

BUSINESS AND FINANCIAL AFFAIRS

ASSOCIATE VICE PRESIDENT, BFA

SCOT Assessment at a Glance (2018)

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Experienced and dedicated professional staff • Friendly and supportive work environments • Committed to continuous improvement, ingenuity and innovation • Dedicated to serving Western • Strong, supportive leadership (open door policy) • Responsive to customer feedback where customers are treated fairly and with respect • Committed to diversity and inclusiveness • Excellent customer service both internal and external • Great campus location and identity • Committed to sustainable business and financial practices • Committed to best practices in compliance • Committed to providing employees with professional development opportunities 	<ul style="list-style-type: none"> • Continuous improvement and development of administrative systems and business practices • Continue to expand partnerships both external to division and University (including faculty, staff and students) • Dedicated support and assistance for all Western program development • Capture ideas to support campus initiatives on sustainability • Enhance campus emergency management and University safety culture • Enhanced utilization of data to measure performance and assess risk, and guide goal development and decision making • Partner with HR to implement best-in-class systems, improve management practices, and enhance recruitment and onboarding processes • Partner with HR to develop a Train the Trainer program
CHALLENGES	THREATS
<ul style="list-style-type: none"> • Effectively managing change • Competing and lack of resources • Training proficiency • Enhancing emergency planning and service • No centralized IT strategy • Competitive salaries versus local cost of living • Hierarchical barriers to communication and delayed decision-making • Staff retention, turnover, loss of institutional knowledge • Intradepartmental communication across the division • Space constraints (parking, offices, buildings, traffic, housing both on campus and surrounding areas) • Lack of merit based increases • Onboarding of new employees through the first year of employment • Effectively managing change, addressing stakeholder resistance • Lack of opportunity for growth and movement in positions 	<ul style="list-style-type: none"> • Declining state appropriations • Unfunded mandates and state requirements • Change saturation may negatively impact the productive of our workforce • Increased competition for business positions across national and local markets • Workforce morale threatened by stagnant salary grades • Increased expectations of emergency response capability • Increased state regulatory environment • Elimination of Perkins loan program

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BUDGET OFFICE

SCOT Assessment at a Glance (2018)

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none">• Staff culture attribute of diligence and collaboration• Effective use of tools & technology• Broad University perspective	<ul style="list-style-type: none">• Apply expertise and perspective as a strategic business partner to University• Role as unbiased, objective data provider for decisions• Provide tools to build relationships and empower end users
CHALLENGES	THREATS
<ul style="list-style-type: none">• Staff are currently working beyond capacity and the office is regularly asked to take on additional responsibilities/projects• Competing complex projects and mismatch of expectations and reality• Limited authority to make changes	<ul style="list-style-type: none">• Olympia – no notice for changes and increase in requirements without increase in resources• Unrealistic expectations with existing resources• Strong institutional culture of maintaining the status quo prevents taking a hard, realistic look at challenges and implementing meaningful change to achieve stated values

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DEPARTMENT OF PUBLIC SAFETY

SCOT Assessment at a Glance (2018)

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none">• Excellent relationships with the Western community and surrounding communities.• Provide excellent customer service with regard to communication, timely emergency response, and understanding of Western.• Continuous improvement with regard to equipment• Experienced and professional staff that has a strong WWU knowledge base and performs well with minimal supervisory oversight.• Good interdepartmental relationships that are reflected in excellent teamwork, and working together to accomplish great things with limited resources• The department reflects the university's commitment to diversity• Good employee retention in Dispatch	<ul style="list-style-type: none">• Increased Mental Health Challenges• Utilize social media presence (Facebook, Twitter, Instagram) to provide a positive example of Law Enforcement to the campus community• Hold more retreats to provide greater opportunity for communication and development.• Increase training both hosting and attending training on campus• Attend multi-agency intelligence meetings• Increased frequency of cyber-crimes• Increased University Growth• Adding outside building annunciation to new buildings• Expanding traditional roles in Police and Dispatch to include a new investigator, a Dispatch supervisor, and a resource liaison• Address increased need for physical readiness• Improve professional visibility• Enhance investigative practices and provide scheduling adjustments to enhance investigative needs

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Department of Public Safety (continued)

