

2019 - 2022

Strength, Equity, Responsibility

Mount Royal Staff Association

STRATEGIC PLAN

MOUNT ROYAL **STAFF ASSOCIATION**

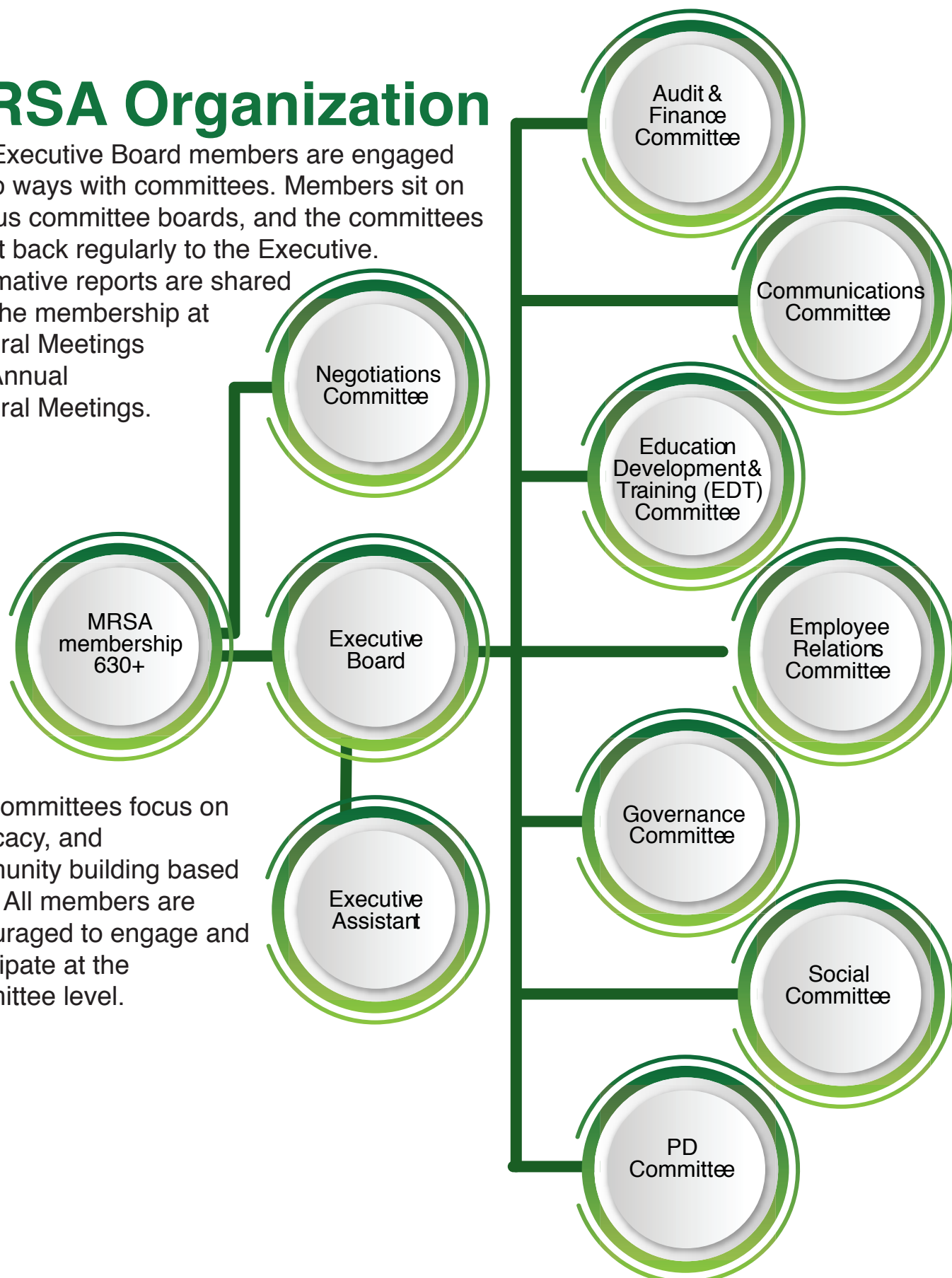


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MRSA Organization

The Executive Board members are engaged in two ways with committees. Members sit on various committee boards, and the committees report back regularly to the Executive. Summative reports are shared with the membership at General Meetings and Annual General Meetings.



The committees focus on advocacy, and community building based work. All members are encouraged to engage and participate at the committee level.

