### STRENGTHS
- Professional, Collaborative, Supportive and Competent Staff
- Committed to Providing the Best Service Possible
- 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

### 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
  - Improve collaboration with university stakeholders
  - Expand efforts to measure service delivery and customer satisfaction
- Improve and Develop Administrative Systems and Business Practices
- External Partners are Open to Improving Access to and Circulation on Campus
- Developing Initiatives in Support of the University’s Emphasis on Sustainability

### CHALLENGES
- Staff Recruitment, Retention and Morale
- Communications Within BFA and With University Stakeholders
- Insufficient Resources for Increasing Demands
- Lack of Individualized Training Plans for Employees
- Maintaining Adequate Facilities and Equipment
- Constant and Increasing Technological and Operational Change
- Maintaining a Living Long Term Cross-Divisional Facilities Development Plan
- Continued Development and Implementation of a Comprehensive and Thorough Emergency Management Program

### THREATS
- Unclear University Planning and Decision Making
- Unclear University IT Strategy and Risk Mitigation
- Recruitment and Retention is Impacted by Availability of Candidates, Aging Work Force and Cost of Living in Bellingham
- Unprecedented Demands on State Appropriations and Limits on Tuition Increases
- Federal, State and Local Government Regulations and Requirements, and Unfunded Mandates
- Increasing Number of Safety and Security Incidents and Concerns Across the Nation
- Gaps in Safety, Risk and Compliance