



CSSI Annual Report

Summer 2024 - Spring 2025 Data¹

¹ Data reflect reports received during the July 1, 2024 - June 30, 2025 time period. All data in this report was pulled as of July 3, 2025. Numbers are subject to change due to the fluid nature of case management, including ongoing investigations, appeals, or new information submitted.

Contents

- Mission & Vision** **2**
 - Student Success 2
 - Integrity & Accountability 2
 - Community & Engagement 2
- Incident Reporting Overview** **3**
 - Total Incident Reports: 3
 - Incident Reporting Rate: 4
 - Incident to Report (Time from Occurrence to Reporting): 4
- Case Outcomes** **5**
 - Report to Case Creation Rate: 5
 - Resolved Cases: 6
 - High-Frequency Charges/Issues: 7
 - Findings of Responsibility: 8
 - Student Support Outcomes 9
 - Sanctions Imposed 10
 - Supportive Measures Implemented 11
- Case Processing Metrics** **12**
 - Average Resolution Time: 12
- Outreach & Training** **12**
 - Programming 12
 - Trainings 13
 - Student Leadership 13
 - Student Navigators 13
 - Pantry Board 14
- Food Pantry Utilization Rates** **15**
 - Overall Food Pantry Utilization (By Disbursement Totals) 15
- Emerging Trends & Impact Areas Across CSSI** **15**
 - Case Management and Student Support 15
 - Food Pantry 16
 - Student Conduct 16
- Campus Feedback** **16**
 - Student Feedback and Experience 16
 - Food Pantry Experience 17
 - Campus Partner Feedback and Collaboration 17
- Next Year's Strategic Goals** **18**
 - Strengthening Operational Continuity and Efficiency 18
 - Expanding Early Intervention and Basic Needs Support 18
 - Enhancing Community Standards Through Education 18
 - Launching the Student Group Accountability Review Board (SGARB) 19

Yearly Overview

Mission & Vision

The Center for Student Success and Intervention (CSSI) employs a comprehensive, 360-degree approach to student support, encompassing student conduct, holistic case management, and student success initiatives. This approach ensures that we consider each student's full range of needs, strengths, and circumstances, allowing us to provide tailored support throughout their academic journey at Columbia.

Our mission is to empower and support students by delivering integrated, proactive interventions in collaboration with campus and community partners. From addressing basic needs to guiding students through University policies, we are committed to ensuring that every student has access to the necessary resources, knowledge, and support to achieve academic and personal success.

As a Center, our vision is to enhance student learning, growth, and critical thinking through evidence-based practices and strategic collaboration. By fostering educational opportunities, implementing effective interventions, and designing impactful programs, we reinforce our commitment to student success while upholding the following core values:

Student Success

We prioritize students' well-being and personal development, providing individualized support and guidance to help them build resilience, confidence, and the skills needed to achieve their goals.

Integrity & Accountability

We uphold the highest standards of ethical conduct, fostering trust through consistency, transparency, and professionalism. Our commitment to accountability ensures fair and reliable support for all students.

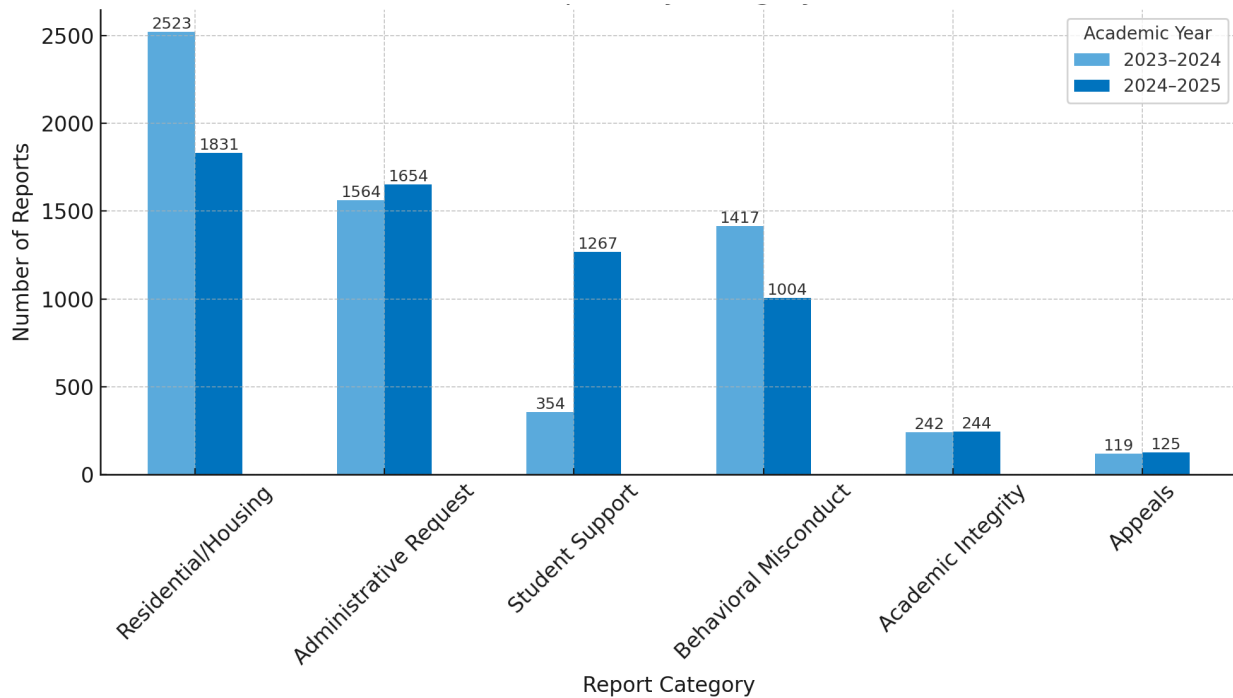
Community & Engagement

We cultivate a strong, supportive environment where students feel connected and empowered. Through meaningful engagement and shared responsibility, we promote a culture of respect, collaboration, and success.

