

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

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

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

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

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

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

Supporting University Departments

Strengths:

- ✓✓ Willing to be honest
- Strong personnel (skills, experience, etc.)
- Support from administration
 - 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
 - Diverse
 - 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)