

CUNY | School of Professional Studies

EXECUTIVE DIRECTOR OF INSTITUTIONAL EFFECTIVENESS

Leadership Profile
2026



WittKieffer

EXECUTIVE SUMMARY

The CUNY School of Professional Studies (CUNY SPS) seeks an experienced and strategic leader to serve as Executive Director of Institutional Effectiveness.

Reporting to Dean Lisa Braverman, the Executive Director leads the Office of Institutional Effectiveness and Planning, which includes the Office of Institutional Research. The next Executive Director will lead and manage complex School-wide initiatives, including a new CUNY SPS strategic planning process. Working across constituencies, the leader will promote evidence-based planning, continuous improvement, and the use of assessment results to inform institutional decision-making.

By identifying challenges, recommending solutions, and facilitating process improvements across departments and units, the Executive Director will enhance student learning, educational programs, School-wide communication, and administrative and educational support services, thereby advancing CUNY SPS's mission and elevating its impact.

CUNY SPS offers a broad range of online degrees, certificates, and workplace learning programs for working adults. A national leader in online education, the School offers the most extensive array of online programs at the City University of New York. It serves as CUNY's only undergraduate all-transfer college and is the only fully online school within the CUNY System.

A longstanding engine for social mobility, CUNY SPS is an incubator for student talent. It offers in-state tuition to all students regardless of where they reside. Flexible, customizable online programs meet students where they are, allowing them to balance work and family with their educational goals.

CUNY SPS faculty are leaders in their fields—21st-century professional practitioners renowned for online teaching. They actively support SPS students as they explore their passions, learn new ideas, and discover their capabilities.

U.S. News & World Report ranks CUNY SPS No. 9 on its 2026 list of Best Online Bachelor's Degree Programs and No. 4 among the Best Online Programs for Veterans. The school's online bachelor's program in psychology is ranked No. 7, and its online master's degree in nursing is ranked No. 35.

The ideal candidate will possess deep knowledge of data governance and evidence-based decision-making practices as well as a keen understanding of adult and online learners, underrepresented and international students, and students pursuing professional studies.

A bachelor's degree from an accredited university is required along with a minimum of eight (8) years of related experience.

For more information on the application process, see "Procedure for Candidacy" on page 12.

*The position is located on the CUNY SPS campus in New York City. It is not a remote position.
The salary range for this position is \$140,000 to \$160,000.*

ROLE OF THE EXECUTIVE DIRECTOR

The Executive Director for Institutional Effectiveness provides School-wide leadership to cultivate evidence-informed decision-making, advancing innovative strategies that advance CUNY SPS's mission and support its adult learners.

In leading the Office of Institutional Effectiveness and Planning, the Executive Director oversees strategic planning, institutional research, performance management, administrative assessment, and accreditation, ensuring high-quality data collection, analysis, reporting, and data governance practices. Reporting directly to Dean Lisa Braverman, the Executive Director serves on the Dean's Executive Cabinet, represents the Dean in meetings, planning activities, and cross-departmental projects, and supports the Dean and School leadership through communication management.

Strategic Planning

CUNY and the School of Professional Studies have a longstanding history of strategic planning. CUNY SPS's 2022–2027 strategic plan reflects six areas of strategic importance:

- Expanding Enrollment and Access
- Ensuring Academic Success and Career Development
- Improving the Teaching and Learning Experience
- Broadening Professional Education and Workplace Learning
- Providing a Culture of Care
- Cultivating Innovation

The Executive Director coordinates strategic planning workgroups, monitors and communicates progress towards goals and objectives, and helps to ensure the achievement of milestones and the effective implementation of the strategic plan overall.

Middle States Accreditation

CUNY colleges are accredited by the **Middle States Commission on Higher Education (MSCHE)**. Administratively, the School of Professional Studies is part of the Graduate Center at CUNY. The Executive Director guides School-wide preparation for Middle States accreditation cycles, including evidence gathering, documentation, assessment reporting, and coordination across academic and administrative units.