Annual Case Statistics

Incident Reporting Overview

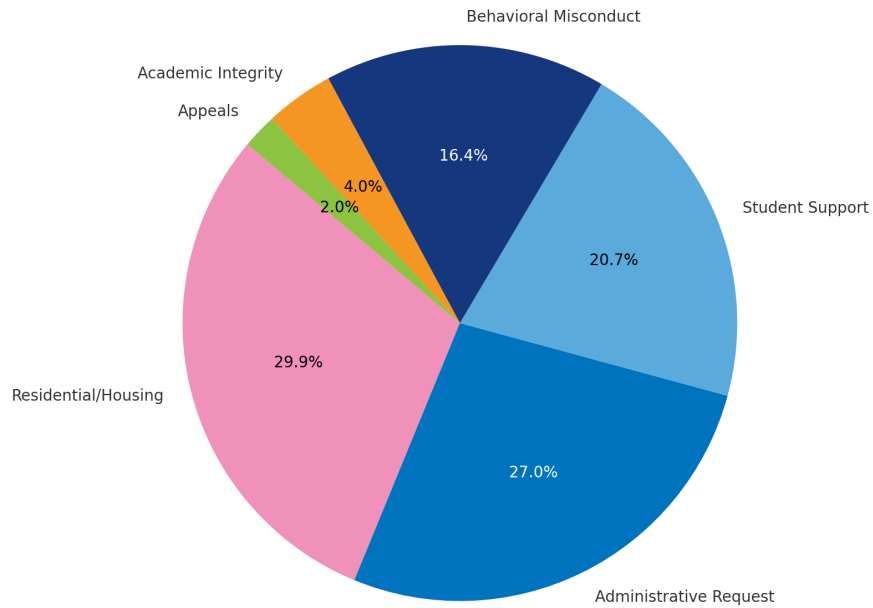
Total Incident Reports:



In the 2024–2025 academic year, the Center for Student Success and Intervention (CSSI) received 6,125 incident reports, reflecting both continued campus engagement and evolving community needs. Reports related to Residential Life declined by 27.4% from the previous academic year, largely due to local management of lower-level matters by Columbia Residential and school-based offices. In contrast, Administrative Requests rose by 5.8% from the previous academic year, signaling ongoing demand for documentation and procedural support.

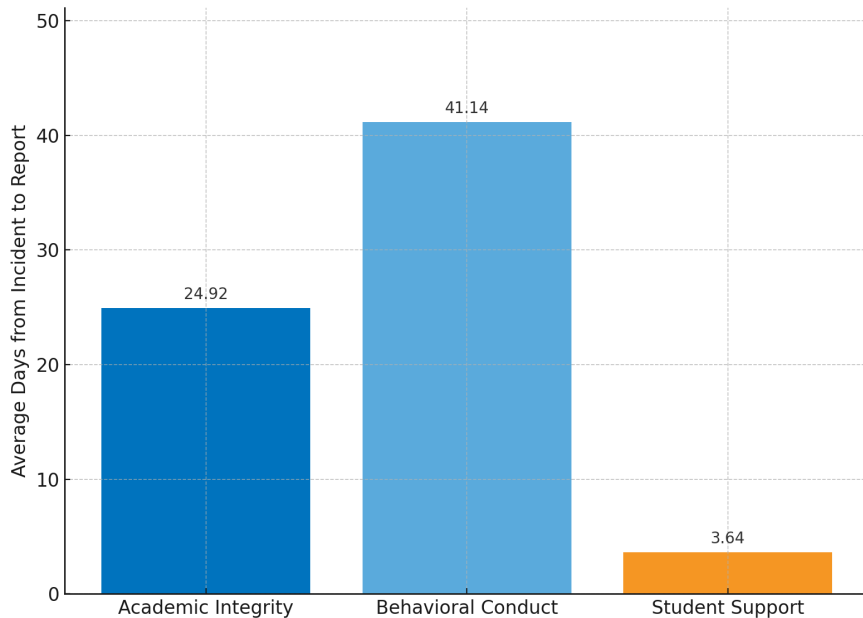
Student Support report submissions rose sharply following the launch of a unified intake form, enhancing clarity and accessibility for students seeking assistance. A Student Support report allows students, faculty, or staff to refer concerns related to a student’s well-being, academic challenges, or basic needs, prompting outreach from CSSI’s case management team. Behavioral Misconduct reports declined after the transition of discrimination-related matters to the Office of Institutional Equity (OIE) in the Fall of 2024. These trends illustrate the impact of improved system design and clearer referral pathways.

Incident Reporting Rate:



The distribution of report types remained relatively consistent, with Residential/Housing and Administrative Requests comprising the largest share, followed by Student Support and Behavioral Misconduct. The data reflects a balanced intake across both support and conduct-related categories, reinforcing CSSI's dual role in proactive care and accountability.

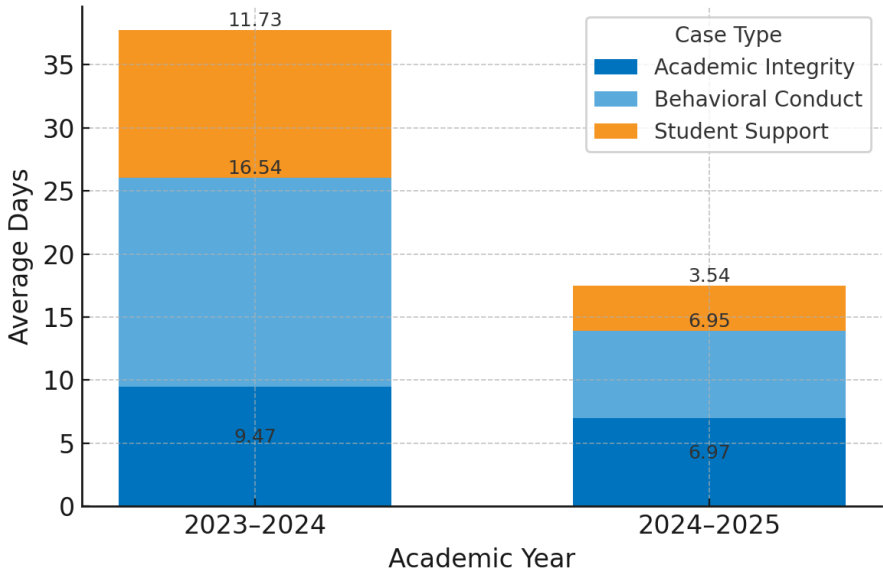
Incident to Report (Time from Occurrence to Reporting):



Timeliness of reporting improved significantly for Student Support cases, with the average interval from incident to report decreasing by over 32 days. Academic Integrity reports took longer to be submitted, often due to faculty timing around assessments. Behavioral Conduct reporting improved due to clearer pathways and more accessible forms.