Preamble

The Mount Royal Staff Association (MRSA) is a certified bargaining unit that works to represent the interests of staff at Mount Royal University. As such, the MRSA understands the importance of a cohesive vision and direction, ensuring that we continue to operate in the most effective and efficient manner possible.

Our MRSA Strategic Plan outlines the priorities and outcomes our Association will pursue and achieve from 2019-2022. Strategies from year one will carry forward into years two, and three. Each year the Executive Board and committees will review and update this plan to assess progress and address emerging opportunities. This is a living plan and is meant to be responsive and adaptable for the future.

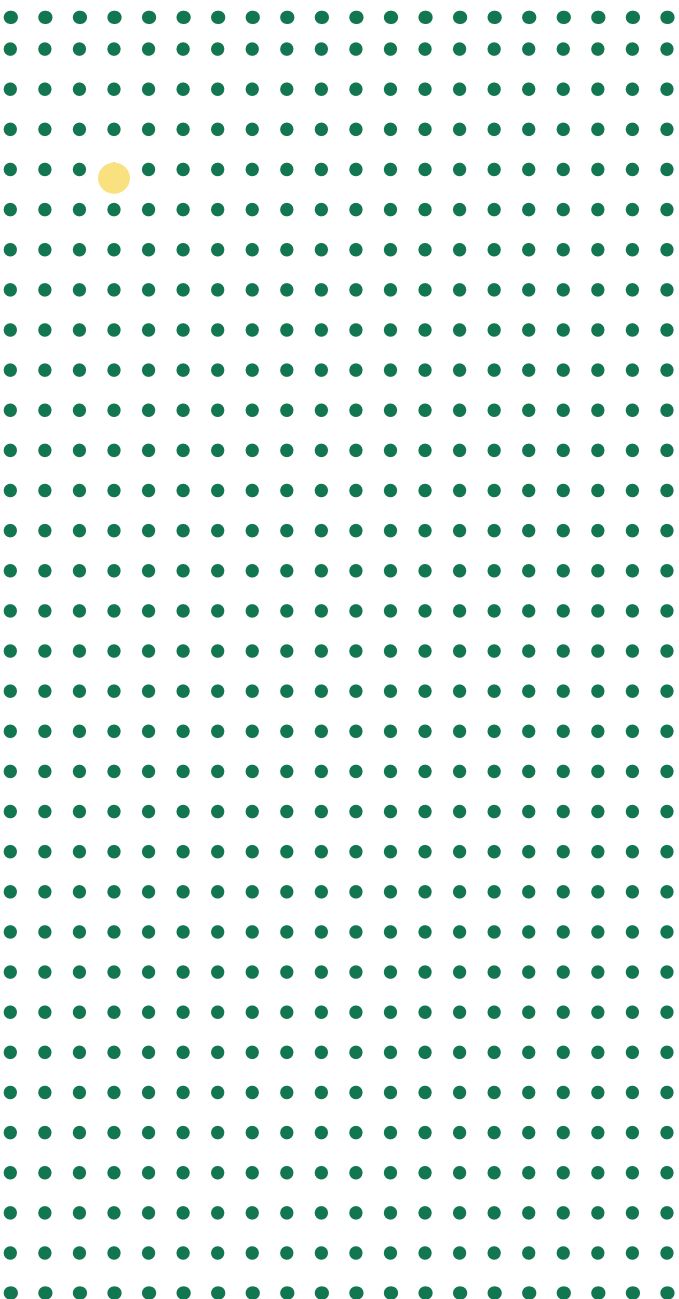
We are confident that our diverse MRSA membership will continue to guide our organization on a path of sustainable growth and continuous improvement. The MRSA is committed to our community - for the members, by the members.



History of MRSA

The Mount Royal Staff Association was formed in 1978 with the purpose of having a body to promote aims/objectives of staff.

Presently, there are approximately **637** MRSA members.



Vision

A culture of recognition and mutual respect where the MRSA is an equal and valued partner in the MRU community.

Mission

The MRSA is a bargaining unit that advocates for the collective rights and interests of its members and builds community.

Values

Leading with integrity, transparency, and effective communication.

From the 2018 summer Vision and Planning Days, the foundation for a strategic direction was established.

This collaborative process brought together the MRSA Executive, staff, and all committee members.

Attendees included members from diverse backgrounds: divisions of the campus community, various ages, experiences, and perspectives. The Planning days served as a consultation process that fostered cohesion and a sense of belonging.

