
Mount Royal Faculty Association

MRFA Mission, Vision and Values
Revitalization Project: 2022 -2023

Why do we need a new story?

Today's MRFA brand has deep meaning for our community, and represents a legacy of collective action. Our mission, vision and values outlines some of what the MRFA provides as a service to our members, but we're not sharing the whole story with our community - or with the wider PSE world.

A strong and resonant mission, vision and values statement **will help the MRFA:**

- Identify and prioritize our activities and endeavours
- Be clear about our role and our purpose
- Connect members with the important supports we can offer
- Provide clear paths to involvement for all members

What is the story we're telling today?

Today's MRFA brand is focused on a "service" model of operations. Members feel that it reflects much of what we do, but that it is passive and siloed rather than active and inclusive.

Our current vision:

Progressive Educators Pursuing Excellence

Our current mission:

The Mount Royal Faculty Association provides a collective voice for faculty, promotes tenure and academic freedom, advocates for the highest standards of professionalism in higher education, and upholds the values of diversity, equity and human rights.

Our current values:

TBD

Where are we going?

The MRFA is in the process of transitioning from a “service” model to an “engagement” model of operations.

	Service Model	Engagement Model
Attitude toward employer	Good relationship with management is most important	Defending members is most important.
Attitude towards members	Exclusive. Little turnover in leadership. Suspicious of newcomers.	Inclusive. Tries to reflect workforce in composition of union leadership.
Grievance handling	Tries to settle without involvement of members.	Tries to involve all members in the department.
Settling grievances	Settle at highest level with company or through arbitration.	Make immediate supervisor settle by showing solidarity of workers.
Selection of stewards	Appointment by union leadership.	Election by co-workers.
Bargaining	Small committee, negotiations often kept secret until a settlement is reached.	Large bargaining committee, constant flow of information to members.
Strategy and Tactics	Reluctant to involve members in bringing pressure on employers	Encourage initiative and creativity of members
Organizing the unorganized	Unwilling and unable to organize. feels threatened by newly organized.	Union represents all workers - organized and unorganized. In a constant state of organizing.
Members view of the union	An insurance policy or a "third party" to call on when they have a problem.	Take personal responsibility for successes or failure of the union.

Revitalization step 1: Hearing from our executive team

Our first step in revitalizing the mission, vision and values of the MRFA was to listen to our executive team. After a workshop session and facilitated discussion, we identified themes of **advocacy**, **defence** and **facilitation** as considerations for further mission, vision and values development.

Revitalization step 2: Hearing from our membership

Our second step in revitalizing the mission, vision and values of the MRFA was to listen to our membership. After attending department meetings across campus during the fall of 2022, we analyzed feedback and commentary to develop the following additional perspective on our mission, vision and values revitalization.

Engaged
Rights
Defender
Support
Protector
Represent
Enforce the CA
Facilitator
Advocate
Support
Focus
Support
Advocate
Transparent
Fair
Advocate
Defender
Support
Facilitate
Champion
Advocate
Unifier
Guide
Protector
Collective interests
Mediators

Representative
Diverse
Burden
Proactive
Aggressive
Social
Welcoming
Inviting
Community
Open
Connection
Unifier
Collective
Teaching
Cohesive
United
Together
Support
Advocate
Community
Collective
Grow
Community
Inclusive, welcoming,
safe, invitational
Welcoming
Safe

Agent
Negotiator
Bodyguard
Defender
Accomplice
Carer
Champion
Together
Advocate
Support
Defense
Legacy
Experts
Resource
Lineage
Memory
Engagement
Voice
Trust
Expert
Champion
Expert
Invitational
We
Collective
Advocate

Connection
Sheltering
Protection
Conversation
Sheltering
Trust
Unification
Connection
Alignment
Cooperation
Trust
Cooperation
Trust
Connection
Common ground
Strength
Leader
Connector
Connecting
Listener
Service
Responsibility
Support
Ally
Inclusive
Social
Connection

Connector
Unifier
Ally
Cooperative
Comforter
Champion
We
Irrelevant
Knowledge keepers
Educators
Counsellors
Academic leaders
Community
Inviting
Safe
invite
Community
Safe
Diverse
Celebrate
Expand
Representative
Enforcer
We
Integrated

Revitalization step 3: Bringing it all together

Our third step in revitalizing the mission, vision and values of the MRFA was to bring together the critical components of the engagement model, the feedback from the executive team, and the insights shared by our members in department meetings.

Proposed revitalized MRFA Mission, Vision and Values 2022

Tomorrow's MRFA mission, vision and values will welcome and engage our members. Our brand will tell the story of the inclusive, progressive and proactive work we do together when we collectively form the MRFA.

Our mission:

Championing collective excellence.

Our vision

As members of the Mount Royal Faculty Association (MRFA), we come together to champion collective excellence in teaching, scholarship and community engagement. Our work is collaborative and grounded in equity, diversity, and community. We are united in our commitment to upholding the highest of standards for post secondary education, celebrating the power of collegial governance, advancing the rights of our community, and advocating for a better future.

Our values:

Connect. Champion. Celebrate

Values

Our values are grounded in the engagement model of our organization.

	Living into our values	Engagement Model
Attitude toward employer	We work collectively to champion the rights of our members.	Defending members is most important.
Attitude towards members	We connect our members as a community, and we celebrate their accomplishments.	Inclusive. Tries to reflect workforce in composition of union leadership.
Grievance handling	We work collectively to champion the rights of our members.	Tries to involve all members in the department.
Settling grievances	We work collectively to champion the rights of our members.	Make immediate supervisor settle by showing solidarity of workers.
Selection of stewards	We make connections between our members and the work of the association.	Election by co-workers.
Bargaining	We work collectively to champion the rights of our members.	Large bargaining committee, constant flow of information to members.
Strategy and Tactics	We celebrate the diversity and innovation of our members and the contributions they make to our collective work.	Encourage initiative and creativity of members
Organizing the unorganized	We work collectively to champion the rights of our members and we connect in community to promote	Union represents all workers - organized and unorganized. In a constant state of organizing.
Members view of the union	We connect our members as a community and we work in collaboration to meet our goals.	Take personal responsibility for successes or failure of the union.

Revitalization step 4: Living into our mission, vision and values

Our last step in revitalizing the mission, vision and values of the MRFA is to find new and meaningful ways to live into the mission, vision and values of our association. We'll work with MRFA committees to align their work with our MRFA story and you'll see the new mission, vision and values on our website and in our public facing work.

Questions?

Reach out to your MRFA
Communications Committee team,
or email adorland@mtroyal.ca
