Kirby Student Center is many things to many people. We serve as a learning laboratory, a conference center, a social hub, a community servant, and a performance venue. Our professional and student staff serve as mentors, teachers, tech support, event planners, advisors, and citizens of our campus.

But perhaps the best way to envision Kirby is as a home. We provide food, shelter, entertainment, education, and support to the entire campus. Kirby is a family, and like any family, we celebrate our successes together, and we support each other through our failures. We know that at the end of the day, regardless of what we’ve accomplished or not, we are here for our family: our faculty, our staff, and most especially our students.

Also like any family, we encourage growth and development. In 2016-2017, our 38 student employees served the campus in five different positions, from internships to building coordinators. In addition to practical knowledge, these students have developed leadership skills that will serve them in their personal and professional lives.

We are proud to support 273 student organizations, 52 of which are considered Campus Life Programs integral to the UMD experience. The number of student organizations has shown consistent growth for the past eleven years, a fact that we believe demonstrates Kirby’s commitment to student activities and the benefits they provide to both students and the campus.
We were excited to award 25 separate honors for excellence at the annual Student Awards Luncheon. We received 76 nominations for awards, from which the winners are chosen exclusively by students. More than 300 people attended the luncheon to celebrate the honorees and nominees.

At the Awards Luncheon, we also awarded 50 UMD Leadership Certificates to those students who successfully completed the Kirby Leadership Institute. These students have earned a credential that will document their leadership skills for employers and graduate schools.

And Kirby was honored to serve as the host for 6,515 events in 2016-2017, welcoming more than 3,000 student organization events, more than 3,300 departmental events, and 56 external events. Kirby continues to be the most popular destination on campus for meetings and events, due in large part to the positive experiences our customers enjoy.

But as in any family, our growth and development rely on the amount of resources we have available. We must manage our money to live within our means, while still providing the level of service and involvement that we know is so important.

Kirby is funded primarily through Student Services Fees. Though we received only a nominal increase in both operations and capital improvement funding for the 2016-2017 year, we continued to upgrade our facilities, including makeovers in meeting rooms and improved technology. We continued to provide professional development opportunities to our professional and student staff. We continued to provide excellent customer service, and we continued to be a leader in collaboration and consultation for other departments on campus who seek to do more with less.

Recognizing that many departments, both academic and not, are facing the same constraints, the Kirby staff continued to participate in campus governance, commissions, advisory boards, and learning communities to improve the experience of our students.

We also pursued additional funding opportunities. As a result of conversations with Student Life administration, we were able to connect with our colleagues in Development, to share our story and to alert them to our opportunities, both big and small. We invested in a completely rebuilt off-campus housing website, designed to attract more listings in a more modern and user-friendly interface. We also actively pursued additional external event revenue, resulting in double the amount of community events held in Kirby compared to 2015-2016.

Family dynamics are not always easy to navigate. Challenges arise, but families rise to meet them and emerge better than they were before. 2016-2017 posed challenges for Kirby Student Center, but we continued to rise to meet them and will continue to do the same in 2017-2018.
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.

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.

VALUES

Student development | Connection | Inclusivity | Support | Excellence
GOAL 1: PROVIDE RELEVANT & DYNAMIC PROGRAMMING
GOAL 2: PROVIDE EXCELLENT & RESPONSIVE SERVICES
GOAL 3: PROVIDE VIBRANT & INNOVATIVE FACILITIES

OBJECTIVE 1 | MAPS TO DEPARTMENT GOALS 1 | 2 | 3
Clarify goals and priorities within Kirby Student Center and from senior administration in the Division of Student Life in the following areas:

| Advertising | Policy & practice when working autonomously with community |
| Pricing strategy for UMD departments | |
| Service levels | Prioritize room rentals for students |

DESIRED OUTCOME
A clear decision on practice moving forward

ACTION STEPS
Draft and present a proposal to VC and AVC by November 15, 2016

RESULTS
- Clarification of our role in development opportunities
- Definition of Kirby’s latitude in setting departmental rental rates
- Renewal of our commitment to growing Greek Life and student organizations
- Establishment of a relationship with Development
OBJECTIVE 2: MAPS TO DEPARTMENT GOALS 1 | 2 | 3
Build a brand promise for Kirby Student Center

DESIRED OUTCOME
Identify 2-3 action steps per category to meet the brand promise in:
| Events & conferences   | Leadership  
| Facilities     | Communication  
| Student employment   | Marketing  
| Programming     | General services  

ACTION STEPS
| Individual accountability through mid-year updates with supervisors and annual performance reviews  
| Collective accountability through strategy-focused staff meetings every six weeks  

RESULTS
| A set of brand promise characteristics was developed by the staff  

Belonging  Lively  Hospitable  Competent  "Place to be"  Home  Safe  Friendly  Inclusive  Dependable  Reliable  Knowledgeable  Engaged  Curious  Approachable  "Stands out"  Student-focused  Memorable
OBJECTIVE 3: MAPS TO DEPARTMENT GOALS 1 | 2
Deliberately “feed the spirit to fuel the work” within the Kirby professional staff and student staff.

