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# Marketing Strategy of School of Professional Studies in China

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## Recommended Citation

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Abstract

Chinese students are the most visible international presence at many universities across the

United States, and the number continues to grow. Since 2010, The number of graduate students

studying abroad has entered the period in which the increase has been declining. Under the

circumstance of the weak global economy and high cost of education, the administration needs to

attract the attention of Chinese students. In the process of competing for applicants, how to

develop marketing strategies to attract students' eyeballs has become an important means of

trying to increase school income through Chinese students. The marketing strategy mentioned in

this article comes from the authoritative reports, the personal experience of Chinese students

studying in the United States and the bold vision of the members of this group. Based on the data

collection and comprehensive analysis, this article recommends integrating resources, improving

reputation, social media marketing, and alumni association for School of Professional Studies to

marketing in China.

*Keywords:* Chinese international students, integrating, reputation, social media

# **Introduction**

Chinese students are the most visible international presence at many universities across the United States, and the number continues to grow. During the 2014-2015 academic year, the number of Chinese students studying stateside was 304,040, a 10.8 percent increase over the 2013-2014 academic year. (Institute of International Education, 2017) According to a just released report by the nonprofit Institute of International Education (IIE), this is the sixth year in a row that China has been the leading place of origin for international students in the United States. Out of 974,000 international students currently in the United States, almost one in three is Chinese. (Institute of International Education, 2017)
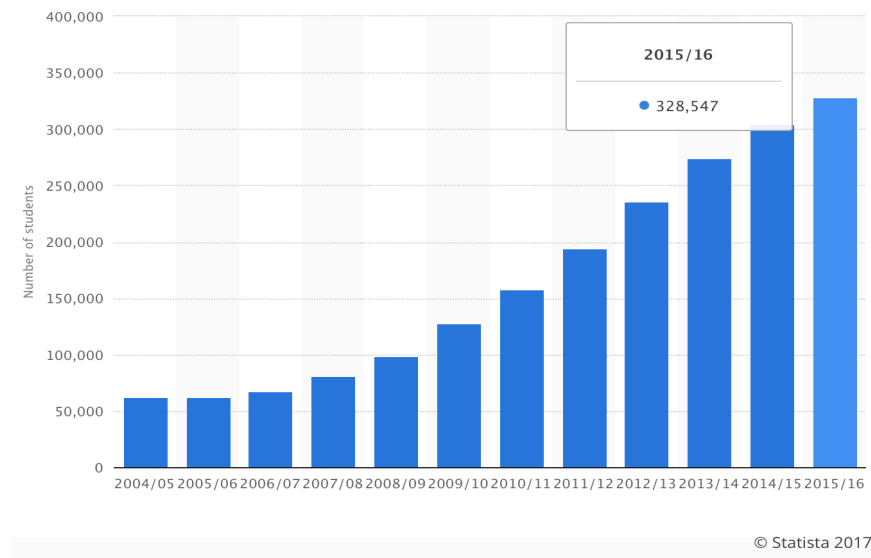


Figure 1: Number of college and university students from China in the United States between 2004/05 and 2015/16*

Evan Ryan (2015) is the U.S. Assistant Secretary of State for Educational and Cultural Affairs. Ryan told Foreign Policy (FP) in an interview, "There's a growing [Chinese] middle class interested in their children's education. Globally, people think that you will get the best education here in the United States. The Chinese want to be competitive in the 21st century."

(Ebrahimian, B. A., 2015) The influx of Chinese students not only has an important impact on

the Chinese talent market, but also has a great contribution to the US economy. In the 2014-2015

academic year, according to the IIE report, Chinese students contributed $9.8 billion into the

U.S. economy by paying tuition and fees, which has a big impact on the local community.

(Ebrahimian, B. A., 2015)



**Financial Contributions By State**

International students typically pay full tuition, boosting revenues for schools. They also spend heavily on housing and other goods. International students contributed more than $30 billion to the U.S. economy in the 2014-2015 academic year.

**Total financial contribution from international students**

$4.0 billion
2.0
1.0
0.5
0.1

**Financial contribution from international students as a percentage of total state GDP**

0.10    0.15    0.20    0.25%

Note: Data are for the 2014-2015 academic year.
Source: NAFSA: Association of International Educators and Commerce Department
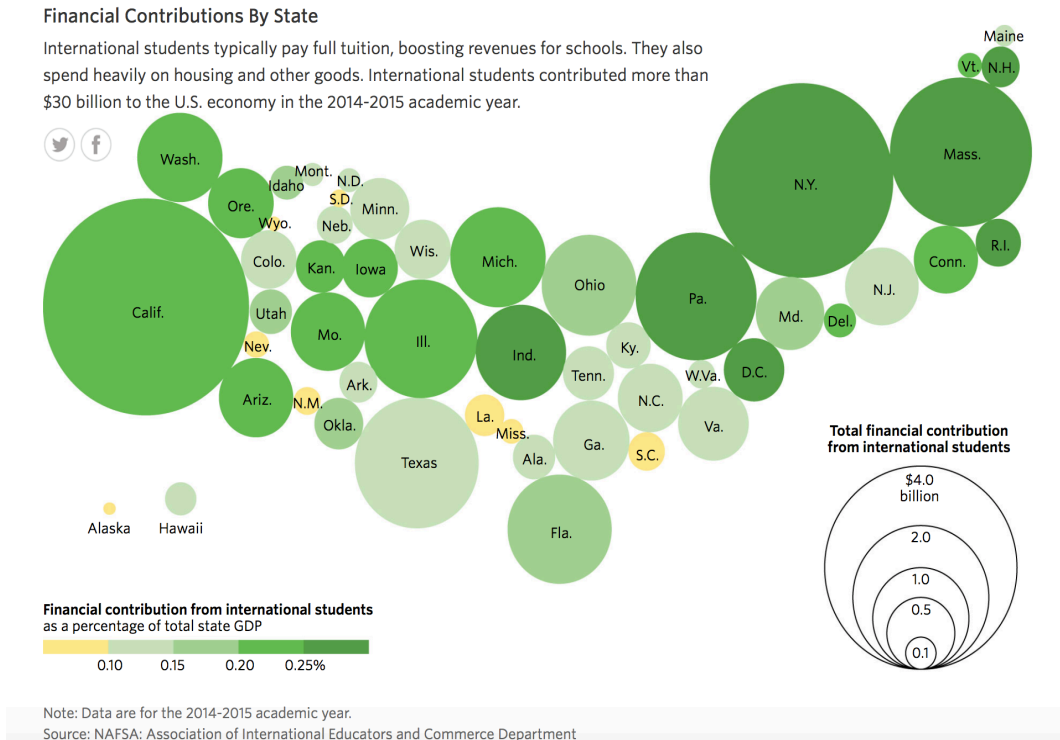
Figure 2: International Students Financial Contributions by State

Percentage of total international student contribution to the U.S.

**China**

**India**

**South Korea**

26.0%

13.2%

9.3%

2012

2012

2012

**EU**

**Saudi Arabia**

**Canada**

8.0%

4.1%

3.7%

2012

2012

2012

**Taiwan**

**Japan**

**Mexico**

3.0%

2.5%

1.8%

2012

2012

2012

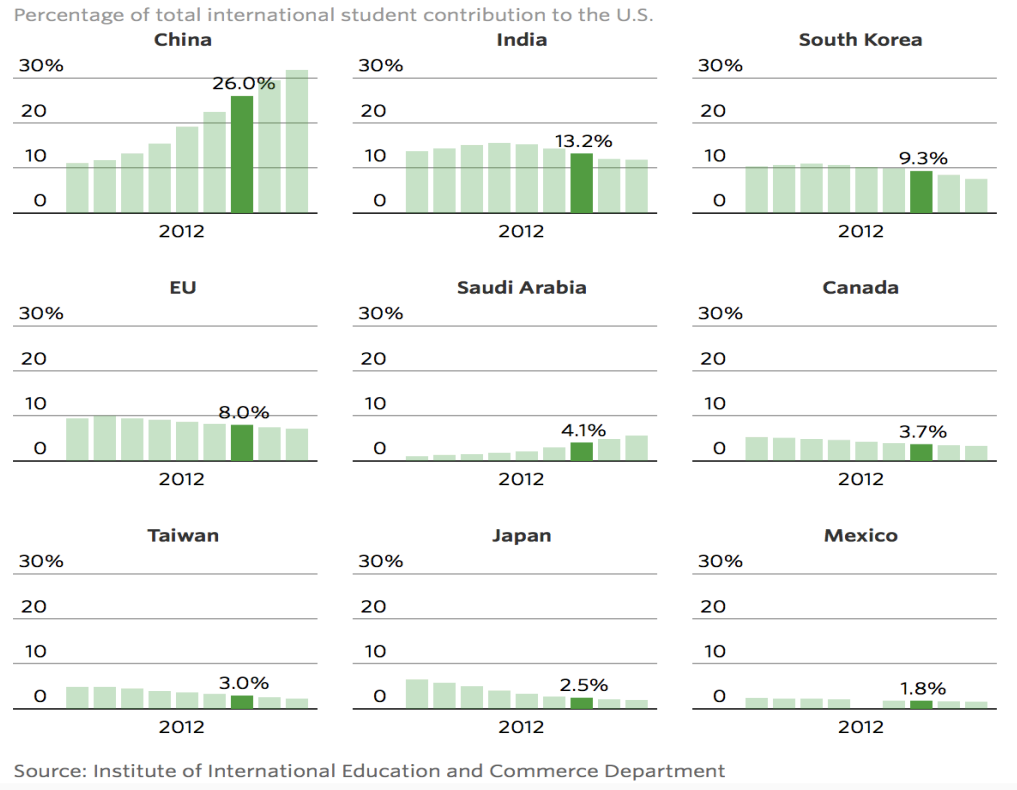Source: Institute of International Education and Commerce Department

Figure 3: Percentage of total international student contribution to the U.S.

As can be seen from Figure 3, China provided 26% of the total money spent by international students in the U.S. on tuition, fees and living expenses. (Institute of International Education and Commerce Department, 2017) Since 2010, the overall number of Chinese students in the United States is higher, but the growth rate is declining. (Statista, 2017) The number of graduate students studying abroad has entered the period in which the increase has been declining. In other words, in the field of international students, the competition between American universities will become increasingly fierce. In the process of competing for applicants, how to develop marketing strategies to attract students' eyeballs has become an important means of trying to increase school income through Chinese students.
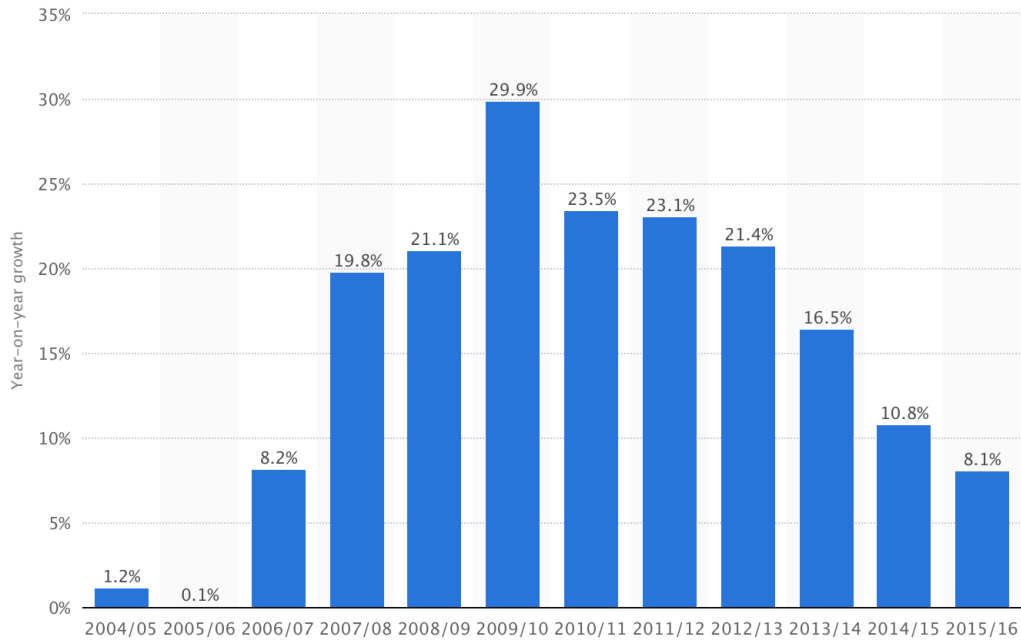
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Figure 4: Annual change in the number of college and university students from China in the United States between 2004/05 and 2015/16*

After analyzing the current market share of Chinese students in the United States, let us talk about competitive advantage of SPS of Clark University. "Programs in the School of Professional Studies are designed to help students prepare for and take advantage of the changing workplace." (School of Professional Studies, 2017) Building on the continuing education which was established 75 years ago, the School of Professional Studies:

offers graduate programs that prepare mid-career professionals, international students and others for jobs where employees are in-demand, including: master science of public administration, master science of professional communication and master science of information technology. (School of Professional Studies, 2017)

The Master of Public Administration mainly focuses on policy implementation in public service and non-profit management. In public administration, students need to consider

leadership, culture, organizational structure, internal, and external factors which will influence the implementation and consequence of policy. Students who have achieved this degree have gone on to work at Chinese state government, Nanjing University, CITIC Bank, and Ernst & Young.