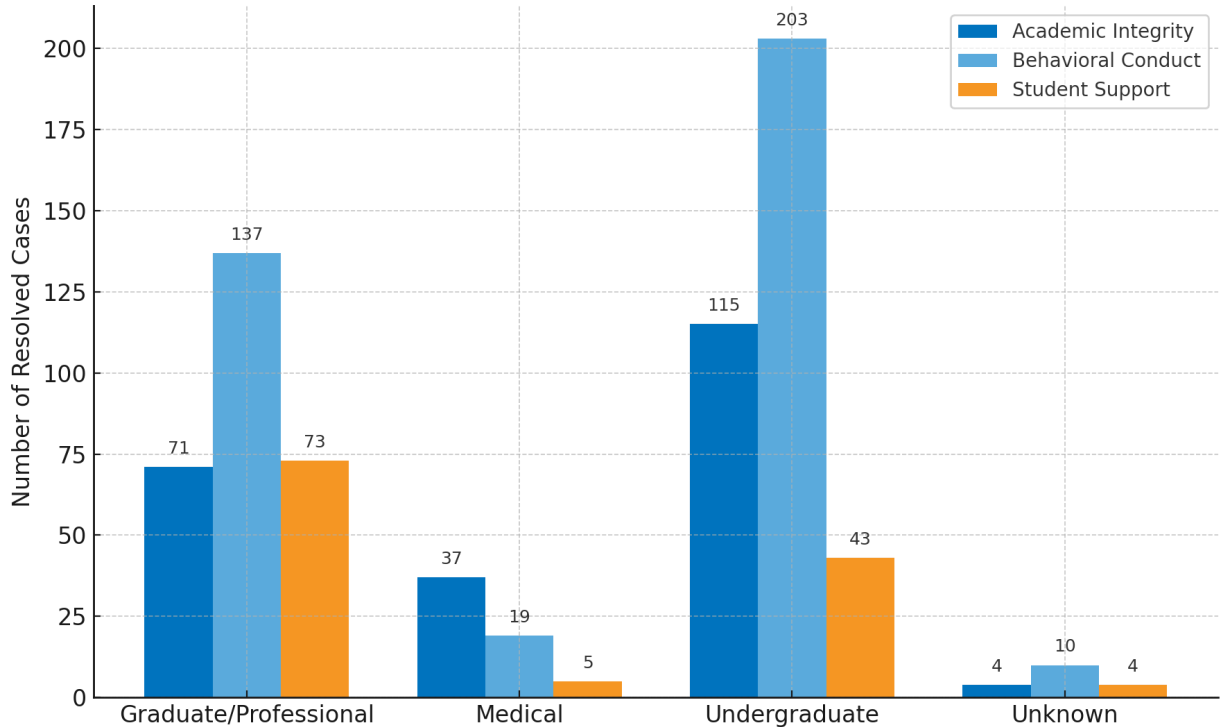
Case Outcomes

Report to Case Creation Rate:



The average time between report submission and formal case creation decreased across all case types. Academic Integrity and Behavioral Conduct cases now open in under seven days on average after a report is filed, while Student Support cases open in approximately 3.5 days after a report is filed. These improvements reflect staffing enhancements, clearer workflows, and strategic collaboration with external partners.

Resolved Cases:



* Unknown represents students who were affiliates, post-doctoral, or not enrolled at the time of the incident

The chart below shows the distribution of resolved cases by school cohort and case type, reflecting CSSI’s support across academic, behavioral, and wellness-related matters. In 2024–2025, CSSI processed a total of 785 cases, of which 721 were resolved and 64 remained open at the time of reporting. Among resolved cases, 227 involved Academic Integrity, 372 were Behavioral Conduct, and 122 were Student Support matters. A resolved case refers to any matter that reached a formal outcome, whether through a finding, support plan, educational resolution, or appropriate closure. The 64 unresolved cases primarily involved ongoing engagement, pending documentation, or students currently on leave.

Compared to the prior year, overall case volume declined. Academic Integrity cases decreased slightly, Behavioral Conduct cases saw a more significant reduction, and Student Support cases declined modestly. These shifts align with CSSI’s structural changes, including the transition of discrimination and harassment matters to other University offices and expanded use of early intervention strategies.

Undergraduate students accounted for the majority of resolved cases overall, particularly in Academic Integrity and Behavioral Conduct. Graduate and professional students represented the majority of Student Support cases, reflecting the range of academic, financial, and personal challenges they often navigate. Medical students made up a smaller portion of the total, consistent with the size and scope of those programs.

