STRENGTHS
To Build On

Professional, Collaborative, Supportive and Competent Staff
- Professional, collaborative, supportive and competent staff that are dedicated to serving Western, value diverse perspectives, and willing to adapt to innovative changes.
- Engaged workforce within all BFA units.
- Mature workforce with large body of institutional knowledge.
- Responsive to customer feedback.

Engaged Employee and Labor Relations
- Committed to engaged relations with University employees and governance groups, which includes Public School Employees (PSE), Washington Federation of State Employees (WFSE), United Faculty of WWU (UFWW), Faculty Senate, and Professional Staff Organization (PSO).

Excellent External Relations
- BFA enjoys excellent working relationships with our partners external to campus and is dedicated to maintaining and enhancing those relationships.

Committed to Ingenuity, Innovation and Continuous Improvement
- Dedicated to improving our systems, processes and practices.
- Dedicated to life-long learning.
- Proficient in the use of Business Process Analysis to find efficient electronic business practices.
- Employees within BFA are using their ingenuity to find ways, both organizationally and individually, to meet their service commitments to the University with fewer resources.
- Committed to seeking best-in-class products for continued improvement.
- Committed to sustainable business and financial practices that are strategic in nature and provide long-term viability for the University.
- Willing to consider diverse perspectives on ways to improve.
• Committed to developing strong administrative systems.
• Change champions who initiate and sustain change at the individual, initiative and institutional levels.

**Positive University Financial Indicators**
• The University is financially stable with balanced operating results and strong bond ratings.

**Beautiful Well-Functioning Campus**
• Situated in the Pacific Northwest along the I-5 corridor between Seattle and Vancouver, B.C., the campus is nestled in Bellingham, along Sehome Hill overlooking Bellingham Bay and many of Puget Sound’s San Juan Islands.
• The thoughtfully planned campus is considered by many to be one of the most beautiful in the country. Western’s distinct architectural character is unique in the Northwest.
• Beautifully landscaped grounds highlighted by a nationally recognized outdoor sculpture collection.

**Committed to Equity, Inclusion and Diversity**
• BFA supports and advances a commitment to equity, inclusion and diversity.
• Proactively reaching out to Associated Students, Ethnic Student Center, and underrepresented student groups.
• Marketing best in class status to enhance diversity recruitment and retention opportunities.
• Establish community relations to assist with outreach efforts.
• Establish recruiter position to develop opportunities to expand outreach efforts.
• Committed to Implicit Bias training for University police officers.

**Committed to Sustainability**
• Expanding knowledge of waste reduction and recycling opportunities.
• Strong green purchasing program, and a leader in green power usage as noted in the EPA’s listing of top green-energy purchasers in higher education.
• Strong campus-wide toxic material waste handling program which includes rigorous management of dangerous wastes from the academic, auxiliary and Facilities Management programs, including the recycling of batteries, light ballasts, computers and electronics.
• Innovative energy savings programs (such as “10x12”, Biomass Conversion, ESPC, Energy Manager, Green Energy Fee projects and Revolving Energy Fund) designed to decrease Western’s carbon footprint, as well as save significant funds currently devoted to utilities.
• Committed to constructing/remodeling major facilities using the USGBC LEED program and obtaining a Gold certification status or higher.
Committed to Campus Health and Safety