In addition to public administration, professional communication is another major which is very popular in SPS. "Master Science of Professional Communication degree helps students to be successful in marketing, human resources, public relations, advertising, consulting or any other chosen field." (School of Professional Studies, 2017) The program emphasizes practical managerial strategies and how to market organization's products and services.

The program of Master Science of Information Technology "helps students to learn effective skills such as analysis, design, cybersecurity, communication and leadership." (School of Professional Studies, 2017) Graduates can combine technology and business goals to be great IT managers in future. Students who have achieved this degree have gone on to work at technology department of government and corporation. With the continuous upgrading of information technology, the market for this area of talent will continue to expand.

Based on the School of Professional Studies'(SPS) requirements, the goal of this project is to develop a viable marketing strategy for SPS, to improve the application rate of Chinese students, and ultimately increase the number of Chinese students. In the introduction section, we will answer the following questions:

1. Who are we?

2. Who is our client?

3. What is the client's request for us?

4. How do we get the conclusion?

**Who are we?**

There are five people on the team. We are international students of SPS from China. We are millennials; four fresh graduates and a professional with five years working experience; four males and a female. The team has profound experience in the current environment. We have direct experience and intuitive impression.

**Who is our client?**

Clark is a small, private liberal arts school. In addition to the description of SPS in the portal website, the School of Professional Studies is located at Clark University in northeastern area of the United States. It is not very famous but has a relatively long history. SPS is facing the difficulties of enrollment. It is seeking to change and eager to expand its student base to increase income and improve college awareness.

**What is the client's request for us?**

To increase the application rate of Chinese students, and then increase the enrollment of Chinese students. Through rationalization proposals, to establish and open China's sustainable enrollment channel.

**How do we get the conclusion?**

Before giving a proposal, our overall work is divided into two parts: data collection and comprehensive analysis.

Data collection is the core procedure of the entire project. The project team needs to fully understand the application process of Chinese students studying abroad, the problems they encounter and solutions they apply, as well as the impact aspects of the students' choosing process. After that, we can design marketing strategy to influence their decisions.

We looked at reports from Chinese authorities and educational journals. We combined these analyses with the customer's needs. From these we created three questions below:

The first thing that should be identified is the location of the market of Chinese international students. Normally, SPS welcome students who are qualified from all over the world, but for targeting specific customers, awareness of the location of most Chinese students is effective for making a marketing strategy.

Second, what channels do Chinese students use to learn about American institutions? Do they apply by themselves or use an educational service agency? Or other channels?

Third, what are the main factors influencing their school choice: school rankings, location, majors, cost, scholarships or friends and relatives?

Through the analysis and answers to the above three questions, we arrived at the future market strategy for China. In addition to the analysis of the authoritative report of Chinese students, we conducted a questionnaire survey of nearly 200 Chinese students in the United States. Then we analyzed the results of the survey and integrated the authoritative report, obtaining near-unified views and suggestions. Therefore, this article will mainly include the market background analysis, marketing strategy, implementation feasibility, as well as the issues to be noted and the potential risks that may arise.

# Research

We mainly used three ways to conduct the research: authoritative report, questionnaire, and interview.

**Authoritative report.**

Members of the group collected nearly 20 authoritative reports, from the Chinese Ministry of Education, the World Economic Forum, China Finance Network, FT Chinese network, Ernst & Young and other authoritative consulting firm research reports. In other words, the data and conclusions cited in this article are warranted and trustworthy.

**Questionnaire**

In order to better understand the Chinese market, we designed a survey questionnaire especially for Chinese students at SPS and other Chinese students at American universities. It was designed using conventional design methods. It was conducted anonymously, through e-mail sent to Chinese student. Most of the surveys went to currently enrolled and recently graduated Chinese students within the School of Professional Studies Graduate Programs. Participation in this research study was voluntary. We do not collect identify information such as participants' name, email or IP address. The results of this study will be used for this project purposes only and shared with Clark University representatives.

**Interview**

In addition to authoritative reports and questionnaires, in order to facilitate the scientific collection of first-hand information, we also conducted a number of interviews with SPS leaders. Our advisor, Richard Aroian, helped us to design the entire research process, obtained the permission for the questionnaire from the Interview Review Board of school. Aroian has not only been giving us writing suggestions and comments, but has also reminded us of some of the issues we may have overlooked. Issues included the feasibility of the strategy, the implementation cycle, case examples, and project schedule. In the process of drafting the report, these proposals have proved to have played a huge role.

With our client, the dean of SPS, John Chetro Szivos, our interviews were very successful and effective. Through these interviews, we learned of the management philosophy, the prospects for the development of SPS, the current problems encountered, the actions taken by SPS, as well as the scope of this proposal and related requirements. Clear project objectives and scope of work helped us to focus more on research and development strategies, and laid a solid foundation for two months of orderly research.

## Integrating Resources

### Why integrating resource?

Integrating resources is an essential methodology for SPS marketing strategy. There are quantities of external resources that can benefit the SPS. Now, SPS needs a collection of valuable unintegrated potential resources for increasing enrollment, such as educational agencies, international cooperative universities, individual applicants and training corporations. These resources can connect to the resources of SPS, expand sources of students, enlarge SPS's influence, guide academic program innovation and improve service efficiency. So, the integration of external resources can help SPS to achieve marketing objectives successfully. Before we develop a viable marketing strategy, we need to fully understand the Chinese market and external resources, and thus develop an effective marketing strategy for the special market.

Before the integration, we need to identify, select and derive valuable external resources which are useful for SPS. Then, we can integrate these resources into the SPS's resource system. Then all resources can fully play an effective role in SPS marketing. When we systematize and organize the scattered external resources, these will be more valuable and benefit the SPS marketing.

### Chinese students studying in U.S.

With the development and opening-up of Chinese society, more and more students choose to study abroad. The United States is still the first-choice country for Chinese students studying abroad. In 2016, 31.5% of international students studying at U.S. colleges and universities came from China. (Institute of International Education, 2016) China also has been the top place of origin of international students in the United States for seven years. (FTChinese, 2016) We can analyze the general environment and their minds about making applications to U.S. universities. Then, we can find recommendation for integrating resources in China.

Table 1:

Top 25 Places of Origin of International Students, 2014/15-2015/16

**TOP PLACES OF ORIGIN OF INTERNATIONAL STUDENTS**

|    |                | 2014/15 | 2015/16 | % of total | % change |
|----|----------------|---------|---------|------------|----------|
|    | World TOTAL    | 974,926 | 1,043,839 | 100.0    | 7.1      |
| 1  | China          | 304,040 | 328,547 | 31.5       | 8.1      |
| 2  | India          | 132,888 | 165,918 | 15.9       | 24.9     |
| 3  | Saudi Arabia   | 59,945  | 61,287  | 5.9        | 2.2      |
| 4  | South Korea    | 63,710  | 61,007  | 5.8        | -4.2     |
| 5  | Canada         | 27,240  | 26,973  | 2.6        | -1.0     |
| 6  | Vietnam        | 18,722  | 21,403  | 2.1        | 14.3     |
| 7  | Taiwan         | 20,993  | 21,127  | 2.0        | 0.6      |
| 8  | Brazil         | 23,675  | 19,370  | 1.9        | -18.2    |
| 9  | Japan          | 19,064  | 19,060  | 1.8        | 0.0      |
| 10 | Mexico         | 17,052  | 16,733  | 1.6        | -1.9     |
| 11 | Iran           | 11,338  | 12,269  | 1.2        | 8.2      |
| 12 | United Kingdom | 10,743  | 11,599  | 1.1        | 8.0      |
| 13 | Turkey         | 10,724  | 10,691  | 1.0        | -0.3     |
| 14 | Nigeria        | 9,494   | 10,674  | 1.0        | 12.4     |
| 15 | Germany        | 10,193  | 10,145  | 1.0        | -0.5     |
| 16 | Kuwait         | 9,034   | 9,772   | 0.9        | 8.2      |
| 17 | Nepal          | 8,158   | 9,662   | 0.9        | 18.4     |
| 18 | France         | 8,743   | 8,764   | 0.8        | 0.2      |
| 19 | Indonesia      | 8,188   | 8,727   | 0.8        | 6.6      |
| 20 | Venezuela      | 7,890   | 8,267   | 0.8        | 4.8      |
| 21 | Hong Kong      | 8,012   | 7,923   | 0.8        | -1.1     |
| 22 | Malaysia       | 7,231   | 7,834   | 0.8        | 8.3      |
| 23 | Colombia       | 7,169   | 7,815   | 0.7        | 9.0      |
| 24 | Thailand       | 7,217   | 7,113   | 0.7        | -1.4     |
| 25 | Spain          | 6,143   | 6,640   | 0.6        | 8.1      |

*Note.* The data on these countries are adapted from "Top 25 Places of Origin of International Students, 2014/15-2015/16." by Institute of International Education, 2016, Open Doors Report on International Educational Exchange.

Countries chosen by Chinese students

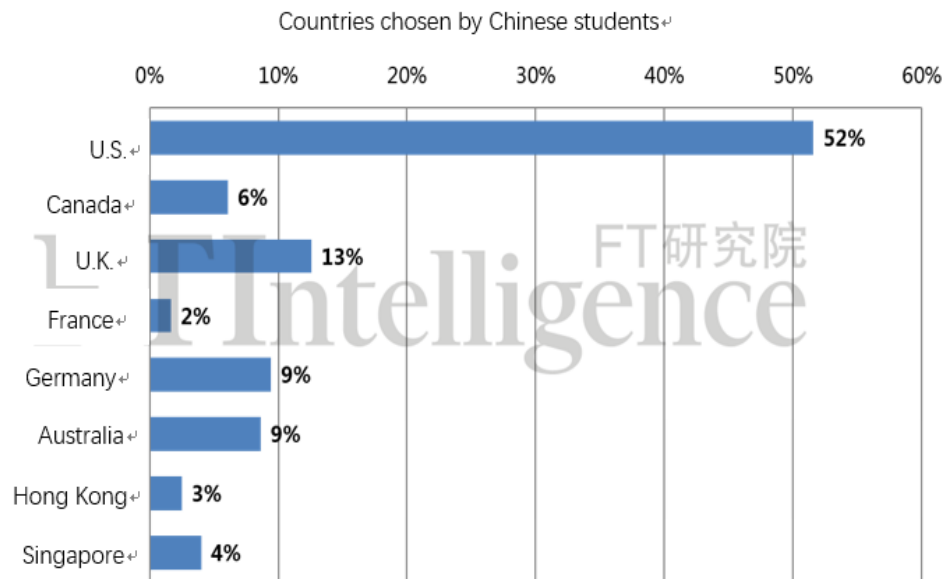| Country | Percentage |
|---------|-----------|
| U.S. | 52% |
| Canada | 6% |
| U.K. | 13% |
| France | 2% |
| Germany | 9% |
| Australia | 9% |
| Hong Kong | 3% |
| Singapore | 4% |

Figure 5: Country Selection for Chinese Students Who Studying Abroad

While the number of Chinese students enrolled at U.S. universities will vary over time, we identified some common and enduring challenges and suggestions to a greater integration of Chinese students in their schools. We are integrating resources to create a welcoming condition and provide high quality programs and services for Chinese students. (Ward, 2017) Based on our preliminary research, we found that there are three main approaches which students will use to get involved in SPS program: educational agencies, university cooperation, and individually. Therefore, we should pay attention to resources that related to these three approaches. We should try our best to find more cooperative Chinese universities, build collaborative relations with educational agencies and provide a friendly and convenient environment for students who make applications to SPS individually. As a result, SPS can gain more benefits and a better reputation.