Timeline

Summer of 2018

Vision and Planning days - Vision, mission, and value statements, as well as the four core pillars were developed

October 2018

Strategic Plan subcommittee struck

November 2018

Vision, Mission and Value statements shared at AGM and MRSA newsletter

December 2018

Creation of actionable strategies under each pillar

April 10th 2019

Presentation to committee members

May 8th 2019

Strategic plan is presented to the Executive board

May 22nd 2019

Strategic Plan introduced at the GM

The mission, vision, and value statements came from the Vision and Planning Days in the summer of 2018

Evidence Based Process.

The Strategic Plan is an evidence driven document that reflects the interests and needs of membership.

The following data was considered when drafting the plan:



Utilizing data from these surveys as consideration for the construction of this plan is a way to mobilize the data and implement changes to the Association and the culture among the MRU staff community. This is another avenue to work the data that has been collected beyond traditional collective bargaining.

Employees by Division - July 2018

In order to understand how to best serve members, the MRSA must consider the composition of its membership. Currently, the MRSA is comprised of approximately 640 members.

Division	Active Employees	All Employees *
	601	649
Academic Affairs Division	286	308
Board of Governors	1	1
Finance and Administration Division	183	189
President's Division	0	1
Student Affairs Division	98	115
University Advancement Division	33	35
<p>Note: Some employees fill multiple positions and could appear in more than one division.</p> <p>*Includes any members that are on a leave/absence and anyone paying member dues.</p>		

Age Distribution

	1-Jul-15	1-Jul-16	1-Jul-17	1-Jul-18
Average	43.81	43.45	43.67	43.74
Median	44	43	43	43
<=20	0	0	0	0
20-24	14	16	19	20
25-29	67	77	64	66
30-34	93	90	94	84
35-39	86	88	97	99
40-44	72	72	77	80
45-49	76	85	88	79
50-54	81	84	75	72
55-59	94	82	83	73
60-64	43	52	49	51
65-69	12	8	15	19
70+	2	1	2	0

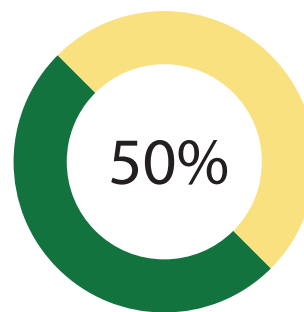
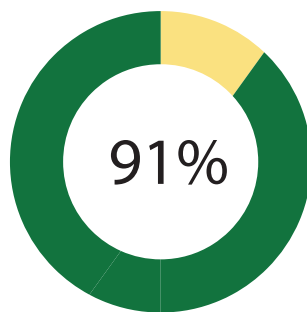
This provides a snapshot of the age demographic of our membership.

Years of Service Distribution

	1-Jul-15	1-Jul-16	1-Jul-17	1-Jul-18	Current
<5 yrs	273	306	309	303	313
05-9 yrs	166	159	147	129	117
10-14 yrs	91	79	92	102	109
15-19 yrs	58	66	65	62	58
20-24 yrs	19	11	18	24	33
25-29 yrs	24	24	23	15	15
30-34 yrs	5	7	5	7	9
35+ years	4	3	4	4	4

From our number of years of service data, we notice that newer employees make up the majority of our members, and historically they are the most challenging to engage with the MRSA.

Almost 91% of our members have been at MRU for less than 20 years.



Almost 50% of our members have been at MRU for less than 5 years.

It is imperative that the Association responds to the needs and concerns of all members but do so strategically in a representative and equitable manner. This Strategic Plan seeks to address the gap that exists with newer members.

Four Pillars

Engagement:

Develop, enhance, and promote ENGAGEMENT with MRSA members

Communication

Improve and enhance COMMUNICATION and administrative process with membership and stakeholders

Education:

Implement strategic and innovative initiatives to provide EDUCATION opportunities for membership

Sustainability:

Achieve operational effectiveness and MRSA SUSTAINABILITY

Every goal identified in this Strategic Plan stems from one of these four pillars.
All four pillars:

- Work integratively to support the overall Mission, Vision and Values of the Association
- Serve as guiding principles and priorities for consideration in future decision making
- Provide measurable outcomes to assess progress and be accountable to members

The four pillars are reinforced by specific strategies, goals, and actionable items to provide members with an understanding of how the MRSA will be effective in the years to come.

