

Two Solitudes?

How we learned to work with Marketing -- and thrive

Presented by:

Susan Gottheil, Associate Vice President, Enrolment Management,
Mount Royal University

Lucille Gnanasihamany, Director of Marketing, Mount Royal University

June 2010

Introduction

- Who we are
- Hands up poll
 - Organizational areas represented
 - Enrolment Services? External Relations?
Recruitment and Admissions? Marketing &
Communications? Registrar? Other?
 - Experience working with External Relations /
Marketing & Communications departments?

Who is Mount Royal?

- Key milestones

- September 1910: founding date
- March 2007 – April 2008: Launched 7 baccalaureate degrees
- October 2008: Launched new brand – “Face to Face”
- September 2009: Became a university
- October 2009: Gained AUCC membership
- February 2010: Launched new logo
- September 2010: Turns 100 years old

Who is Mount Royal?

- Key facts:
 - 14,176 full and part-time credit students
 - 82.5% of students registered in university level courses
 - Over 80 % of students drawn from Calgary and area
 - Remainder largely from SW Alberta, BC, SK, rest of Canada

Who is Mount Royal?

- Past: access-oriented college
 - Has led to over 25% enrolment in Open Studies
- Present: primarily undergraduate, teaching-focused university
 - Brand: Face to Face
- Future: Canada's premier undergraduate university on all measures of student success and satisfaction

Prior structure: Three solitudes

Division of Academic
Affairs

**Enrolment
Services**

Division of External
Relations

**External
Relations**
(Marketing;
Communications)

Division of
Academic Affairs

Faculties



Prior structure: Three solitudes

- **Enrolment Services (Susan)**
 - Admissions & Recruitment, Academic Advising, Student Awards, Financial Aid, Office of Student Conduct, Registrar's office, Scheduling
 - Communications with prospective students: in person (high school visits and career fairs), print, phone, e-mail, website
- **External Relations (Lucille)**
 - Marketing, Communications
 - Marketing to prospective students via Viewbook, website
 - Mar-Comm Associates, creative & design studio, event planning, Communications team support (writing, media relations, web)
- **Faculties**
 - Deans, Chairs, instructors

Prior practices in action

- Recruitment Marketing publications
 - Viewbook and fact sheets (some years); Viewbook, fact sheets and combined brochures (other years)
 - Produced by ER
 - Content provided by faculty, edited by ER
 - Little ES input / involvement other than verifying program details
 - Frontline recruitment staff not involved
 - No competitive analysis
 - No “checking in” with student target audience or guidance counsellors
 - All concept creation, writing and design freelanced out
 - Stock photography
 - Different content standards from different areas

Prior practices in action

- Open House
 - 1x a year – fall
 - Location
 - Running track in gym
 - Inconsistent, independently produced content among various faculties and services
 - No alignment between external and on-site marketing and communications (M&C)
 - Visitor surveys inconsistently gathered / applied

Prior practices in action

- Website
 - Content updates only possible through centralized source (all requests funnelled through ITS)
 - Dated institutional visual motifs and imagery
 - Outdated content (curricula, admission requirements)
 - Inconsistencies between individual areas, pages and sections
 - navigation, design templates, content hierarchies, nomenclature, page structure
 - No opportunity for dialogue / relationship building with potential applicants

2006: Change begins

- Susan and Lucille join Mount Royal
 - Bi-weekly ES/ER planning meetings set up
 - Chair: Susan Gottheil
 - Representatives:
 - ES: Admissions and Recruitment
 - ES: Academic Advising
 - ER: Marketing
 - ER: Communications
 - Focus:
 - Major recruitment initiatives (Open House, recruitment marketing publications, recruitment advertorials)
 - Information sharing - collaborative orientation

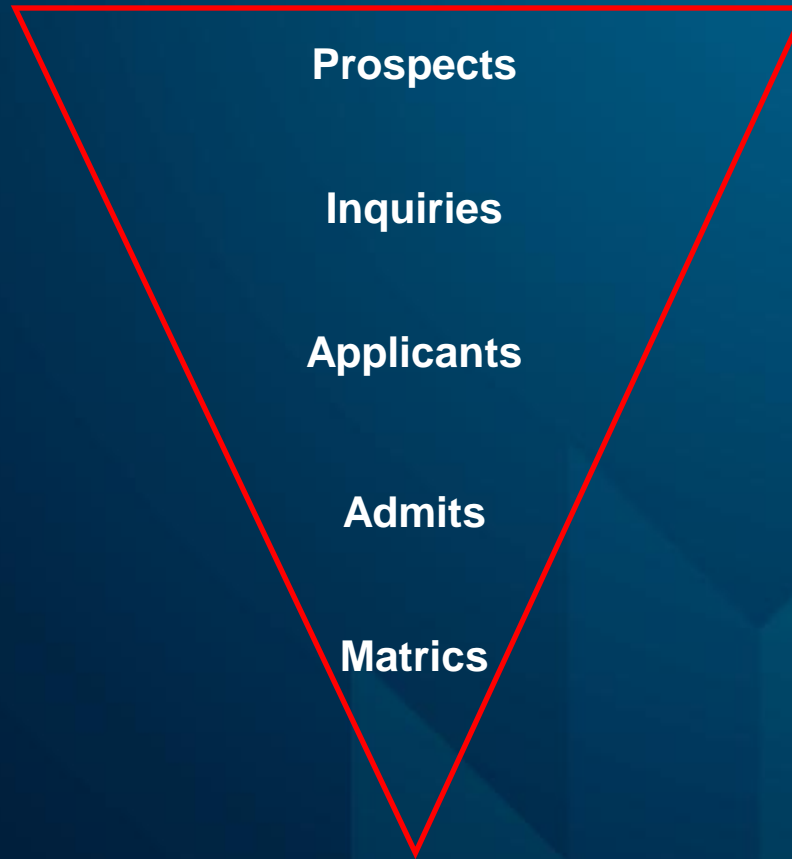


2006: SEM Begins

- Set enrolment targets
- Examine the range of activities that influence a student's initial & continued enrolment
- Review programs, policies & processes that impact enrolment
- Establish organizational framework & structure that supports institutional & student goals
- Tied to the institutional academic & strategic plan