**Educational agencies**

As far as we know, 84.85% of international students choose to ask educational agencies for help completing applications for the U.S. (Education Online in China, 2014) They think that

educational agencies can help them save time completing their application and get correct

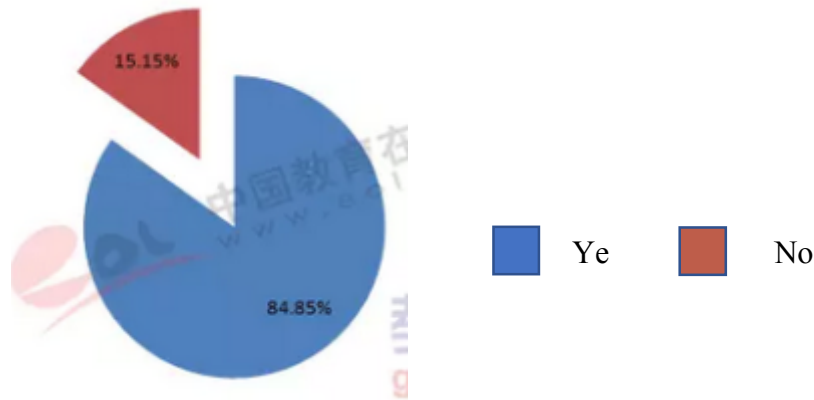information about U.S. universities.



Figure 6: Did you find educational agencies for help?

Educational agencies facilitate the process of gaining admission to foreign universities for

students who choose to study overseas. Educational agencies offer a range of services including

the recommendation of universities, the suggestion for choosing a major, the list of requisite

materials and documents, examinations and interviews guides and follow-up services for

students who want to study abroad. Though students could complete applications by themselves,

most of them do not have enough information or experience about foreign universities. Finding

educational agencies is an efficient and convenient channel to help them.

Experienced and professional educational agencies can provide assurance for the results of

students' applications. Once students are admitted, educational agencies offer activities that help

students to understand the culture, information communication platforms and services for

students living abroad. However, some people are worried about educational agencies because

there are many illegal agencies. They construct fake advertising to mislead people and submit

dummy application materials to U.S. universities. Some agencies are very expensive. From that

point of view, working with reputable educational agencies which are located in big cities can be

the most direct way to increase international enrollments. In our opinion, "New Channel" and

"GreatChina International Education" are reliable, experienced and responsible educational

agencies. They are really great external resources. SPS should think about these two agencies to

build collaborative relations with.



Figure 7: Official Website of New Channel

**Recommendation 1: New Channel**. New Channel International Education Group was

founded in 2004 by a group of talent Chinese, English and other foreign languages trainers and

academic experts. New Channel has a wide category of subsidiaries including language training

schools, study overseas consulting companies and an AP Curriculum Center. New Channel has

many partnership organizations including many well-known academic organizations and

universities. (Hu, 2016)

New Channel has founded over 300 branch organizations and training centers in about 40

large cities, such as Beijing, Shanghai and Guangzhou, across China. New Channel provides

students with TOEFL, GRE, GMAT, SAT, overseas study English preparation programs, and

other high-quality training programs. New Channel can implement personalized training plans to

improve students' English language level quickly.

New Channel's Study Abroad Center is managed by distinguished instructors from American colleges and universities giving services based on the principle of "Using Integrity to Create Your Future". With the foundation of many successful cases, New Channel's center can create and deliver professional and technical tailored overseas study portfolios, as well as thoughtful and high-quality service along the way. New Channel also provides Advanced Placement (AP) curriculum that introduces high quality education from oversea to students who are admitted by U.S. colleges or universities.

The New Channel's Study Abroad Center also offer great follow-up services. The center holds activities to help you to understand the cultural differences between China and foreign countries. Students can learn critical thinking, effective communication and team work. In addition, New Channel helps eligible students apply for scholarships and establishes a platform for information dissemination and communication.
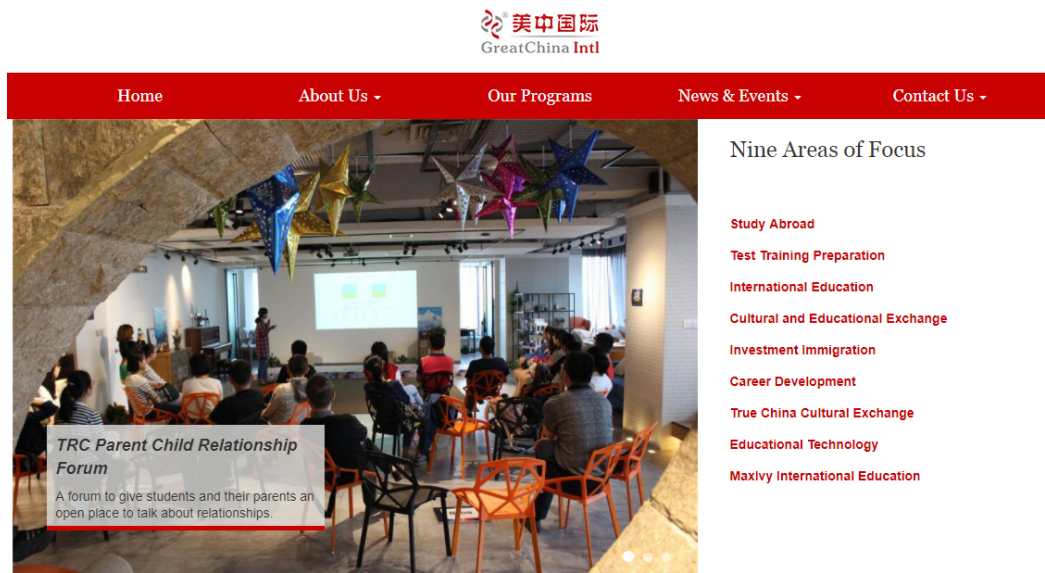


Figure 8: Official Website of GreatChina Education

**Recommendation 2: GreatChina International Education.** GreatChina International Education (GIE) has been working with many Chinese students and young professionals to

prepare for studying abroad and pursue higher education goals since 1996. GIE offers a broad range of integrated services, including study abroad counseling & planning, test preparation, international education (such as junction and bridge programs with high schools and colleges), cultural and educational exchanges, career counseling, international talent acquisition and other international educational programs.

GIE is registered at the federal and state levels of the United States and recognized by the Chinese Consulate General in Los Angeles and Houston. Now, GIE's headquarter is in Chengdu. Presences are in Beijing, Shanghai, New York City, Phoenix and other large cities in China and U.S. GIE has networked and related with more than 1000 high schools, colleges and higher institutions all over the U.S.

GIE has its own "3R corporate culture", including Responsibility, Respect and Reliability. GIE is donated to responsible and sustainable business practices. GIE respects concepts and encourage cooperation. GIE focuses relentlessly on creating and making winning outcomes for both clients and employees. GIE has wonderful attitude and ability to expand business and benefit partners.

SPS is a potential partner for all educational agencies in China. New Channel and GIE are senior educational agencies. They are reliable and sincere. They offer satisfactory services to help students by completing the requirements documents and materials. They can guarantee the results of applicants. But they are not the largest educational agencies. They are famous for their service, reputation and price. They do not charge too much for the applications. They enjoy building junction and bridge programs with U.S. universities. If SPS can work with New Channel and GIE, they will help SPS to increase its popularity and improve its reputation. They will recommend more eligible students to choose SPS's master's programs. SPS can promise

some special benefits such as scholarships and internship opportunities to students who are

recommended by cooperative educational agencies.

Most students who want to study abroad are looking for help from educational agencies.

Educational agencies will encourage students to apply to their cooperative partnerships

universities. However, they will also be responsible for students' English language and academic

proficiency. If students who hire them are eliminated by U.S. universities, they will be

discredited and their reputation will be permanently damaged. Therefore, we suggest that SPS

establish business relations and work with New Channel and GIE. Partner educational agencies

will help more and more students to make applications to Clark University's SPS programs. The

quality and ability of students will be guaranteed.

We can see that educational agencies are high-quality external resources for SPS.

Building formal collaborations with agencies is a great way for integrating resources. The

collaborations really benefit SPS. SPS can admit more talented students through the partnership

educational agencies.

**University cooperation**

In recent years, the Chinese government has encouraged international cooperation in

running Chinese schools with high-quality foreign educational resources. International

educational programs are becoming popular and attractive. Most universities in China are

seeking friendly and suitable U.S. universities to build cooperative relations with. Through joint

programs, students are able to achieve better English language abilities, greater communication

abilities, critical thinking, planning and organizational skills, and a deeper understanding of

American culture. Many students who participate in these programs are going to study abroad.

Now SPS has joint programs with Shandong University of Science and Technology (SDUST) and HeFei University of Technology (HFUT). These programs successfully attract many students to apply to master's programs of SPS. We think we can seek more cooperative educational programs between SPS and other Chinese universities. For integrating resources more effectively, we should choose the partnership universities in China prudently.

First, we should think about the university's location. We think universities in East China, where most people are affluent and open-minded, are best. Those universities have good local educational status, and people think seriously about their children's education. Therefore, East China is an excellent location, where many students choose to study abroad and can afford the tuition and expense.

Second, we ought to consider the rank, academic level and majors of the university. In view of the rank and status of Clark University, we recommend universities which are not national key universities, but have top-ranked academic disciplines. In additional, we also think about the major offered out these universities. If their competitive disciplines and majors are nearly relative to SPS's programs, students will be interested in SPS's programs and choose the programs easily.

Third, we need to think over the university's requirement and experience to establish formal collaborations with U.S. universities. Building cooperative educational programs is a general trend of Chinese universities, but many universities do not have enough experience to set up joint programs. Some universities have many bridge programs with foreign universities, so they will not be interested in new cooperative universities. Therefore, we mainly seek universities which have some joint programs with foreign schools but have less cooperative relations with U.S. universities.

After overall research, consideration, analysis and comparison, we recommend that SPS consider establishing educational collaborations and bridge programs with the University of Shanghai for Science and Technology and Nanjing Tech University.



Figure 9: Official Website of USST

**Recommendation 1: University of Shanghai for Science and Technology.** The University of Shanghai for Science and Technology (USST) is located in the north-east of Shanghai, the east region of China. USST can be traced back to the University of Shanghai founded in 1906. USST was built by China's State Administration for Science, Technology and Industry for National Defence and the Shanghai Municipal Government. USST is not a national key university. However, it is ranked 91 on the Chinese University Ranking and ranked among the top 40 universities with core strength in scientific and technological research nationwide. USST's Humanities and Social Science disciplines were also highly valued. For instance, Communicate Studies and Public Management are both high-ranked.

In order to satisfy the demand of a developing economy and serving the society, USST has constantly adjusted and reconstructed its six main disciplines (engineering, science, economics, management, literature and law). The university will train students engaging applied

degrees in management, technology, and engineering accentuating international vision and creative capability. Looking far ahead into the future, USST is on the way to becoming a top-ranked university in science and technology not only nationally, but worldwide. So, USST is going to adopt international standards. To accept the challenges and opportunities of making international strategies, USST eagerly demand to establish formal collaborations with foreign universities. Though USST has two international joint programs with Britain and Germany including foreign faculty, it doesn't have cooperative program with American universities.

