



Vice President for Finance, Administration and Treasurer



Position Profile
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Prepared by: Lucie Lapovsky, Principal, Lapovsky Consulting

The Opportunity

The Community College of Philadelphia ([CCP](#)), with more than 100 academic programs, 21,000 students, and an operating budget of \$186 million, announces a national search for its next **Vice President for Finance, Administration, and Treasurer (VPFAT)**. The Vice President reports directly to the President and serves as a member of the College's senior leadership team.

The Vice President's portfolio includes oversight of budget and auxiliary services, controller and accounting functions, facilities operations, human resources, campus security, business services, and information technology. The Vice President is also responsible for preparing materials and agendas for the Business Affairs and Audit Committees of the Board of Trustees.

The new Vice President will join a growing institution alongside a new President and senior leadership team. As the City's College, the Community College of Philadelphia is the largest public institution of higher education and the only community college in Philadelphia, serving as a vital engine for education and workforce development. The successful candidate will be a highly accomplished financial leader with a collaborative, transparent, and entrepreneurial approach and a strong understanding of higher education and the mission of urban community colleges.

About the Community College of Philadelphia

Founded in 1964, the Community College of Philadelphia (CCP) has, for more than 60 years, fulfilled its mission of expanding educational access, serving more than 700,000 Philadelphians and helping to place families, businesses, and neighborhoods on a path toward shared prosperity and opportunity.

A minority-serving institution, CCP is the largest public institution of higher education and the only community college serving the greater Philadelphia region. The College prepares students to be informed and engaged citizens, active participants in the cultural life of the city, and contributors to a dynamic workforce responsive to the evolving needs of business, industry, and the professions. Drawing students from a wide range of ages, experiences, and backgrounds, CCP is committed to providing the programs and support necessary for students to achieve their educational and career goals while addressing broader economic, cultural, and civic challenges.

The College offers more than 100 associate degree, academic, and proficiency certificate programs. Its graduates play a critical role in strengthening the regional economy: 93 percent of those employed within eight months of graduation work in the greater Philadelphia area. CCP also provides a strong and affordable pathway to bachelor's degree attainment through a wide range of transfer agreements and partnerships designed to support seamless transition.

As a Minority Serving Institution, CCP enrolls a highly diverse student body. Approximately 67 percent of students identify as minorities, including 8.8 percent Asian/Pacific Islander, 36.5 percent Black or African American (non-Hispanic), and 18.2 percent Hispanic. Additional student populations include 23.0 percent White, 3.7 percent multiracial, and 17.8 percent other or unknown.

Mission Statement

The Community College of Philadelphia is an open-admission, associate-degree-granting institution which provides access to higher education for all who may benefit. Its programs of study in the liberal arts and sciences, career technologies, and basic academic skills provide a coherent foundation for college transfer, employment and lifelong learning. The College serves Philadelphia by preparing its students to be informed and concerned citizens, active participants in the cultural life of the city, and enabled to meet the changing needs of business, industry and the professions. To help address broad economic, cultural and political concerns in the city and beyond, the College draws together students from a wide range of ages and backgrounds and seeks to provide the programs and support they need to achieve their goals.

The College seeks to create a caring environment which is intellectually and culturally dynamic and encourages all students to achieve:

- Greater insight into their strengths, needs and aspirations, and greater appreciation of their own cultural background and experience
- Increased awareness and appreciation of a diverse world where all are interdependent
- Heightened curiosity and active interest in intellectual questions and social issues
- Improved ability to pursue paths of inquiry, to interpret and evaluate what is discovered, and to express reactions effectively
- Self-fulfillment based on service to others, preparation for future work and study, and enjoyment of present challenges and accomplishments

Vision

To serve Philadelphia as a premier learning institution where student success exemplifies the strength of a diverse, urban community college.

The President



Dr. Alycia Marshall is the seventh president of the Community College of Philadelphia, bringing the outstanding leadership, expertise, and dedication to student success required for the city's college. Her experience and innovation will help the College elevate programs and offerings that move its students and the city forward. Dr. Marshall served as the College's interim president prior to being named president. In her previous role as provost and vice president for Academic and Student Success at CCP, she oversaw Academic Affairs, Workforce Development and Student Support and

Engagement. Dr. Marshall began her career in higher education at Anne Arundel Community College (AACC) in Maryland where she was a tenured Full Professor of Mathematics, Department Chair of Mathematics and Associate Vice President for Learning and Academic Affairs. She holds a Ph.D. in Mathematics Education from the University of Maryland College

Park, a Master of Arts degree in Teaching from Bowie State University, and a Bachelor of Arts degree in Mathematics from the University of Maryland Baltimore County.