The Classic Enrolment Funnel



Promoting Student Success: The Student Success Continuum

**Recruitment /
Marketing**

Orientation

**Classroom
experience**

**Co-curricular
support**

***Degree/goal
attainment***

Student's college /university career



Admission

**Financial
support**

**Academic
support**

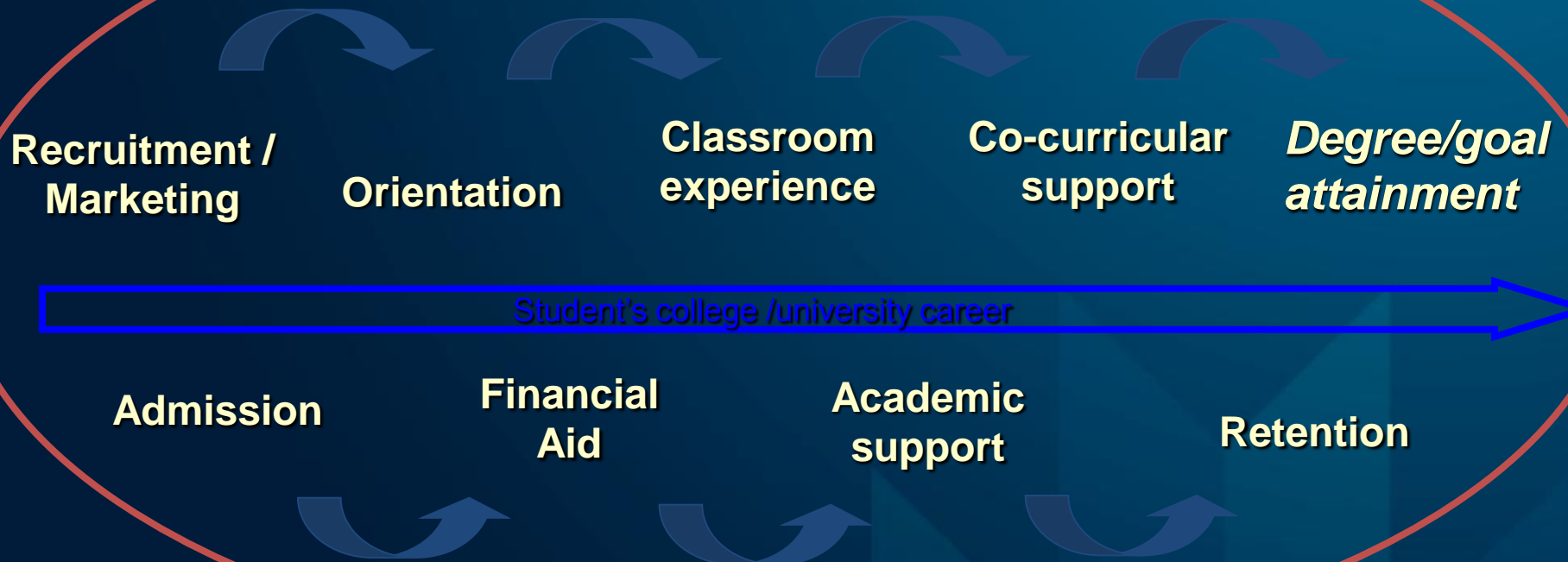
Retention



**MOUNT ROYAL
UNIVERSITY**
1910

The Student Success Continuum

The SEM Perspective



SEM is...

...a comprehensive process designed to help an institution achieve and maintain optimum enrolment, where optimum is defined within the academic context of the institution.

-Michael Dolence (1993)

Enrolment Management: The Classical Definition

Enrollment management is an organizational concept and a systematic set of activities designed to enable educational institutions to exert more influence over their student enrollments. Organized by strategic planning and supported by institutional research, enrollment management activities concern student college choice, transition to college, student attrition and retention, and student outcomes. These processes are studied to guide institutional practices in the areas of new student recruitment and financial aid, student support services, curriculum development and other academic areas that affect enrollments, student persistence and student outcomes from college.

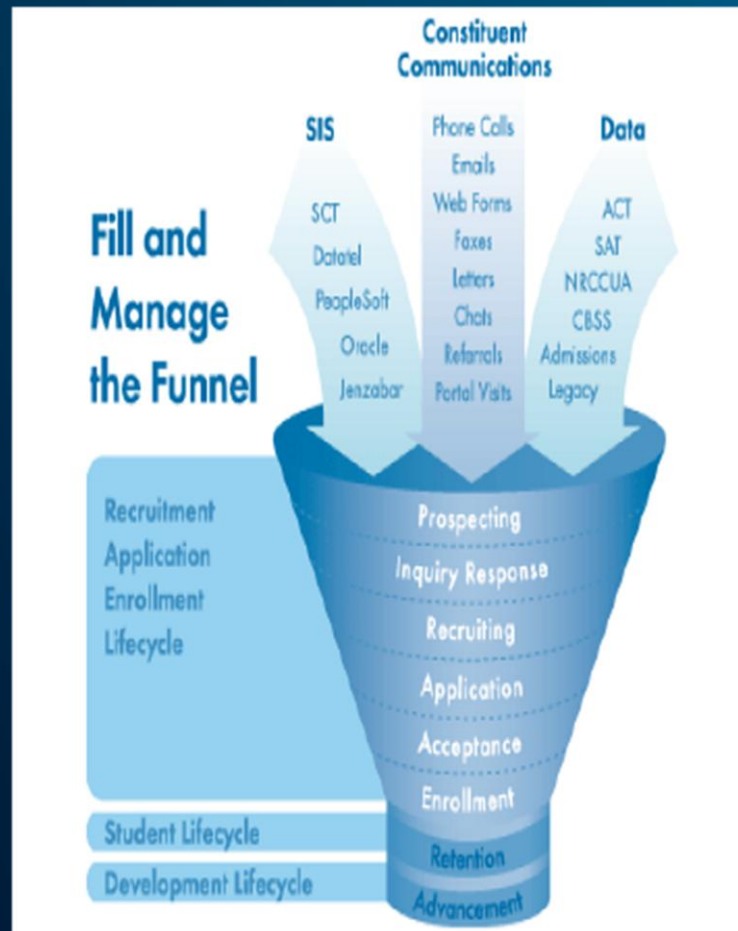
- Don Hossler, 1990



The Enrolment Funnel is Different for Different Students

Student Type:

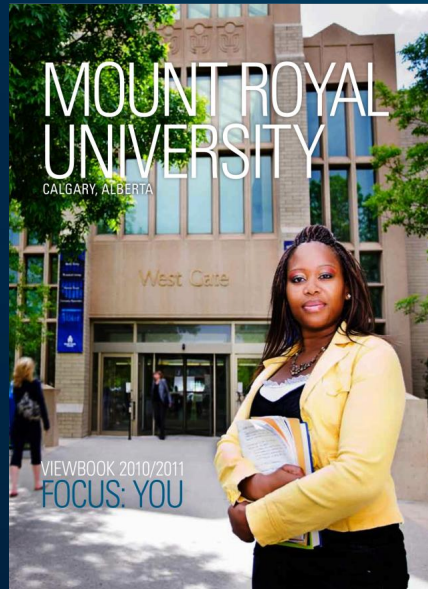
- Aboriginal Students
- New Canadians
- International Students
- First Generation Students
- Northern Canadians
- Rural Students
- Students with Disabilities
- Dislocated Workers
- Francophone Students
- Sole Support Mothers
- Low-income Students
- Visible Minority Students
- High-Achieving Students



2007: Change continues

- Introduction of funnel-driven publication portfolio
 - Viewbook
 - Combined booklets
 - Program- and service-specific brochures
 - Fact sheets
 - E-newsletters
- Launch of Mount Royal's first degree: BN
 - Full collaborative effort
 - Advertising and media relations campaign
 - Program-specific recruitment brochure
 - FAQs
 - Website updates
 - Launch event

“Funnel” driven Recruitment Publications



BACHELOR OF APPLIED SCIENCE — ENVIRONMENTAL SCIENCE

You want to make a difference — it's in your nature

Industry has awakened to the need to be more responsible to the environment — an evolving strategic objective for many businesses. This has created a world of opportunities for those with a passion for the environment and an interest in science.

Even in these uncertain economic times, the market for environmental knowledge and skills remains strong and is set to grow. Through Mount Royal's environmental program, you can embark on a fulfilling career path and excel in a secure, student-focused learning environment.

Bachelor of Applied Science — Environmental Science

Mount Royal's program leads to the future — a future that we believe lies within the framework of a new environmental science paradigm that deals with preventing pollution and promoting the efficient and appropriate use of energy, materials and natural resources. The new environmental science paradigm encourages industries to establish sustainable systems that can help protect the environment, as well as improve the corporate and overall bottom line.

YOU

You have a team. You have a vision. You have a purpose. You have a passion.

All Mount Royal wants that. They want to find like a person. Just like you.

That's because you'll be surrounded by people who want to know who you are, and what you're all about. That's how you succeed.

You'll be in the classrooms. You'll be in the field when you work around campus.

Mount Royal puts a face on education. Your face.

Real world experience

This program includes extensive field work. Two paid, directed field studies with industrial partners in the chemical, oil and gas, environmental, government and consulting sectors, enable you to put theory into practice in a real world setting.

This program also offers amazing opportunities to travel and work internationally while completing your credit courses. As many faculty members are active in applied research, you may also have opportunities to take part in research and help solve real-world problems.