The CUNY Graduate Center's next MSCHE accreditation site visit will be in 2027–2028. Preparation for a MSCHE accreditation review is a multi-year institutional process involving the collection of evidence, analysis of institutional effectiveness, and development of a comprehensive self-study narrative demonstrating compliance with the MSCHE Standards for Accreditation. While The Graduate Center coordinates the overall accreditation process, the Executive Director leads CUNY SPS in providing timely institutional data, supporting documentation, assessment evidence, and narrative contributions required for the self-study.

CUNY Performance Management

Lifting New York: CUNY's 2023–2030 Strategic Roadmap serves as the University's strategic blueprint. The roadmap seeks to expand educational opportunity, strengthen equity and upward mobility, and improve the well-being of New York City residents. CUNY's **Performance Management Process (PMP)** is a framework for CUNY colleges and units to coordinate, measure, and track institutional progress toward goals established in CUNY's strategic plan. CUNY's Office of Applied Research, Evaluation, and Data Analytics (OAREDA) produces statistical reports that provide both longitudinal (year-over-year) and cross-sectional (college-to-college) comparative data for key institutional indicators. The strategic priorities established in this roadmap serve as the foundation for the key performance indicators reported through the PMP.

The Executive Director leads the annual PMP process and all AES assessment efforts at CUNY SPS, collaborating closely with School leadership to gather and validate information related to their respective operational areas, coordinating schoolwide meetings and activities to ensure the accurate and timely collection of required data and narrative information. The Executive Director ensures that each administrative unit develops and maintains current assessment plans and documentation, which serve as essential evidence of CUNY SPS's institutional effectiveness and compliance with Middle States accreditation standards.

Assessment of Administrative and Educational Support

The Executive Director oversees **Administrative, Educational, and Support (AES) Assessment**, a systematic process of evaluating non-instructional and support services to promote continuous improvement, operational effectiveness, and alignment with CUNY SPS's mission and strategic goals. AES assessment applies to all administrative, educational, and student support units and functions that do not provide academic instruction for credit, such as:

- Administration and Finance
- Development and Alumni Relations
- Enrollment Management
- Grants and Contracts
- Information Technology Services
- Student Affairs

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

The Executive Director of Institutional Effectiveness will have a unique opportunity to advance the CUNY School of Professional Studies' mission, enabling adult learners to grow, advance their careers, and make a meaningful impact on their communities.

Specifically, the Executive Director will be expected to:

Enhance institutional effectiveness by strengthening a culture of data-driven decision-making

- Lead and manage complex multi-unit institutional projects, ensuring accountability, timely progress, and alignment with School goals.
- Partner with senior leadership to translate the Dean's priorities into actionable initiatives.
- Oversee the Office of Institutional Research, ensuring data integrity and timely reporting.
- Promote evidence-based planning, continuous improvement, and the use of assessment results to inform decision-making.
- Support organizational performance and operational effectiveness by identifying challenges, recommending solutions, and facilitating process improvements across departments.
- Ensure alignment among the School's mission, strategic priorities, and ongoing initiatives, including major institutional transitions.

Lead CUNY SPS's 2028–2033 strategic planning process

- Design and implement a comprehensive institutional planning process that involves broad participation from faculty, staff, administrators, students, and campus leadership.
- Prepare a draft strategic plan, synthesizing institutional data and stakeholder input while ensuring alignment with the CUNY Strategic Roadmap.
- Coordinate implementation by guiding and directing committees responsible for strategic pillars, aligning their work with institutional goals, supporting execution, monitoring progress, and promoting accountability across CUNY SPS.
- Prepare and publish annual progress reports documenting accomplishments, performance indicators, and progress toward institutional goals.

Lead SPS efforts as part of the CUNY Graduate Center's Middle States reaccreditation process

- Oversee the collection, organization, and maintenance of assessment artifacts and institutional evidence to demonstrate compliance with Middle States accreditation standards and ensure readiness for the upcoming reaccreditation cycle.
- Organize campus activities, facilitate institutional data collection, monitor timelines, and ensure the quality and completeness of all required self-study submissions.

