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Subject: Strive to Thrive Results
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Dear Sheridan Community,

To promote operational sustainability through cost savings, efficiencies, and revenue generating opportunities, Sheridan ran a time-limited campaign during the winter and spring of 2018 called Strive to Thrive. As the campaign has now ended, we'd like to report back to you – the community who generated the ideas – on the results.

A total of 350 ideas were received following presentations by Mary Preece and Wayne Steffler at dedicated Town Halls and Senate, and through the use of an online collection form. Common themes included the rental of facilities including parking lots, offering courses in the evenings, automating business processes, looking for efficiencies of scale through bulk ordering, and going fully paperless.

The following summary provides a recap of some of the concrete actions that are being taken:

- Several initiatives that span multiple divisions will be delegated to the leaders in the responsible areas for consideration. These initiatives were deemed to have the greatest potential to realize immediate savings for Sheridan. Responsible areas will have a four-month window to review the suggestions and report back on their progress to Sheridan's senior executive team (now called PVP+). Suggestions include: the creation of additional preferred parking spots; investing in technology to facilitate online service delivery; conducting a full review of student fees; increasing use of the work from home option and reducing duplicate offices; eliminating land lines for employees with Sheridan-issued mobile devices; and a renewed push for departments to hire Work Study students.
- Other initiatives were identified as being ideas that fall fully under the scope and mandate of a local unit (division, department, Faculty). These will be shared with the appropriate area leaders for consideration. Each unit leader will have a four-month window to evaluate the suggestion and report back to PVP+ on the proposed action that will be taken including a timeline for completion. Examples of these initiatives include: ideas for hydro/energy savings programs, improvements to food services, and proposed changes to travel bookings.
- In addition to the cost-saving and revenue-generation ideas that this exercise was intended to elicit, we also received some comments pertaining to employee satisfaction and performance. Those comments will be evaluated together with the outcomes of the Sheridan-wide employee engagement survey that will take place this fall.

Sheridan's ongoing commitment to transparency and accountability will continue with the creation of an Activities Based Budgeting (ABB) resource management model in 2019. Under ABB, revenues generated by units of an organization are allocated directly to the unit responsible for the activity. ABB has been shown to provide greater transparency into the budgeting process and to create incentives for units to more effectively manage their resources and expenditures. ABB practices will be adopted by all areas of Sheridan – administrative and academic units alike, including the Office of the President and all VP portfolios.

Thank you once again to everyone who participated in the Strive to Thrive process. You have helped to fuel Sheridan's mindset of continuous improvement, which underpins our commitment to operational sustainability and helps us live up to our core values of quality, character and accountability.