



Senior Vice President, Student Experience
Community College of Philadelphia
Philadelphia, Pennsylvania

THE SEARCH

Community College of Philadelphia (CCP) seeks a dynamic and human-centered systems thinker and collaborative student success champion to serve as the inaugural Senior Vice President, Student Experience (SVP). The SVP will serve as the College's senior-most executive responsible for leading institution-wide student experience and enrollment management functions. Joining CCP on the heels of significant institutional activity, including the institution's [60th anniversary](#), recent [Carnegie Community Engagement Classification](#) designation, and an ongoing efforts to strengthen and align the organizational leadership structure, the incoming SVP will be uniquely positioned to break down administrative siloes, align policies and procedures to maximize student impact, and enact a student experience strategy that revolutionizes support systems and outcomes for all students while maintaining CCP's longstanding commitment to economic mobility and access.

Founded in 1965, Community College of Philadelphia is the largest and only public open-admission higher educational institution in Philadelphia. Originally conceived as a local, affordable alternative to four-year institutions, the College has evolved into a comprehensive center for workforce development, preparation for foundational bachelor's degrees, and community learning. Committed to fulfilling the promise of higher education for all Philadelphians, CCP is currently home to over 10,600 full-time equivalent students and has provided educational access to over than 700,000 Philadelphians during its six-decade history.

Reporting directly to President [Dr. Alycia Marshall](#) and serving as a member of the Cabinet and Executive Leadership Team, the SVP will provide strategic vision, leadership, and oversight for enrollment, admissions, financial aid, registration, student programs, and student support services. Tasked with developing and executing comprehensive enrollment and retention strategies, the SVP will lead efforts to attract, enroll, retain, support, and graduate students while ensuring an exceptional and inclusive student experience. This leader will partner across the institution to remove barriers to student success, improve student engagement and persistence, and align

services with the College's mission and strategic priorities with a keen commitment to equitable student outcomes.

Community College of Philadelphia has retained Isaacson, Miller, a national executive search firm, to assist with this search. Inquiries, nominations, and applications will be treated confidentially and should be directed to the firm as indicated at the end of this document.

COMMUNITY COLLEGE OF PHILADELPHIA

Community College of Philadelphia is the largest public institution of higher education in Philadelphia and the sixth largest in Pennsylvania. With growing enrollment since 2021, the College is now the highest-enrolled community college in Pennsylvania. Consisting of [three regional centers](#), in addition to the Main Campus, CCP is an open-admission institution that provides the key academic resources and support services needed to help students achieve and exceed their academic goals across their lifetimes.

CCP is accredited by the Middle States Commission on Higher Education and grants associate's degrees in arts (A.A), Science (A.S.), and Applied Science (A.A.S.). The College offers more than 100 degree and certificate programs in Business, Entrepreneurship, and Law; Creative Arts; Design; Construction and Transportation; Education and Human Services; Health Care; Liberal Arts and Communications; and Science and Technology. A variety of day, evening, and weekend classes, as well as credit and noncredit courses, are available for full and part-time students. Online and hybrid modalities are available and coupled with comprehensive academic support services.

Over the last ten years, significant renovation projects have concluded throughout the College, many of which were supported through grant funding and other partnerships. Highlights include a new state-of-the-art nursing simulation lab, updated biology labs, new and integrated enrollment services offices and a modern new library and learning commons with tech-enabled group study rooms and a dedicated family study space for parents.

The College's newest regional center, the [Career and Advanced Technology Center](#), officially opened in August 2022. The CATC doubles the capacity of the College's Transportation Technology programs and serves as a hub for career and technical training. Ongoing renovations to libraries on all CCP campuses will establish a state-of-the-art learning commons equipped with the technological advancements needed to meet the needs of future students.

CCP has a significant economic impact on the City of Philadelphia, generating \$1 billion in annual economic activity, supporting more than 4,370 jobs, and adding \$30 million to local and state tax revenues.

