Diversity, Equity & Inclusion

Strengths:
- ✓ Strong awareness & desire for diversity and inclusion
- ✓ Community service day
- ✓ HR recruitment position
- Some infrastructure in place- i.e. MEC, Physical & Programmatic
- Work study/student employees
- Response to cultural crisis
- Collaborate with local businesses and community groups

Challenges:
- ✓✓✓✓ Geographic limitations
- ✓✓ Social media
- ✓✓ Lack of apprenticeships
- ✓✓ Cost of living
- ✓ Lack of time to enhance awareness
- ✓ Lack of engagement
- Fear
- Pipeline for potential candidates

Opportunities:
- ✓✓ Include DI in C2C curriculum
- ✓✓ Collaborate with trade schools to develop pipeline of applicants- i.e. BTC
- ✓ Collaborate with academics
- Check your blind spots tour
- Include student feedback on BFA ops
- Community service day
- Collaborate with local businesses and community groups
- HR recruitment position

Threats:
- ✓ Current political climate
- Economics - Unleveled playing field
- Social media
- Cost of living
- Fear
- Pipeline for potential candidates

✓ Indicates a topic of greater importance to people
Sustainability

Strengths:
- ✓ Core values
- Desire
- Adaptability
- Bellingham community values
- Strong institutional history
- Existing space that works well
- Efficient staff
- Social justice values

Challenges:
- ✓ ✓ ✓ SOPs (Actual duties)
- ✓ ✓ Aging infrastructure
- Lack of shared vision
- Up-front expense to be sustainable
- Increased use of space
  - Means less access for maintenance, etc.
- Higher volume = more wear & tear
- Marginal staffing

Opportunities:
- ✓ Capture gray water
- ✓ Re-purposing of existing space
- New tools & fixtures
- Virtual opportunities - training, meeting, parking, etc.
- New technologies
- New people/perspectives

Threats:
- ✓ Increased costs
- ✓ Competition for Olympia resources
- ✓ Cost of housing - i.e., commuting time/distance
- Constant changes to product & equipment
- Global warming & HVAC- Increased costs & air movement brings in dirt
- Recruiting/Retention
- Shortage of skilled trades
- Olympia mandates

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Campus Health and Safety

Strengths:
- Beautiful & well-functioning campus
- Human equity
- Campus commitment to health & safety
- Commitment to providing best service possible - Sustainability Action Plan

Challenges:
- Cross training
- Retention
- Police staffing
- Succession - Retirements
- Lack of safety culture
- Limited resources – competing needs
- Environmental - how fast can WWU go?
- Changing the way students can learn (brick/mortar)
- Parking for new students / staff/ faculty

Opportunities:
- Education/training
- Pedestrian safety - thoroughfares
- Increase ‘turns’ in parking lots
- Better communication – WWU Police Department, COB Police Department, & City
- Clery – text messaging, etc.
- Safety commitment to community
- Electric police vehicles
- Parking structure - mixed use housing
- Phone app

Threats:
- Retention and recruitment is impacted by recovering economies
- Federal / state / local government regulations
- Unfunded mandates
- State administration turnover

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System/Business Practices

Strengths:
- ✔️ ✔️ ✔️ Stewardship/Ownership
- ✔️ ✔️ Info from new technology
- New systems/place
- BPI - Strong planning process
- FM-BFA-AIM Implementation
- Search for standards
- Collaboration
- Positive culture

Challenges:
- ✔️ ✔️ ✔️ Adaption of technologies – fear by staff
- ✔️ ✔️ Silos
- ✔️ ✔️ Implementation of training - Financial, AiM, CMM, documentation
- ✔️ Changes to past practices
- Shifting workload
- AiM Implementation
- “Shadow systems”

Opportunities:
- ✔️ ✔️ Full utilization of existing systems
- ✔️ ✔️ Business process/analysis (BPI)
- ✔️ Proactive facility repairs prior to upgrades
- ✔️ Training new systems & processes
- ✔️ Oversight committee