Drive CUNY SPS's Performance Management and AES processes

- Through the School's PMP process, ensure CUNY SPS planning and goal-setting are aligned with the University's strategic plan.
- Measure annual progress on key performance indicators (KPIs) and identify areas of excellence and opportunities for improvement.
- Ensure administrative units such as Student Affairs and Enrollment Management, Administration and Finance, Information Technology Services, and College Advancement and Communications, among others, are effectively engaging in assessment efforts to ensure continuous improvement and effectiveness.

PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

CUNY SPS seeks an Executive Director who demonstrates strategic vision, leadership, and the ability to implement complex initiatives that support institutional effectiveness and continuous improvement. Candidates should have the experience and subject matter expertise to earn the respect of fellow CUNY SPS academic and administrative leaders. The School of Professional Studies has a proud history of racial and ethnic diversity and inclusion among its faculty, staff, and students, and the successful candidate will model a commitment to diversity and inclusion across the SPS community.

Required Qualifications

- Bachelor's degree from an accredited university
- Minimum of eight (8) years of related experience

Preferred Qualifications

The ideal candidate will demonstrate the following characteristics and competencies:

- Master's degree in Educational Leadership, Institutional Research, Data Analytics, Applied Statistics, Organizational Development or a related field from an accredited institution.
- At least eight years of progressively responsible experience in institutional effectiveness, assessment, planning, or related areas in higher education.
- Comprehensive knowledge of NY State Education Department approval and Middle States accreditation standards, processes, and reporting requirements.
- Experience leading School- or institution-wide performance assessment and strategic planning efforts across academic and administrative units.
- Demonstrated ability to produce clear, data-informed reports and communicate complex information effectively to varied audiences.
- Commitment to data integrity, with an understanding of data governance and evidence-based decision-making practices.
- Proven analytic and strategic thinking skills, including the ability to diagnose challenges, design solutions, and guide organizational improvement.
- Successful track record of supervising staff, fostering collaboration, and building effective teams.
- Engagement with professional organizations related to institutional research, assessment, accreditation, or effectiveness.
- Demonstrated commitment to advancing educational equity and supporting institutional change to promote inclusive excellence.
- Deep appreciation and understanding of the unique needs of adult and online learners, underrepresented and international students, and students pursuing professional studies.
- Sophisticated operational and managerial acumen
- Outstanding interpersonal and communication skills, high emotional intelligence, and ability to build trust with others.



ABOUT THE CUNY SCHOOL OF PROFESSIONAL STUDIES

The CUNY School of Professional Studies provides top-ranked online programs that meet the needs of adults who are looking to finish a bachelor's degree, advance from an associate degree, earn a master's degree or complete a certificate in a specialized field and progress in the workplace or change careers.

Led by CUNY's nationally and internationally renowned faculty and practitioners, as well as by industry and education partners, the school's undergraduate and graduate, certificate and non-degree workforce development programs provide opportunities for personal growth, job mobility, greater civic participation and new ways to advance knowledge.

To support their academic, professional and personal growth, SPS connects students with extra- and co-curricular activities at the school, throughout CUNY and across New York City, including leadership training opportunities and a wealth of social, cultural and intellectual activities.

The school's growth has been remarkable, having launched more than two dozen new degrees since its establishment in 2006. Today, approximately 5,000 students are enrolled in credit-bearing SPS programs. Thousands more are enrolled in non-degree and grant-funded workforce development programs. The school has a growing and active alumni network, and the dedicated members of the CUNY SPS Foundation serve to champion the school's mission and support SPS and its students.

Mission and Vision

CUNY SPS provides online programs of study that are responsive to the needs of its students and New York City, focusing on fields as well as forms of teaching, learning, and scholarship that highlight innovation, personal and social progress, and opportunities for careers and service.