High-Frequency Charges/Issues:

Academic Integrity (Charge)	Count	Behavioral Conduct (Charge)	Count	Student Support (Issue)	Count
Cheating	135	Violation of University Policies	73	Financial Concern	50
Unauthorized Use of Artificial Intelligence Tools	79	Prohibited Use of Columbia University Identification Card	70	Mental Health Concern	28
Violation of Test Conditions	42	Disruptive Behavior	59	Housing Insecurity	27
Unauthorized Collaboration	37	Failure to Comply	44	Food Insecurity	21
Plagiarism	31	Unauthorized Access/Egress	38	Academic Concern	17

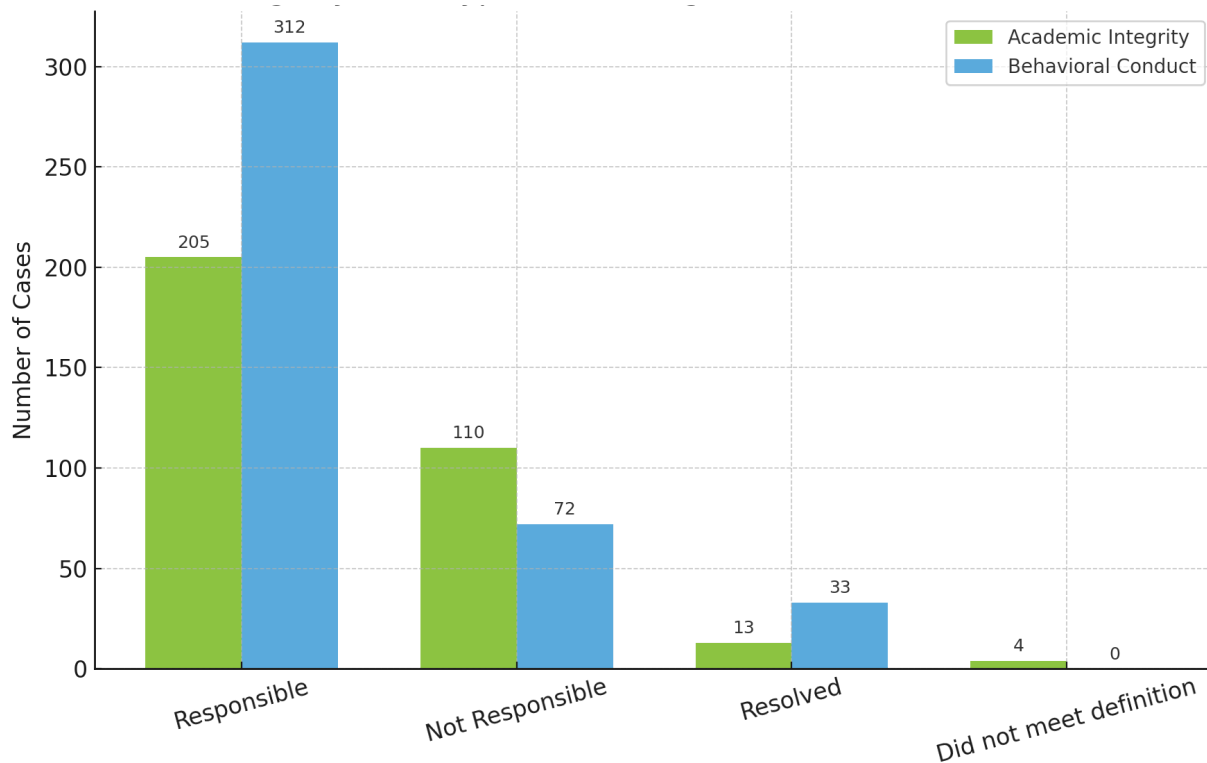
The most frequently reported Academic Integrity concern in 2024–2025 was Cheating, with 135 cases, up 16 percent from the previous year. Reports involving Unauthorized Use of AI Tools also increased, rising to 79 cases. This reflects the evolving nature of academic work and ongoing efforts to define appropriate use of emerging technologies. Cases involving Unauthorized Collaboration and Plagiarism both declined, while Violation of Test Conditions entered the top five for the first time. These shifts suggest growing clarity around expectations and reporting standards, as well as CSSI’s continued work with faculty to adapt policies to current learning environments.

In Behavioral Conduct, the most common policy violations shifted from physical access issues to more procedural concerns. The top reported violations included University Policy Violations (73), Prohibited Use of Columbia ID Cards (70), Disruptive Behavior (59), Failure to Comply (44), and Unauthorized Access/Egress (38). The increase in ID-related concerns likely reflects stricter enforcement of access protocols. Meanwhile, the decrease in Access/Egress violations may be tied to updated conduct policies and more streamlined reporting categories.

Student Support concerns also showed a shift in student needs. Financial concerns became the most frequently cited issue, followed by mental health and housing insecurity. Newly categorized issues, such as Housing and Food Insecurity, emerged as top concerns, reflecting CSSI’s expanded basic needs work and increased student outreach. Academic concerns, while still present, declined sharply.

Taken together, these trends highlight changing student experiences and the importance of responsive, well-aligned processes. They also reinforce CSSI's dual focus on maintaining community standards and proactively addressing barriers to student success.

Findings of Responsibility:



*Resolved means the charges were completed either through an administrative resolution or outside of the Dean's Discipline Process

The chart below shows findings of responsibility for Academic Integrity and Behavioral Conduct cases in 2024–2025. Student Support cases are excluded, as they are addressed through non-disciplinary, care-based resolution.