STUDENTS

In the 2024 – 2025 academic year, CCP was home to approximately 10,700 full-time equivalent students, 18,700 students enrolled in credit classes, and 4,000 students enrolled in noncredit and continuing education coursework. CCP's talented, hard-working, and inspiring students enjoy small class sizes and are encouraged by dedicated faculty in a personalized and supportive atmosphere. As a distinctly global city, students interact with an international community, facilitating robust conversation, connection, self-discovery, and graduate ready to actively participate in the cultural life of the city, address broad economic, cultural, and political concerns, and meet the changing needs of business and industry in Philadelphia and beyond.

Approximately 64% of students come from underrepresented backgrounds, 67% identify as women, and more than half (58%) are aged 24 or younger, with a median student age of 23. Many CCP students receive financial aid, with approximately 78% of full-time students and 69% of all students receiving such benefits. More than three-quarters of CCP graduates in transfer programs continue on to four-year institutions, while 69% of graduates are employed in Philadelphia County and 24% are employed in the Philadelphia metro area. Like most community colleges, the student body is primarily composed of part-time students. At CCP, approximately 65% of students pursue their education part-time.

FACULTY, STAFF, AND GOVERNANCE

Community College of Philadelphia is fueled by 328 passionate full-time and 402 part-time faculty and 521 devoted administrative and support staff. Internal labor relations are managed through active collective bargaining with faculty and staff unions, prominently including AFT Local 2026. The recent successful negotiation of a new collective bargaining agreement was a critical operational priority, ensuring institutional stability and competitive compensation for CCP's educators. A critical component of student experience strategy, the SVP will leverage CCP's collegial and collaborative culture, working closely with faculty and staff to advance student success strategy across the institution.

The College is governed by a 15-member mayor-appointed [Board of Trustees](#). Representative of key civic, community, business, financial, educational, nonprofit, workforce development, and strategic interests across the city, the Board is dedicated to advancing CCP's mission for a sustainable future. Corporate and philanthropic alliances are strategically leveraged to expand student resources beyond tuition revenues, and the board successfully directs millions in private philanthropy toward student emergency funds and scholarships.

ENROLLMENT AND RETENTION

Enrollment trends have shown positive momentum in the post-pandemic landscape, with CCP recording a steady seven percent aggregate enrollment growth between the 2022-2023 and 2024-

2025 academic years. The student body features high numbers of Pell-eligible, first-generation attendees, adult learners, and students who balance their coursework with full-time employment and caregiving responsibilities.

Transfer pathways are a primary institutional focus, structured to prevent credit loss and reduce the financial burden of bachelor's degree attainment for graduating students. The College maintains a premier Dual Admissions agreement with Temple University. Students must enroll in the program before completing 30 transferable credits and subsequently maintain a minimum 2.3 cumulative GPA. CCP leverages a Guided Pathways framework to help improve retention, persistence, and completion rates. These efforts have been supported by significant technological investments, including the adoption of the Insights by eLumen assessment management system and the Watermark Planning and Self-Study platform for administrative units.

STUDENT SUCCESS INITIATIVES

Student Success

Student Success and Retention offers programs and services designed to support students to increase academic success rates at the College. Services include oversight of Starfish Connect, the College's Academic Early Alert system, and Complete with 15, a degree completion scholarship, as well as hosting workshops geared toward academic and personal success for students. Starfish Connect is monitored by the Office of Student Success and Retention and allows faculty members to raise concerns, acknowledge good performance, and refer students to campus resources for additional support. The Complete with 15 Scholarship offers students a faster path to degree completion by funding additional course credits for eligible students. The College is also proud to be home to the Center for Male Engagement (CME). Open to all Community College of Philadelphia students, CME fosters a supportive community that values students' unique experiences while providing personalized coaching, academic support, career exploration, personal development, and mentoring.

Academic Advising and Counseling

Academic Advising is an integral part of the student experience at CCP. Advisors work closely with students to develop educational plans, review program requirements, and select appropriate courses for the purpose of integrating the program of study with personal, academic, and career goals. Students are strongly encouraged to be an active part of the advising relationship by engaging with their advisor throughout their time at the College.

