking at 1011 Harrison Avenue (Summer 2022)
- Permitting obtained to close on 41 Berkeley Street (September/October 2022)



# Aggressive and Achievable Transformation Timeline

## Fall 2020 - Spring 2021



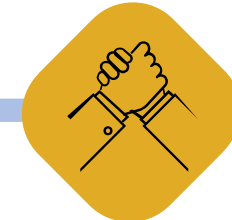
- File permits for Nubian Square site
- Anchor high-impact partnerships.
- Secure early campaign pledges from the board of trustees.

## Fall 2021 - Fall 2022



- Implement real estate and financing plans, including starting construction.
- Secure quiet phase campaign gifts.
- Phase-in programs compatible with BFIT's new focus.

## Spring 2023 - Fall 2024



- Move to Nubian Square in Fall 2024.
- Continue to build networks, grow programs, and strengthen fundraising.