

Two Solitudes?

How We Learned to Work with Marketing – and Thrive

Presented by:

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Introduction

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

Mount Royal Transition

- 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: Turned 100 years old

Who is Mount Royal?

- Key facts:
 - Located in Calgary, Alberta (city of 1 m)
 - 14,000 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 the rest of Alberta, bordering provinces of British Columbia and Saskatchewan, and across Canada

Who is Mount Royal?

- Past: access-oriented college
 - 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 (defining KPI's)

Prior structure: Three solitudes

Division of Academic
Affairs
Enrolment
Services

Division of
University
Advancement
Marketing &
Communication

Division of
Academic Affairs
Faculties

Prior structure: Three solitudes

- **Enrolment Services**

- 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, CRM

- **University Advancement**

- Marketing, Communications
- Marketing to prospective students via print , web and media
- Mar-Comm Associates, creative & design studio, event planning, Communications team support (writing, media relations, web)

- **Faculties**

- Deans, Chairs, professors

Prior practices in action

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

Prior practices in action

- Open House
 - 1x a year – fall
 - Location
 - Running track in gym
 - Print materials – inconsistent, independently produced by faculties and services
 - Unprofessional look and feel to event
 - Visitor surveys inconsistently gathered / applied

Prior practices in action

- Website
 - Content updates through centralized source
 - Dated institutional visual motifs and imagery
 - Outdated content
 - Inconsistencies between 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 new Director of Marketing join MRU
 - Bi-weekly ES/M&C planning meetings set up
 - Chair: Susan Gottheil
 - Representatives:
 - ES: Admissions and Recruitment (Alice)
 - ES: Academic Advising
 - ER: Marketing
 - ER: Communications
 - Focus:
 - Major recruitment initiatives (Open House, recruitment marketing publications, recruitment advertorials)
 - Information sharing - collaborative focus

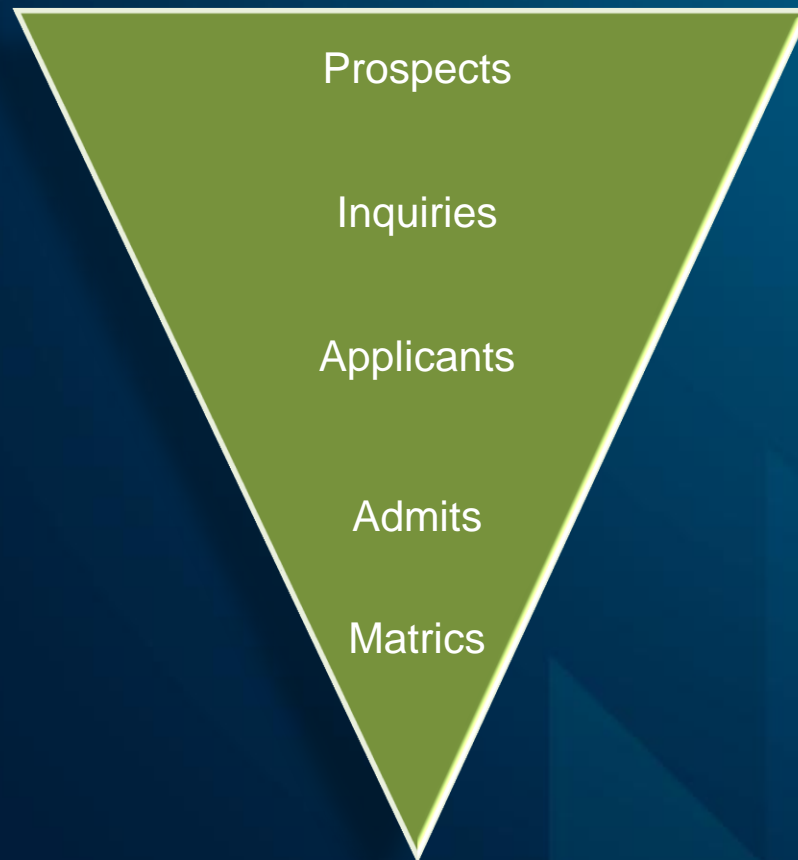
2006: SEM begins

- Set enrolment targets
- Examined the range of activities that influence a student's initial & continued enrolment
- Reviewed programs, policies & processes that impact enrolment
- Established organizational framework & structure that supports institutional & student goals