- A strong commitment to supporting and protecting the well-being of our students, faculty, staff and visitors by providing a healthy and safe environment in which to learn, teach, work and play.
- Engage with the university community and be responsive to their concerns.
- Support on-going safety awareness and compliance program, including supporting the campus community with robust fire safety, ergonomics and safety training programs.
- Implementing solid prevention activities, such as a trained safety assessment team to mitigate potential threats; a 24-hour phone number, 650-SAFE, to report behavioral concerns; campus escorts; and a well-received violence prevention training program.
- Using the Western Alert campus emergency notification system including text messaging to over 90% of our students and over 70% of faculty and staff; desktop messaging, campus-wide emails; and a fortified emergency information webpage at www.emergency.wwu.edu.
- Assisting with medical emergency response through free first aid, CPR, and automated external defibrillators (AEDs) training for employees and access to AEDs in major buildings and University Police patrol vehicles.
- Provide a comprehensive background check program for employees.
- Serving academic research and teaching with safety guidance and information.
- Provide Public Safety services 24-hours a day.
- Current technology allows quicker emergency notifications. Emergency notification systems and procedures provide fast urgent emergency communications with stakeholders.
- Strong partnerships with local agencies including emergency management officials in order to build readiness and resiliency.
- Implementation of laboratory safety initiative including the review of laboratory safety practices and inspections.

Active Promotion of Employee Wellness, Development and Engagement

- Committed to creating a supportive environment that encourages choosing a healthy lifestyle, encompassing the mental, financial and physical dimensions of wellness.
- Dedicated to effectively communicating available resources that support employee well-being.
- Support quality of work life and job satisfaction.
- Committed to providing organizational and professional development.
- Seeking to engage employees who do not reside on the main campus and who feel a sense of separation.
- Promote an employee engagement philosophy that strives to build trust.
• Committed to creating opportunities for organizational development, and empowering supervisors with skills necessary to perform their functions and employees with professional development opportunities.

• Share employee engagement program to support morale through communication and appreciation.

• Encourage and support the positive leadership qualities of:
  o Trust (Integrity)
  o Compassion (Caring)
  o Stability (Confidence)
  o Hope (Vision of a Positive Future)

**Supportive University Administration**

• Collaborative, supportive and cooperative administrative leadership team.

**Committed to Providing the Best Service Possible**

• Client focused and driven.

• Dedicated to serving Western.

• Continual review of division processes, striving for best-in-class methods of delivery of services.

• Committed to quality service through the evaluation of people, systems, processes and practices.
CHALLENGES
To Be Addressed

Communicating Division Information to the Campus Community

- The University community requests that we more effectively communicate on items of importance to them.
- Road blocks remain on sharing information across and within divisions.

Updating Business Practices

- Need to find ways to meet client, customer and campus needs while still meeting compliance and delivery of efficient services.
- It is a challenge to effectively manage change and help employees who are concerned with it. Resistance to change, both passive and active, is a major challenge to updating business practices.
- It is difficult to provide sufficient consideration to the impact of new or changed business practices and systems on internal and external stakeholders and end-users.

Efficiently Use Existing and Leveraging New Technology

- Many business practices do not take advantage of current technology or have not been reviewed to ensure they are using current best-in-class practices.
- Current business processes and organizational structure were predominantly developed when Western was significantly smaller. The larger size of Western provides opportunities to leverage new technology to improve processes.
- Lack of institutional resolve related to paper versus electronic documentation and record-keeping creates waste and inefficiencies.
- Change saturation may negatively impact the productivity of the work force. End users can only accept so much change at one time.

Maintain Facilities and Equipment

- It is difficult to maintain deteriorating, aging facilities in support of the teaching mission to maintain a learning environment.
- Increased complexity of building systems is driving increased costs.
- Building to USGBC LEED standards contains more technical components requiring a higher level of technical expertise and maintenance than the University is accustomed to managing and providing.
Balancing Competing Needs of Multi-Modal Transportation Issues with Parking and Access Challenges

- Gravel parking lots do not meet current functional and environmental standards.
- New and emerging technologies in the transportation sector are creating new demands for policy, wayfinding, and/or physical modifications to campus.
- A welcoming physical location to provide campus information is needed for visitors, students and employees when entering campus.
- Continued pedestrian safety concerns regarding the safe blending of pedestrians with bicycles and skateboards.
- Vehicle technologies continue to change, such as electric vehicles, which will challenge the Parking Services program.