USST is an excellent opportunity for SPS to cooperate with a major university. Our suggestion is that Clark University's SPS can consider building collaborations with USST. The average income in Shanghai is high, so most students can afford the expense of overseas study. USST and Clark University both have long histories and deep academic traditions.

In addition, USST is trying to move forward to become a top-ranked university in science and technology worldwide. Therefore, USST has requirements to cooperate with foreign countries and set more joint international programs. However, USST has not created formal collaborations with U.S. universities before.

There is a beautiful and interesting past event between Clark University and USST. Zhimo Xu is a famous Chinese poet and essayist. He is an alumnus of both Clark University and USST. He began his undergraduate study at USST in 1915, was admitted to Clark University in 1918 and completed undergraduate study in 1919. Clark University recognized Xu's academic credits from China and awarded him a B.A. Next year is the 100th anniversary of Xu's admission to Clark University. If Clark University and USST can establish formal collaborations, it will be a deed praised far and wide. USST is indeed a suitable university for SPS to build university cooperation and a joint program.

Figure 10: Official Websit of NJTech

**Recommendation 2: Nanjing Tech University.** Nanjing Tech University (NJTech) is located in the Nanjing, eastern region of China. Though NJTech is not a national key university, it is ranked 96 among Chinese universities. Information technology is one of NJTech's competitive majors. NJTech wants a worldwide outlook in upgrading scientific and balanced development, so it has built some cooperative educational programs with foreign universities. About seventy percent of graduates make applications to foreign universities and are admitted successfully annually. Now, NJTech has joint programs with Britain and Irish universities but not U.S. universities. NJTech is a good choice for SPS to establish a collaboration with.

We recommend USST and NJTech to be partnership universities in China. Establishing collaborations with these universities not will only expand the way for enrollment, but also improve SPS's reputation. Joint programs with USST and NJTech will have special meaning. Selecting great universities to work with will really benefit SPS. University cooperation is an effective approach to integrate resources for SPS.

**Individually**

Nowadays, there are more and more individual applicants in China. Some students think that hiring education agencies is just wasting money. They are not interested in international joint programs. They can find enough information about foreign universities and judge universities by themselves. They believe in "Do It Yourself". They prepare all their own materials and applications.

To integrate individual applicants' resources, we have to develop ways for them to look at positive and valuable information about SPS. SPS can attract them through social media. We will introduce our strategy about social media in the specific part.

For more individual applicants, we suggest SPS simplify the process application. A friendly and convenient online application environment will attract more individual applicants. We can show them a clear entire process application step by step with pictures or videos. In addition, we can create application's website in different language.

<div align="center">

**Reputation Marketing**

</div>

**High Real-World Experience Professors**

One of the biggest advantages of School of Professional Studies is that almost all the professors have a lot of real-world working experience. Some of them are the former city managers of Worcester city, and some of them are lawyers. The real-world and professional experience is valuable for students who are currently working in a related area, and students who are going to have a job in the future. And these experiences could also be critical for international students. Because some of them are willing to stay in the United States when they graduate from college, and these professors can provide a preview of the working and industry environment in America. In SPS, many students are American, and they already had a job. The

reason they went to Clark University and study is that they want to go into a whole new industry or get promoted one day. These American students have working experience, but what they do not have are knowledge and expertise. So, the professors can teach them how to apply the textbooks to the real world. Moreover, some teachers can provide a job for them, or introduce them to other companies. So, we think that SPS professors with real-world experience could be an attractive selling point.

Some studies also prove that adjunct professors are good for students. For example, in the article "Adjuncts Are Better Teachers Than Tenured Professors, Study Finds," the paper "Are Tenure-Track Professors Bet-ter Teachers?", which published by the National Bureau of Economic Research, concluded that "strong and consistent evidence that Northwestern faculty outside of the tenure system outperform tenure track/tenured professors in introductory undergraduate classrooms." (Dan, 2013) And they also found that students with less qualified academically who taught by adjuncts professors did much better than those taught by tenured professors, and they more likely to earn a better grade in the following semester. (Dan, 2013)

According to the report from the Institute of International Education, in 2012, there are almost 200,000 Chinese students study in North American colleges, and the number is an increase of 23% from the previous year (Naomi, 2012). And the reason why there are so many Chinese students come to the United States to study are various, but the common reason is that they will improve their English, get a general culture perspective and get a better job. (Naomi, 2012). For the Chinese graduate students in SPS, most of them did not do very well in their exams of the graduate examination of Chinse university, which is an examination similar to the College Entrance Examination in China, so they choose to go to America to get a master degree. Most of them did not require a high level of academic background. And some of them quit their

job at their home country and went study overseas. We think SPS exactly meets their requirements and what they need in the future.

The purpose of our capstone project is marketing the SPS for Chinese students. And most of them are coming to the United States because of the better education; they want to experience a different culture, and finally, they can find a better job in the future. As a Chinese student who studies at Chinese school system for almost 12 years, I think an entirely different education system could be attractive for students. Instead of textbooks, homework, and final papers, more real-life experience could let them learn better than the classroom.  Based on what I have said above, we consider the great real-world experience professors can be a big selling point when marketing SPS, especially for students who want to find a job in this country and make their resume beautiful when they get back to China.

Real-world experienced teachers have the ability to teach their students how to apply the textbook to the real world by their examples and experiences. Adjunct professors can make up the gap between education and employment (Shwetha, 2016). For most of the students in SPS, the ultimate purpose of getting an education, especially for international students who study aboard, is to find a better job or and have a better career in the future. But what they have learned in school is not as same as the real world. And these professors are the best people who can build a bridge across the gap. For example, I took a class named "Issues and Cases" in my second semester of my MPA program. And our professor is the former city manager of Worcester city. He provided us a lot of examples during the class which entirely different than what the textbook said. And in my opinion, the notebook that he gave us in the last class is much valuable than those textbooks.

In my Business Intelligent class, our final project was to find a real company in Worcester city, provide a Business Intelligent solution for their problems and convince their managers to accept it. All of the students who took this class made a great effort on communicating with the staffs, gathering information and coming up with some great ideas. Our professor Robert explained the purpose of doing this project is that this is the work we are going to do when we graduate from college, it is not as easy as write a final research paper. He talked a lot his personal working experiences; he was trying his best to make us relate to the real world. Moreover, because he was operating his own company, so he provided some students a job in his business when these students took the internship class and decided to take IT as their career in the following semester.

Practice makes it perfect. Engage student with the real world is necessary for their career in the future, and can increase the class participation and let student practice what they have learned from the textbook. In my Introduction to Financial Business class, our professor, who is the manager of a non-profit organization, give us a real financial problem of his organization for us to analyze. He told us that this is a real case, so we need to pay attention to the details and give good recommendations to him. In our final presentation, he was noting what we have said and given us feedback on our solutions. During the whole semester, he kept talking about the financial reports of many organizations, including Clark University, and encourage us to find the problems and discuss them in class.

**Risks.** Although we consider the real-world professors are an advantage for marketing SPS, they also have many problems. Clark University is not the first one which hiring adjunct professors, and it is not the only one. According to the report, more than three-quarters of professors in America universities are adjunct professors (Dan, 2015) More and more schools are

hiring adjunct professors, which means more teachers with less academic background are becoming the main force of educational resources. These adjunct faculty can give real-world experience to students, but at the same time, it also could cause many problems. For example, as we are known, most of the professors in SPS do not have an office on campus, which means students get less availability to reach them after class, compare to full-time teachers. Moreover, because the adjunct professors take teaching as their part time job, so they might do not have much time to prepare the class, and it potentially could impact the quality of the course. Adrianna Kezar, who is the professor at the USC Rossier School of Education, has done much research about the adjunct professors in the United States. And the research shows that those adjunct teachers do not have much contact out of the class, and they are more likely spend less time preparing the class than the full-time teachers. (Dan, 2015).

Those problems could happen in SPS too, so we need to come up with a plan to deal with these problems. Clark University has an evaluation system to evaluate their professors based on students' comments and suggestions. But we think it is not enough. Because usually, students cannot give the comprehensive and objective opinions. Many students do not take the evaluation seriously. Based on these problems, we think SPS should come up with a more strict and comprehensive evaluation system to judge professors.

**Recommendations.** The first suggestion is a strict professor selection process. When SPS hire professors, we think they need to consider the professor's job. Does the professor's job have any relation with the course he/she is going to teach? We think a relative work experience will help the professor teach that course. Which will demonstrate the advantage of real-world experience professors. Moreover, the SPS should also consider the time conflicts between the class and the professor's working time. For example, will the professors get to class on time?

Will their works impact the quality of the course? Do they have enough time to communicate with their students after class? All of these questions will make sure that the professors will pay much attention to their courses.

The second recommendation is that the SPS should promote their evaluation system. For example, SPS should evaluate professors' performance based on their course saturation. The professors need to deliver enough knowledge to students during every class. Which means we need to make sure the professors have a clear schedule and stick on it. On the other hand, SPS also should consider the professor's participation. Professors sometimes cannot go to class because of personal reasons. This could also happen to the full-time professors, but adjunct professors are more likely to absent the class because they have another job. For example, some professors cannot go to class because of some personal issues, and they use Skype to teach the class. We think it is unacceptable. On the other hand, we think SPS should also come up with a make-up system. If one class is canceled because of the professes or weather conditions, as the heavy snow in winter. The SPS should find another time to make up the missed class to catch up the schedule. SPS needs to make sure their professor will go to class on time, and get avoid the absent.

The last recommendation is increasing the frequency of evaluation. Right now, the professor's evaluation is taken at the end of the semester. Which means they will find their problems after the current the semester and try to fix it in the next semester. We think it is not fair for the students who are studying in the current semester. Our recommendation is the SPS should add a mid-term evaluation. Because the professors will find their problems in the half way, and they will fix them during the current semester, which will benefit the students.

**Challenges for Chinese Students**

According to the 2014 year's Open Doors Report, there are 274,439 Chinese students are studying in US universities, which is almost one-third of the total number of students in the US. And the number is still increasing. The second-large amounts of students in the US come from India, which is only 102,673.

**Number of students in US**

| Country | Number |
|---|---|
| World | 886,052 |
| China | 274,439 |
| India | 102,673 |
| South Korea | 68,047 |
| Saudi Arabia | 53,919 |
| Canada | 28,304 |
| Taiwan | 21,266 |
| Japan | 19,334 |
| Vietnam | 16,579 |
| Mexico | 14,779 |
| Brazil | 13,286 |

Source: Open Doors                                                                 SCMP
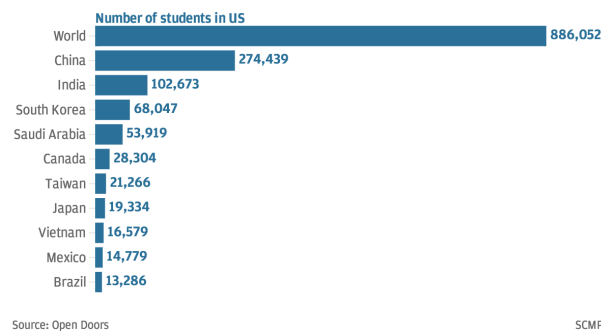
Figure 11: Number of Students in US in 2013

For universities in the United States and SPS, China is a huge market. And this is the reason why our team will only focus on the Chinese students marketing. With so many students study aboard in America, problems have emerged. Chinese students are facing so many obstacles for them to go abroad. To market SPS and get more Chinese students to study at Clark University, we need trying our best to solve these problems and provide a better environment for them to study and live. And change these obstacles into our advantages.