Environmental Science Certificate — customize your education

This program provides a great basic training in the theory and techniques of environmental science. It is aimed at individuals with one to two years of an environmental nature and to a diploma in a related field. The certificate is flexible with part-time and evening courses — ideal for students who may be employed full-time and wish to broaden their background. Certain courses allow students, in consultation with their instructor and academic advisor, to select specific topics for the course. Topics will be selected with the intent of making them relevant to the student's interests and needs.

MOUNT ROYAL UNIVERSITY
Changing the face of education

2007: Change continues

- Open House reconfigured
 - Academic and service areas in different locations
 - Academic and academic support: Ross Glen Hall
 - Services: MainStreet
 - External and on-campus M&C aligned
- Advertorials discontinued due to poor ROI

2008: Change continues

- Launch of six more degrees: BA, BA-Criminal Justice, BBA, BCIS, B-Cmm, BSc
 - BN process adapted x 6
 - Introduction of recruitment telemarketing with faculty
- ER launches Relationship Manager (RM) role
 - facilitates effective faculty integration
- Recruitment publications now produced in-house
 - No more stock photos – annual institutional shoots
 - Annual competitive review and focus groups added to recruitment publication planning

2008: Change continues

- Face to Face brand launched, based on:
 - Comprehensive internal planning framework (IPDP)
 - Quantitative and qualitative research
 - Comparing University vs College applicants and perceptions of MR vs key competitors in target market; identifying key MR attributes
 - Day-long positioning summit with MR leadership
 - White Paper
- Brand alignment in ES initiatives
 - Recruitment marketing publications
 - ES event planning, signage and advertising
 - “Living the Brand” ES workshops

Positioning & Branding Framework

At Mount Royal, students will experience a high-quality education enhanced by smaller class sizes, personalized learning, and a single-minded dedication to premier undergraduate learning.



*Quality Teaching
Personalized Learning
Outcome Focused
Community Responsive*



Our Pillars

Tone & manner: *Personal · Approachable · Responsive · Authentic*



MOUNT ROYAL
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1910

2008: Change continues

- Open House reconfigured
 - Academic and service areas centralized in one location
 - Survey data informs marketing and communications
- New recruitment event – Degree Information Evening
 - Spring timeframe
 - More targeted interest level- “sealing the deal”
 - Grade 11 students show up
 - Hovering parents
- CRM (EZ Recruit) – MR4U- implemented
- Faculty telecounselling begins

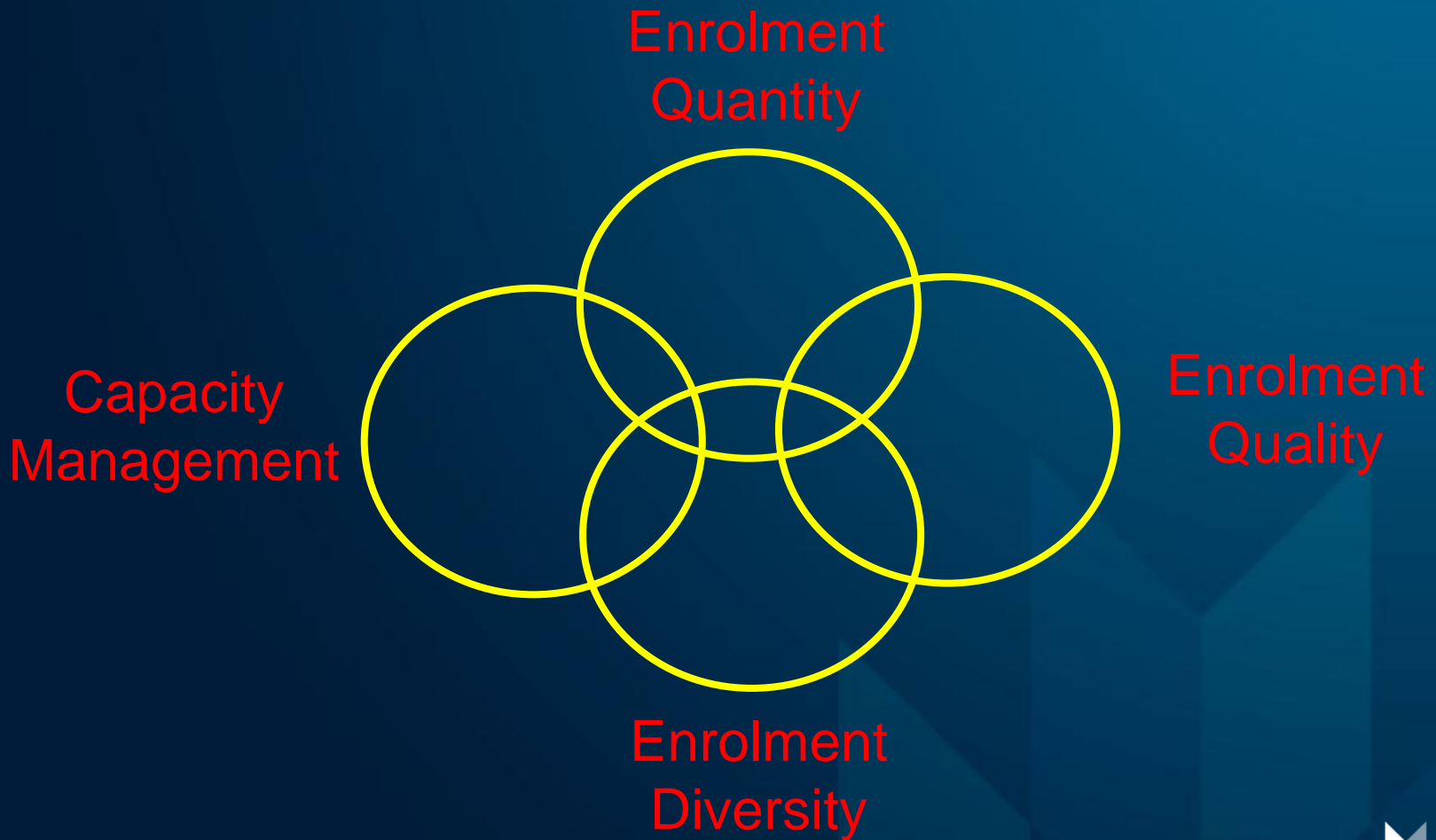
2009: Change continues

- Brand entrenched institution-wide
 - “Living the Brand” workshops / Brand Ambassador network
 - 4 pillars part of institutional vernacular
 - Brand microsite, tools and resources continually expanded
- Website revamped
 - Based on research, best practice, usability testing
 - Visual and content enhancement of 15,000 pages
 - Content management system- recruitment and admissions information controlled by Enrolment Services

