Donald Guy Generals, Ed.D.

Cell: [redacted]

Email: [redacted]

Professional Leadership and Achievements

Professional Summary

Dynamic leader with a proven track record in driving results through strategic visioning and organizational leadership. Led successful turnarounds during turbulent times, including the development and execution of institutional strategies in response to the 2020 pandemic. Guided faculty through comprehensive curriculum reform and managed multiple capital projects to support quality learning and student success. Widely recognized as an educational and social justice leader in Philadelphia and the surrounding areas, demonstrated through board service and high-level support for the Mayor, the Governor, state and local legislators, and the Superintendent of Schools. Consistently committed to integrity, excellence in educational management, and servant leadership.

Leadership at Community College of Philadelphia

From July 2014 to July 2025, served as President and Chief Executive Officer of the Community College of Philadelphia, overseeing a total annual budget exceeding $250 million across four campuses. Provided leadership, oversight, and development for more than 1,200 employees and over 30,000 credit and non-credit students. Led initiatives at the local, state, and national levels in response to the evolving landscape of higher education. Advocated for annual funding through lobbying efforts with city, state, and federal legislatures.

Strategic Vision and Institutional Advancement

Developed a vision and strategic priorities aligned with the social and economic interests of both the City and the Commonwealth. Established pathways for continuous institutional improvement through long-term planning, accreditation, and outcomes assessment. Led fundraising and friend-raising efforts, securing over $50 million in public and private donations during the private phase of a comprehensive campaign following the pandemic.

Financial Stewardship and Outcomes

Built budgets and long-range financial plans that advanced institutional goals and ensured fiscal sustainability. Delivered balanced budgets and clean audits for ten straight years. Secured an A3 (stable) bond rating and raised the fund balance to $80 million. Preserved affordability, limiting tuition increases to one over eight years. Testified before City and State legislative bodies to obtain annual operating and capital support.

Professional Experiences

July 2014 – June 2025

President

Community College of Philadelphia, Philadelphia, PA

- Chief Executive Officer responsible for managing a total annual budget of over $250 million across four campuses. Provided leadership, oversight and development for over 1,200 employees. Provided quality education for 30,000 credit and non-credit students.
- Provided local, state and national leadership in response to the changing landscape of higher education.
- Lobbied city, state and federal legislatures for annual funding.
- Created the vision and strategic priorities that align with the social and economic interests of the City and the Commonwealth.
- Established pathways to achieve continuous improvement by way of long-term planning, accreditation and outcomes assessment.
- Provided leadership in fundraising and friend raising. Raised over $50 million in public and private donations during private phase of a comprehensive campaign (post pandemic).
- Created budgets and financial plans to support the organization's long-term goals and fiscal viability. Returned balanced budgets for 11 years; achieved clean audits for 10 years; established a bond rating of A3 stable; and created an $80 Million fund balance. The institution is committed to affordability resulting in one tuition increase in eight years.
- Established the Octavius Catto Scholarship Fund. Recognized nationally as a preeminent promise program (i.e., last dollar tuition for qualified Philadelphia high school graduates).
- Established the Commonwealth's only middle college program. Students earn an associate's degree alongside their high school diploma.
- Led school-wide curriculum reform effort with the implementation of Guided Pathways.
- Negotiated and structured collective bargaining agreements with all partners including faculty and staff unions.
- Managed and executed on $100 million in capital projects including 70 thousand sq. ft. state-of-the-arts advanced technology center. Renovated library, student commons and all science labs.
- Created the division for Workforce and Economic Development.
- Established partnerships with area industries along the lower Delaware Valley region. The partnerships encompassed multiple shipping yard collaborations, including a $2.7 million training initiative designed to prepare the next generation of navy welders. This is generally viewed as the first instalment of what will be a long-term partnership.
- Developed regional and local business development programs, including 10KSB (10,000 Small Businesses, funded by Goldman Sachs) and Power-up Your Business (a local program supported by the City of Philadelphia).
- Rebranded the marketing and communications strategies for the entire College.