Dr. Marshall is an Aspen Rising Presidents Fellow (2023) and one of the Charles A. Dana Center’s inaugural Mathematics Pathways Leadership Fellows (2016). She has been awarded the Verizon Community Innovator Award (2013), the 2015 INSIGHT Into Diversity Magazine’s “100 Inspiring Women in Stem Award,” a National Faculty Role Model Award presented by Minority Access Inc. (2015), the John and Suanne Roueche Excellence Award (2017), and the League Excellence Award (2021) from the League for Innovation in the Community College.

Dr. Marshall was the Principal Investigator and founder of the Engineering Scholars Program, a National Science Foundation grant providing scholarships, mentoring, and support services to underrepresented students in STEM. Dr. Marshall is also very active in leadership development and is passionate about mentoring and supporting aspiring leaders. She is the founder and visionary of AACC’s inaugural African American Leadership Institute and led efforts to create the Aspiring Leaders Fellowship Program housed at CCP which now provides leadership development and mentorship to participants at both the Community College of Philadelphia and Montgomery County Community College.

Location



The College’s Main Campus is in the heart of Center City in Philadelphia, Pennsylvania—the nation’s sixth-largest city, with a population of approximately 1.6 million residents. In addition

to the Main Campus, the College serves students through three regional centers: the West Regional Center, the Career and Advanced Technology Center, and the Northeast Regional Center—each designed to provide accessible, high-quality education across the city.

Philadelphia is a vibrant and dynamic city, renowned for its rich history, diverse culture, and celebrated culinary scene. The city is home to 17 four-year colleges and universities, as well as numerous world-class museums and cultural institutions. The broader metropolitan area includes the headquarters of 13 Fortune 500 companies, reflecting a strong and diverse regional economy. Surrounding the city are attractive suburban communities that offer a wide range of recreational and outdoor opportunities.



Enrollment and Student Life

Enrollment at the Community College of Philadelphia continues to show strong positive momentum. At the start of this academic year, total enrollment increased by 6.7 percent, from 17,537 to 18,710 students, while total credit hours grew by 9.9 percent, from 243,045 to 267,115, between fiscal years 2024 and 2025. This upward trend continued into the Fall 2025 semester, with enrollment increasing by more than 9 percent and total credit hours rising by more than 10 percent compared to Fall 2024.

The College offers a wide range of both credit and non-credit opportunities. Dual Enrollment programs served 1,778 high school students, allowing them to take college-level and



developmental courses alongside CCP students. These experiences strengthen college readiness, support exploration of academic interests, and reduce future tuition costs by enabling students to earn credits applicable to both high school and college.

CCP provides comprehensive support services through its student assistance centers and academic support programs, ensuring students have the resources needed to succeed. Student life is vibrant and engaging, with nine intercollegiate athletic teams, a variety of intramural sports—including

volleyball, basketball, kickball, and ultimate frisbee and numerous student clubs, honor societies, and leadership development opportunities.

A cornerstone of the College's student success efforts is the Catto Scholarship, which supported 2,423 students with free tuition, textbooks, and monthly stipends. Funded by the City of Philadelphia, the Catto Scholarship is a bold anti-poverty initiative that provides comprehensive wraparound support, including individualized success coaching, last-dollar tuition coverage, and financial assistance for essential needs such as food, transportation, and course materials.

Faculty, Staff and Academics

The College employs 1,037 FTE staff, including 799 full-time and 713 part-time employees. In addition, there are 515 FTE faculty members, of whom 238 are full-time and 582 are part-time.

Faculty and staff are represented by the American Federation of Teachers through a single union with three bargaining units. On April 9, 2025, union members ratified new collective bargaining agreements.

The prior contracts expired on August 31, 2024. The newly ratified four-year agreements, covering the period from September 1, 2024, through August 31, 2028, include wage increases, reductions in class size, and enhancements to certain employee benefits.

The Community College of Philadelphia offers a wide range of programs that prepare students for in-demand careers or transfer opportunities across diverse fields, including architecture and construction; art, design, and media; business and technology; health care; law and public service; liberal arts; science; social and human services; and technical trades such as culinary arts, advanced manufacturing, and automotive technology.