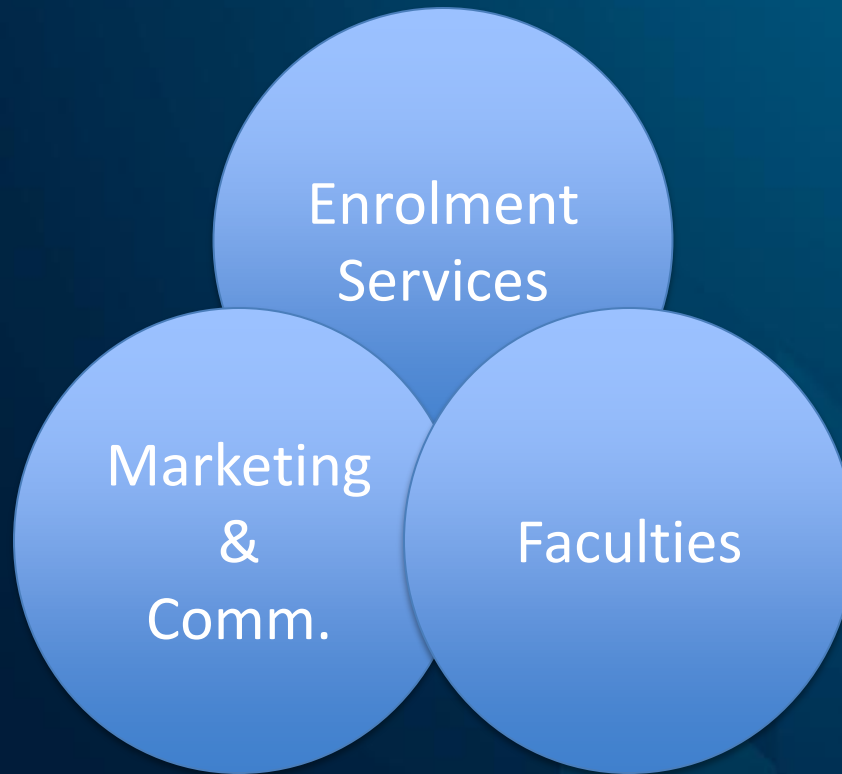
SEM Planning Framework

- Establishment of SEMP Committee Fall 2008
 - Chaired by Susan
 - High level, cross-institutional membership
 - Three sub-committees:
 - Enrolment Data
 - Recruitment Marketing
 - Retention & Student Success
 - Mandate: Develop recommendations for optimal size & composition of student body

Optimal Enrolment



Today: An Integrated Approach



Today: An Integrated Approach



Current Practices: Recruitment Publications

- Recruitment publications produced collaboratively between ES, Marketing, Faculties, Service areas
- Frontline recruitment staff and marketing staff conduct competitive analysis
- Focus groups allow “check ins” with student target audience and key influences
- All concept creation, writing and design brought in-house
- Institutional photography featuring “the faces of MRU”
- Consistent content treatment
- Overlay of “funnel” strategy to portfolio of publications
- Brand aligned

Current Practices: Open House

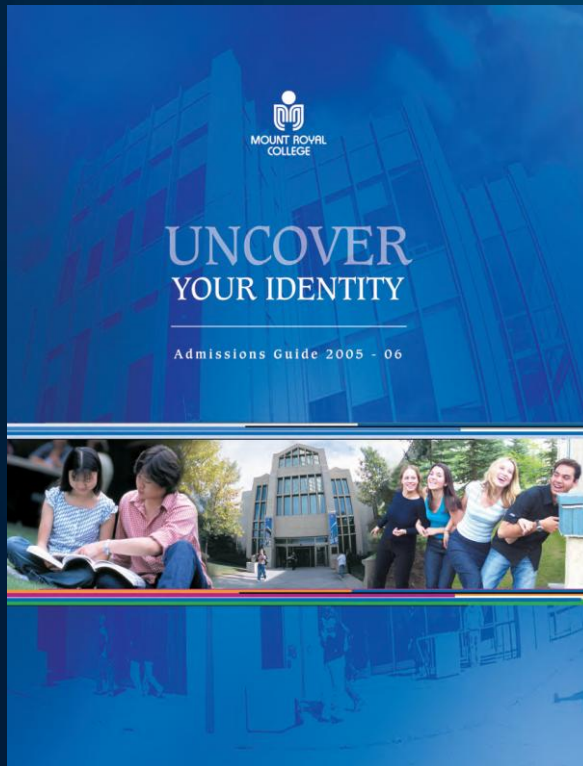
- 2 x a year
 - Fall Open House
 - Spring Recruitment Fair (previously Degree Information Evening)
- Standard central location
- Consistent, high quality materials produced and distributed among various faculties and services
- Dedicated marketing campaign including:
 - Website and media relations
 - High School Counsellor bulletins and posters: for prospective students
 - Major daily newspaper advertising: for parents and influencers
 - FaceBook, Twitter: for prospective students
 - Mall and public transit advertising: for parents, influencers, students



Current Practices: Website

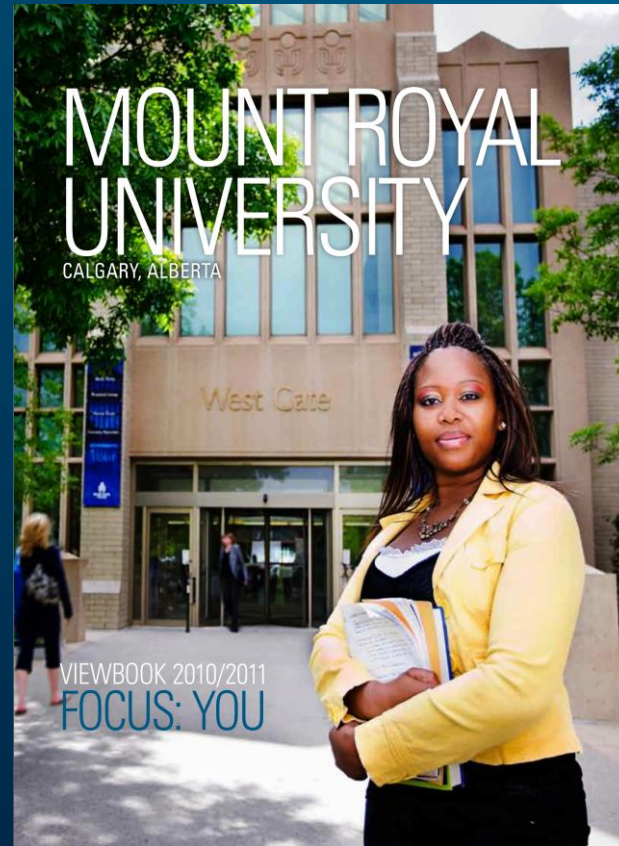
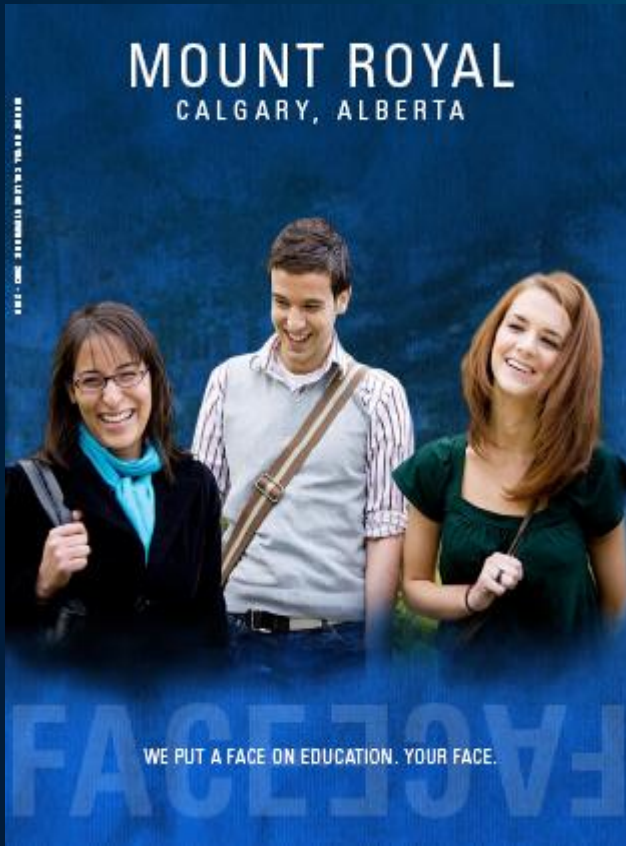
- Content updated at multiple sources via institution-wide CMS
- Current, continually refreshed visual motifs and imagery
- Consistent navigation, design templates, content hierarchies, nomenclature and structure of web pages
- Up-to-date content
- Prospective student portal
 - EZ Recruit: user-friendly prospective student 2-way CRM channel
 - Enables dialogue / relationship building with potential applicants

Tracing the Evolution: Viewbook Cover



IMAGINE A SCHOOL THAT ALLOWS YOU TO DISCOVER WHO YOU ARE AND WHAT YOU NEED. IS IT POSSIBLE THAT MOUNT ROYAL CAN BE THAT PLACE? YOU BET. WE EXIST FOR ONE PURPOSE; TO HELP STUDENTS ACHIEVE THEIR GOAL OF **SUCCESS** IN LIFE.

