
STUDENT GROWTH AND STUDENT SUCCESS

The College commits to providing our students with the core competencies associated with a 21st Century liberal arts education, so that our students graduate confident in their ability to navigate whatever path they travel in pursuit of their creative interests. We commit to an agile and integrated plan that is rooted in the College's diversity, equity, inclusion, and access values that is designed to nurture the growth, well-being, and success of all students, both within the classroom and beyond.

ACTION STEPS: STUDENT CONCIERGE DESK PROVIDING PEER-TO-PEER SUPPORT

We will invest in on-campus student employment in support of a student-staffed Concierge Desk providing peer-to-peer connections to campus and community resources. The concierge desk model creates opportunities for student employment and leadership development. Partnering with staff, student guides will be trained on campus resources, processes, policies, and support services to provide peer-to-peer assistance in navigating the Columbia experience.

Concierge-level services will be accessible through both front-line in-person support in locations across campus and through remote support, with the expanded hours that meet student needs. In addition to providing ready answers to student questions, the concierge desk model makes support more accessible and more readily available to all students, reducing student stress and increasing student success, and creating a stronger sense of community.

This initiative should relate closely to the other elements described in this section and other parts of the strategic plan, in particular our student communication and engagement goals, and should link to any departmental help-desk and peer mentoring efforts.

ACTION STEPS: CAMPUS-WIDE COMMITTEE ON STUDENT WELLNESS AND CAMPUS COMMUNITY

We will create a standing committee on Student Wellness and Campus Community. The committee's charge will be to conduct a regular assessment of the status of student mental health and wellness on campus via compilation and analysis of usage data from the Student Health Center, Counseling Services, Student Relations, Fitness Center, Academic Progress data, Academic Progress Alerts, and other sources. The committee leadership will include students and members representing these important perspectives: students, faculty, staff, a licensed therapist, student disability services, student services, academic services, fitness center liaison, and individuals from various community agencies as needed.

This committee will also make recommendations for professional development that will instruct both faculty and staff on best practices around student wellness and referral procedures. The goal of the committee will be to contribute to a campus culture of where faculty and staff are aware of the impact of student wellness on students' college success and how to direct students to the appropriate support and wellness perspectives and incorporated into program and course materials.

ACTION STEPS: EXTENDED CAMPUS ORIENTATION

We will enhance the new student experience by extending the activities of New Student Orientation with campus-based student-success programming. Amongst other benefits, investment in this holistic approach to welcoming

new students will allow the breadth of information about campus resources conveyed at the start of the semester to be reinforced throughout the fall, keyed to time of need.

- We will create a first-semester experience that extends beyond the start of the academic year, using our exemplary Student Orientation Leaders to support new students' connection to the college through new programming.
- Our extended campus orientation will be linked to expanded investments in Academic Services (Scholars Program and First-Year Group Advising) and in Student Affairs (Engage Columbia), the development of a concierge desk model of student support and improved student communications to foster a sense of community and link students to resources that support success and wellbeing.
- We will promote a shared language regarding student success expectations and outcomes. We will connect student services with the academic experience in first-semester classrooms, linked to enhanced use of Canvas content, a reimagined use of the Engage platform and student communication campaigns.
- We will adopt periodic student-success themes, including, academic resources, financial literacy, career preparation, mental health, and wellness, and promote them through student and parent communications, classroom activities, and support services activities.

ACTION STEPS: STUDENT CAREER DEVELOPMENT AND PREPARATION

We will expand the ability of students to participate in experiential learning opportunities and early career experiences prior to graduation.

- We will increase the overall percentage of students who complete at least one official internship before graduation, increasing the number of students registered for internships per year from 500 to 1200.
- We will provide holistic support across the college for student portfolio development, so students are better prepared to present creative work, experiences, and academic accomplishments.
- We will enhance partnerships between the Career Center, faculty, and staff to help students understand industry expectations, and promote and provide career readiness support inside the classroom, within the context of academic advising, and in other appropriate venues.
- We will expand Columbia Combined Degree Efforts by investing in infrastructure and communications to increase student and campus awareness of the 4+1 Combined Degree Options to provide current students with additional options for degree completion and post Columbia career plans.

ACTION STEPS: MENTORSHIP AND COMMUNITY

We will support mentorship opportunities that connect our community and link students to faculty, staff, alumni and peers.

- We will incentivize departments to cultivate opportunities for the incorporation of mentoring and leadership development in academic programming.
- We will re-engage the expertise of faculty to work 1:1 with students in a mentorship capacity, incentivizing departments to imagine new ways for students to connect directly with faculty on career opportunities and mentorship discussions.
- We will expand current peer mentoring and alumni mentoring programs with high utilization and student contact to enhance the impact on retention, engagement, and the student community, and explore opportunities for alumni mentoring.

ACTION STEP: UTILIZE COMMUNICATION PLATFORMS AND SOFTWARE TO IMPROVE STUDENT EXPERIENCE

- We will use emerging technology to create new interactive and individualized 4-year and transfer degree plans to support students' progress towards their degree. The new 4-year plans should not only include the sequence of program requirements, but also critical milestones and benchmarks of student success such as the number of credit hours expected, internship expectation, portfolio, extra-curricular activities and other supports.
- We will leverage our learning management system and other communication platforms to effectively and meaningfully promote student success resources in ways that help individual faculty members and students connect to them. As part of our student communication strategy, we will use the "new" Columbia Engage App to pull together campus resources for students and improve communications regarding campus resources and ways to connect with others on-campus.
- We will engage Columbia parents by developing online resources to support parents and families, with the intent to recognize the important roles families and guardians play as advocates and partners in student success. We will increase family awareness of campus resources, success and wellness benchmarks and milestones, and student expectations.