In the article "Most difficult problems for Chinese students in American Universities," which published by the Ohio State University, the author noticed that it is a complicated process for Chinese students adapting to the America society, especially when they have a different language, traditions, and culture. (Zhao, 2016). The author pointed out three major problems that Chinese students are facing, which are motivation, language, and culture. In the motivation part, the author said that most of the Chinese students come to the United States alone, without family and friends to rely on. (Zhao, 2016). When they are facing a problem that they cannot solve, they have no people to talk to, and there is nobody to motivate them. On the other hand, culture

difference could be the biggest challenge for all international student, especially for Chinese students. Because China has an entirely different culture than the Western culture.

There are two ways that culture could restrict Chinese students to get involved American universities. The first one is that study is being valued as a significant achievement in Chinese culture. In Chinese traditional culture, hard work in the study and being an outstanding student are deeply rooted in every student. (Zhao, 2016). Because of this, Chinese students are under too much pressure to study well at school. Which brings us to the second restricted. Because in Chinese culture, people are willing to demonstrate their effort and power instead of their weakness. Chinese students are less likely to seek help from other people when they are facing a problem or under pressure. The third problem is language. But for SPS students, most of them have qualified for English, or they must pass the English program before they can do the undergraduate program. So, language is not a big problem for them. What we need to do are the motivation and culture.

**Chinese Counselors.** We believe that most of the Chinese students in Clark University had experienced and faced those problems above when they were trying to get used to the America society. For marketing SPS better, we should deal with these problems and help them to deal with them in a right direction. And our team think that hiring Chinese Counselors could be the best way to solve the problem. Counseling could be the one way to help them. But in Chinese culture, counseling is not very popular and less accessible, and Chinese people think only people who have mental health problem need counseling. But in the United States, talking to counselors is a common way to get help.

The article mentioned that Mandarin-speaking students must deal with major culture shocks that can obstruct their study. America society and American are more individualism and

independence. On the other hand, Chinese students are more comfortable with their family members and close friends; they are more willing to talk people who have a close relationship with them. And they want group support when they get in trouble. Because of the cultural background and traditions, Chinese-speaking students who afraid of making mistakes cannot deal with the isolation and frustration which brought by American colleges very well, and to seek help." (Allie,2011)

In 2011, the "Mandarin-Speaking Students at University Counseling Centers" of analyzed the enrollment trends and cultural characteristics of Chinese students, and whether how these students seek help. (Allie, 2011). Liu and two other staff psychologists, Bai-Yin Chen and Chun-Chung Choi explained that "with more Chinese, Taiwanese and other East Asian students enrolling than in years past -- and with many becoming more receptive to counseling -- it's important that counselors understand their complex needs." (Allie, 2011). Chinese students are more willing to open their mind when they speak their mother tongue to communicate. It is the perfect way to combine counseling and Chinese culture.

We think Chinese-speaking counselors can be adapted to SPS and the whole Clark University. With more and more students are coming to America, and there will be more students in SPS. We think Chinese consulting could be very helpful for them to get used to the new environment. Clark University has its own consulting center, which has consulting service provided by students who are studying psychology at Clark University. SPS can establish a new consulting center and provide Chinese consulting service, or they can introduce Chinese speaking consultants to the existing consulting center. With this implementation, we believe it can dramatically help Chinese students not only for their study but also for their daily life. On the other hand, this implementation will create another attractive selling point for marketing SPS.

Many Chinese students and their parents are worried about an unfamiliar environment and society that they are going to step in. And this could be the last obstacle to stop them studying overseas. But the Chinese consulting service will be the perfect way to dispel their doubts and attract them to go the SPS of Clark University.

**Adjust the Direction of Major Design**

As we all know, SPS only have three programs, which are IT, MPA, and MSPC. All the Chinese international students are only allowed to choose one of them if they want to study at Clark University. We consider this is a limitation for SPS enrolling new students. For better attracting more Chinese students and increase the diversity of programs of SPS, we need to adjust the direction of the major design. It does not mean we need to add new majors into the current system or replace the existing majors. What we want to do is add some courses that can meet the current society and market trends. And students could have better job opportunities when they graduate from college. We have come up with three new directions that the new courses can tend to, which are E-Sports, Artificial Intelligence, and Self-Media. These three areas are having a huge market and huge job demand in China. On the other hand, the United States just has the technology and experience to teach. And we will discuss what the advantages of these new directions are in this paper.

**E-Sports.** When people heard about E-sports, normally the first thing jumps into people's mind is video games. And it is bad, especially in the Chinese point of view. People of China usually think video games can ruin students' life. It has become a common sense for Chinese parents, which video games are like drugs, and they are contrabands. People who addicted to them have no future. It seems like people are confusing E-sports with video games. In fact, E-sports is more than just games, it has its own system, and it can also have a bright future. When

we look at the current popular games, like the League of Legends. In January 2014, according to

Riot company, there are 67 million monthly League of Legends players globally, with 27 million

playing daily. The number was so huge that made the stuff of Riot company thought it was an

error. (Paul, 2016)

According to a survey taken at the end of 2016, there are above 10% Korea players, and

5.8% Chinese players. It was 81 million people when we realized that China has a population

about 1.4 billion (Dan, 2016). These shocking numbers indicate that China has a huge market for

E-Sports. But how big is E-sports? We will take a look at some numbers. The League of Legends

2014 World Championships, which is a competitive game like the FIFA World Cup, reached

about 32 million viewers online. It is even more than the people who watched the last game of

the 2014 NBA finals. According to New Zoo, about 1 in 7 people are now aware of E-sports.

And there were 112 major E-sports events held in 2015, and the total prize reached $61million. It

is going to be bigger. E-sports revenues are expected to reach $1.1 billion in 2019, with 215

million E-sports enthusiasts and 212 million occasional viewers set to emerge by that time.

(Peter, 2016) This chart can demonstrate the audience growth of Asia-Pacific. In 2015, there

were 115 million viewers, and the number increased about 36.6% and reached up to 161 million

just in one year. The Asia-Pacific will account for 51% of E-sports enthusiasts in 2017. And it

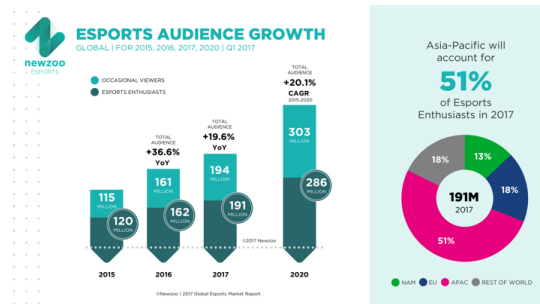was predicted that the number would grow up to 303 million in 2020.

Figure 12: E-Sports Audience Growth for 2015, 2016, 2017, 2020 and Q1 2017

Although E-Sports is considered as a bad thing in China, the universities in the United States have already adopted them into their sports system. For example, the University of California announced that students would have a chance to earn the Overwatch scholarship during the 2017 semester. (Nicole, 2017). Apart from that, Robert Morris University Illinois and the University of Pikeville in Kentucky have recognized E-sports players will receive the same scholarships with other sports players. Since American universities are starting adapting e-sports into their sports system, why cannot the SPS add some new classes and introduce this raising industry to Chinese students?
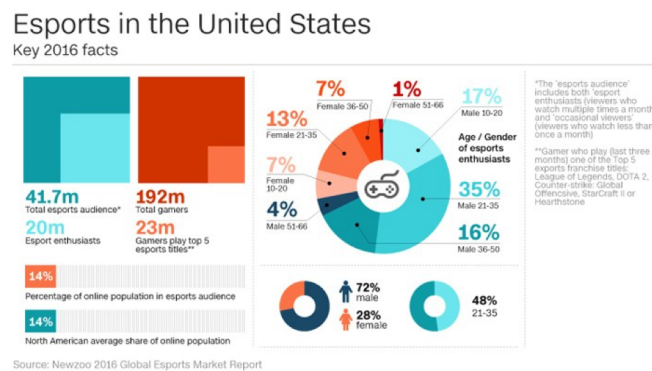


Figure 13: E-Sports in the United States

For adding new classes which related to E-sports, the SPS can open Game Management class under the IT or MPA programs. Because there are so many E-sports events happen every year, it is important for people to manage them and make it better. Moreover, e-sports marketing class could also be an option. The SPS can combine the current marketing courses, and make it relate to e-sports. Because the e-sports marketing is huge today, and it will continue to grow in the future. Therefore, it is a significant opportunity to market, and we believe they are many companies are seeking people who have knowledge about this. China has a huge e-sports

population, we think with these new classes, SPS can make it as a big selling point for Chinese

students, and attract more students come to study.

**Artificial Intelligence.** Just like E-sports, the Artificial Intelligence (AI) is also a raising

industry, which has an enormous potential market and opportunity. What is AI? The definitions

of AI are various and different, but the general idea of AI is "a branch of computer science

dealing with the simulation of intelligent behavior in computers," and "the capability of a

machine to imitate intelligent human behavior" (Merriam Webster). It is hard to understand the

real meaning of AI through these definitions. But some simple example can help people to

understand that, like iPhone's Siri and Google Home. They are machines and computers, but

they can know individuals at a simple level. And the AlphaGo, who defeat human professionals

in Go, which is a typical example for using AI technology. In fact, the games we talked above,

and our smart phones are also AI technology. And it can emerge in any area, like finance,

business, science. AI has been in people's daily life every day. For the course design of SPS, we

think AI could be a new direction. And we will introduce the primary market size, trends and

future of AI in this paper.

According to Tractica, the direct and indirect AI applications' revenue is expected to

increase from $643.7 million in 2016 to $36.8 billion by 2025. It indicates a huge growth curve

with a compound annual growth rate of 56.8%. (Daniel Faggella, 2016). Tractica also

conservative predicted that by 2025, the AI-driven hedge fund assets in the hedge fund would

occupy about 50% of the hedge fund assets traded by 2025 will be AI-driven. (Daniel Faggella,

2016). From these numbers, we can see that the growth of AI is speedy, and the speed is

increasing in recent years. AI can be used in many areas, and Tractica has analyzed some top

areas that AI can be applied in business. We think these areas are the potential direction of SPS's

new course guidelines. According to the table, big data occupies 60% of the use cases, and image

or object recognition is 40%, and these numbers indicate the market's direction in the future.
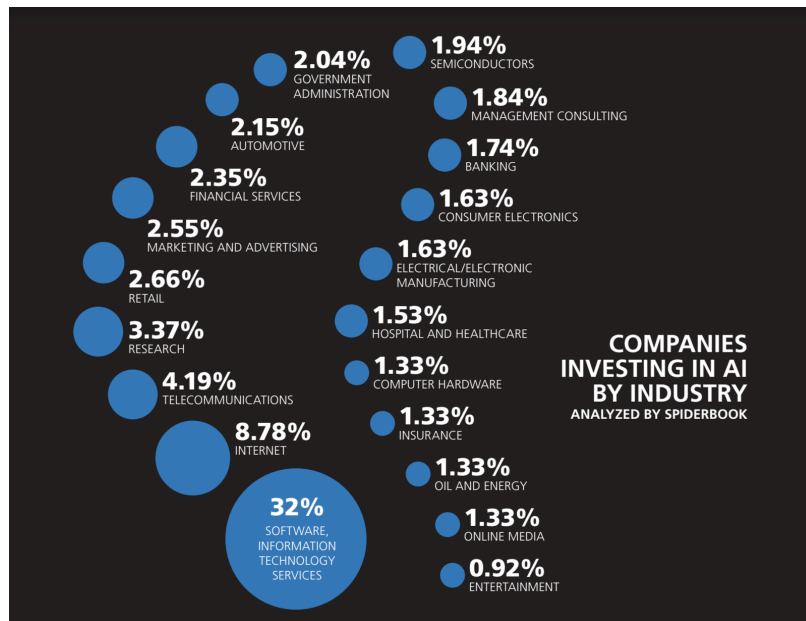
(Daniel Faggella, 2016).