CHALLENGES (Internal)	THREATS
<ul style="list-style-type: none"> • Training to meet new and ongoing unfunded mandates; stay proficient on basic knowledge, skills and abilities; and promote professional development for all employees • Improve department leadership's effectiveness in responding to core challenges of the department regarding morale and working conditions that are identified by line employees. • Regular and timely communication from all levels that provide meaningful information on the status of proposals, budget requests, and training. • Identifying, planning for, and replacing identified outdated and obsolete equipment • Planning and funding new equipment that are designed to enhance professional accountability and protect the employees and the department from undue liability. • Improve timeliness on searches and eligibility lists as well as a larger and more diverse applicant pool • Consider how efficiency and effectiveness of the department is affected by response to low level calls for service • Ensuring the department has sufficient staffing resources to address current and future needs • Developing a university culture of Personal Responsibility and Emergency Awareness • Encouraging a culture of mutual respect which increases camaraderie throughout the agency 	<ul style="list-style-type: none"> • The changing environment of policing magnified through an increasing hostile national political climate • Unfunded mandates (including training mandates) and state requirements such as those included in Initiative 940 • Increased competition for positions across national and local markets • Conflicting and increased expectations from the public including in emergency response and emergency communication. • Increased internal and external regulatory requirements • Cumbersome and time consuming employee retention and hiring practices • Limited advancement opportunities • Increased demand for public records, Clery, records, etc.

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HUMAN RESOURCES

SCOT Assessment at a Glance (2018)

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • People – Knowledgeable, Ethical, Committed • Customer Service, Employee Support • Adaptability • Efficient/High Productivity (w/what we have) • Strong Team, Active Minds • Great Employer/Supportive Administration • Internal/External Relationships • Credibility/Trust • Deliver Results • System Support to Campus • Comprehensive Programs • Meeting Needs • Accuracy • Communication • Timely Response • Morale • Dedicated, Effective • Approachable, Kind 	<ul style="list-style-type: none"> • Outreach/Training • Website Development • Benefits from new hires – Ideas • 3 Connecting division/Univ. M,V,V,P • Renew Processes – Audit • Identify Capacity • Identify tools/resources of benefit • Evaluate current programs • Cross-training
CHALLENGES	THREATS
<ul style="list-style-type: none"> • Turnover • IT Resources • PageUp – Challenges/Limitations • Working at Capacity – beyond • Timely Legal Support • Metrics Program/Deliverables • Knowledge Gaps • Clarity of Roles in HR • Ensuring Tasks completed, consistently/efficiently • Completing Documentation • Prioritizing Work • External Impacts on HR - Laws, changes, programs, etc. • Unpredictability Waves • University – Employee Turnover • Legacy Planning • Labor Relations 	<ul style="list-style-type: none"> • Turnover • System Limitations - Manual work • Legislative/Legal/State HR Challenges • Union Relations • Pattern of Violators <ul style="list-style-type: none"> ○ Lack of Accountability ○ Associated Risk • Internal Flow – Inefficient • External Compensation Factors <ul style="list-style-type: none"> ○ COL, Competitive Salaries • Lack of HR Training in Campus Community • Burnout • Increased Conflict - U.S. Laws, Stress, DEI • Recruitment Challenges <ul style="list-style-type: none"> ○ Diversity ○ Trade shortage • Housing Availability • Internal Space Challenges

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FACILITIES DEVELOPMENT AND CAPITAL BUDGET

SCOT Assessment at a Glance (2018)

STRENGTHS (Internal)	OPPORTUNITIES (External)
<ul style="list-style-type: none"> • Expert, confident staff with diverse background and skill set. • Fully utilizing innovating technology. • New staff bring new ideas. • Committed to diversity. • Committed to sustainability. • Talented hires that build relationships. • Committed to continuous improvement. • Project communications to campus. • New technology (e-Builder) that streamlines processes and increases transparency. • Staff who are technologically savvy and incorporate technology in their business practice. • Better communication and efficiencies as a result of bringing work in house (i.e. taking over PW contracts, MWBE outreach). 	<ul style="list-style-type: none"> • Build and strengthen relationships and collaboration with campus stakeholders. • Support & encourage innovation in the built environment. • Educate campus as to what services FDCB provides. • Leverage our strengths to facilitate success in the University's Strategic Plan. • Using new technology (e-Builder integration with Banner) to streamline and reduce workload in other divisions (Accounts Payable, Contracts). • Enhance our planning process to sync capital and operating needs. • Explore and implement alternative delivery methods in capital projects.
CHALLENGES (Internal)	THREATS (External)
<ul style="list-style-type: none"> • Accepting and adapting to changes in business practices and technology. • Improving and maintaining expanding process collaboratively. • Increasing collaboration and teaming in a rapidly changing work environment to improve processes and quality assurance. • Inequity in office space. • Recognizing the expertise we have and benefitting from it. • Insufficient support staff to accommodate increased workloads and expanded roles. • Insufficient resources and facilities to support increased staff levels (need for an e-bike, more office space, and more conference rooms). • Substantial part of our staff is new (lack of institutional knowledge). • Classified staff and professional staff performing similar tasks, but governed by slightly different rules/regulations and has pay and leave disparity. 	<ul style="list-style-type: none"> • Increasing competitive environment for State Capital funding. • Additional unfunded tasks that drain resources from funded work. • Lack of ability to attract diverse workforce to available positions. • Rate of change in processes & staff creates lack of understanding of roles, weakens trust & reduces ability to successfully complete tasks. • New system fatigue from new systems being implemented in Divisions outside of FDCB that need testing to ensure they meet our business needs. • Insufficient resources to vet both operating and capital needs together and create a strategic plan that addresses those needs. • Competitive construction environment. • Lack of competitive salary for staff.

