LEHMAN COLLEGE

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MEMORANDUM

TO: Jorge Silva-Puras, Provost and Senior Vice President for Academic Affairs and Student Success; Karin Beck, Associate Provost, Interim Director; Donald Sutherland, Director, Strategic Planning, Institutional Research, and Assessment

FROM: Fernando Delgado, President

DATE: October 19, 2026

RE: KEY PERFORMANCE INDICATORS (KPIs)

As part of Lehman College's ongoing commitment to institutional effectiveness, student success, and fiscal sustainability, the Cabinet regularly reviews a defined set of key performance indicators (KPIs). These metrics are mission-critical and essential for informed decision-making, strategic planning, and responsible stewardship of institutional resources.

The KPIs reviewed on a consistent basis include:

- Total undergraduate, graduate, and overall institutional enrollment
- One-year retention rate for first-time, full-time students
- One-year retention rate for full-time transfer students
- Retention equity gaps for Black, Latino, and Native American first-time freshmen compared with White and Asian freshmen
- Retention equity gaps for Black, Latino, and Native American transfer students compared with White and Asian transfer students (first year after transfer)
- DFWI rates
- Four- and six-year graduation rates for first-time, full-time students
- Three- and four-year graduation rates for full-time transfer students
- Percentage of graduates employed by the time of graduation
- Percentage of students who completed a paid internship
- Annual number of research grants
- Weighted three-year rolling average of fundraising totals (in millions of dollars)
- Lehman College's financial projections and indicators, including its CUTRA balance
- Annual Institutional Update (AIU) metrics

These indicators provide a clear, comprehensive view of the College's progress toward its mission and strategic goals. They ensure that institutional leadership remains well-positioned to respond proactively to emerging challenges and opportunities. Further, Lehman remains mindful of the alignment with the CUNY strategic plan and priorities as well as the key measures indicated in the evolving CUNY PMP institutional review and assessment process.

CUNY

The College is committed to closing equity gaps in access, retention, and graduation outcomes. As part of the ongoing self-study and next strategic planning cycle, specific targets and evidence-based interventions will be established to advance equity and inclusion across all student populations.

Baseline data and performance targets for these KPIs will be established and communicated following the completion of the self-study process, ensuring alignment with the College's next strategic plan.