Figure 14: Spiderbook's current data visualization of companies investing in AI

And according to Daniel's research, there are 2.5% companies are investing AI in

government administration, which means for students who are doing Public Administration

program, AI course can be useful for them. Moreover, there was 1.84% investment in

management consulting and many investments under the IT area. Our team considers the AI

course could be open for all three programs students. For the basic course, it could be an

introduction to AI or fundamental of AI. And for students who want to learn more about this

topic, courses like deep learning and AI morale could also be under consideration. Students can

not only get the benefit when they come back to China, for people who want to stay in the United

States when they graduate, they can also go into this industry. Because the market if AI is

growing around the world. And the job opportunity is bright and huge in the future.

**We Media.** We media or self-media is the third direction. In our job of marketing the SPS, self-media and social media will take a significant role in our plan. We will use them to launch our marketing strategies. And we will talk about the marketing process in the third part of our report. And for this part, we will mainly discuss the status of self-media in China, and what could we do to change the SPS's course direction.

There are 668 million people are using the internet, and most of them are through smartphones. The population is twice the populations of the United States. (Isabella, 2016). But most people do not know that, Chinese people have limited access to the internet outside of China. Therefore, when we talk about self-media, the conventional software or applications that the American people use today, like Facebook, Snapchat or Instagram are not open to Chinese people. But instead, many Chinese companies have come up with some similar applications to fill up the gap. Right now, more and more people are using WeChat and Weibo. And more and more companies are going into this industry. And these applications are the perfect examples of self-media.

WeChat has provided an ideal environment for so-called "self-media": news is created based on different topics, and collated by, individuals and small groups with no media organization to fund them. (Alexa, 2014) Today, more and more Chinese people get news from their self-media application on their cell phones, instead of the newspapers. According to Li, WeChat now has more than 10 million public accounts, based on the report of New Rank, which is a company that monitors and analyzes China's content entrepreneurs. "If a public account can consistently produce content that attracts 100,000 views at a time, business opportunities often follow." (Li, 2016). Based on all these facts, we can say that self-media are providing a tremendous job opportunity in China, and it is also a raising industry. For Chinese

students who have knowledge about self-media, China can provide an excellent platform for

them to work, and could provide a big market for business. Therefore, our team thinks SPS can

launch some new courses based on self-media under the IT program, which will teach the

students some insight knowledge about his topic. Moreover, because the major use of self-media

is for communication, and we think MPA and MSPC could also take the self-media as a selective

topic.

On the other hand, self-media is not perfect; it also has many problems. For example, the

biggest problem of self-media is censorship. And we think this is also a big problem of self-

media in the United States. (Li, 2016) Some public accounts are producing fake news to take

advantage of people. Many problems are related to the lack of management. The industry needs

more people with administration knowledge to manage. The self-media industry is rising in

China, with all positive and negative ways, and making sure self-media is in the right direction,

more and more experts are needed. We think it is a perfect time to launch the self-media course

in SPS. And it will also attract more Chinese students.

**Sharing the Greater Boston Areas' Education Resources**

As we all know, the greater Boston area and Massachusetts have the best education and

the best college education in the United States. There are many famous universities located in

Boston, like Harvard University, MIT, and Boston University. And Clark University is also in

the greater Boston area, surrounded by so many good colleges, and have access to the best

educational resources in the world. In our team's opinion, why not we take advantage of these

resources. Clark University's rank is about 75th in the colleges of the United States. To be honest,

75th is not an attractive position, at least not enough for Chinese students to choose here.

However, for those students who want to go to a college when better rank, but not qualified for

them. We could take advantage of those famous universities around us. We need to use these famous names during in our marketing and to do that; we need corporations with them. In the part of the final report, we will talk about the halo effect, and why it is so important for Chinese students. Moreover, we will discuss how to use the halo effect for our marketing and get more Chinese students to SPS.

**Halo Effect.** Different from American students, Chinese students and their parents think the brand of a product is critical, and they always obsessed with the halo effect. It is also true in education. To explain this, we need to talk about the Chinese universities and the College Entrance Examination in China. The Chinese school's system divides colleges into basically three different groups. The first class is called 985 colleges. This groups of colleges, which include Tsinghua University and Beijing University, are being considered the best universities in China, like Harvard, Yale in the United States. For instance, the province where I come from has only one 985 universities. Students need to get an extremely high grade in the College Entrance Examination in China, and that is very few of them. The second class is called 211 colleges. They are pretty good schools but not as good as the 985 colleges. Students need to get an outstanding grade in their College Entrance Examination to get into them. And the rest of those universities are considered as the third class. They are also colleges but have different qualities. Some of them are pretty good at some academic field, and some of them are just normal. Students can get into them if they have enough money.

Students who can get to the 985 and 211 can be considered as good students by the Chinese society, and they are more likely having a good career in the future. And companies are more willing to hire students who graduate from prestigious and high ranked universities. And this situation has created a halo effect among the Chinese students and their parents. When

students are choosing their schools, they first thing they will take into account is the rank

position, and then the major advantages. For example, if a student is going to choose a college,

and he wants to study IT. One 985 college has a high-rank position, but their MPA major is not

very good. Another 211 college has an excellent MPA program, but the overall level is not as

good as the 985 one. The student will be more likely to choose the 985 one instead of the 211

colleges. According to Wen Tianyin, famous and high-rank universities are like luxury brands.

And in most Asian parents' point of view, their careers are determined by these luxury brands.

(Wen, 2013).

**College Consortia.** Now, we have a basic knowledge about how Chinese students choose

schools. The next question is how to use the halo effect in our marketing. 75th in the American

colleges is not an enough halo. There are few students know Clark University, but we believe

most of them know Harvard and MIT. What if we take advantage of the reputation of the famous

universities? What if we put the Harvard University along with SPS when we are marketing. To

do this, we need to work with these famous schools. Our recommendation for SPS is program

cooperation. Just like the partnership between Clark University with Shandong University of

Science and Technology. For example, under the MPA program, students can go to Harvard to

take a particular course with Harvard students. And SPS can also invite a Harvard professor to

Clark University to teach the class. For IT program, SPS students can go to MIT to share their

laboratory. And when the students complete these course, SPS will accept their credits. We have

discussed the course direction change in the second part. For some new courses, SPS could not

find a professor who is qualified to teach the class.  We think the cooperation is a perfect way to

solve this problem. We can share the existing education resources with other universities in the

Greater Boston Area. We also know that the cooperation will cost a lot of time and money. And

we think SPS should increase the tuition to make it happen. We have discussed the halo effect above, and we think for Chinese students, they would not mind paying more money to get better educational resources.

On the other hand, the cooperation is much value for the marketing process. When we launch an advertisement on the social media platforms, we can say that we have a partnership program with Harvard University. Because of the halo effect, Chinese students will pay attention to this advertisement immediately. Because they want to dig more information of SPS, with Harvard go along with it. The cooperation program is like a bridge, that connects Clark University with the halo effect. And we believe with this kind of collaboration, more and more Chinese students will pay attention to SPS, and SPS will get an enormous potential market.

**Conclusion**

In the reputation marketing part of this final report, we mainly take about how can SPS improves itself to attract more Chinese students. We talked about how can the great real-world experience professors become big selling points in the marketing, with a more advanced and reasonable evaluation systems. We also discussed how can we improve the education quality based on the current teachers in SPS? And then we talk about the current industries trends in China, and how can SPS adapt these patterns to change our course directions to get more students. We also discussed some hot majors in the current situation, and give some suggestions on which courses can be added to SPS. To help Chinese students to solve the common problems that they are facing when they study overseas, we recommend that SPS should launch a Chinese consulting program, which will become a second selling point. In the final part, we analyzed the halo effect among the Chinese students, and how can SPS take advantage of the halo effect by work with famous universities. Our team believes that, with these implementations, SPS will not

only do a great job in marketing but also in improving the education quality itself. In the long run, we think SPS will get a lot benefit from the reputation marketing.

## Social Media Marketing

### Status of Social media in China

Now, School of Professional Studies(SPS) successfully expanded its admissions channels through the cooperation with Shandong University of Science and Technology. At the meantime, SPS also started a cooperation program with Hefei University of Technology in 2015, it is expected that the first batch of students who are enrolled in Hefei University of Technology will continue to study at Clark University through this program in 2018. (The meeting of Hefei University of Technology School of Economics, American Clark University representatives and international economic and trade (Chinese and foreign cooperation) students in the spring of 2017 was held successfully., 2017) However, Clark University's reputation in mainland China has not obviously improved through those programs. Moreover, the number of enrolled students by these programs fail to meet SPS's expectation. Therefore, a set of effective promotion plans are necessary.

The trend of traditional media in China is declining. Chinese people spent less and less time on traditional media such as television, newspaper, and Radio. Figure 15 shows the Share of Average Time Spent per Day with Major Media by Adults in China from 2011 to 2015. From the table, the time people spend on television in four years reduced by 11.9%, but the time people spend on digital media increased by 14.6%. (Buying, 2017) In 2015, China Internet advertising revenue is $31.06 billion, which is $5.23 billion more than the total advertising revenue of traditional media including television, newspaper, magazine, and radio. (iResearch, 2015) So SPS should choose the network as the main channel of promotion.

**Share of Average Time Spent per Day with Major Media by Adults in China, 2011-2015**

% of total

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| **Digital** | 35.8% | 40.5% | 45.4% | 48.5% | 50.4% |
| Mobile (nonvoice) | 15.4% | 21.0% | 26.9% | 30.7% | 32.9% |
| —Smartphone | 7.3% | 12.5% | 16.3% | 18.8% | 20.3% |
| —Tablet | 1.7% | 3.4% | 6.5% | 8.4% | 9.5% |
| —Feature phone | 6.4% | 5.1% | 4.1% | 3.5% | 3.1% |
| Desktop/laptop* | 20.4% | 19.4% | 18.6% | 17.8% | 17.4% |
| **TV**** | 55.5% | 51.7% | 47.6% | 45.1% | 43.6% |
| **Radio**** | 3.7% | 3.6% | 3.4% | 3.2% | 3.1% |
| **Print**** | 4.9% | 4.3% | 3.6% | 3.2% | 2.9% |
| —Newspapers | 4.4% | 3.9% | 3.2% | 2.8% | 2.6% |
| —Magazines | 0.5% | 0.5% | 0.4% | 0.4% | 0.3% |

Note: ages 18+; time spent with each medium includes all time spent with that medium, regardless of multitasking; for example, 1 hour of multitasking on desktop/laptop while watching TV is counted as 1 hour for TV and 1 hour for desktop/laptop; numbers may not add up to 100% due to rounding; *includes all internet activities on desktop and laptop computers; **excludes digital

Source: eMarketer, June 2015

191123                                                                www.eMarketer.com

Figure 15 : Share of Average Time Spent per Day with Major Media by Adults in China, 2011-2015

Today, network plays an indispensable role in the lives of Chinese people. According to the report released by Chinese Academy of Social Sciences, 93.8% China urban households own more than one network devices in 2014.(Xu, 2014)  While in the same year, the urban population of China reached 749.16 million.(National Bureau of Statistics of China, 2017) In view of the disposable income of Chinese urban residents is 2.72 times more than the disposable income of rural residents, SPS should focus on the promotion of urban residents.(Wang, 2017)