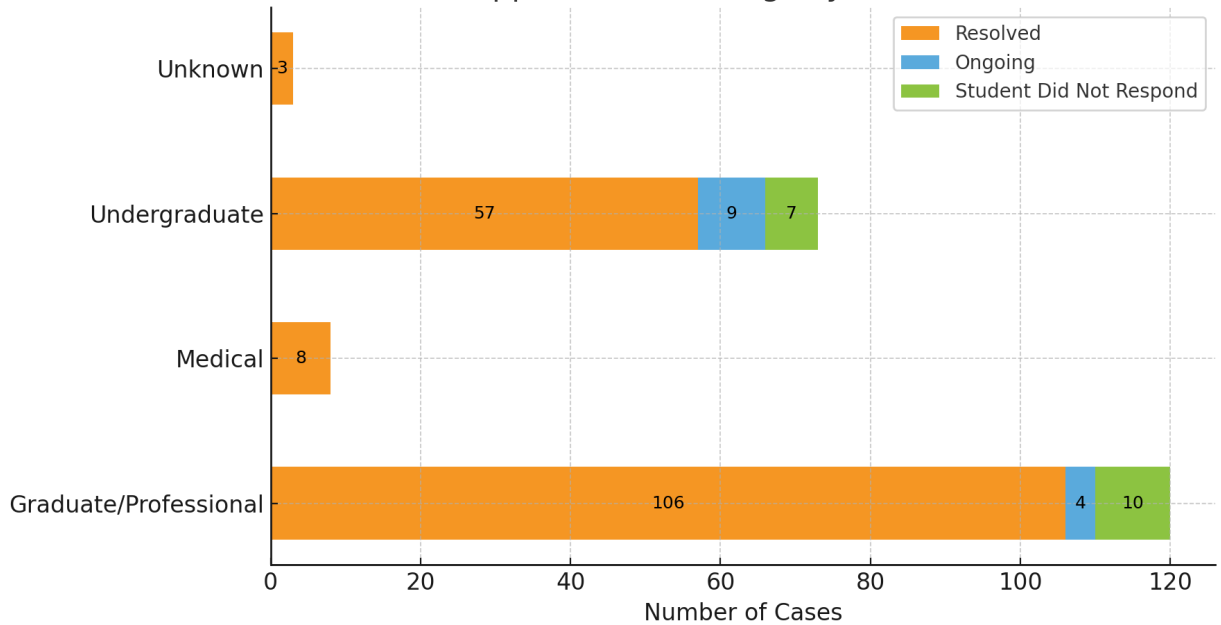
Academic Integrity outcomes remained consistent with historical trends. Of the cases resolved, 205 resulted in a Responsible finding, 110 were found Not Responsible, and 13 were resolved through administrative outcomes. An additional 4 cases were determined not to meet the definition of a policy violation. These outcomes reflect CSSI's evidence-based approach and alignment with institutional standards. The decrease in Responsible findings compared to the previous year may indicate lower case volume, expanded early resolution pathways, or greater clarity around academic expectations. Continued developments in academic technology, such as the use of AI, also contributed to the evolving nature of these cases.

In Behavioral Conduct, CSSI issued 312 Responsible findings, 72 Not Responsible findings, and 33 Resolved outcomes. These figures represent a notable decrease in volume from the

previous year, consistent with the University’s realignment of discrimination and harassment cases to the Office of Institutional Equity. The high rate of Responsible findings underscores CSSI’s continued focus on student accountability, fairness, and policy adherence.

Together, these findings demonstrate the consistency of CSSI’s adjudication processes and the impact of recent procedural and structural changes.

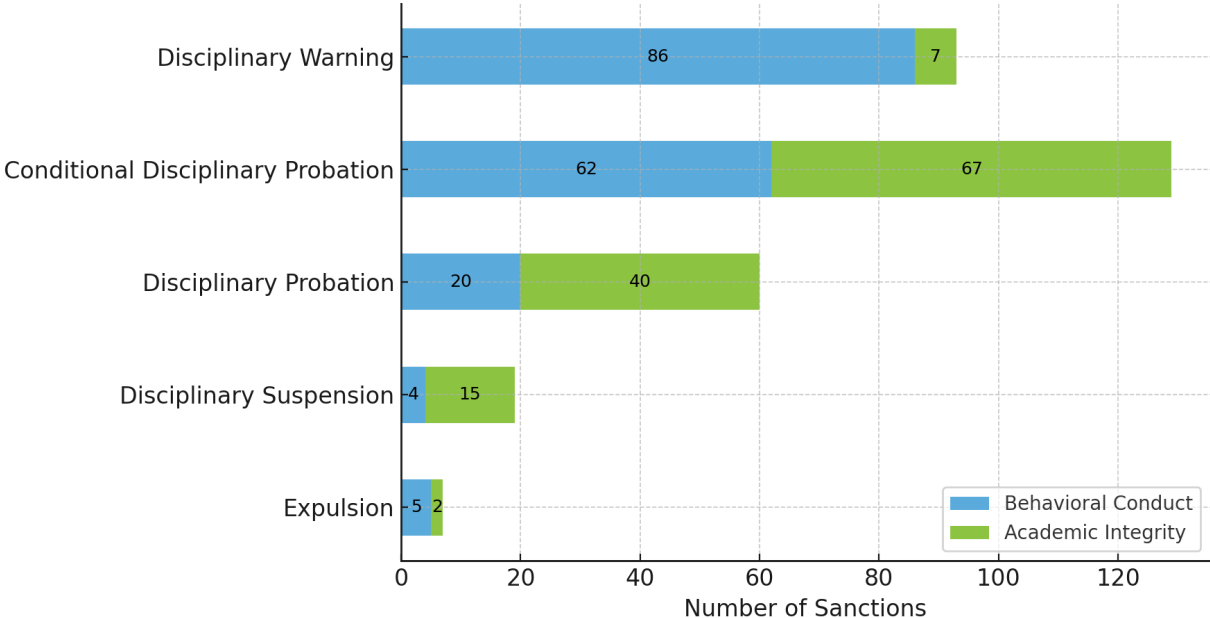
Student Support Outcomes



**Medical included one student with ongoing support needs.*

Most Student Support cases resulted in a Resolved status, reflecting the team’s emphasis on early, non-disciplinary intervention. A small number of cases were marked Ongoing due to complexity or longer-term engagement. These findings align with CSSI’s role in facilitating continuity of care.