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EHS

SCOT Assessment at a Glance (2018)

EHS Strengths	EHS Opportunities
<ul style="list-style-type: none"> • Guided by our mission and vision • Support the institutional strategic goals • Dedicated and caring staff • Cross training <ul style="list-style-type: none"> ○ Strong internal communication and support ○ Customer response and prioritization • Programmatic expertise <ul style="list-style-type: none"> ○ Fire safety ○ Chemical safety ○ Biological safety ○ Laboratory Safety ○ Ergonomics ○ Public works and renovation safety • Safe Campus <ul style="list-style-type: none"> ○ AEDs, First Aid and CPR training available ○ FM Safety training and awareness ○ Strong engagement in safety committees • Positive working relationships with external departments • Confined Space Rescue Team 	<ul style="list-style-type: none"> • Enhance partnerships with external agencies and within the campus community • Growing demand for safety training • Enhance life safety systems • FM Safety Committee • Public works and renovation safety • Transportation safety • Proactive safety culture messaging • Proactively manage campus hazard perceptions
EHS Challenges	EHS Threats
<ul style="list-style-type: none"> • Marketing safety culture <ul style="list-style-type: none"> ○ EHS importance to WWU mission ○ Communication ○ Benchmarking ○ On-boarding • Efficiently use existing and leveraging new technology <ul style="list-style-type: none"> ○ Outdated data systems ○ Lack of skills in data systems and analytics ○ Utilization of new and available technologies • Laser safety • Radiation Safety • Occupational Health • Equipment maintenance plan 	<ul style="list-style-type: none"> • Recruitment is threatened by compensation challenges and availability of candidates • Competition for resources • Future demographic changes impact operations • Unfunded mandates • Aging workforce and transition planning • University growth and proposed capital projects threatens to outpace EHS capacity • Maintain employee health and safety due to end-of-life equipment and aging infrastructure • Proposed department move away from central location impacts operations • Varying levels of safety culture across campus and variability in communicating strategies

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FACILITIES MANAGEMENT

SCOT Assessment at a Glance

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Responsive and adaptive to challenges and emergencies • Professionalism, knowledge, and integrity of work force • Teamwork and dedication of our work force • Positive financial results • Recognized efforts in sustainability • Predictable turnover and stable work force 	<ul style="list-style-type: none"> • Strengthening the FM training program • Implement alternative working schedules • Improve relationships and communications between FM and FDCB • Improve FM Services to campus • Improve delivery of PW projects • Improve administrative systems and business practices • Expand internal and external partnerships • Assist in campus planning initiatives • Improve and enhance Western’s sustainability activities and programs • Revisit current office and space paradigms
CHALLENGES	THREATS
<ul style="list-style-type: none"> • Turnover and timely recruitment of personnel • Aging systems, buildings, and infrastructure • Increased number of students and staff makes maintenance and service more challenging • Inadequate resources to meet all desires and expectations • Campus perceptions of Facilities Management • Creative and effective internal communications • Creative and effective external communications • New systems and practices • Creating a healthy, supportive, and trusting work environment • Inconsistent relationships and communications between FM and FDCB • Gaps in FM training program 	<ul style="list-style-type: none"> • Cost of living in Bellingham • Compensation limitations • Rapid changes in technology • Uncertain State appropriations • Unfunded mandates and State requirements • Decrease in availability of candidates for technical trades • Utility interruptions • Payment of invoices without scrutiny