Maintaining a Comprehensive and Thorough Emergency Management Plan

- Campus emergency preparedness needs, which includes outreach, training and exercises, are increasing.
- The current comprehensive emergency management plan (CEMP) needs to be completed.
- Some faculty do not seem to be aware of emergency response procedures nor do they all provide instructions to students on the procedures at the beginning of a quarter or course.
- Infrequent, but catastrophic emergency events, such as active shooter and earthquakes, require an inordinate amount of planning and preparation.

Competing Needs for Limited Resources

- Challenges with establishing and maintaining best-in-class practices.
- Lack of time and opportunity for senior staff to network both on campus and with peers at other Washington State universities.
- Dilemma whether to apply limited capital resources to preservation, renovation or new construction.
- Campus requests regarding the type and quality of service does not line up with the current staffing levels.
- Lack effective tools/guidance to identify and address staff workload issues.

Effectiveness of Training Programs

- It is a challenge as workforce skills are not keeping up.
- Participation levels are not meeting expectations.
- Training data is not easily tracked and accessible by supervisors.
OPPORTUNITIES
To Make Improvements

Improve and Develop Administrative Systems and Business Practices

- Technology has advanced enabling more efficient and effective business practices and improved services.
- The environment is more conducive to partnering across divisions, departments and individuals.
- Human Resources and Business and Financial Systems as strategic business partners in managing change and achieving departmental, divisional and institutional mission and objectives.
- Integrate Enterprise Risk Management (ERM) into existing strategic and operational decision-making processes - adding value without creating a burdensome layer of administration.
- Follow-up reviews to test if goals were accomplished.
- Ensure critical BFA tasks are cross-trained among employees.
- Provide opportunities for increased efficiency and service through advanced technology.
- Partner with HR to develop a “Train the Trainer” program.
- Define specific areas of responsibility between BFA and the CIO to provide better service.

Expand Collaboration and Partnerships with both External Parties and University Stakeholders

- Seek local, state and national partnerships that strengthen our programs.
- Seek leadership and/or participation in state organizations that may afford a stronger voice and increased cooperation (joint efforts) in addressing common challenges.
- Develop strategies with external partners for expending limited funding in ways that are both cost effective and that contribute to enhancing the campus character.
- Broaden community relationships.
- Increase interaction with the student community through Residence Life, Dean of Students, and Associated Students.
- Enhance the use of technology, such as websites and social media, to proactively connect with the campus community.
- Utilize analysis to deploy resources, make operational decisions, and adjustments as appropriate including scheduling, replacement and maintenance, and improved services.

Develop a Resource Plan in Support of New Strategic Plan

Expand Partnerships to Develop a Sustainable Comprehensive Facilities Development Plan

- The University’s long-term development and capital planning, and facilities management efforts, currently handled separately across campus, make it difficult to maintain Western’s campus character and quality facilities.
• Often there are financial pressures to adopt sub-optimal short-term solutions to long-term facilities challenges.

**Pursue Multiple Funding Sources to Support the Facilities Development Plan**

• Expand our vision to find avenues for grant and external funding for operational and capital needs.
• Maximize opportunities to identify and apply for available grants, and other funds, whenever reasonable to do so.

**Assist in the Waterfront and Other Facility Development**

• Contribute expertise and knowledge in physical planning and maintenance, health and safety, business and financial services, risk management, budgeting, and sustainability.

**Develop Additional Sustainability Initiatives, Seek Campus Partnerships**

• Seek external avenues for additional ideas and opportunities (including investment dollars) for sustainability efforts.
• Seek to fund Energy Savings Performance Contracts through savings in the utility budget.
• Ensure that sustainable practices, such as managing hazardous materials and waste, are incorporated into facilities and program planning.

**Expand Efforts to Measure Service Delivery and Customer Satisfaction**

• Enhance the use of benchmark data and feedback to measure service delivery and customer satisfaction.
• Responsive to stakeholder feedback and suggestions by way of environmental scans, listening sessions, online surveys, and other methods.
• Create Systematic Feedback Loop to measure client satisfaction.
• Enhance utilization of data to measure performance and assess risk, and guide goal development and decision making.

