## BUSINESS AND FINANCIAL AFFAIRS

### DRAFT SCOT Assessment at a Glance (2018)

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STRENGTHS

Professional, Collaborative, Supportive and Competent Staff
- Knowledge, skills, integrity, and pride in our work
- Teamwork and dedication of our work force
- Responsive to customer feedback
- Customers are treated fairly and with respect

Committed to Providing the Best Service Possible
- Dedicated to serving Western, including BFA
- Staff who care about their work and have a ‘can do’ attitude
- Responsive and adaptive to challenges and emergencies
- Commitment to excellent customer service both internal and external
- Effective use of tools and technology

Broad University Knowledge

Committed to Equity, Inclusion and Diversity

Committed to Ingenuity, Innovation and Continuous Improvement

Committed to Sustainability

Professional and Organizational Development Opportunities

Committed to Campus Health and Safety
CHALLENGES

Staff Recruitment, Retention and Morale
- Lack of opportunity for growth and movement in positions
- Planning and funding new equipment that are designed to enhance professional accountability and protect the employees and the department from undue liability.
- Staff retention and turnover; loss of institutional knowledge
- Inconsistent job satisfaction, trust, and morale across BFA
- Timely recruitment and hiring of skilled personnel
- Lack of diversity across the workforce

Communications Within BFA and With University Stakeholders
- Hierarchical barriers to communication and delayed decision-making
- Creative and effective communication with various campus groups
- Campus perception of BFA
- Lack of clarity as to roles and responsibilities within BFA
- Communicating messages out to BFA staff
- Failure of university staff to consult with BFA early on in planning
- Creating a culture of trust and respect

Insufficient Resources for Increasing Demands
- Ensuring the department has sufficient staffing resources to address the current as well as the future needs of the university
- Staff are currently working beyond capacity and are yet regularly asked to take on additional responsibilities/projects
- Perception of administrative jobs as ‘overhead’ makes it very difficult to add needed support
- BFA is already adversely affected by the effects of the recent university growth

Lack of Individualized Training Plans for Employees
- Sufficient dedicated funding for training to meet new and ongoing training mandates; stay proficient on basic knowledge, skills and abilities; and promote professional development for all employees
- Onboarding of new employees through the first year of employment
- Lack of clearly understood training needs; training proficiency

Maintaining Adequate Facilities and Equipment
- Aging systems, buildings, infrastructure resiliency
- Impact of student growth and increased use of buildings, e.g., workforce access to space, wear and tear, additional materials, more trash and cleaning, more pedestrians
- Space constraints (parking, offices, buildings, traffic, housing both on campus and surrounding areas)
- Insufficient parking

Constant and Increasing Technological and Operational Change
- Rapid changes in technology
- Change saturation may negatively impact the productiveness of our workforce
**CHALLENGES (continued)**

- Challenges of change management, including the length of time it takes to effect change
- Challenges as to clarifying roles and responsibilities
- Planning for rollout of campus wide technology
- Imposition of systems and processes without complete consultation (including our own)
- Amount of change has impacted productivity and morale
- Mismatch between expectation & reality on the work

**Maintaining a Living Long Term Cross-Divisional Facilities Development Plan**

**Continued Development and Implementation of a Comprehensive and Thorough Emergency Management Program**

- Enhancing emergency planning and service
- Enhancing campus emergency management and creating a University safety culture
OPPORTUNITIES

The University will Require Increased Services to Deliver the 2025 Strategic Plan and Vision
- Develop a resource plan in support of the new strategic plan
- Expand support and services for Western’s employees and students
  - Strengthen the training program, e.g., training assessments and plans
  - Develop additional programs to connect and engage Western’s work force
- Improve collaboration with university stakeholders
  - Continue to expand partnerships both external to division and University (including faculty, staff and students)
  - Expand collaboration and partnerships with external parties and University stakeholders
  - Apply expertise and perspective as a strategic business partner to University
- Expand efforts to measure service delivery and customer satisfaction

Improve and Develop Administrative systems and Business Practices
- Provide dedicated support and assistance for all Western program development
- Harness technology and best practices for business intelligence objectively not reactively
- Stabilize and optimize the recently implemented systems
- Continuously improve and develop administrative systems and business practices
- Streamline business processes
- Enhance data utilization to measure performance and assess risk, and guide goal development and decision making

External Partners are Open to Improving Access to and Circulation on Campus
- Partner with stakeholders to implement a city/campus-wide approach to improve pedestrian, vehicle, and bicycle traffic flow and interactions
- Improve traffic flow on campus
- Improve bus stop locations and/or provide additional parking spaces

Developing Initiatives in Support of the University’s Emphasis on Sustainability
- Develop additional sustainability initiatives
- Seek campus partnerships
THREATS

Unclear University Planning and Decision Making
- Overcoming traditional resistance to change
- Timely and effective decision-making and reversal of decisions
- Timely, effective communication to BFA departments of new programs and initiatives
- Decisions made without a clear governance structure
- Pattern of violators and people who do not respect decisions
- Culture of individual wants/needs coming before what is best for the institution i.e., “Squeaky wheels”
- Lack of planning university-wide

Unclear University IT Strategy and Risk Mitigation
- University’s inability to support BFA
- System overload and lack of change management
- Lack of centralized IT strategy and risk mitigation plan

Recruitment and Retention is Impacted by Availability of Candidates, Aging Work Force and Cost of Living in Bellingham
- Workforce morale threatened by stagnant salary grades
- Cost of living in Bellingham makes hiring and workforce morale challenging

Unprecedented Demands on State Appropriations and Limits on Tuition Increases
- Declining state appropriations
- Uncertainty of state capital appropriations

Federal, State and Local Government Regulations and Requirements, and Unfunded Mandates
- Increased state regulatory environment
- Unfunded mandates and state requirements
- Olympia – no advanced notice of changes and increase in requirements without increase in resources
- Unstated and/or Unrealistic expectations (e.g. overall staffing not sustainable, not all decision packages will be funded, enrollments will continue to increase, etc.)

Increasing Number of Safety and Security Incidents and Concerns Across the Nation
- Raises the need for more appropriate planning, messaging, and a more secure campus
- Security/Safety of buildings and occupants

Gaps in Safety, Risk and Compliance