Tracing the Evolution: Viewbook Cover



Tracing the Evolution Viewbook Faculty of Arts Spread: 2006-07

The strong liberal arts tradition at Mount Royal College offers you a broad educational foundation to help you achieve your academic and career goals. The Faculty of Arts offers a wide range of courses and programs in the social sciences, humanities and Interior Design. We've designed some of these programs so you can obtain a Bachelor of Arts from Athabasca University based on your studies at Mount Royal. Or, if you prefer, you can take up to two years of courses towards a Bachelor of Arts or Bachelor of Education before transferring to a university to complete your degree. The faculty also offers two applied degrees in Interior Design and Policy Studies, to prepare you for immediate employment after graduation.

BACHELOR OF ARTS — ATHABASCA UNIVERSITY AT MOUNT ROYAL COLLEGE

Benefit from the combined strengths of two of Alberta's leading educational institutions, Mount Royal College and Athabasca University. We've partnered to make it possible for you to complete a four-year Bachelor of Arts at Mount Royal with a major in English, History or Psychology. This collaborative degree allows you to take advantage of Mount Royal's distance-created learning while offering the option of taking several of the 40 required courses through Athabasca's proven distance education options.

BACHELOR OF ARTS — UNIVERSITY TRANSFER

The Bachelor of Arts — University Transfer program enables you to take up to two years of courses towards a Bachelor of Arts and then transfer to the University of Calgary, or other Canadian universities, to complete your degree. Our courses

The value of a Bachelor of Arts

Today, the Bachelor of Arts degree is the most widely recognized degree in the world and offers many different pathways for students. A BA can become a stepping stone towards a Master's and/or Doctoral degree(s). Statistics indicate that 30 per cent of students will go into graduate programs and seek employment later.

Prospects are good for a BA graduate joining the workforce as graduates gain the general skills which are in demand in many fields. You learn to think critically and creatively and to tolerate ambiguity. More than this, you learn an approach to problem solving and to life in general that will serve you for a lifetime and your employer for many years to come. Now, more than ever, obtaining a BA is one of the best investments you can make.

span a wide range of disciplines so you can start fulfilling your major requirements in your chosen field of study whether it be Anthropology, Canadian Studies, English, Economics, Languages, Political Science, Romance Studies, Women's Studies, Archaeology, History, Psychology, Linguistics, Art History, Classics, Humanities, Philosophy, Religious Studies or Sociology.

BACHELOR OF EDUCATION — UNIVERSITY TRANSFER

Get started on a promising teaching career through Mount Royal's Bachelor of Education — University Transfer program. Education courses at Mount Royal give you a sound understanding of teaching and learning as well as practical experience in a public or private school. Between 15 and 20 courses are transferable directly to the University of Lethbridge's Bachelor of Education program. If you'd prefer to transfer to a



degree program at the University of Calgary you can complete a minor in Education at Mount Royal. You can also complete one year of study at MRC towards your Bachelor of Education at the University of Alberta.

BACHELOR OF APPLIED INTERIOR DESIGN

Are you interested in shaping the environments in which we live and work? Interior design is a dynamic, exciting and challenging profession. Professional designers analyze clients' needs to find functional, safe and aesthetically pleasing solutions. At Mount Royal, you will learn the skills necessary to become a successful interior designer — everything from theory, design, planning, colour, lighting, detailing and visual representation to business, building systems, codes and regulations.

In our Interior Design program, you benefit from the combination of six semesters of studio-based projects, seminars and lectures and two semesters of paid work experience in the design community. Upon graduation, you'll be ready to enter the profession as a junior interior designer with a design or architectural firm. Or, you may choose to get involved in other

design-related areas, such as facility management, building development and leasing or interior design-related sales and marketing.

- Career opportunities:
- commercial and residential interior designer
 - facility manager
 - furniture designer

BACHELOR OF APPLIED POLICY STUDIES

Are you fascinated by how our lives are constantly impacted by political, economic, social and technological changes? You can play a role in crafting the public and private policies that shape our lives with an applied degree in Policy Studies.

Our Policy Studies program integrates the related disciplines of political science and economics, giving you the theoretical background and practical skills you need to understand the complex relationships and policy structures among business, governments, nongovernmental organizations and interest groups. Mount Royal is the only institution in Western Canada that offers a degree in applied Policy Studies at the undergraduate level. You'll learn to research, develop and evaluate policy proposals — skills that will qualify you for positions in the private, public or nonprofit sectors. Our program integrates three years of classrooms study with two semesters of paid work experience.

- Career opportunities in private, public and nonprofit sectors include:
- policy analyst
 - economic analyst
 - planning and coordination officer
 - management or communications assistant

"As a student, I've had the opportunity to get involved in many organizations and benefited from the direct work-related experience of my instructors. I'm confident I'll find work wherever I look in the field when I graduate."

*— Matt Anthony
student, bachelor of applied policy studies
1st semester 1st, students' association of Mount Royal College*

Tracing the Evolution

Viewbook Faculty of Arts Spread: 2008-09

08

FACULTY OF ARTS

mtroyal.ca/arts

mtroyal.ca/arts

FACULTY OF ARTS

09

We live in a complex world, with new and emerging cultural, economic and ethical challenges. To succeed requires more than just job skills. It demands mental agility, knowledge that helps put today's realities in a wider context and the ability to think critically and creatively. This is the realm of liberal arts study — and the heart of Mount Royal's Faculty of Arts programs.



Why a Bachelor of Arts?

A FEW YEARS INTO THEIR CAREERS BA GRADS WILL HAVE BETTER JOBS AND EARN AS MUCH AS THOSE WITH A BUSINESS DEGREE. STATISTICS CANADA

A BA exposes you to great thinking and great thinkers. It challenges you to absorb, analyze, apply and produce one of the most powerful catalysts in the world — ideas. It is the world's most recognized degree. BA students learn how to do research, write and communicate in a literate and persuasive manner, and handle ambiguous situations for which there may not be a single right answer. A BA is a preparation as much for life, as for a livelihood.

BA graduates are valued in research, government, management, finance, education and consulting fields, to name a few. They are also ready to move on to masters or doctoral studies.

BACHELOR OF ARTS — ATHABASCA UNIVERSITY AT MOUNT ROYAL

In partnership with Athabasca University, Mount Royal gives you the option to complete a four-year BA with a major in English, History or Psychology. You can take all your courses at Mount Royal or a combination of Mount Royal courses and distance delivery courses from our Alberta partner.



mtroyal.ca FOR PROGRAM CHOICES, CHECK OUT THIS BOOK. FOR DETAILS, CHECK THE WEBSITE.

BACHELOR OF ARTS — UNIVERSITY TRANSFER

Take up to two years of courses at Mount Royal before transferring to other Canadian universities to complete your BA.

Choose from diverse study options: Anthropology, Archaeology, Art History, Canadian Studies, Classics, English, Economics, History, Humanities, Languages, Linguistics, Philosophy, Political Science, Psychology, Religious Studies, Romance Studies, Sociology or Women's Studies.



BACHELOR OF APPLIED INTERIOR DESIGN

Unique in Western Canada, this applied degree extends learning into the studio, classroom and workplace. Students learn to visualize in three dimensions, develop specifications of construction detail, visually represent a design solution, select finishing materials and learn what it takes to set up your own shop. By design, employment prospects for grads are exceptional.

CAREER OPTIONS

Commercial and residential interior designer
Furniture designer
Building developer

SAMPLE COURSES

Colour and Light
Construction
Computer Drafting
Interior Design Business

REAL WORLD WORK EXPERIENCE

did you know?

