

THE MISSION PRESERVATION STRATEGIST

Sue Mukherjee, Ph.D.

Strategy for mission-driven institutions: federal accountability, Title IV compliance, and workforce alignment as competitive position.

sue@suemukherjee.com · 717.329.2773 · suemukherjee.substack.com · LinkedIn

PROFILE

Sue Mukherjee works where higher education meets federal accountability and labor market intelligence. Across more than 20 years in state government, a 14-university public system, community colleges, and Historically Black Colleges and Universities, she has turned regulatory pressure into institutional strategy for colleges that carry a public mission. She is Principal of Mukherjee & Associates and Strategic Initiatives Executive at Cheyney University of Pennsylvania, the nation’s first HBCU.

In this practice, compliance functions as competitive strategy for mission-driven institutions.

THE RECORD

The practice is easiest to judge by what it has produced under federal scrutiny. At Cheyney University of Pennsylvania:

June 27, 2024	Middle States Commission on Higher Education reaffirmation, probation removed. Next evaluation visit 2030–2031.
June 2, 2025	Exit from Heightened Cash Monitoring 2.
Title IV	Recertification submitted 63 days ahead of the federal deadline.
2021 Program Review	All Federal Program Review findings resolved and closed.
FY23	Three-year cohort default rate of 0.00%.

AREAS OF PRACTICE

Federal Accountability and Title IV Compliance.

Reading the STATS and earnings-accountability rules precisely, and building the disclosure, reporting, and program-review readiness they now require.

Workforce Alignment and Labor Market Intelligence.

Mapping programs to regional demand and earnings outcomes with NCES, BLS, College Scorecard, and Lightcast, so workforce evidence strengthens both compliance and enrollment.

Accreditation Strategy and Institutional Effectiveness.

Middle States strategy, and the data infrastructure that turns reporting into decisions leadership can act on.

Governance and Mission Preservation.

Helping presidents and trustees govern through federal change without trading away the mission.

SELECTED EXPERIENCE

Principal · Mukherjee & Associates LLC

Strategic Initiatives Executive · Cheyney University of Pennsylvania

Previously Title IV Compliance Officer; Executive Director of Enrollment Management, Information Technology, and Special Projects

Chief Strategy Officer and Senior Associate Provost · Shippensburg University

Assistant Vice Chancellor for Educational Intelligence · Pennsylvania's State System of Higher Education

Inter-agency workforce initiatives · Commonwealth of Pennsylvania, Departments of Education and Labor & Industry

FRAMEWORKS AND WRITING

The Universal HBCU Workforce Alignment Model.

A framework that turns federal accountability requirements into institutional strategy, presented at national HBCU leadership convenings.

Federal public comment.

Submitted to the U.S. Department of Education on the earnings-accountability rulemaking.

The Mission Preservation Series.

Continuing analysis of federal policy and institutional strategy at suemukherjee.substack.com.

CREDENTIALS

Fellowships and Service

Fellow, Harvard University Strategic Data Project

Fellow, HBCU Executive Leadership Institute, Clark Atlanta University

Peer Evaluator, Middle States Commission on Higher Education

Executive Advisor and Senior Researcher, NAFEO

Finance Committee Chair, MACH2, the Mid-Atlantic Clean Hydrogen Hub

Education and Honors

Ph.D., Administrative Leadership Studies, Indiana University of Pennsylvania

Master of Public Administration, Shippensburg University

University Technology Leader of the Year, EdScoop 50 (2022)

For engagements in Title IV compliance, federal accountability readiness, accreditation strategy, and workforce alignment:

sue@suemukherjee.com · 717.329.2773

suemukherjee.com · suemukherjee.substack.com