### BFA STRENGTHS
- Professional, Collaborative, Supportive and Competent Staff
- Engaged Employee and Labor Relations
- Excellent External Relations
- Committed to Ingenuity, Innovation and Continuous Improvement
- Positive University Financial Indicators
- Beautiful Well-Functioning Campus
- Committed to Equity, Inclusion and Diversity
- Committed to Sustainability
- Committed to Campus Health and Safety
- Active Promotion of Employee Wellness, Development and Engagement
- Supportive University Administration
- Committed to Providing the Best Service Possible

### OPPORTUNITIES
- Improve and Develop Administrative Systems and Business Practices
- Expand Collaboration and Partnerships with both External Parties and University Stakeholders
- Develop a Resource Plan in Support of New Strategic Plan
- Expand Partnerships to Develop a Sustainable Comprehensive Facilities Development Plan
- Pursue Multiple Funding Sources to Support the Facilities Development Plan
- Assist in the Waterfront and Other Facility Development
- Develop Additional Sustainability Initiatives, Seek Campus Partnerships
- Expand Efforts to Measure Service Delivery and Customer Satisfaction
- Develop Additional Programs to Connect and Engage Western’s Work Force

### CHALLENGES
- Communicating Division Information to the Campus Community
- Updating Business Practices
- Efficiently Use Existing and Leveraging New Technology
- Maintain Facilities and Equipment
- Balancing Competing Needs of Multi-Modal Transportation Issues with Parking and Access Issues
- Maintaining a Comprehensive and Thorough Emergency Management Plan
- Competing Needs for Limited Resources
- Effectiveness of Training Programs

### THREATS
- Unprecedented Demands on State Appropriations and Limits on Tuition Increases
- Federal, State and Local Government Regulations and Requirements, and Unfunded Mandates
- Recruitment and Retention is Impacted by Recovering Economy, Availability of Candidates, Aging Work Force, and Cost of Living in Bellingham
- Increasing Number of Safety and Security Incidents and Concerns Across the Nation Raises the Need for Appropriate Planning, Messaging, and a More Secure Campus
- Preventable Incidents of Injury, Illness and Property Damage Show Need for More Safety Awareness and Training
- State Administrative Department Restructuring and Turnover