Sanctions Imposed

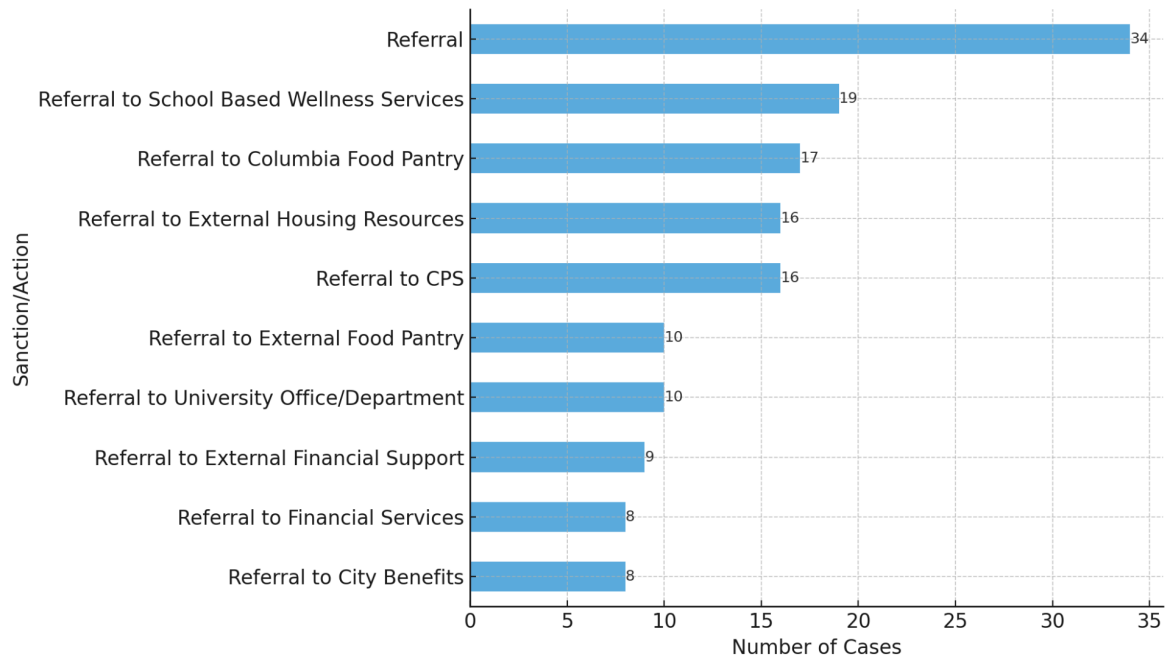


The chart shows how core sanctions were issued through the Dean’s Discipline process during the 2024–2025 academic year across Academic Integrity and Behavioral Conduct cases. Conditional Disciplinary Probation was the most frequently used sanction, applied in 129 cases (67 Academic Integrity and 62 Behavioral Conduct). Disciplinary Probation was used in 60 cases, while Disciplinary Warnings were issued in 93 cases.

More serious outcomes remained rare. Expulsion was imposed in 7 cases and Disciplinary Suspension in 19 cases, reflecting CSSI’s continued focus on education, proportionality, and accountability. These outcomes are reserved for the most serious or repeated policy violations and are determined through a thorough review process.

The consistent use of Conditional Disciplinary Probation highlights its role as a key educational and corrective tool in addressing student behavior, balancing accountability with support. Additional sanctions, such as Policy Reminders, No Contact Directives, and Restitution, were applied in specific cases to address safety, community impact, or behavioral concerns.

Supportive Measures Implemented



**CPS is Counseling and Psychological Services.*

In 2024–2025, CSSI implemented 186 Student Support measures, a 332% increase from the previous year’s total of 43. This significant rise reflects both growing student need and CSSI’s ongoing commitment to holistic, resource-based care. The most frequently issued action was a general referral (34 cases), which included individualized connections to University and community resources.

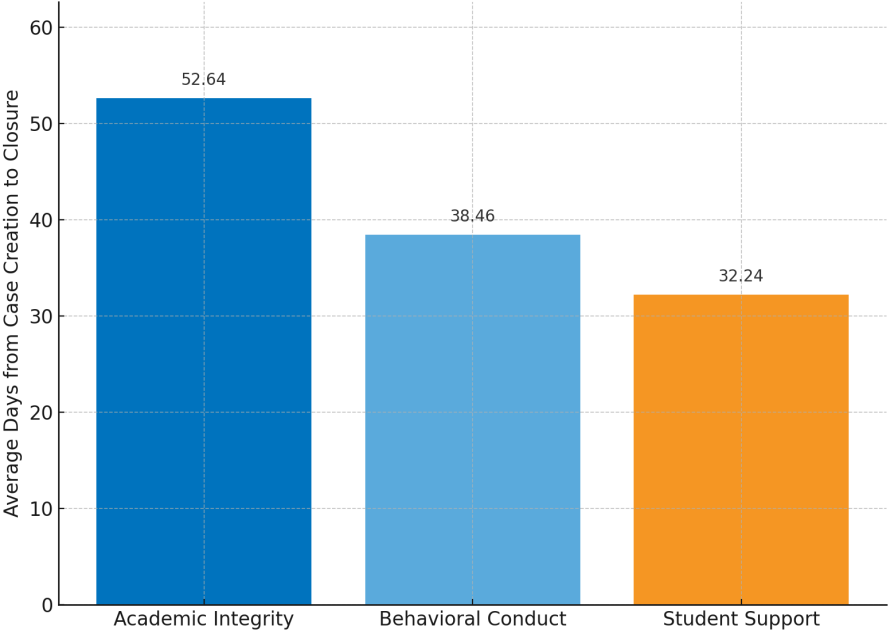
Other top measures included referrals to school-based wellness services (19), the Columbia Food Pantry (17), and Counseling and Psychological Services (CPS) (16), underscoring sustained demand for both basic needs and mental health support. Referrals to external housing resources (16) also doubled from the previous year, highlighting continued concern around housing insecurity.

Additional interventions included referrals to University offices (10), external food pantries (10), financial support services (9), city benefit programs (8), and campus-based financial services (8). CSSI’s proactive approach to case management emphasizes timely, personalized support and close coordination with campus partners.

To protect student confidentiality, this analysis includes only the most frequently used measures issued eight or more times during the reporting period.

Case Processing Metrics

Average Resolution Time:



CSSI continued to improve case resolution efficiency in the 2024–2025 academic year. Average resolution times decreased for Academic Integrity (52.64 days, down from 57.36) and Student Support (32.24 days, down from 71.60), while Behavioral Conduct remained steady at 38.46 days.

Academic Integrity timelines remained longer due to procedural requirements, faculty coordination, and consistent peaks in reporting at the end of each semester. In contrast, the reduction in Student Support case duration reflects improvements in staffing, streamlined intake processes, and operational efficiencies.

Outreach & Training

Programming

In 2024–2025, CSSI expanded its educational programming, reaching more than 4,900 students through presentations, tabling events, workshops, and office hours. Collaborations with University Life and other partners strengthened visibility and reinforced CSSI’s commitment to proactive, accessible support.