2006: SEM begins

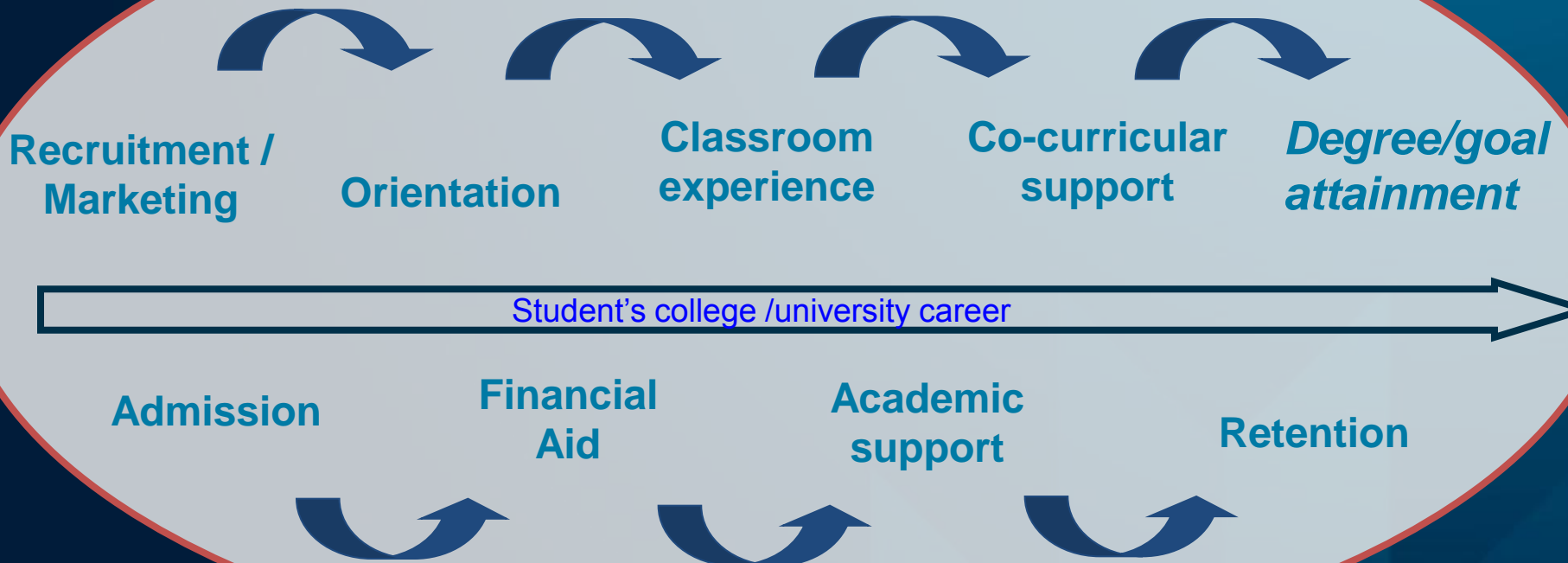
- Tied to the institutional academic & strategic plan
- Strengthened communication and collaboration across campus – administrative and academic units

The Classic Enrolment Funnel



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)

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

- Open House reconfigured
 - Academic and services areas in different locations
 - More professional location and set up for academic areas but disconnect with service support
 - Marketing and communications looking for better ROI
 - moved advertizing to social media
 - Move towards standard print materials across faculties at event

2007: Change continues

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

2008: Change continues

- Launch of six more degrees: BA, BA-Criminal Justice, BBA, BCIS, B-Cmm, BSc
 - BN process adapted x 6
 - Recruitment short term tactics (plan) developed
- 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
 - 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” workshops