People use the network in many ways, but social media can cover most of the network users. Another report provided by Kantar Consulting shows that more than 51% of Chinese urban residents have already became social media users in 2015, which increased 17% compare to 2014. See Figure 16. (Davis, 2016) This report also confirms the rapid development of social
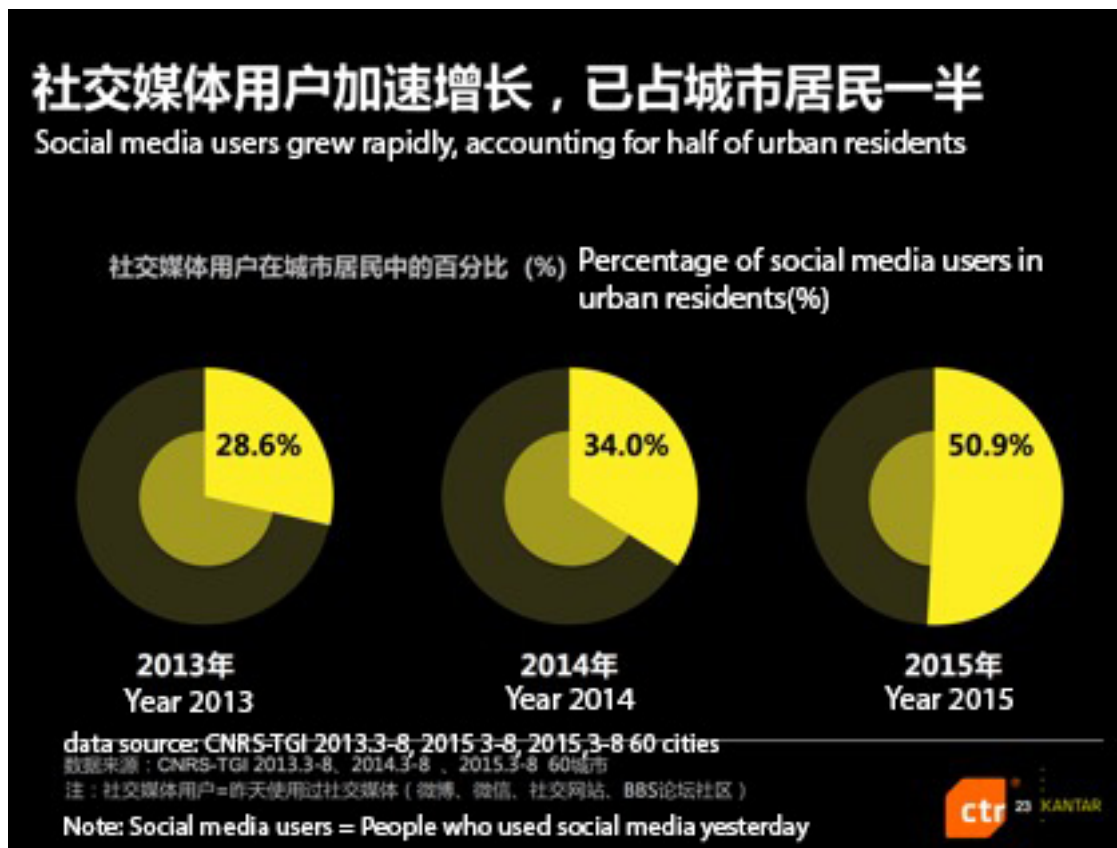
media in China.



Figure 16: The Ratio of Social Media Users to Urban Residents

**Advertising on Social medias**

Because of Chinese cultural and historical reasons, it is inappropriate for educational

institutions to advertise in the network. On the one hand, the only way of majority of Chinese

students to be enrolled by the university is the College Entrance Examination, the grades will be

upload to Chinese Education System. Educational institutions also use the Chinese Education

System to select students. Students with low-scores and students who do not be enrolled to their

target schools have three choices: find a job, prepare for the next College Entrance Examination,

or study in a skills college. Because most of skill college are profitable institutions in China, so

they advertise themselves frequently. Chinese people generally think education is important, but

skills colleges in China generally are considered as secondary education institutions because

students can be admitted with limited academic conditions. Therefore, most Chinese people's

first impression of skill colleges are 'not good enough'. On the other hand, since the market of

study abroad in China is very popular previously, some unqualified educational institute in

American cheat many Chinese students through advertising. This historical reason also led many

people to distrust the advertisements of overseas educational institutions.(Chen, 2015) Given the

SPS main purpose of using Social media platform is to establish a brand to expand their

influence with limited budget, we do not recommend SPS for traditional advertising.

**Persona of SPS's target audience**

      **The impact of user geographical distribution.** China's economic development varies

greatly depending on the region. Figure 17 shows how that wealth is concentrated. From the

Figure 17 we can see that the economic development of eastern coastal region is significantly

better than the western region, the southern region is better than the northern region. Moreover,

even in the rich provinces, the per capita income of different cities is different. Jiangsu

Provincial Bureau of Statistics released a yearbook of 2015, which pointed out that the average

income of residents from the city with the highest per capita income is twice the average income

of residents from the city with the lowest per capita income in Jiangsu Province. See Figure 18.

Due to the gap between rich and poor cities, Chinese cities are divided into four grades. For

example, Shanghai is a tier 1 city. The top 1 and 2 cities in Table X can be considered as tier 2.

The last three in the list can be considered as Tier 4. The rest of the cities can be considered as

tier 3.(Hernández, 2017) The cost of studying abroad is a huge expense for the vast majority of

Chinese families, so the income gap greatly affects the willingness of students from different

cities to study abroad.  Because of China's urbanization and economic development, the income

of residents in tier 2 and tier 3 cities has been significantly improved. According to an analysis released by the Chinese Ministry of Education in 2015, the growth of study-abroad market in tier 1 cities began to slow, while the study-abroad market in tier 2 and tier 3 cities is growing rapidly.(Liu, Shi & Wu, 2015) Therefore, SPS target audience should be tier 1 to tier 3 cities in China.
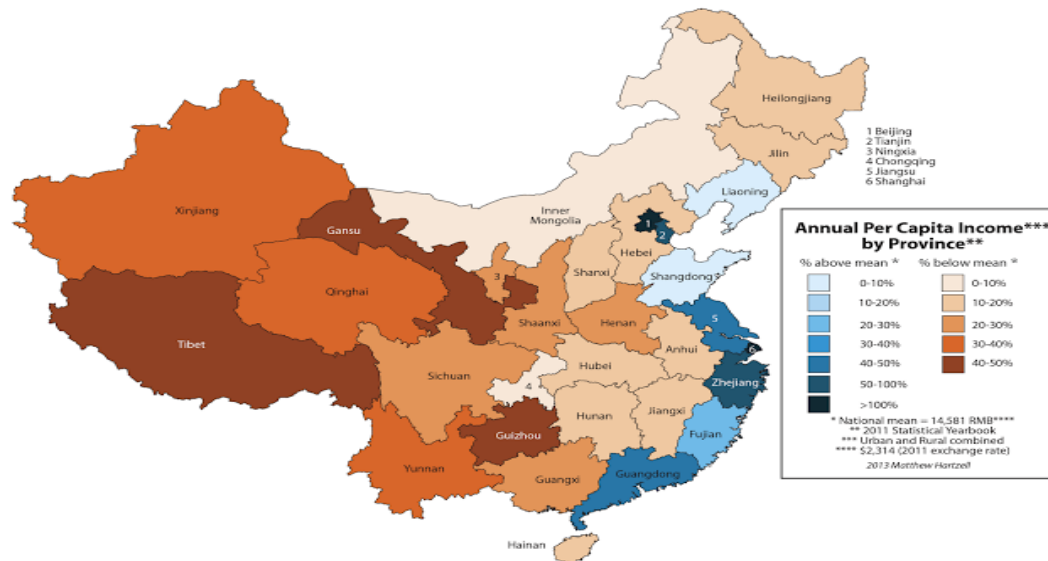


Figure 17: 2011 Annual Per Capita Income by Province

| Region 地区 | Note: 1USD= 6.8RMB (Sep, 2017) | 全体常住居民人均可支配收入 Per capita disposable income of all permanent residents | |
| --- | --- | --- | --- |
| | | Total(RMB)累计(元) | Growth rate 累计增长(%) |
| 江苏省 | Average of Jiangsu Province | 29539 | 8.7 |
| 南京市 | Nanjing | 40455 | 8.5 |
| 无锡市 | Wuxi | 39463 | 8.2 |
| 徐州市 | Xuzhou | 20425 | 9.0 |
| 常州市 | Changzhou | 35379 | 8.3 |
| 苏州市 | Suzhou | 42987 | 8.1 |
| 南通市 | Nantong | 27584 | 8.9 |
| 连云港市 | Lianyungang | 19418 | 9.1 |
| 淮安市 | Huaian | 20840 | 9.1 |
| 盐城市 | Yancheng | 22419 | 9.1 |
| 扬州市 | Yangzhou | 26253 | 8.7 |
| 镇江市 | Zhenjiang | 31263 | 8.4 |
| 泰州市 | Taizhou | 25927 | 8.8 |
| 宿迁市 | Suqian | 17342 | 9.1 |

Figure 18: Per Capita Disposable Income of All Permanent Residents of Jiangsu Province.

Persona represents a group of customers who have a higher likelihood of becoming our customers. Above all, SPS's target audience should be the person who comes from economically developed areas, aged between 20-26 years old, and has a higher education background or will have a higher education background.

**General analysis of Social Media Platforms in China**

Social media marketing is the best choice for SPS. Since SPS is an academic institution, the success of its marketing is not reflected by the customer conversion rate or other index. SPS's marketing goal is let more people know SPS. The dialogue on social media is public, due to the good interaction, SPS can let the target audience and the people who may have an impact on target audience feel themselves are important, thereby creating a good impression of SPS. On the other hand, due to frequent exposure, SPS's brand awareness will be increased. Due to there are multifaceted impact when Chinese students choose schools, schools with high exposure will have an advantage at that time. Moreover, the cost of social media promotion is low. SPS can receive exposure for free by posting articles and sharing pictures. Thanks to the fact that social media users generally provide accurate personal information, SPS can also precisely deliver ads to specific groups rather than everyone by using functions like geographic advertising. In addition, friendly interaction is very important to prospective student because those students may have insufficient knowledge about overseas life. Through interaction on social media, prospective students can have a better preparation for life after following SPS, which can both expand SPS's followers and multifaceted, too.

China's current social platform was polarized. Weibo, WeChat, and Qzone are the top three social platforms now. Utilization rate is an important indicator of the popularity of social platform, which shows the number of users who use the platform at least once a day, from Table

X, people can clearly find that except WeChat, Weibo, and Qzone, the rest of the social

platform's utilization rate is incredibly low.(Chong, n.d.) Therefore, SPS should select the

appropriate platforms to promote from the top 3 social platforms. See Figure 19. At the same

time, the report points out that social media users are experiencing overall growth at all levels of

age, in which the penetration rate of 90s-generation users increased by 18.7% than 2014.

Penetration rate is another index which represents the proportion of social platform users in a

specific category.  Taking into account the majority of SPS students are graduate students, their

age range is mostly between 20 and 25 years old, so SPS's promotion should focus on those

social platforms with high penetration rate. Nowadays, the situation of Chinese Social media

market is stable. The trend of usage growth of WeChat and the usage decline of Qzone and

Weibo all began to slow down. In view of the main functions and target users of WeChat, Weibo

and Qzone have enough differences, analysts of KANTAR consulting believe that Chinese

online social platform situation will not have obvious changes in a short period time.(KANTAR)

Above all, since the purpose of SPS is not to find students but to build its own brand so that more

students can know about SPS, SPS should choose the Social medias with high utilization rate and
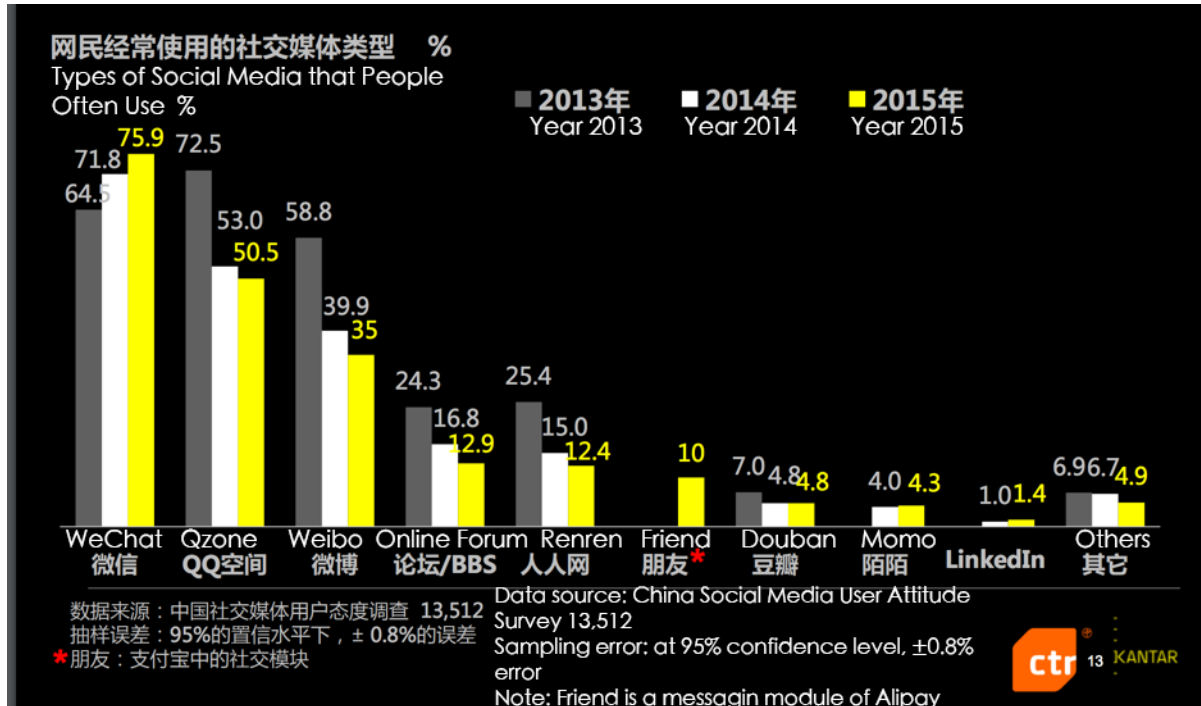
youth penetration rate.