The College provides flexible learning options to meet the needs of its students, with day, evening, and weekend classes available for both full-time and part-time enrollment. Credit and

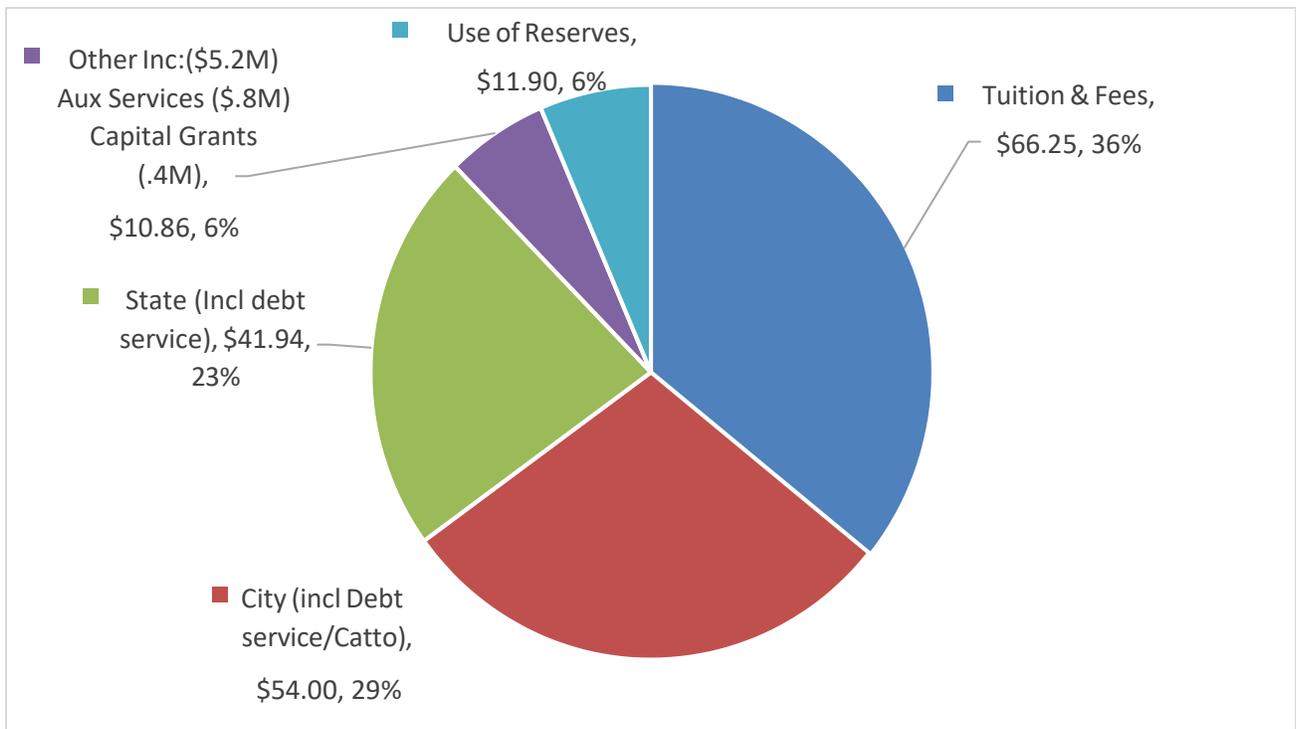
noncredit courses are offered at the Main Campus, regional centers, and select neighborhood and corporate locations. In addition, CCP offers robust online and hybrid learning options, with some programs available fully online.

Dual enrollment programs, offered in partnership with area high schools, further expand access and support early college experiences. The College also provides comprehensive academic support, services for students with disabilities, and a broad range of career and personal support services to help students succeed both inside and outside the classroom.