THE BACHELOR OF APPLIED INTERIOR DESIGN IS ACCREDITED BY THE COUNCIL FOR INTERIOR DESIGN ACCREDITATION



“I have gained several remarkable relationships with numerous professors... that have fostered confidence and personal growth beyond the formal education I received.”

— Liane Angerman, Alumna English

mtroyal.ca



MOUNT ROYAL
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Tracing the Evolution

Viewbook Faculty of Arts Spread: 2009-10

Faculty of Arts

mtroyal.ca/arts

Choose from these majors in the Bachelor of Arts

Anthropology
English
History
Policy Studies
Psychology
Sociology
Spanish

Choose from these minors

Anthropology
Art History
Economics
Education
English
French
History
Humorities
Linguistics
Philosophy
Policy Studies
Political Science
Psychology
Religious Studies
Sociology
Spanish
Women's Studies

Career Options

Teacher
Multinational CEO
International Consultant
Writer
Account Executive
Copywriter
Community Development
Professional

The world is full of big ideas.

You want to explore them all — and then add your own. An arts education puts the changes and challenges of today's complex world in context. It gives you the foundation to analyze issues past, present and future with an open and creative mind. Mount Royal's Faculty of Arts offers a Bachelor of Arts, a Bachelor of Applied Interior Design and a General Studies diploma.

Experience the teaching excellence that has been the hallmark of our Faculty since 1931, when we began offering Calgary's first liberal arts courses.

Bachelor of Arts

A Bachelor of Arts gives you the freedom of countless career destinations. At Mount Royal, BA combines leading-edge learning with faculty who know you by name.

Develop critical thinking, communication skills and a broad hub of knowledge that connects you to your world and helps others explore theirs. You'll also be prepared to pursue studies at graduate or professional schools.

Choose from seven majors and 17 minors — listed on the left side of this page. If you can't decide, you can still apply without declaring a major your first year. Get on track for success in the workplace, in graduate studies — in life itself.

"I teach topics I love, like narrative film and graphic novels as literature."



"I enjoy seeing new ideas resonate with students. It's amazing to help them relate course topics to their everyday lives, like social structures and social issues —"

everything is full of meaning. And these topics are applicable to the workplace. Why do I teach? Because it is the best way to bring about social change."

— Dr. Les Easton
Chair, Department of English

"I am definitely prepared for the workforce! The Directed Field Studies component introduced me to the industry and has given me great contacts."

— Cindy Stajmar, alumni,
Bachelor of Applied Interior Design

"I love that this program allowed me to be creative as well as technical."



Bachelor of Applied Interior Design

Learn how to shape spaces — and enhance the lives of the people who inhabit them. Through courses in the studio, the classroom and real-life workplaces, you'll gain knowledge and skills in commercial and residential design, construction, colour, materials and interior design business practices. Unique in Western Canada, this applied degree is accredited by the Council for Interior Design Accreditation.

CAREER OPTIONS

Residential Interior Designer
Commercial Interior Designer
Furniture Designer

SAMPLE COURSES

Colour and Light
Construction
History of Interiors
Design

General Studies Diploma

Personally design your own two-year program by choosing from a wide range of courses in three streams: Arts, Science or Geography. Explore areas that fit your interests — or discover new ones. This program gives you a general, well-rounded education, and many of your courses may be transferable if you decide to go on and earn a degree.

CHECK WHERE YOUR INTERESTS LIE.

Go to pages 6 and 7 to explore how your strengths, interests and skills might fit these



Tracing the Evolution

Viewbook Faculty of Arts Spread: 2010-11

Faculty of Arts

Want to learn in an environment where your ideas matter, your opinions are heard, and the path of learning is a shared one?

In Mount Royal's Faculty of Arts, you won't be a passive learner — you'll be challenged, engaged and encouraged to think creatively. With an education in arts, expect the unexpected, have an open mind and learn outside the box.

Mount Royal offers Bachelor of Arts and Bachelor of Applied Interior Design degrees and a General Studies diploma.

Bachelor of Arts

You may wonder if a Bachelor of Arts is a practical degree, given today's complex and technology-driven world. Absolutely! More than ever before, critical thinkers, great communicators and those with an understanding of human and social interaction are sought after in a myriad of careers. This is what you'll get with a Mount Royal BA.

Your degree also opens doors to graduate or professional studies.

A Mount Royal BA gives you the power of choice — you can choose from seven majors and 18 minors. Can't decide right now? That's okay — you don't have to declare a major right away. In fact, you'll have until the end of your second year to firm that up.

An honours stream is also available in six of the seven majors.

» **G**o to Mount Royal! It's an easy transition from high school because of the small class sizes, and it has a really great learning environment with a lot of support staff and resources to help you reach your full potential. The faculty at Mount Royal are really first class — they're very knowledgeable, and if they don't have an answer to your question, they'll find it."

Nicole Snyder-Blok — First year Bachelor of Arts



1 BACHELOR'S DEGREE

» Bachelor of Arts (BA)

7 BA MAJORS

- » Anthropology
- » English
- » History
- » Policy Studies
- » Psychology
- » Sociology
- » Spanish

18 MINORS

1 APPLIED DEGREE

» Bachelor of Applied Interior Design



1 DIPLOMA

» General Studies



Choose from these majors in the Bachelor of Arts

Anthropology

Anthropologists investigate what it means to be human, from ancient times to modern. Mount Royal's BA in Anthropology lets you study four major fields — cultural anthropology, physical anthropology, linguistic anthropology and archeology.

Career options

- » Corporate culture analyst
- » Demographic forecaster
- » Forensic

Sample courses

- » Introduction to Cultural Anthropology
- » Ancient Civilizations
- » Ethnography

English

Mount Royal's BA in English takes you beyond literature study — you'll explore creative and technical writing, film studies and elements of popular culture such as graphic novels and pulp fiction. Learn how to write and speak with clarity and style.

Career options

- » Writer
- » Researcher
- » Editor

Sample courses

- » English Literature to the 19th Century
- » Speculative Fiction
- » The Graphic Novel