Threats:
- ✔️ ✔️ ✔️ Deferred maintenance- Facilities
- ✔️ New system fatigue
- ✔️ System overload
- Building renewal
- Changing regulatory rules
- “Shadow systems”
- Changes to past practices

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Our People

Strengths:
- ✔ Ownership
- ✔ Committed
- ✔ Knowledgeable
- Talented
- Adaptable
- Ethical

Challenges:
- ✔ ✔ Workload
- ✔ Retirements
- ✔ Training / Licensure
- ✔ Systems(s) overload
- Space & parking
- Attendance
- Documentation - Transfer of knowledge
- Temporary - Turnover
- Union relationships
- Short staffed / Lack of resources
- Upward Mobility (two way- lack of/ Gaps created)

Opportunities:
- ✔ ✔ ✔ Retirements - New ideas
- ✔ ✔ Better resource planning (HR)
- ✔ Union relationships
- ✔ Growing workforce (in-training)
- Cross-training & professional development
- Leadership training
- Build diversity (welcoming environments)
- More networking- opportunities to build relationships (internal/external)
- Better definition of diversity

Threats:
- ✔ ✔ Lack of diversity of Bellingham
- ✔ WA state budget limits (classifications, funding of increases)
- Availability of housing
- Low unemployment rates & high cost of living
- Skilled trades worker availability
- Building (physical) deterioration
- Legislative decisions/political climate

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Stakeholder Satisfaction

Strengths:
- ✔️ ✔️ We are about customer satisfaction
- New system for efficiency and communication
- We are adaptable
- We are willing to help
- Lots of talent and skills
- Pride in our work

Challenges:
- ✔️ ✔️ ✔️ Resource/workload on current staff impacts quality of service
- ✔️ ✔️ Overcome culture of “If you’re not drowning, you’re okay”
- ✔️ ✔️ Training - Leaving some behind
- ✔️ ✔️ Diversity of BFA mission
  - W/I division
  - By campus
  - Communication up and down
- ✔️ ✔️ Separating wants from needs
  - Avoid squeaky wheel syndrome
- ✔️ ✔️ ✔️ ✔️ Volume of new SQST
- ✔️ ID stakeholders and communicate with them
- ✔️ ✔️ ✔️ ✔️ Length of projects and processes impact customer satisfaction and impacts aligning expectations

Opportunities:
- ✔️ ✔️ ✔️ ✔️ More flexible/agile internal policies and recruiting
- ✔️ ✔️ ✔️ Identify points for ideas and processes
- ✔️ HR’s procurement specialist dedication to work group
- ✔️ ✔️ Involve grass roots
- ✔️ Planning with stakeholders

Threats:
- ✔️ Knowledge of new laws and rules
- ✔️ ✔️ ✔️ ✔️ ✔️ UPD retention and recruiting

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Supporting University Departments

Strengths:
- ✔ ✔ Willing to be honest
- ✔ Strong personnel (skills, experience, etc.)
- ✔ Support from administration
  - o Tools, resources, etc.
- ✔ Shared governance
- ✔ Reputation
- ✔ Desire for feedback

Challenges:
- ✔ ✔ ✔ ✔ Current rate of change - exhausted
- ✔ ✔ New system implementation (PACC multiple)
- ✔ More difficult to maintain facilities with increase lack of qualified candidates
- ✔ Internal dysfunction
- ✔ Recruiting talents
  - o Diverse
  - o New ideas
- ✔ Adequate staffing
- ✔ Invest in human capital (professional development)
- ✔ Communication
- ✔ Consistent excellence in customer service (timelines)
- ✔ How do we measure/report out (KPI)

Opportunities:
- ✔ ✔ Legacy transfer of information
- ✔ Dept. turnover –instant knowledge
- ✔ Tools to support (efficiency) technical advances
- ✔ Add swing and night shifts
- ✔ Change to accommodate academic delivery methods
- ✔ Space utilization (creative)
- ✔ Campus survey - BFA, dept. (what can we do better)

Threats:
- ✔ ✔ Union relations
- ✔ Budgets/funding priorities
- ✔ Campus acceptance
- ✔ Rising tuition
- ✔ Political climate (academic)

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