Finances

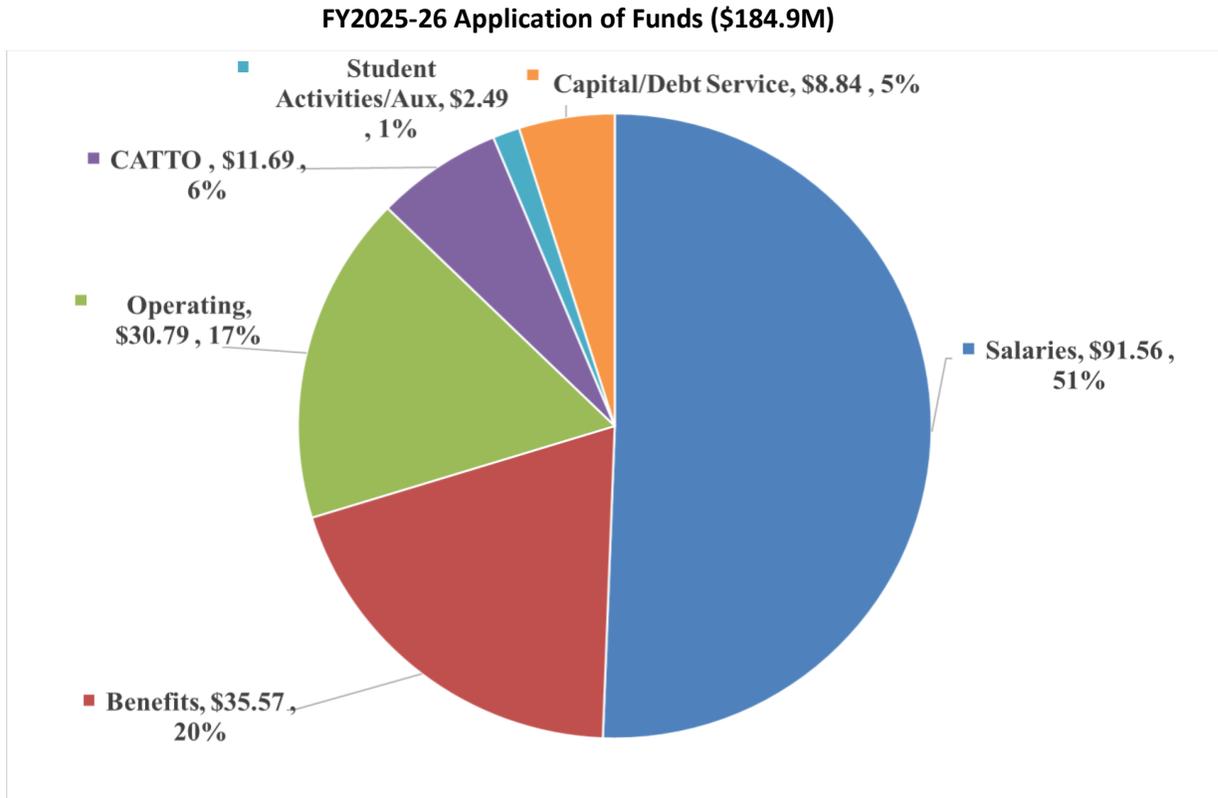
The Community College of Philadelphia is entering a period of financial challenge, as expense growth continues to outpace revenue. Recent collective bargaining agreements include meaningful increases in salaries and benefits, while public funding has remained relatively flat. For fiscal year 2026, the College’s operating expenses are projected to total \$184.9 million. The College supports its operations through a combination of tuition, fees, auxiliary revenues, funding from the Commonwealth and the City, and net investment income. To achieve a balanced budget, the College plans to draw \$11.9 million from its reserves, which currently total approximately \$93 million.

FY2025-26 Sources of Revenue (\$184.9M)



In addition, the College’s Foundation holds assets of \$26.2 million, including \$5.3 million in unrestricted funds.

More than 70% of the College’s expenditures are allocated to compensation with operating expenses accounting for 17% of the total.



Since 2003, the College has used Ellucian’s Banner system as its ERP.

Tuition and Fees and Financial Aid

The Community College of Philadelphia maintains a three-tiered tuition structure: \$193 per credit hour for in-county students, \$386 for out-of-county students, and \$579 for out-of-state students. Tuition rates have remained unchanged for nine years; however, the Board recently approved a \$15 per credit hour increase, effective Fall 2026.

A significant majority of students receive financial support. Seventy-seven percent of full-time undergraduates receive financial aid, with an average award of \$7,838. Additionally, 27 percent of students utilize federal student loans, with average borrowing of \$5,686 per student.

The College has allocated \$11.7 million to support the CATTO program in fiscal year 2026.



Role of the Vice President Finance, Administration and Treasurer

The Vice President for Finance, Administration, and Treasurer (VPFAT) serves as the College's chief financial and administrative officer. The Vice President provides strategic leadership, oversight, and evaluation of all finance, facilities, and administrative functions. Reporting directly to the President, the Vice President is a key member of the senior leadership team and works collaboratively across the institution to ensure alignment, coordination, and effective execution of institutional priorities.

Essential Responsibilities

- Provide strategic leadership, planning, and operational oversight for budget and auxiliary services, controller and accounting functions, facilities operations, human resources, campus security, business services, and information technology.
- Ensure institutional compliance with applicable laws, regulations, and external agencies in areas including finance, campus safety, and environmental and hazardous materials management.
- Advise the President and Board of Trustees on financial strategy and long-term planning; lead the development and management of the College's operating and capital budgets.
- Serve as Treasurer of the College.
- Lead campus development and renewal efforts, including facilities master planning.