In addition, students work with Advisors to plan for the transfer process by understanding policies and procedures, and referrals to college resources. While the ultimate responsibility for making decisions about personal goals and educational plans rests with each student, Advisors support and assist by helping to identify and assess options. The College also offers free, comprehensive counseling services to all students. Our highly qualified and diverse staff provides expertise in career, transfer, academic, and personal counseling in both individual and group sessions. Students who return after two or more years away from their studies and incoming transfer students all meet with counselors before registering for classes.

NOTABLE PROGRAMS

CCP's two-year [Nursing](#) program has been designated a Center of Excellence by the National League for Nursing since 2004. One of the first programs to receive this recognition, it remains one of only a few community college Nursing programs in the country to obtain this honor. Over 100 students annually learn the legal and ethical aspects of nursing, leveraging case studies to analyze and establish information related to patient care in a variety of settings, and learn to critically assess patients and develop treatment plans. The program is accredited by the Accreditation Commission for Education in Nursing and is approved by the Pennsylvania State Board of Nursing.

The [Learn and Earn Early Childhood Education Apprenticeship](#) program at Community College of Philadelphia was created to reduce barriers to accessing education for new and incumbent workers in the Early Childhood Education field. The program was designed as an earn-and-learn model that is accommodating to full-time workers furthering their education. The program was listed in a Washington Monthly magazine article, "The Twelve Most Innovative Colleges for Adult Learners," and recognized as a potential "national model."

The [Fox Biomedical Research Technician](#) (BRT) Apprenticeship program, started in 2017, is the first-ever registered, nontraditional apprenticeship program in biomedical research in Pennsylvania. Building upon the [Biomedical Technician Training](#) (BTT) program, a joint partnership established between CCP and the Wistar Institute in 2000, the BRT offers apprentices a career pathway to becoming laboratory technicians in a biomedical environment. Through advanced training, students learn to carry out laboratory procedures, manage a laboratory, and perform other highly-skilled techniques with the goal of supporting researchers in the laboratory to advance scientific discovery. This model successfully creates collaborations between industry, academia, and research institutes, offers in-depth training and education while providing apprentices with a wage and highly sought-after skillsets for the life science industry.

CCP is committed to helping all students reach their full potential, including justice-impacted students, through the [I Am More: Reentry Engagement Program](#). The college-wide initiative provides comprehensive academic, career, and psycho-social support to help students persist, succeed, and complete their educational goals. Participants receive personalized, wraparound services

intended to reduce barriers to success and promote a sense of belonging and stability throughout their college experience.

The College's promise program, the Octavius Catto Scholarship, is an antipoverty initiative funded by the City of Philadelphia. The College's 1,700 Catto Scholars attend the College full-time and tuition-free. The program additionally provides paid course materials and a basic needs stipend of up to \$1,600 each semester alongside enhanced wrap-around services like enhanced coaching and advising, free academic tutoring and bridge courses, and career workshops and internship opportunities. The Catto Scholarship was designed to mirror the success of the ASAP model developed at City University of New York.

The Division of Workforce Development fosters direct employer partnerships, such as the collaboration with [Hanwha Philly Shipyard](#) and the [Aon Apprenticeship Program](#) for Business Leadership students, integrating industry leaders directly into the curriculum design and hiring pipeline. In partnership with the U.S. Navy, the College recently launched programs in Naval welding and non-destructive testing. Students who complete these programs are able to join an in-demand civilian workforce with well-paying jobs.

MUNICIPAL AND K-12 ALIGNMENT

The institution's relationship with the City of Philadelphia is foundational to its operational and financial viability. The city's direct financial appropriations comprise a significant portion of the College's operating budget, while joint ventures like the City College for Municipal Employment demonstrate a deep, structural alignment with Philadelphia's workforce development and economic mobility agenda.