Grounded in CUNY's tradition of access and academic excellence, SPS is dedicated to being the CUNY's premier school for adult learners. Adapting to the needs of its students across a growing range of fields and sectors, SPS expands CUNY's ability to address the demands of evolving workplaces and disciplines. With core values of responsiveness and quality, and as CUNY's leader in online learning, SPS will continue to introduce new opportunities that expand the possibility and promise of public education, and position its students to grow personally, excel in the workplace, and enrich their communities.



ACADEMICS

The School of Professional Studies has been leading online education at CUNY and across the nation for nearly two decades. The only fully online academic unit within the CUNY System, the school offers undergraduate and graduate degree and certificate programs.

Undergraduate Programs

- BA in Communication & Media
- BA in Disability Studies
- BA in Human Relations
- BA in Liberal Studies
- BA in Psychology
- BA in Sociology
- BA in Youth Studies
- BPS in Applied Management & Entrepreneurship
- BS in Business
- BS in Health Information Management
- BS in Health Services Administration
- BS in Information Science
- BS in Nursing*
- Accelerated RN to BS/MS in Nursing Education
- Accelerated RN to BS/MS in Nursing Informatics
- Accelerated RN to BS/MS in Nursing Organizational Leadership

Graduate Programs

- MA in Applied Theater
- MA in Disability Studies
- MA in Early Childhood Policy & Leadership
- MA in Museum Studies
- MA in Psychology
- MA in Youth Studies
- MS in Business Management & Leadership
- MS in Data Science
- MS in Disability Services in Higher Education

- MS in Generative AI
- MS in Health Information Management
- MS in Nursing Education
- MS in Nursing Informatics
- MS in Nursing Organizational Leadership
- MS in Research Administration & Compliance
- MS in Strategic Nonprofit Management

Certificate Programs

- Child Development (Associate Certificate)
- Children's Program Administrator Credential (Advanced Certificate)
- Disability Advocacy (Advanced Certificate)
- Disability Services in Higher Education
- Disability Studies
- Early Childhood Policy (Advanced Certificate)
- Health Information Management (Advanced Certificate)
- Health Psychology
- Immigration Law Studies
- Management
- Medical Coding
- Nonprofit Management (Advanced Certificate)
- Nursing Education
- Nursing Informatics
- Nursing Organizational Leadership
- Project Management
- Research Administration
- Research Compliance
- Youth Studies

* Dual/joint programs available with Borough of Manhattan Community College, Bronx Community College, LaGuardia Community College, and Queensborough Community College

Innovative Learning Solutions

The Office of Innovative Learning Solutions (ILS), previously Professional Education and Workplace Learning, enhances organizational effectiveness and elevates individual careers through transformative learning programs. The office comprises experts in research-based learning practices and curriculum development and implementation. ILS partners with employers to identify needs and gaps across their workforce and to create and deliver highly engaging and customized learning programs that best support the employee and employer through change.

STUDENT SERVICES

CUNY SPS offers a comprehensive array of services and programs designed to meet the diverse and unique needs and interests of the school's online learners, supporting their growth, well-being, and academic and professional success. Student Services comprises several offices and units, including the following:

Academic Advisement

The Office of Academic Advisement helps students to grow and succeed by providing support and guidance in such areas as course selection and the adjustment to online learning. Through strong, respectful, and professional advisor-advisee relationships, Academic Advisement inspires students' self-responsibility in achieving and understanding their educational goals.

Career Services

The Office of Career Services assists CUNY SPS students and alumni who are seeking full-time employment, considering a career change, or exploring internship opportunities. Career Services also offers programs to address on-the-job issues, professional development, and career assessment needs.

Student Conduct and Community Standards

The Office of Student Conduct and Community Standards helps to ensure a campus climate conducive to teaching and learning by upholding the school's student conduct code, including policies regarding academic dishonesty and sexual misconduct.

Student Counseling

Student Counseling Services provides free, confidential mental health support to all CUNY SPS students. The office hosts events where students can learn about mental health topics and available CUNY SPS resources such as self-assessments, psychoeducational materials, videos, and book recommendations.