**Develop Additional Programs to Connect and Engage Western’s Work Force**

• Capitalize on Western’s talented employees.
• Commit to identify progressive and effective outreach tools.
• Address concerns of increased workload and limited capacity.
THREATS
To Monitor

Unprecedented Demands on State Appropriations and Limits on Tuition Increases

• The State of Washington’s fiscal responsibilities in K12 and mental health impede its ability to finance higher education items.

• Limits on tuition increase remove Western’s ability to solve problems.

• Previous budget cuts have created already strapped operating budgets, giving little ability to internally meet emergent issues.

• University facilities are aging and, in some cases, deteriorating to less-than-desired functioning. The ability to maintain full building function is hampered by lack of resources. Declining state operating revenues also drive down capital budgets.

Federal, State and Local Government Regulations and Requirements, and Unfunded Mandates

• Inflexible state restrictions in response to a decline in State revenues introduces additional bureaucracy to business operations and decreased employee morale.

• On-going and ever-increasing mandates from federal, state and local governments which require compliance within existing resources including the provision and reporting of campus public safety, emergency preparedness, state required police training, and fire safety.

• Continual city and community expectations for Western to accept more responsibility for “near campus” issues, especially those involving Western students.

• Seek regulatory relief when the political environment is receptive to it.

• Outside government entities continue to increase unfunded mandates including public disclosure requests, Clery Act requirements, VAWA, Title IX, Department of Labor, and Department of Immigration and Naturalization.

• State regulations (e.g. SAAM) may work for state agencies, but some are a poor fit for higher education.

Recruitment and Retention is Impacted by Recovering Economy, Availability of Candidates, Aging Work Force, and Cost of Living in Bellingham

• Decrease in availability of candidates for skilled, technical and professional employees within our region.

• High cost of living in the Bellingham area limits employee’s attraction to Western.

• Moving and relocation package restrictions limit Western’s ability to attract staff employees.

• Increased attraction for promotional opportunities outside of Western.

• Outside employers are an increasing appeal to Western employees.

• Aging work force is impacting turnover and increasing the need for disability services support.
Increasing Number of Safety and Security Incidents and Concerns across the Nation Raises the Need for Appropriate Planning, Messaging, Response, and a More Secure Campus

- This challenges our history of an open and welcoming university campus.
- Increases in national events of violence and disruption portrayed through the media may lead to local copycat behaviors.
- There is a steadily growing and supported expectation of the public to provide increasingly detailed timely notification messaging and to make a greater use of social media in notifications regarding emergency response.
- Due to increased security threats, there is a need to continue to improve and enhance the University’s access control, physical safety, and awareness of security threats to effectively provide adequate campus security. It is challenging to do so considering limitations of a 100+ year old physical plant and the challenges of a history of an open and welcoming university campus.
- Limited resources at all levels of government may result in reduced support from federal partners and put the university at risk for a lack of resources at a vulnerable time.
- Technology has provided global access to our campus which presents many new and changing security threats, such as identity theft, payroll breaches, and threats to people from around the world.
- Increased attention on the State of Washington as an earthquake-vulnerable region validates enhanced need for continued planning, training, and resiliency efforts.

Preventable Incidents of Injury, Illness and Property Damage Show Need for More Safety Awareness and Training

- Internalized responsibility for safety is not adequately promoted, communicated or well understood throughout the campus community.
- Lack of an actionable/proactive program to develop awareness and support. Such a plan should include:
  - Safety leadership training for supervisors to develop model behaviors to positively affect employees and colleagues.
  - Human factors awareness training for supervisors and employees to reduce accidents and injuries, particularly for the aging work force.
  - Information and opportunities for institutional leaders to promote and reinforce safety as a core value.

State Administrative Department Restructuring and Turnover

- The state’s restructuring of administrative departments (e.g. Department of Enterprise Services), employee turnover and technology issues place additional burdens on the University.