Educational continuity is maintained through robust partnerships with the School District of Philadelphia (SDP). Through the Institute for Community Engagement and Civic Leadership, the college operates the Adopt-A-School program, which deploys college students as K-8 classroom tutors in local public schools to improve literacy and provide early college exposure. CCP collaborates with the SDP to offer comprehensive dual-enrollment and early-college programs, allowing high school students to earn credit and bypass traditional developmental-education hurdles.

FINANCIAL PROFILE

The College's financial architecture is heavily reliant on a combination of governmental appropriations, student tuition, and auxiliary grant funding. For the fiscal year ending June 30, 2025, the institution reported total operating expenses of \$171.3 million. The overall financial health demonstrated positive momentum, with the College's total net position reaching \$72.3 million at the close of fiscal year 2025, reflecting an increase of \$15.4 million from the prior year. In 2025, city appropriations excluding capital projects totaled \$52.2 million. Of this allocation, \$41.2 million was directed toward general operating budget purposes, while a dedicated \$11 million was utilized to fund the [Octavius Catto Scholarship](#), a vital municipal initiative supporting student access and tuition coverage.

During the 2024-2025 academic cycle, the [Community College of Philadelphia Foundation](#) facilitated the acquisition of \$10 million in public and governmental funds, alongside \$4 million in private philanthropic contributions. These funds directly supported scholarships, emergency basic needs, student and faculty travel abroad, and the distribution of academic kits and computers. The Foundation's total assets grew notably over the past cycle, expanding from \$22.9 million in 2024 to \$26.2 million in 2025.

In response to compounding fiscal pressures, the Board of Trustees approved the institution's first tuition increase in nine years, effective for the Fall 2026 semester. The adjustment raised the cost per credit hour by 9.4 percent, moving from \$159 to \$174, while mandatory student fees remained flat. A confluence of factors necessitated this increase: rising utility, technology, and insurance costs; diminishing federal pandemic-era relief funds; stagnant public appropriations representing a decrease in real dollars; and necessary recurring cost increases tied to a newly ratified collective bargaining agreement for faculty and staff.

The administration carefully modeled the impact of this tuition increase against CCP's distinct demographic profile. Given that about 60 percent of the student body receives federal Pell Grant funding, the majority of the College's most vulnerable students will experience no out-of-pocket increases, as their grants will absorb the adjusted tuition rate. Despite the price adjustment, the College maintains its strategic positioning in the middle tier of pricing among Pennsylvania's 15 community colleges, preserving its status as the region's most affordable higher education option.

THE ROLE OF THE SENIOR VICE PRESIDENT, STUDENT EXPERIENCE

The inaugural Senior Vice President, Student Experience must be a modern student affairs and enrollment leader who can integrate recruitment, retention, student support, workforce pathways, technology, and cross-campus collaboration into a seamless student success strategy that advances CCP's mission of economic mobility and access. As the President's chief advisor on student affairs, enrollment management, and student success initiatives, the SVP will provide strategic leadership and cultivate the College's student experience vision. A keen collaborator, the

SVP will partner across CCP to establish institutional enrollment, retention, persistence, and completion goals and strategies and cultivate accountability metrics and a culture of data-driven continuous improvement.

Enrollment Management and Student Success will report up through the SVP, and the newly integrated student experience division will include an Associate Vice President for Enrollment Management, an Associate Vice President for Student Experience/Dean of Student Retention, an Associate Vice President for Student Experience/Dean of Students, and the Executive Director for the [Octavious Catto Scholarship](#). The SVP will recruit, develop, and mentor the division's senior leadership and foster collaboration across academic and administrative units to advance a holistic, cohesive, and student-centered enrollment and retention strategy that promotes a welcoming and inclusive campus environment.

CCP is deeply connected with the City of Philadelphia, and the SVP will represent the division within the community, deepening existing and identifying novel governmental, educational, and professional partners to advance co-curricular programming, career opportunities, and workforce development opportunities in the region and beyond.