- Oversee contract and lease management, real estate, and construction activities.
- Support and facilitate the work of the Business Affairs and Audit Committees of the Board of Trustees.
- Hire, develop, and evaluate staff in alignment with institutional priorities and strategic goals.
- Develop and manage divisional budgets and ensure effective stewardship of resources.
- Promote and advance the College's mission, values, and strategic objectives.
- Collaborate closely with senior leadership to ensure effective institutional operations.
- Partner with the College's General Counsel on matters related to collective bargaining agreements and other legal issues.
- Represent the College in external engagements with community partners, governmental agencies, and other institutions, as appropriate.
- Perform other duties as assigned.

Opportunities and Challenges

Resource Development

- Expand revenue opportunities through strategic partnerships, community engagement, grants, private investment, and innovative funding approaches.
- Identify and model high-impact financial strategies to advise the President and senior leadership team.
- Collaborate with government entities, the College Foundation, alumni, and external partners to secure sustainable funding.
- Partner with the Foundation to strengthen and grow the College's endowment.
- Build and sustain partnerships with local, regional, and state agencies, as well as business, industry, and community organizations.

Effective Stewardship of Existing Resources

- Address rising operational costs through disciplined financial management and operational efficiency.
- Partner with financial aid and student services to expand access and affordability while maintaining fiscal responsibility.

Build and Lead a Strong Team

- Foster a cohesive, high-performing, and mission-driven division that values collaboration, expertise, and mutual respect.
- Support leadership development and professional growth for staff.
- Assess staffing needs and implement strategies to recruit, retain, and develop talent.
- Navigate collective bargaining with a strong understanding of labor relations and a commitment to good faith engagement, while building a constructive relationship with union leadership.

Technology and Innovation

- Lead an assessment of the College's enterprise systems, including its long-standing use of Ellucian's Banner system, to ensure alignment with current and future needs.
- Explore and implement opportunities to leverage emerging technologies, including artificial intelligence, to enhance operational effectiveness and efficiency.

Communication and Transparency

- Promote open, consistent, and transparent communication across the division and the broader College community.
- Clearly articulate the College's financial position and strategies to internal and external stakeholders.

Budget Strategy and Financial Planning

- Reassess the College's longstanding incremental budget model and explore more strategic, data-informed approaches to resource allocation in a constrained financial environment.
- Develop budget models that provide for balanced budgets in the future.

Facilities and Infrastructure

- Develop a strategic and sustainable approach to addressing deferred maintenance.
- Prioritize facilities investments that support academic innovation and institutional priorities.
- Pursue creative partnerships and funding strategies to modernize facilities and maintain high-quality learning environments.

Qualifications

Required Qualifications

- Bachelor's degree from a regionally accredited institution.
- At least ten (10) years of progressively responsible leadership experience managing large, complex operations.
- Demonstrated commitment to fostering a diverse and inclusive campus environment.
- Proven ability in financial management, planning, and analysis.
- Experience developing policies, leading strategic planning initiatives, and conducting program evaluation and assessment.
- Demonstrated understanding of technology, including the application of emerging tools such as artificial intelligence, to enhance institutional operations.
- Experience developing innovative financial strategies and identifying alternative revenue streams to support long-term sustainability.
- Experience managing multiple funding sources within evolving federal, state, and local policy environments.

- Strong interpersonal, analytical, problem-solving, and decision-making skills.
- Demonstrated leadership, communication, and consensus-building abilities.
- Ability to manage multiple priorities and complex projects in a dynamic environment.
- High level of integrity and sound judgment.
- Knowledge of contemporary issues in higher education.
- Understanding of and commitment to the mission of a large, urban community college.

Preferred Qualifications

- CPA, MBA, DBA, or an advanced degree in business, finance, or a related field.
- At least five (5) years of senior-level leadership experience (director, dean, or vice president) in business or financial affairs within higher education.
- Experience in a diverse, urban organization.
- Experience working in a collective bargaining environment.
- Experience managing financial operations in a nonprofit organization reliant on external funding sources, including philanthropy.
- Familiarity with federal student financial aid programs, including administration and accounting.
- Experience working effectively with governing boards.

Applications and Nominations

Nominations and applications are invited for this position. Review of applications will begin immediately, and candidate material received by **May 3, 2026** will be assured full consideration although recruitment will continue until an appointment is announced. Applications (including a cover letter and resume) must be uploaded to: <http://lapovsky.hiringthing.com>. Lapovsky Consulting is assisting CCP in this search. For nominations, questions, or additional information, please contact:

Lucie Lapovsky
CCP@lapovsky.com
 917-690-1958

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