Engagement

1.1 Round Table Discussions

By the end of 2020, the Social Committee, Negotiations Committee and Directors-at-Large will:

- Create a healthy feedback loop with membership (2-way communication)
- Determine priorities and undergo a needs assessment by consulting membership and the data that has been collected
- Create a membership listserv to invite members to participate in discussions
- Be active being responsive to membership feedback

Success Indicators

- Collect consistent feedback
- Implement appropriate changes based on consistent feedback
- Planning for future events

Success Indicators (1.3)

- Increased awareness of the MRSA and the opportunities associated.

1.2 Events and Initiatives

By 2020, the Social Committee and Executive Board will:

- Identify opportunities for future events and initiatives

Success Indicators

- Increased attendance at MRSA hosted events

1.3 New Employee Orientation Materials

By the end of 2019 the Executive Board, Education Working Group and Social Committee will:

- Work to revise the informational materials presented during the New Employee Orientation sessions hosted by Human Resources.
- Create resources for MRSA members to access the identity and value of MRSA, as well as opportunities to engage (i.e. events, committees, meetings etc.)

The objective of this pillar is to: Develop, enhance, and promote ENGAGEMENT with MRSA members

Communication

2.1 Communication Plan

On an ongoing basis, the Communications and Employee Relations Committees will:

- Develop communication guidelines, templates and processes
- Create a continuous 18 month calendar of events

Success Indicators

- Maintaining an average of 80% open rate for the MRSA newsletter.
- Increased awareness and attendance of MRSA events.

2.2 Independent Listserv

Reviewed bi-annually and starting immediately, the Communication Committee and Executive Board will:

- Create a listserv that collects member contact information outside the MRU network to contact in extraordinary circumstances.
- Create a crisis communications plan
- Designated section on the MRSA website for job action strategy

Success Indicators

- Minimal bounce back error messages
- Effective communication distribution channel

2.3 Website Audit

On an ongoing basis, the Communication Committee will:

- Review assigned areas of the website for areas of improvement
- Research best practices for website content and development using member expertise

Success Indicators

- Increase page visits and analytics results

The objective of this pillar is to: Improve and enhance COMMUNICATION and administrative process with membership and stakeholders

Education

3.1 New Employee Orientation

By Spring 2019 the MRSA Executive will:

- Advocate to be included in the institutional New Employee Orientation (NEO) process
- Work to secure invite(s) to the next New Employee Orientation (NEO) session

Success Indicators

- Increased Engagement by new employees in EDT funding, PD day and other MRSA activities.

3.2 Lunch n' Learns

By the end of 2020 the Education Working Group will:

- Work with 'subject matter experts' to develop presentations and facilitate/organize events.
- Collect an inventory of topics to pull from which are relevant to members

Success Indicators

- A minimum of six sessions offered annually
- Sharing presentations online with members

3.3 Website/Newsletter Education

By the end of 2020 the Communications Committee will:

- Improve communication to membership by distributing a monthly newsletter and updating the website.
- Provide a central location for members to access information.
- Include an archive of past newsletters.

Success Indicators

- Increase in the number of open rate and clicks on newsletter as collected via newsletter host analytics
- Overall increased engagement

The objective of this pillar is to: Implement strategic and innovative initiatives to provide EDUCATION opportunities for membership

Sustainability

4.1 MRSA Identity

Starting immediately, the MRSA and all committees will:

- Consider and incorporate the Mission, Vision and Values Statements in all MRSA activities, as well as in digital and print materials.

Success Indicators

- A cohesive and coherent MRSA identity

4.3 Financial Review

By the end of 2019, the Executive Board and the Audit and Finance Committee will:

- Review the current financial structure, budget, and revenue model
- Continue to grow our reserve funds

Success Indicators

- A sustainable and reasonable financial model
- Financial strength and sustainability to support members

4.2 Organizational Review

By the end of 2020, the MRSA Executive Board, Governance Working Committee, and the Audit and Finance Committee will:

- Leverage in house and student intern expertise in non-profit governance to identify best practice
- Review the governance procedures, documents, and human resources (needs assessment)

- Conduct a comparative analysis of similar organizations

Success Indicators

- Updated governance tools
- Clear pathways for reporting and accountability to members.