KEY OPPORTUNITIES AND CHALLENGES FOR THE SENIOR VICE PRESIDENT

The incoming Senior Vice President, Student Experience will be responsible for addressing the following opportunities and challenges at Community College of Philadelphia:

Unite the College around the full student journey

The new SVP will have the opportunity to bring academic success, enrollment, advising, counseling, admissions, retention, and student support into closer alignment around the full life cycle of the student. This work will build on the commitment of colleagues who care deeply about students and are already working to build bridges across the College. As a member of the President's Cabinet, the SVP will advocate for the student experience at the most senior level of the institution, ensuring that students' needs and success remain central to College-wide conversations and decisions. Through strong relationships with faculty, academic leadership, and administrative teams, the SVP can help create a more connected student experience and turn a shared passion for student success into coordinated action across the institution.

Champion a college-wide commitment to retention

Retention is a central priority and an opportunity to strengthen how CCP identifies students' needs, assesses risk, and connects students with the proper supports to help them succeed. The SVP will use enrollment trends, assessment, evaluation, and an understanding of the student pipeline to inform recruitment, remediation, foundational learning, and other student-success efforts. This leader will also help students and their families see clear and digestible pathways into CCP, through their programs, and toward transfer or the workforce. The College is seeking a leader who can

demonstrate not only experience in retention and enrollment, but also effectiveness in improving outcomes.

Create a seamless infrastructure for student success

CCP envisions a student experience in which students can seamlessly find the resources they need, when they need them, without navigating multiple stops to reach the right office. The SVP will have the opportunity to integrate siloed processes, make systems more user-friendly, and strengthen communication, customer service, and warm handoffs across departments. The College is also considering how technology and AI might address everyday questions so staff can focus their time on more complex student-success needs. This work will require a creative and entrepreneurial leader who can translate recognized challenges into practical systems that work for students and employees.

Elevate holistic support through strategic and accountable leadership

Students increasingly need wraparound support not only educationally, but also with housing, transportation, food, mental health, and other life issues that affect their classroom experience. CCP has strong offices, services, and people committed to meeting those needs, including the Catto Scholarship model, but there is a call to extend effective supports to a broader range of students, including part-time and noncredit students. The SVP will need to lead change incrementally, redesign settings, hold leaders accountable, and balance passion for student success with compliance and institutional policy. This will also require trusting capable team members, allowing them to do their jobs, and advocating for the work and resources that enable them to serve students effectively.

QUALIFICATIONS AND CHARACTERISTICS

The ideal candidate will possess the following qualities and qualifications:

- Master's degree from an accredited institution in Higher Education Administration, Student Affairs, Educational Leadership, Business Administration, Public Administration, or a related field required.
- Doctorate in Higher Education Administration, Educational Leadership, or a related field preferred.
- Minimum of ten years of progressively responsible leadership experience in higher education.
- Experience leading strategic enrollment management initiatives.
- Experience implementing student success technologies, CRM platforms, or predictive analytics.
- Demonstrated success improving retention, persistence, graduation, and student satisfaction.

- Significant executive leadership experience in enrollment management, student affairs, or student success.
- Demonstrated success leading enrollment growth, student retention, and organizational transformation.
- Experience managing complex budgets, strategic planning, and organizational change.
- Experience collaborating with executive leadership, governing boards, and external partners.
- Comprehensive knowledge of enrollment management, admissions, financial aid, registration, and student affairs administration.
- Thorough understanding of student success strategies and best practices.
- Knowledge of federal and state regulations related to student records, financial aid, accessibility, and higher education compliance.
- Strong strategic planning, organizational leadership, and change management skills.
- Excellent analytical skills with the ability to interpret enrollment, retention, and student success data.
- Outstanding interpersonal, communication, and relationship-building skills.
- Ability to lead through collaboration and influence across multiple organizational divisions.
- Strong financial management and budget oversight experience.
- Demonstrated commitment to student success, equity, innovation, and service excellence.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website:

<https://www.imsearch.com/open-searches/community-college-philadelphia/senior-vice-president-student-experience>. Electronic submission of materials is strongly encouraged.

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