- Partnered with Philadelphia Housing Authority to provide housing for students without housing.
- Enhanced Community College of Philadelphia's reputation as a social and economic anchor institution throughout the Greater Philadelphia region. The College generates $1 billion in annual economic activity according to the 2025 impact report produced by Econsult Solutions Inc.

August 2008 - June 2014
Vice President for Academic Affairs
Mercer County Community College (MCCC), West Windsor, New Jersey

- Led the faculty and program leaders in all aspects of educational effectiveness. Centered efforts around student learning and psycho-social needs. Expanded program and curriculum reform efforts.
- Led in the creation and execution of Educational Master Plan. Oversaw, strategic planning and outcomes assessment. Launched the College's study abroad program.
- Launched the college advanced manufacturing program.
- Reorganized and saved the College's flight training program.
- Focused on student learning by implementing the First-Year Experience programs. Oversaw implementation of HSI funding (Title V)
- Directed the planning and execution of new capital projects. Specifically, renovated the James Kerney Campus in downtown Trenton and expanded program offerings.
- Established and maintained a culture of accountability, integrity, and excellence throughout the organization.
- Led all accreditation efforts.

November 2003 - June 2008
Provost
Katharine Gibbs, New York City, New York

- Led the turnaround effort to restore license-to-operate in the state of New York.
- Created faculty-led governance structure.
- Negotiated first faculty bargaining agreement.
- Created student-centered academic support services.
- Supervised faculty and staff responsible for developing new courses or programs.
- Engaged in professional development activities related to educational effectiveness and programmatic outcomes.

June 2000 - November 2003
Vice President for Academic and Student Affairs
Rockland Community College, Suffern, New York

- Led in the reorganization and integration of the academic division. Placed focus on interdisciplinary structures and functionality.
- Organized and implemented enrollment management plan.
- Led institutional response to 9/11 tragedy.

June 1995 - June 2000
Dean of Student and Cultural Affairs
Passaic County Community College, Paterson, New Jersey

- Implemented a student development model for student affairs. Provided training and development to transition from the helping/clinical model of student affairs to the developmental model.
- Served as President of the Academic Council.
- Provided annual assessments of all developmental, ESL and foundational writing courses
- Established athletic programs.
- Engaged in all Institutional Effectiveness activities: strategic planning, outcomes assessment, accreditation self-studies.

Teaching Experiences

Passaic County Community College 1990 --- 2000
Developmental Reading
Intro to Political Science
Rockland Community College 2000 -- 2003
Intro to Political Science
Mercer County Community College 2012 -- 2014
African American History

Writings

- Generals, D. (2022). Chapter 4. In *Urban Voices, Racial Justice and Community Leadership: African American CEOs of Urban Colleges.* essay, Rowman & Littlefield.
- Generals, D. (2013) *Booker T. Washington: The Architect of Progressive Education*. Houston, TX: Strategic Book Publishing and Publishing Rights Co.
- Generals, D. (2023, November) *Race in America: Post Affirmative Action and the Future of*