Military and Veteran Students

CUNY SPS is committed to supporting its military and veteran students, including through funding assistance. The school's [military bachelor's degree completion scholarship](#) ensures that students can cover the full cost of tuition without accruing debt. These and other efforts have earned CUNY SPS a No.2 ranking among *U.S. News & World Report's* 2025 Best Online Bachelor's Programs for Veterans.

Student Disability Services

Through the Office of Student Disability Services, CUNY SPS maintains an inclusive learning environment that supports the diverse needs of all enrolled students.

Student Life

The Office of Student Life provides the school's rich, diverse student population with accessible co-curricular and academic enrichment opportunities to develop their educational goals, leadership skills, and community engagement beyond the classroom. Activities and programs include student government, mentoring, volunteer programs, and a range of clubs focused on advocacy, affinity, arts, and recreation.



LEADERSHIP



Dean Lisa Braverman

Dr. Lisa R. Braverman is a national leader and innovator in the field of adult and online higher education with a longstanding career working at public, private, and online colleges and universities. She has served at senior leadership levels, providing pioneering leadership and successful growth strategies in distance, continuing, and international education, as well as in strategic community and corporate partnerships.

Prior to her appointment as Dean of the CUNY School of Professional Studies in 2023, Dr. Braverman served as Assistant Vice President at Mercy College, where she helped establish a new Division of Workforce Credentialing and Community Impact, and as Vice Provost at Excelsior College, where she advanced key strategic initiatives in academic affairs, curriculum and faculty development, college partnerships, and program innovation.

She previously served as Dean of the Petrocelli College of Continuing Studies at Fairleigh Dickinson University, where she led a team of 100 faculty and staff and 25 degree and certificate programs on campus, online, and internationally. She has served as Chief Academic Officer at the online Jones International University, Associate Provost for Adult Programs at Long Island University, Dean of Continuing and Professional Studies at SUNY Fashion Institute of Technology, and Dean of Extended Education at NY Institute of Technology.

Dr. Braverman has served in leadership positions in the major continuing and professional education associations, including on the Board of Directors of both the University Professional and Continuing Education Association and the Association for Continuing Higher Education (ACHE). She is certified by the Institute for Engaged Leadership in Online Learning of the Online Learning Consortium, where she served as Lead Moderator. In 2021, Dr. Braverman was honored to receive the annual Leadership award from ACHE, reserved for outstanding leaders and pioneers in the field of continuing higher education.

She is a consultant and published author, with a recent submission on PLA in the recently published (2023) *New Models of Higher Education: Unbundled, Customized, DIY*, a chapter published on blended completion programs in the *Handbook of Research on Growing, Building, Sustaining Quality E-Learning Programs* (2016). She has published several articles and interviews in the online periodical *Evollution* (2018–2020), a chapter on the future of continuing higher education in *New Horizons* published by Jossey Bass (2014), and two articles in the *Journal of Continuing Higher Education* (2006–2007).

Dr. Braverman has studied executive education at Harvard University's Graduate School of Education, holds a Ph.D. from New York University in Spanish and Latin American Studies, and is regularly invited to give individual and panel presentations on transformative leadership, innovation, online learning, adult and continuing education, and entrepreneurship in higher education.

PROCEDURE FOR CANDIDACY

WittKieffer is assisting The City University of New York in this search. Application materials should include a current CV or resume and letter of interest addressing how the candidate's experiences align with the position requirements. Review of candidate materials will begin immediately and continue until an appointment is made.

Application materials can be submitted using WittKieffer's [candidate portal](#). Confidential nominations and inquiries can be directed to Philip Tang and Bronwen Bares Pelaez at bbarespelaez@wittkieffer.com.

CUNY encourages people with disabilities, minorities, veterans and women to apply. At CUNY, Italian Americans are also included among its protected groups. Applicants and employees will not be discriminated against on the basis of any legally protected category including sexual orientation or gender identity. EEO/AA/Vet/Disability Employer.