Tracing the Evolution: Open House - Previous



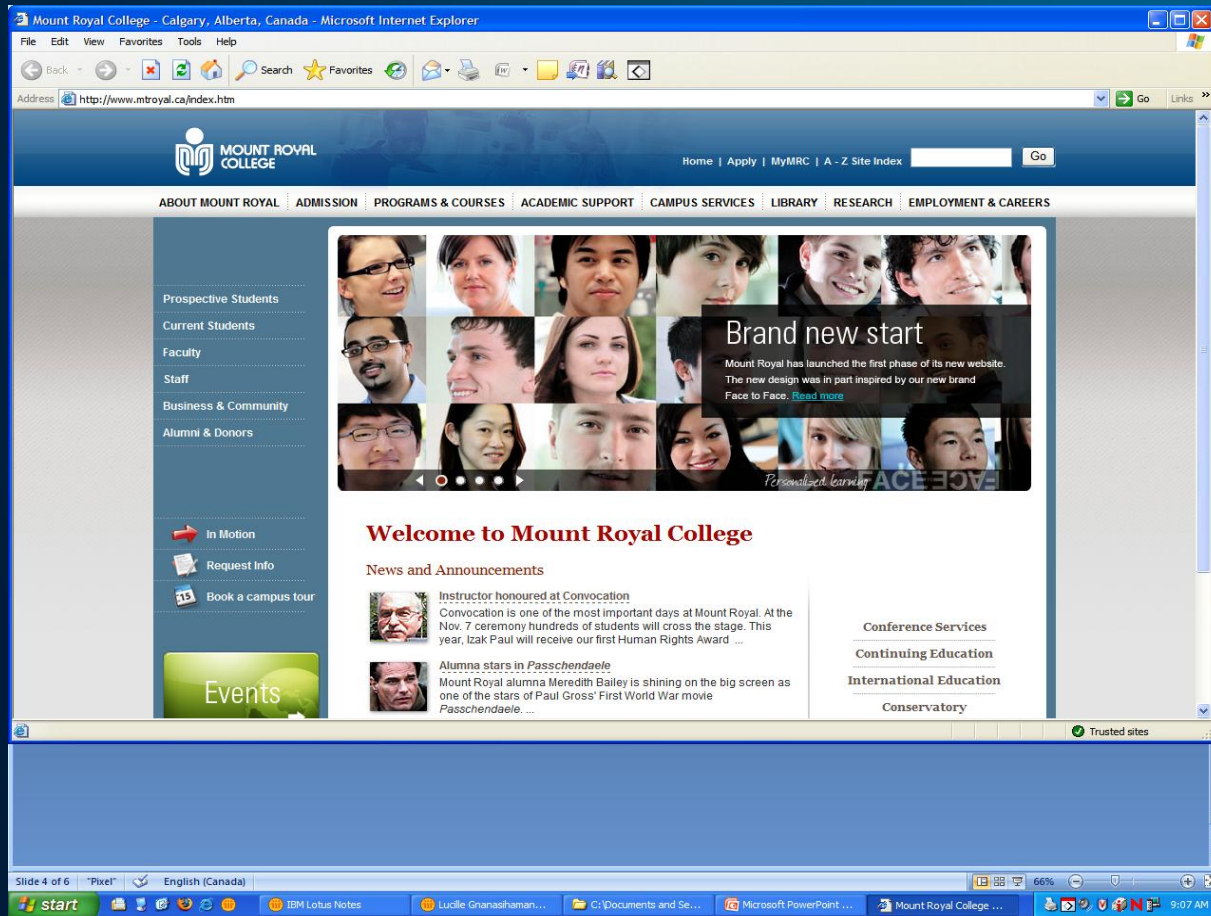
Tracing the Evolution: Open House and Degree Info. Evening - Current



Tracing the Evolution: Website Home Page – 2006



Tracing the Evolution: Website Home Page – 2008



Tracing the Evolution: Website Home Page – 2010

The screenshot shows the 2010 Mount Royal University website home page. At the top left is the university logo with the text "MOUNT ROYAL UNIVERSITY 1910". To the right of the logo is a navigation bar with links for "Home", "Apply", "MyMRU", "A - Z Site Index", a "Google Custom Search" box, and a "Go" button. Below this is a horizontal menu with categories: "ABOUT MOUNT ROYAL", "ADMISSION", "PROGRAMS & COURSES", "ACADEMIC SUPPORT", "CAMPUS SERVICES", "LIBRARY", "RESEARCH", and "EMPLOYMENT & CAREERS".

On the left side, there is a vertical navigation menu with links for "Prospective Students", "Current Students", "Faculty", "Staff", "Business & Community", and "Alumni & Donors". Below these links are three icons: "MyMRU" (a person icon), "Book a campus tour" (a house icon), and "Events" (a calendar icon).

The main content area features a large video player. The video thumbnail shows three people (two women and one man) smiling. The video title is "Educational trifecta". The video description reads: "In Professor Victoria Calvert's Leadership Development class, students first learn the basics. Second, they learn by doing. Third, their projects give back — this past semester they raised enough money to build a school in the Philippines. [Read more](#)". The video player has a play button and a progress bar. The text "Experiential learning" is visible in the bottom right corner of the video player.

Below the video player is the "Mount Royal University" logo. Underneath the logo is the "News and Announcements" section. The first news item is titled "Father and daughter share award-winning history" and includes a small thumbnail image. The text of the news item reads: "When Ashley Black won the P.W.A. Pilots Aviation Foundation Scholarship this spring, her father, Dwain Black, knew just how she felt — he won the scholarship in his graduating year in 1979 ...". Below this news item is another news item titled "Changing the Face of Education" with a small thumbnail image.

On the right side of the main content area, there are three links: "Book Your Event", "Conservatory", and "Continuing Education".

2010: Best practices established

- SEM Plan and recommendations tabled
- Annual recruitment marketing publication competitive review and student focus groups now standard practice
- Expanded focus for bi-weekly planning meetings
 - Then: recruitment focus only
 - Now: all items related to prospective and current student marketing and communications
- Brand
 - Now integrated in all ES initiatives (and institution-wide)
 - Brand measurement survey results to inform future brand marketing and communications



2010 and beyond – what's ahead?

- A “Made in MRU” SEM Plan
- Updated brand M&C, microsite, events, tools, resources
- New format for presenting MRU programs and services
 - Core theme: “Everything you ever wanted to know about MRU”
 - Sub-themes: “What to Study”, “Planning Your Success”, “Life on Campus”, “Paying for It All”
 - Audience-driven – what they request (not what we assume)
 - Integrated in events, publications, M&C
 - Modular, flexible, colour-coded
- Recruitment Officers and Relationship Manager linkages
 - Building bridges, increasing collaboration, adding value



Key Learnings

- Importance of “working the funnel” and “communicating the right message to the right student at the right time”
- Build institutional bridges- collaborate across campus
- Communicate, communicate, communicate



Key Learnings

- Maintain brand alignment in process and product
 - Process
 - “Living the Brand” workshops with ES division and key units extends commitment from ‘departmental’ to ‘personal’
 - Product
 - Demonstrate Face to Face brand promise and pillars in all M&C applications
 - “Show don’t tell” orientation

Brand Alignment: Process

ES “Living the Brand” Workshop: Commitments

Possibilities: Individual and Departmental	Applicable Brand Pillars			
	PL	OF	QT	CR
<ul style="list-style-type: none"> Get to know one person, and their role in an ES division other than your own 				
<ul style="list-style-type: none"> When students are in line-ups at busy times send a representative out to thank them for their patience and reassure of commitment to help 				
<ul style="list-style-type: none"> Establish ES orientation sessions for new staff to ensure broad knowledge of entire division – not only their particular area 				



Brand Alignment: Product

[SAMPLE COPY FOR PROSPECTIVE STUDENTS]

You have a face. You have a name. You have a purpose. You have a point. At Mount Royal College, we get that. Here, you'll feel like a person. You'll feel like you. That's because you'll be surrounded by people who want to know who you and what you're all about. Your hopes. Your dreams. You'll see it in the classrooms. You'll feel it when you walk around campus. Mount Royal puts a face on education. Your face.

Brand Alignment: Product



FACE™

The Beauty of Mathematics? What the \times $+$ \neq $\frac{1}{2}$ — does that mean?

When the symbols and numbers just didn't add up for Christy Martin she threw her textbook across the room in sheer frustration. Her instructor Dr. Indy Lagu knew that in order to help her get answers he had to ask the right questions. Check out their final solution at mroyal.ca/facetoface and click on The Face of Mount Royal.

Mount Royal. Putting a face on education.



MOUNT ROYAL COLLEGE
mroyal.ca/facetoface



Library

mroyal.ca/library

You have an assignment. You have a deadline — and it's approaching fast.



You have no time others to find the information you need. At Mount Royal, we know how overwhelming that can feel. We also know that, like any skill, you can learn smart ways to do research.

Mount Royal's librarians are here to help you develop research skills, to help you find the resources you need, to help you find the information you need to complete your assignments. You can also try to find a paper or information that is completely new to you. We can help you with that too.

Over the course of a week during the semester, the library is available to help you. It offers a statement and provides a list of resources you can start to use in your class. The Face of the Librarian who will help you to find the right resources for your research, to help you find the information you need to complete your assignments, to help you find the information you need to complete your assignments.

© FACE 2010



I chose to work at Mount Royal because of its focus on student experience and on instruction.

It's so easy to feel a little overwhelmed at Mount Royal. I get a great feeling from learning. I helped students complete an assignment on research and information resources. I'll have some feedback about the right way to research.