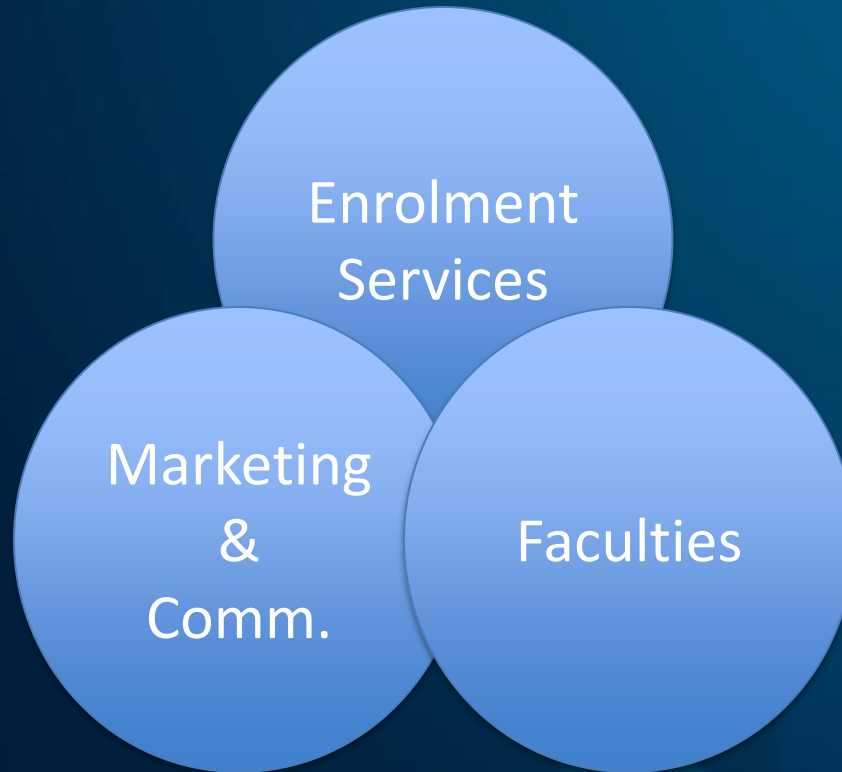
2008: Change continues

- 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
 - Parents and prospects attend together
- Customer Relationship Management (CRM) – EzRecruit – implemented
 - Targeted communication with prospects and applicants
- Faculty telecounselling begins

2009: Change continues

- Brand entrenched institution-wide
 - “Living the Brand” workshops / Brand Ambassador network
 - 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 implemented (CMS)
 - more control over content updates and accuracy – recruitment messaging, admission requirements, etc.

Today: an integrated approach



Today: an integrated approach



Current practices: Recruitment publications

- Recruitment publications produced collaboratively between ES, Marketing, Faculties, Service areas
- Frontline recruitment and marketing staff conduct competitive analysis
- Focus groups allow “check ins” with target audience and key influencers
- All concept creation, writing and design 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 Event (University Information Evening)
- Standard central location
- Consistent, high quality materials produced with/for 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
 - Use of CRM for communication with prospective students/applicants

Current practices: Website

- Content updated 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
 - EzRecruit: user-friendly prospective student 2-way CRM channel
 - Enables dialogue / relationship building with potential applicants

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
 - Fall 2010: 20,357
- 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 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

Key learnings

- Collaborate, educate and communicate across campus – project united front
- Provide ample opportunity for input and participation
 - Viewbook viewing
 - Open House surveys
 - Photo shoot model recruitment
 - Interviews for testimonials

Key learnings

- Ensure brand alignment in process and product
- Check in with target audience regularly
 - Focus groups with student, counsellors
 - Open House surveys
 - Web usability testing
- Hold regular face to face meetings
 - Bi-weekly (Enrolment Services and M&C)

Key learnings

- Involve front line staff
- Remove red tape and bureaucracy *but also*
 - Map out a clear approval process
 - Start processes early
 - Set detailed timelines for major projects
 - Build pride of ownership by bringing work in-house

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
- Managing workloads
- Working to timelines (remains a challenge!)
- Turnover of key personnel

Questions?

Thank you

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