DESIRED OUTCOME
| Annual team development & renewal
| Training opportunities
| Flexibility for professional & personal development
| Integrate personal passions into work

ACTION STEPS
| Schedule team development activities
| Track training opportunities for staff, aiming for 3 opportunities per person
| Measure personal & professional development through supervisor meetings
| Integrate personal passions through supervisor meetings

RESULTS
| Supervisors consulted with employees to articulate personal interests in weekly meetings.
| Employees were provided with a list of optional training opportunities, with most taking advantage of a minimum of 3.
| A calendar of optional training opportunities were developed for student employees based on informal survey results. Kirby professional staff presented on the topics. Attendance was varied.
Using the Student Life Professionalism Rubric, 38 student employees were evaluated on four key characteristics. Our 2015-2016 data showed a reduction of students scoring at the “advanced” and “accomplished” levels. Kirby implemented enhanced training in the 2016-2017 academic year, in an attempt to return to 2014-2015 scoring levels. Our fall semester training was enhanced with rotating stations and the involvement of the entire professional staff team. A new half-day refresher training was also implemented in January. As a result, our evaluations have returned to prior years’ levels, including the elimination of any ratings at the “beginner” level. In 2017-2018, Kirby plans to implement a formal performance appraisal procedure for student employees at the end of each semester.
A survey was administered to a sample of 2,669 taken from faculty, staff, undergraduates, and graduate students. Response rate was 6.07% (n=162). Survey asked respondents to rate their agreement with statements such as “When I come into Kirby Student Center, I feel welcome,” based on the 19 brand promise characteristics determined by the Kirby staff, with open-ended opportunities for additional feedback and questions about general satisfaction. Results indicated five top brand promise characteristics were confirmed, and also provided useful ideas for programming and facilities improvements.
The Kirby operating budget relies heavily upon Student Services Fees, while we rely on fees for our entire capital improvement budget. We found ourselves again trying to do more with less, as we expand our programming and improve our facilities. In 2016-2017, we were able to explore a new relationship with UMD Development, and we look forward to a productive collaboration.
Continuing to improve and innovate within our facilities is key to Kirby’s operations. Kirby’s financial responsibilities have become more significant. The age of our building and its infrastructure mean that routine maintenance becomes a larger and larger part of our budget. In 2016-2017, we sustained a $1.1m obligation to repair part of the roof; moving forward, we will be obligated to contribute more toward additional preventative maintenance than we have in the past.

The most frustrating challenges are often those whose outcome we cannot control. In Kirby, we are frustrated by the lack of control we hold over our own financial situation. Despite that frustration, we continue to seek out additional revenue generation and development opportunities as part of our strong commitment to our students.
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 an inclusive, innovative and inspiring way.

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:

<table>
<thead>
<tr>
<th>Kirby Student Center Goal</th>
<th>Mapping to University Goals</th>
<th>Mapping to Division Goals</th>
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<tbody>
<tr>
<td>Provide relevant and dynamic programming</td>
<td>1, 2, 5</td>
<td>1, 2, 3, 5, 6</td>
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<tr>
<td>Provide excellent and responsive services</td>
<td>5, 6</td>
<td>2, 3, 4, 5, 6</td>
</tr>
<tr>
<td>Provide vibrant and innovative facilities</td>
<td>1, 2, 5, 6</td>
<td>1, 3, 5, 6</td>
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V. Objectives/Outcomes/Assessment:

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<thead>
<tr>
<th>Objective/Outcome</th>
<th>Mapping to Dept Goals</th>
<th>Assessment Strategy</th>
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<tbody>
<tr>
<td>Objective: Demonstrate the impact of Kirby Student Center</td>
<td>1, 2, 3</td>
<td>A. SWOT analysis</td>
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<tr>
<td>A. Review communication challenges and opportunities with the department, the campus and the community</td>
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<td>B. Focus groups, survey</td>
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<td>B. Review structure, impact, and support for KPB, Greek Life, RSOs, CLPs</td>
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<td>C. SWOT analysis</td>
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<td>C. Build strategic alliance with catering, housing, and dining to improve events &amp; conferences operations</td>
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<td>D. Capital replacement plan; budget allocation</td>
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<td>D. Develop annual facility plan in conjunction with funding allocation opportunities</td>
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<td>Objective: Develop a smooth transition process for new hires</td>
<td>6</td>
<td>Mission-driven goal on performance appraisal for each staff person</td>
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1.1, 2, 3, 5, 6 |