Katherine Bayliss

MOUNT ROYAL COLLEGE

Key Learnings

- Regularly scheduled face to face meetings
 - Bi-weekly
- Regular check-in with target audience
 - Constant assessment: pre- and post- focus groups with students, counsellors, Open House surveys, web usability testing
- Educate the campus community on key principles
 - Integration of SEM
 - Integration of Positioning and Branding
 - “Funnel” strategy
 - Focused, selected, targeted content
 - Practicing “the art of sacrifice”

Key Learnings

- Provide ample opportunity for community input and involvement at *several points* in the process
 - Pre-planning focus groups
 - Viewbook viewing
 - Open House surveys
 - Acting on key findings from all of the above
 - Photo shoot model recruitment
 - Interviews for testimonials
- Involve front line staff – ROs and RMs

Key Learnings

- Remove red tape and bureaucracy *but also....*
- Map out a clear approval process
- Start processes earlier (from May-Aug, to Jan-Aug)
- Set detailed timelines for major projects
 - If deadlines are missed, update timeline asap
- Build “pride of ownership” by bringing work in-house
- Find common ground – repeatedly – to build trust
- Share responsibilities and roles
 - Action items assigned at bi-weekly meetings
- Project a “united front” within the community



Key Challenges

- \$\$ -- tight budgets
 - To meet the challenge: adapt while honouring “funnel”
 - Be analytical & strategic in setting priorities
 - Rigorous post-mortems – assess what worked, eliminate what didn't work as well
- Managing workloads
- Working to timelines (remains a challenge!)
- Turnover of key personnel



Challenge Example: \$\$

Fact Sheet + Brochure vs Fact Sheet – no Brochure

MOUNT ROYAL UNIVERSITY
BACHELOR OF APPLIED SCIENCE
ENVIRONMENTAL SCIENCE

Join the quest for environmental sustainability

Outdoor Focused
Personalized Learning
Quality Teaching
Practical, Quality, Basic Education

BACHELOR OF APPLIED SCIENCE — ENVIRONMENTAL SCIENCE

You want to make a difference — it's in your nature

Industry has awakened to the need to be more responsible to the environment — an evolving strategic objective for many businesses. This has created a world of opportunities for those with a passion for the environment and an interest in science.

Even in these uncertain economic times, the market for environmental knowledge and skills remains strong and continues to grow. Through Mount Royal's environmental program, you can embark on a fulfilling career path and excel in a superb, student-focused learning environment.

Bachelor of Applied Science — Environmental Science

Mount Royal's program looks to the future — a future that we believe lies within the framework of a new environmental science paradigm that deals with preventing pollution and promoting the efficient and appropriate use of energy, materials and natural resources. The new environmental science paradigm encourages industries to establish sustainable systems that can help protect the environment, as well as improve the corporate and overall bottom line.

YOU

You know it best. You have a name. You have a passion. You have a quest.

At Mount Royal, we get that. Here, we'll find like-a-passion. You'll find like you.

That's because you'll be surrounded by people who want to know why you are, and what you're all about. Your hopes. Your dreams.

You'll own it in the classroom. You'll benefit when you walk around campus.

Mount Royal gets a face on education. You'll see.

Real world experience

This program includes extensive field work. Two paid, directed field studies with industrial partners in the chemical, oil and gas, environmental, government and consulting sectors, enable you to get theory into practice in a work setting.

This program also offers amazing opportunities to travel and work internationally while completing your credit courses. As many faculty members are active in applied research, you may also have opportunities to take part in research and help solve real-world problems.

Environmental Science Certificate — customize your education

This program provides a great basic training in the theory and techniques of environmental science. It is aimed at individuals with on-the-job experience of an environmental nature and/or a diploma in a related field. The certificate is flexible with part-time and evening courses — ideal for students who may be employed full-time and wish to broaden their background. Certain courses allow students, in consultation with their instructor and academic advisor, to select specific topics for the course. Topics will be selected with the intent of making them relevant to the student's interests and needs.

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MOUNT ROYAL UNIVERSITY
Changing the face of education

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1910

mtroyal.ca



Challenge Example: Turnover

- As of July 9, Susan will be leaving MRU
- Approach moving forward:
 - Keep what's worked – and tell the new AVP about it
 - Maintain strong working relationships between several individuals in both areas
 - Communicate freely and frequently
 - Maintain focus on continuous improvement
 - Keep an open mind



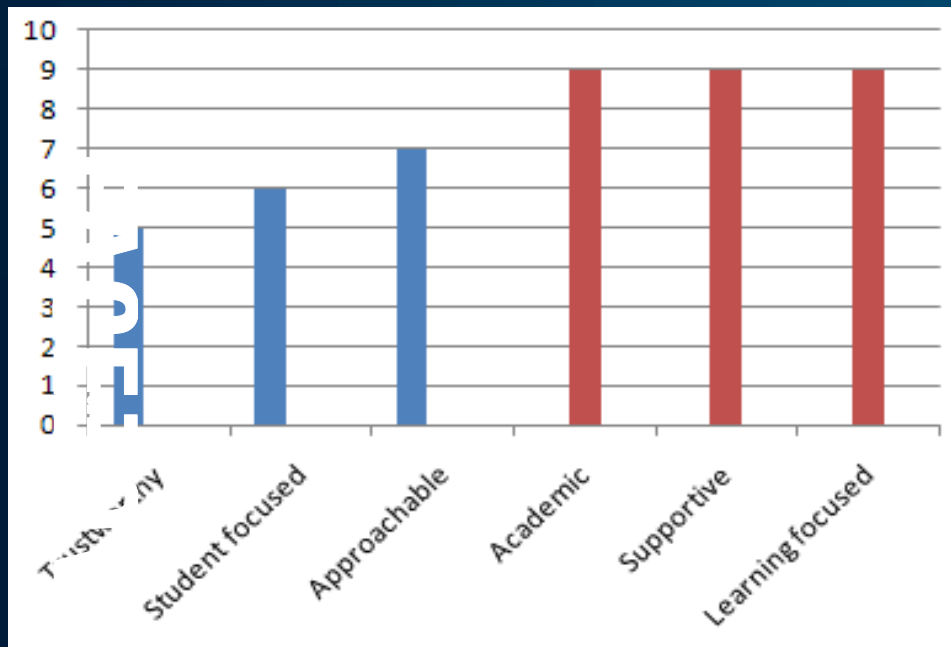
Successful Outcomes

- Increased credibility
 - Internally
 - Externally
- Increased application numbers
 - Fall 2006: 12, 594
 - Fall 2007: 14, 748
 - Fall 2008: 17, 633
 - Fall 2009: 19, 756
- Increased recruitment event attendance
 - Open House: rise from @1,000 to 1,300 in 3 years
 - Degree Information Evening: rise from @300 to 450 in 3 years
- More cohesive and consistent recruitment marketing
- Better functioning website

Successful Outcome Example

Website Usability Test Result

- Key words selected when asked:
 - Based on this website, what impression do you get about the kind of school Mount Royal is?



Successful Outcomes

Strong endorsement at various “funnel levels”

- “Wow. The other universities must be really jealous of your Viewbook.”

Grade 12 student in Focus Group – Sept. 2009

- “Everyone was knowledgeable and helpful. Very well organized and professional. We got what we needed.”

Parent , attending Open House 2009 with son

- “Mount Royal is the best place to learn. Instructors are friendly and there are many resources for everyone.”

Tut Phot, 2nd year student - Social Work

Questions?



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Thank you

- Susan Gottheil – Associate Vice President, Enrolment Management, MRU – until July 7, 2010
(Vice Provost Students, University of Manitoba – from August 15, 2010)
- Lucille Gnanasiamany, Director of Marketing, MRU
 - lgnanasiamany@mtroyal.ca
 - 403.440.6005