The Case Management and Student Support team introduced new programming formats focused on basic needs, housing access, and resource navigation. Engagements across 15 schools resulted in over 25% of attendees being connected to individualized support. These outcomes demonstrate the strategic role of outreach in linking students to critical services. CSSI also participated in well-being campaigns in partnership with Columbia Health and Athletics, increasing student engagement during high-impact moments such as Mental Illness Awareness Week and Student-Athlete Mental Health Week.

CSSI will continue to adapt its outreach strategies based on participation data and community needs, ensuring programming remains inclusive and effective.

Trainings

CSSI delivered over 30 training sessions to students, staff, and campus partners, ensuring broad awareness of University expectations and conduct procedures. Sessions with Residential Life, student group leaders, Columbia Residential, and faculty built institutional capacity for early intervention and equitable process implementation.

Specialized sessions addressed timely topics, such as generative AI and academic integrity, helping participants stay current with evolving conduct considerations. Expanded demand for training highlights CSSI's growing role as a thought partner and educator within the University community.

Training effectiveness was reflected in increased reporting from trained groups and positive feedback from partners. CSSI will continue to offer customized education tailored to school-specific needs while reinforcing shared standards of accountability, care, and transparency.

Student Leadership

Student Navigators

Student Navigators are a dedicated group of student leaders from across the University who partner with CSSI to provide peer support throughout the student conduct process. As trained points of contact, Navigators assist by answering procedural questions, clarifying University policies, and fostering a culture of ethics, accountability, and student empowerment. Their presence helps students feel supported and informed during what is often a challenging time.

In 2024–2025, the Navigator team included seven returning members, one of whom served for a third consecutive year. All Navigators participated in a comprehensive two-day training focused on the conduct process, and included mock hearings, de-escalation strategies, and referral protocols. Survey responses and engagement logs consistently indicated that Navigators felt well-prepared and valued the opportunity to support their peers through this role.

During the academic year, 159 students requested Navigator support. Of those, 95 students, or nearly 60%, were successfully matched. The remaining students were not matched either due to a lack of follow-up or redirection to a staff member for individualized support. Students whose schools do not currently participate in the Navigator program were referred to designated school-based staff or the CSSI Case Management team. Fourteen of these students received support from Case Management to navigate the conduct process.

These engagement figures highlight the program's increasing visibility and the important role Navigators play in making the student conduct process more accessible, supportive, and student-centered.

Pantry Board

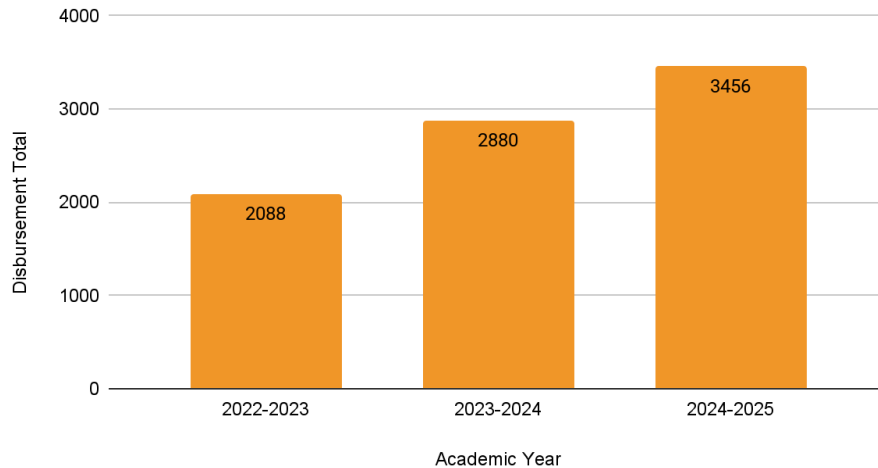
During the 2024–2025 academic year, the Food Pantry at Columbia benefited from the steady leadership and continuity provided by returning student board members. Their sustained involvement brought stability to daily operations, fostered a strong sense of community among volunteers, and preserved institutional knowledge critical to the Pantry's overall efficiency. These students played a key role in mentoring new volunteers, refining inventory and distribution systems, and strengthening outreach efforts. Their contributions helped maintain a welcoming and reliable environment for students experiencing food insecurity.

In Spring 2025, five new board members joined the leadership team following the graduation of several long-serving members. To support this transition, the team implemented a structured onboarding process that clearly outlined roles, set expectations, and equipped new leaders with the tools needed to contribute effectively. This proactive approach ensured operational continuity while creating space for new ideas to strengthen the Pantry's mission.

Through these efforts, student leaders continue to advance the Food Pantry as a consistent, student-centered resource for those in need while promoting a campus culture rooted in compassion, service, and care.

Food Pantry Utilization Rates

Overall Food Pantry Utilization (By Disbursement Totals)



Total disbursements at the Food Pantry increased to 3,456 in 2024–2025, reflecting steady growth in student need and awareness. Utilization increased by 20% from the previous year, with graduate students accounting for the majority of users.

This trend underscores the economic pressures students face, particularly those balancing academic and personal responsibilities with limited financial aid. In Spring 2025, the Pantry introduced a new pilot program in partnership with the Corbin Hill Food Project, providing students with access to fresh produce boxes containing seasonal fruits and vegetables. The initiative reached 108 students across 15 schools and affiliates, further confirming high demand among graduate students for nutritious, culturally relevant food resources. This partnership represents an important step toward advancing holistic student wellness and reducing barriers to healthy food access.

CSSI remains committed to meeting basic needs through low-barrier access and collaborative, student-centered operations.

General Trends and Analysis

Emerging Trends & Impact Areas Across CSSI

Case Management and Student Support

In 2024–2025, CSSI experienced a significant increase in student support referrals, driven by expanded visibility, streamlined intake processes, and the growing complexity of student needs.

Many referrals involved housing insecurity, financial strain, or difficulty navigating University systems, particularly among graduate students and those new to New York City. The team responded with individualized support, referrals to public benefit programs, and workshops focused on practical problem-solving.