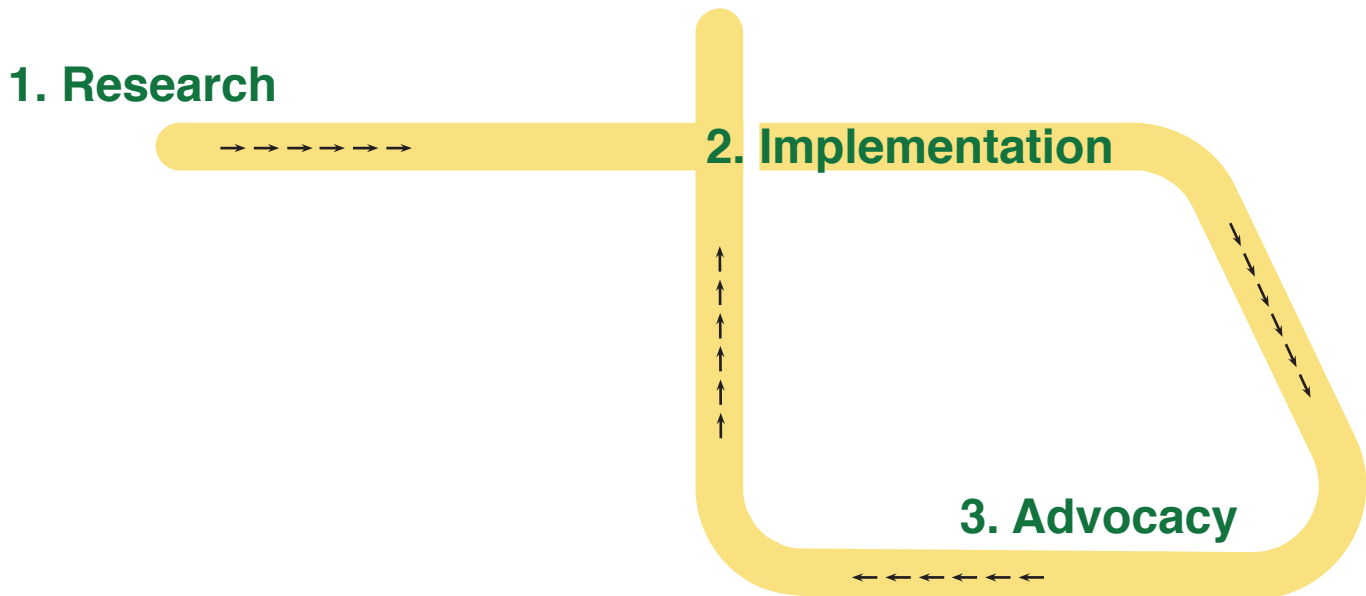
Sustainability relates to more than just the financial stability of the association. It further serves to strengthen the governance and function of the organization.

The objective of this pillar is to: Achieve operational effectiveness and MRSA SUSTAINABILITY

Strategic Method

The MRSA sees itself as a leader in the MRU landscape in supporting its members. The goals that we have shared are attainable, measurable, and accessible. This diagram maps our strategy to implement our goals following the below steps:

4. Results



1. Research

All goals will require research, which will be collected from data and meaningful consultation with members on an ongoing basis.



2. Implementation

Once implementation is successful (can bring back - alignment may take a few rounds depending on goal), we are able to demonstrate and report on results.



3. Advocacy


If we are unsuccessful the first time around implementing goals, we explore our advocacy avenues and pursue to implement again.



4. Results

Report back to membership about impact of achieving goals and outcomes.

The underlying and most important goal for the Association, at this time, is to demonstrate its value to members and foster an engaged community.

A photograph showing a person's hands, wearing a watch, resting on a table. They are looking at a large sheet of paper that appears to be architectural plans or a map. The image has a green overlay. A quote is written in white text on the lower left of the image.

**“Leaders have three
fundamental responsibilities:
They craft a vision, build
alignment, and they
champion execution.”
-Anonymous**

Budget Implications

The MRSA's mandate is to consider the collective when making decisions that affect membership. It is imperative that the MRSA considers its sustainability as an association by embodying these three principles:



Currently, the structure of our dues and revenue model restrict the growth and sustainability of our Association.

Why we are doing it?



Uncertainty is not a reason to remain static, but demonstrates the need to strengthen our organization for the future. Being a part of the MRSA has guaranteed all members the unique and customized benefits negotiated over the past 40 years which we are committed to preserving.

The Association seeks to move to a position of proactivity and a place of taking initiative.

The possibilities for growth include the choice to leverage external expertise in the areas of three key and pressing needs of our Association:



Labour Relations



Negotiations



Governance

Accountability

This Strategic Plan is a guiding tool to help the Association meet its objectives over the next three years. Through formal consultation with members and through reporting channels, the MRSA commits to reporting on the impact and progress of the goals and strategies outlined in this plan. Additionally, we look forward to providing opportunities for members to get involved in shaping their Association.





Thank you