Education in America, Philadelphia Tribune. Retrieved from philatribe.com

- Generals, D. (2023, September) *Slavery: It was not a job training program*, Philadelphia Tribune. Retrieved from philatribe.com
- Generals, D. (2020, June 3). As the economy struggles, consider community college Opinion. The Philadelphia Inquirer, Retrieved from inquirer.com.
- Generals, D. "Guided Pathways at Community College of Philadelphia: A Catalyst for Change" Community College Research Center, Teachers College, Columbia University. October 9, 2019.
- Generals, D., and D. Perkins (2019) “Modern Day Heroes: A Celebration.” Diverse: Issues In Higher Education, May 23, 2019
- Generals, D. (2020, May 19). Octavius Catto Scholarship is transforming lives. Philadelphia Tribune, Retrieved from philatribe.com.
- Generals, D. (2018) “Workforce Development in the Nonprofit Sector.” Journal of Change (page 14), Independence Blue Cross Foundation, December, 2018.
- Generals, D. (2018, Sept. 9). Education is the answer to many of life's challenges. Philadelphia Tribune, Retrieved from philatribe.com
- Generals, D. (2012) “Colleges Must Not Lose Sight of General Education Role.” *Community College Week*, March 5, 2012. Volume 24, No. 15.
- Generals, D. (2011) “Service Learning Can Bridge Student Success-Course Gap.” *Community College Week*, March 7, 2011. Volume 25, No. 15.
- Generals, D. (2009) "A Project-Focused Approach to Remedial Education." *Community College Times*, September 3, 2009. Volume XXI, No. 18.
- Generals, D. (2002) "The Architect of Progressive Education: John Dewey or Booker T. Washington." *Journal of Intercultural Disciplines*. St. Lawrence University, Canton NY. Volume 31, No. 2.
- Generals, D. (2002) "Language of Leadership." (A Review of a Roger Soder book.) Planning for Higher Education. Society for College and University Planning. Ann Arbor, MI. Volume 11, No. 1.
- Generals, D. (2001) "Booker T. Washington and Progressive Education: An Experimentalist Approach to Curriculum Development and Reform." *Journal of Negro Education*. Howard University, Washington, D.C. Volume 69, No. 3.
- Generals, D. (1999) "Cast Down Your Buckets: The Progressive Ideas of Booker T. Washington." UMI Dissertation Services: Ann Arbor, MI.

Recent Honors

Philadelphia Magazine 150 Most Influential (2022,2023,2024)

Community Leadership Award, Urban Affairs Coalition, (2024)

Honorary Doctorate of Humane Letters, Holy Family University (2024)

Metro Philadelphia Black Power Players, City and State (2024)

Globy Award for Educational Leadership, Global Philadelphia (2022)

Education Power Players, City and State – Dr. Donald Generals (2022)

Best of Philly, College President (2021)

National Pacesetter of the Year, the National Council for Marketing and Public Relations -NCMPR), 2021

Extraordinary Leader Award, *The Made Man Foundation*, 2018

Most Influential African Americans, *The Philadelphia Tribune*, 2018

Philadelphia Business Journal's Power 100, 2018

Impact Report Magazine Featured Alumnus, Rutgers Graduate School of Education, October /November 2018.

Community and Board Service

Community

Urban Affairs Coalition (2014 – Current; Chair of Strategic Planning)

Chamber of Commerce for Greater Philadelphia (2015-2025)

Philadelphia Free Public Library (2014-2025)

Economy League of Philadelphia (2014-2025)

Friends Select School (2014-2021)

University City Science Center (2024-Current)

Philadelphia Works (2015-2025);

Federal Reserve and Pew Foundation: The Committee for Healthcare Technicians.

National

American Association of Community Colleges (2022-2025); Executive Committee (2023-2024)

National Alliance of Technical and Community Colleges (2008-2025); Executive Committee

Global Community College Leadership Network (2014-2025); Executive Committee Member

College Board – Middle States Region – (2010-2012)

Paterson Board of Education (2001-2003)

Education

Doctor of Education **(Ed.D.);** *Social and Philosophical Foundations of Education*

Rutgers University, New Brunswick, NJ, (1998)

(education cont'd)

Master of Education **(M.A.);** *Urban Education*
William Paterson College, Wayne, NJ (1988)

Bachelor of Arts **(B.A.);** *Political Science*
William Paterson College, Wayne, NJ (1983)

Certifications

Institute for Educational Management -- Harvard University (2001)

Interest Based Bargaining – Cornell University (2000)

Educational Leadership Institute, League for Innovation (2013)

Executive Leadership Skills

C-Suite Coaching
Contract Negotiations
Analytics and Evaluation
Budgeting and Finance
Public Speaking and Writing
Curriculum Development