This expansion reflects both heightened student awareness and broader economic pressures impacting the Columbia community. CSSI's model of early intervention and holistic care positioned the team as a critical connector between students and institutional or citywide resources.

Food Pantry

Food Pantry utilization rose for the third consecutive year, reaching 3,456 disbursements, a 20% increase over the prior cycle. Graduate students accounted for the majority of users, reinforcing their unique financial vulnerability and need for consistent access to basic resources.

Participation in the Corbin Hill produce initiative, which offered fresh, culturally relevant items, further underscored demand for nutritious, accessible food options.

CSSI continues to evolve the Pantry's model through student-led leadership, expanded partnerships, and infrastructure planning to support low-barrier access and dignity-centered service.

Student Conduct

In Student Conduct, CSSI observed an increase in reports related to identification card misuse and use of generative AI tools in academic settings. These trends reflect both increased enforcement and the need for ongoing education around emerging technologies and institutional expectations.

The conduct process remained stable, with a low rate of repeat violations and increased alignment between initial decisions and appeal outcomes. CSSI also managed a growing number of complex behavioral cases involving mental health or legal considerations, which required close coordination with campus partners, including Columbia Health, Public Safety, and the Office of General Counsel.

These cases underscore the procedural and resource demands placed on conduct systems, highlighting the need for sustained investment in cross-functional support.

Campus Feedback

Student Feedback and Experience

CSSI collected student feedback following participation in the Dean's Discipline and support processes. Results highlighted a strong sense of procedural clarity, empathy, and trust in the

conduct system, particularly through the Student Navigator program. Over 80% of students who engaged with Navigators found the support helpful in understanding their rights and responsibilities.

While most students felt heard and respected throughout the conduct process, a subset raised concerns about procedural clarity and the perceived neutrality of outcomes. In response, CSSI is enhancing training for hearing officers and campus partners, expanding use of standardized communication tools, and strengthening partnerships with advising offices to ensure consistent student support across schools.

Feedback from students who engaged with Case Management and Student Support was overwhelmingly positive. Students praised the team's empathy, clear guidance, and actionable follow-up. Office hours, support meetings, and public benefits programming were particularly well-received, reinforcing the importance of pairing emotional support with practical solutions.

Food Pantry Experience

In Spring 2025, CSSI and University Life conducted a feedback survey to better understand the Food Pantry's impact. Respondents cited high tuition, food insecurity, and limited access to public assistance as primary drivers of pantry use. Scheduling barriers and privacy concerns emerged as key themes, prompting CSSI to explore additional access options, including lockers and anonymous pickup models.

The survey also revealed a lack of awareness or difficulty accessing public benefits such as SNAP, highlighting a critical opportunity for outreach and navigation support. These insights are shaping ongoing enhancements to ensure the Pantry remains low-barrier, inclusive, and responsive to evolving student needs.

Campus Partner Feedback and Collaboration

Campus partners across all schools expressed strong confidence in CSSI's responsiveness, professionalism, and impact. The Operations team was recognized for its efficient communication and system expertise, especially in supporting Maxient users. The Case Management team was commended for compassionate service and reliability, while the Student Conduct team was praised for its consistency, fairness, and alignment with school-specific needs.

The relaunch of the Student Conduct Liaison Program further strengthened school engagement. Designed to ensure consistent collaboration between CSSI and Columbia's individual schools, the program assigns a dedicated staff member to serve as a direct point of contact for conduct-related matters. Partners described the liaison structure as a vital mechanism for coordination, helping to streamline decision-making, align school-specific practices with institutional standards, and foster shared accountability across the University.

CSSI continues to be viewed as a strategic and trusted collaborator, providing essential student-centered services, supporting institutional standards, and advancing a University-wide culture of care and accountability.

Next Year's Strategic Goals

Strengthening Operational Continuity and Efficiency

CSSI will prioritize internal process improvements to ensure continuity and consistency across services. The Operations team will standardize documentation, update communication templates, and refine system workflows to support seamless onboarding, cross-coverage, and role transitions. These infrastructure upgrades will ensure that student-facing services remain efficient, responsive, and reliable amid evolving institutional needs.

Expanding Early Intervention and Basic Needs Support

The Case Management and Student Support team will focus on promoting earlier referrals and expanding access to essential resources. In the year ahead, the team will continue to build awareness of support services as a tool for proactive engagement—not only in response to crises.

Key initiatives include:

- Expanding workshops on housing access, financial preparedness, and public benefits.
- Scaling the Return to Columbia re-entry program for students returning from leave.
- Increasing the use of mediation and conflict resolution services as preventative tools.

These efforts aim to reduce barriers, strengthen student resilience, and offer sustainable pathways to success.

Enhancing Community Standards Through Education

The Student Conduct team will expand its educational efforts to promote transparency, equity, and accountability. Priorities for the 2025–2026 academic year include:

- Launching a co-hearing officer training program for partner offices using shared adjudication models.
- Collaborating with academic departments to address academic integrity and generative AI concerns through early reporting and faculty outreach.
- Partnering with Residential Life, Public Safety, and the Center for Teaching and Learning on behavioral education and prevention strategies during high-risk periods.

These efforts will reinforce shared standards and help cultivate a respectful and informed campus culture.

Launching the Student Group Accountability Review Board (SGARB)

In the 2025–2026 academic year, CSSI will implement a new framework for student group accountability through the launch of SGARB and a University-wide Student Group Conduct Policy. The Board will introduce consistent procedures for reviewing group-related conduct concerns, ensuring transparency, fairness, and educational alignment.

CSSI will support implementation through:

- Clear adjudication guidelines and training for student organizations.
- Mechanisms for stakeholder feedback and iterative improvement.
- Communication strategies to promote awareness and trust in the process.

SGARB reflects CSSI's continued investment in shared governance, leadership development, and the integrity of student group engagement at Columbia.

Across all initiatives, CSSI will continue to align its efforts with Columbia's institutional goals and evolving student needs. Progress will be monitored through data-informed assessment, stakeholder feedback, and cross-campus collaboration to ensure that interventions remain effective, responsive, and equity-driven.