

I. Vision: We will be the true center of campus: the place where students, staff, faculty and community will meet to learn from each other and share experiences in inclusive, innovative and inspiring ways.

II Values: Student Development, Connection, Inclusivity, Support, Excellence

III. Mission: Kirby Student Center serves the needs of the campus and community by providing involvement opportunities, services, programming and facilities that promote and strengthen the student learning experience, and that support the goals of the division and the University.

IV. Goals

Kirby Student Center Goals Mapped to the UMD and Student Life Strategic Plans

Kirby Student Center Goal	Mapping to University Goals	Mapping to Student Life Goals
(1) Provide relevant and dynamic programming.	1, 2, 5	1.1, 1.2, 2.1, 2.2, 3.1, 3.2, 5.1, 5.2, 6.1
(2) Provide excellent and responsive services.	5, 6	2.2, 3.2, 4.1, 4.2, 4.3, 5.1, 5.2, 6.1
(3) Provide vibrant and innovative facilities.	1, 2, 5, 6	1.1, 3.2, 5.1, 5.2, 5.3, 6.1

I. Strategic Direction for 2015-2016

In June 2015, all nine members of the Kirby Student Center professional staff spent two days undergoing a guided strategic planning process. At the end of the process, the team agreed that the three goals listed above would remain our primary areas of focus: these three goals encompass what Kirby Student Center does and they are at the core of our identity. We chose, however, to focus this year on objectives that would help us meet these goals collectively, rather than focusing (as we have done over the past two years) on

objectives that directly relate to only one goal at a time.

II. Objectives & Outcomes

- a. Clarify goals and priorities within Kirby Student Center and from senior administration in the Division of Student Life: “who” are our priorities, how can we best move forward within those priorities, and how much latitude do we have to determine our future?
 - i. Outcome and Assessment: goal clarification provides a new framework for service provision, revenue generation, and campus/community relationships; framework is implemented for 2016-2017
 - ii. Outcome and Assessment: Kirby Student Center is able to make improvements in targeted areas: revenue, facilities, services; non-SSF revenue in 2016-2017 is higher than in 2015-2016, facility improvements required by Facilities Management are funded, new off-campus housing system is implemented.
- b. Build a brand promise for Kirby Student Center: develop better internal communication within the department, demonstrate the impact of Kirby Student Center to the Division of Student Life and to the UMD campus, and engage students in new ways through targeted programs/services.
 - i. Outcome and Assessment: Internal communication improvements lead to better understanding of disparate job duties and more opportunities for cross-team collaborations; employee engagement and employee morale are higher as reported through Kirby Student Center’s engagement discussions.
 - ii. Outcome and Assessment: UMD students, campus departments, and other departments within the Division of Student Life understand Kirby Student Center’s role and value to the campus rather than overlooking what we provide; users of the Kirby Student Center facility are better able to articulate what Kirby Student Center provides to the campus.
- c. Deliberately “feed the spirit to fuel the work” within the Kirby Student Center professional staff and student staff: in an era of declining resources and low campus and department morale, identify and implement ways to improve the work experience.
 - i. Outcome and Assessment: Professional staff have integrated personal passions into job functions and/or job performance (in order to provide new and exciting ways to engage with ongoing programs/services); employees report improved morale in Kirby Student Center’s annual engagement discussions.

- ii. Outcome: Student staff (through training and individual consultations) are better able to articulate how their work in Kirby Student Center assists them with future career and life plans; job/career and job/life plans are articulated as part of the Student Learning Outcomes Assessment process.

III. Assessment Plan

Student Learning Outcomes Assessment, 2015-2016

- A. Adapt 2015-2016 student employee training to include additional focus on growth areas identified in 2014-2015 (professionalism) student learning outcomes assessment.
- B. Conduct assessment process for 2015-2016 student learning outcomes: (1) professionalism, and (2) customer service and customer experience. Compare results of 2015-2016 assessments with previous results from assessments of professionalism (2014-2015) and customer service and customer experience (2012-2013).
- C. Renew three-year assessment plan focusing on student employees in the following areas:
 - Professionalism
 - Customer service and customer experience
 - Time management and productivity