Figure 19: Utilization rate of Popular Social Platform

The rest of those Social media platforms are either in recession or do not have enough

competitiveness. First of all, Internet forum as the earliest Social media platform, is gradually

declining. Baidu Post-it, the biggest Internet forum in China, covers almost all the topics people

may be interested in, and it can also allow any user to build a topic forum. However, its users are

losing. Online forum is a kind of weak interaction Social media form, there is no convenient

communication channel between users. However, Weibo and other Social media platforms not

only provide a wide range of communication methods but also allow users to follow each other.

Therefore, it is not surprise that Internet forum lost in the competition. (Xianshi, 2017) Secondly,

Renren, also known as Chinese Facebook, is gradually abandoned by the users because of

excessive advertising. (Gao, 2015) Thirdly, Friend is a social module in a popular payment

software named Alipay. When people open the payment software, the data center will

automatically count it as one time use of Friend. Because mobile payment is very popular in China, so the utilization rate of Friend is also very high, but in fact it is only a function of the payment software. Finally, the other Social media platforms like Douban, Momo, and LinkedIn are lack of utilization rate. In addition, their user groups and main features are disaccord with SPS's demand. In summary, SPS does not need to consume resources on those social platforms.

The reason for the polarization of Chinese Social medias is the critical mass. Critical mass is a term of sociology that used to describe the existence of something in a social system that has reached a sufficient momentum to enable it to maintain itself and to provide for future growth. (Ball, 2006) For example, when a man looked up at the sky on Fifth Avenue, the other people would ignore him. However, when ten people looked up at the sky at the same time on Fifth Avenue, some people will do the same thing as the ten people. Due to the social nature of the Social media platform, the critical mass is more obvious in the Social media. When a person's friends are using one social platform, then he has a great possibility to use this platform, because if he insists on using another platform, his personal behavior is hard to influence his friends, so that he is isolated in Social medias and even in reality. Due to the critical mass, large Social media platforms can achieve stable user growth over a long period of time. Along with the continuous development of user habits and the development of new features, the number of users and utilization rate of large Social media platforms can remain stable for a long time. Therefore, SPS can save the learning costs of frequently changing platforms and avoid the loss of followers caused by replacement platforms.

**Top 3 Social Platforms Analysis**

**Weibo**. Sina Weibo, often simply called Weibo, is one of the biggest social media platforms of China. Over the past eight years, Weibo changed from a Social media platform that

similar to Twitter into a comprehensive social platform that covers all the major features of social media including public common, video sharing, photo sharing, information sharing, instant messaging, and push the flow of information. Weibo is often considered as 'Chinese Twitter', but Weibo is more scalable and more functional. Many reports indicate that Weibo includes the usual features of Facebook and Twitter, but this combination is unique. Like the other microblogging platform, Weibo has a 140-character limit to each post. The relationship between microblogging users is called 'followers follow', which means after following another user named X, then the user can get every information publicly posted by X. Followers can read, share, and like the post without being followed back. (Koetse, 2017)

Weibo's user groups are in line with the needs of SPS. According to 2016 Weibo user development report, until September 30, 2016, monthly active users of Weibo had reached 297 million and daily active users of Weibo had reached 132 million. See Figure 20. These huge numbers fully demonstrate Weibo's dominance in Chinese Social media platforms. Table X shows the crowd attribute of the Weibo user. Among them, young and white-collar groups are the major group of Weibo, 18 to 30 years old users accounted for 68.8% of the total number of Weibo users. In addition, most of the Weibo users have college or higher education background, it accounts for 77.8% of the total number of users. (Sina Weibo, 2016)

The Weibo users' geographical distribution also meets the needs of SPS. Also, according to 2016 Weibo user development report, users from tier 1 to tier 3 cities accounted for 67% of Weibo's total users. Moreover, combined with Figure 17 1 and Figure 21, the geographical

distribution of Weibo users is also consistent with economically developed regions. (Sina Weibo,
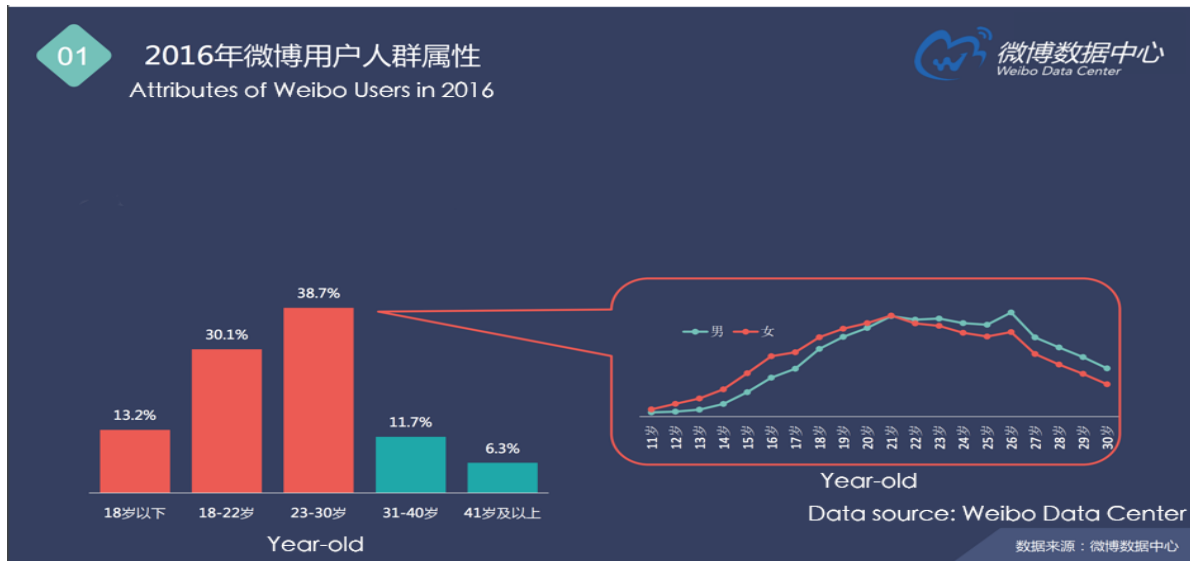
2016)
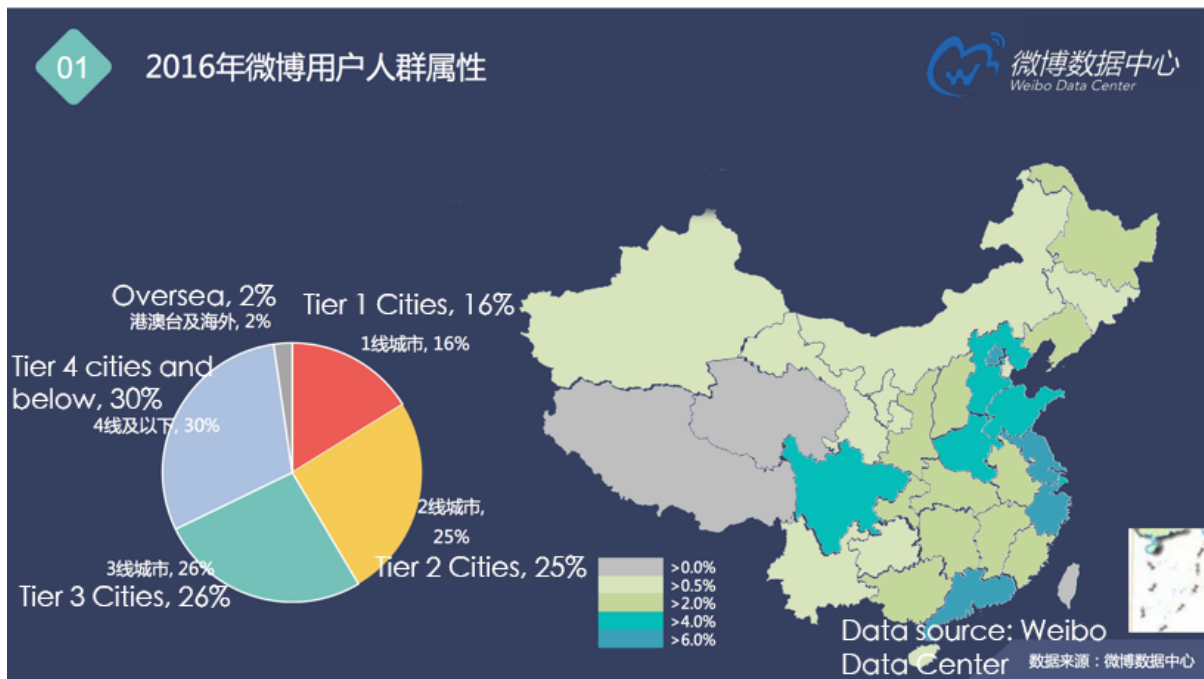


Figure 20: Attributes of Weibo Users in 2016



Figure 21: Attributes of Weibo Users in 2016

In conclusion, the features of the Weibo user are consistent with the target audience of the SPS. Furthermore, taking into account the development potential and easy-to-marketing features of Weibo, SPS should consider Weibo as a promotion platform.

**Qzone.** Qzone has been in operation for twelve years. Qzone is one of Tencent's business branch, Tencent Group is one of China's largest Internet companies, its main business includes WeChat, Qzone, QQ communication and other high-coverage network products. Qzone was originally a personal blog site, after the emergence of social medias, Qzone successfully retained its user by transition. Now, Qzone is committed to building a China's integrated Social media platform. Like Facebook, users of Qzone can use a variety of devices to view friends's news, interact with friends, share photos, create posts, write a blog, sign in to groups, send gifts, and play games. (Su, 2016)

Qzone is a Social media platform for young users. A report that published by Tencent Group in 2015 shows the monthly active account of Qzone reached 573 million in 2015, which is an increase of 6% over the same period last year. And another report published by the operations team of Qzone and two affiliated consulting firms of Tencent Group pointed out that users who born after 1990 accounted 51% of its total users. Moreover, users who born after 1995 accounted 32% of its total users. See Figure 22. Additionally, the report also shows that users who are born after 1995 with a bachelor degree accounted for 30% among all users who are born after 1995. (Tencent Group, 2016) Therefore, the user of Qzone and SPS's target audience are basically coincide with each other.

Another report published by PMCAFF shows that the geographical distribution of Qzone users is mainly concentrated in the city. Furthermore, users who live in tier 1 and tier 2 cities ac

counted for 70.69% of total users, which also indirectly proves that the consumption level of its
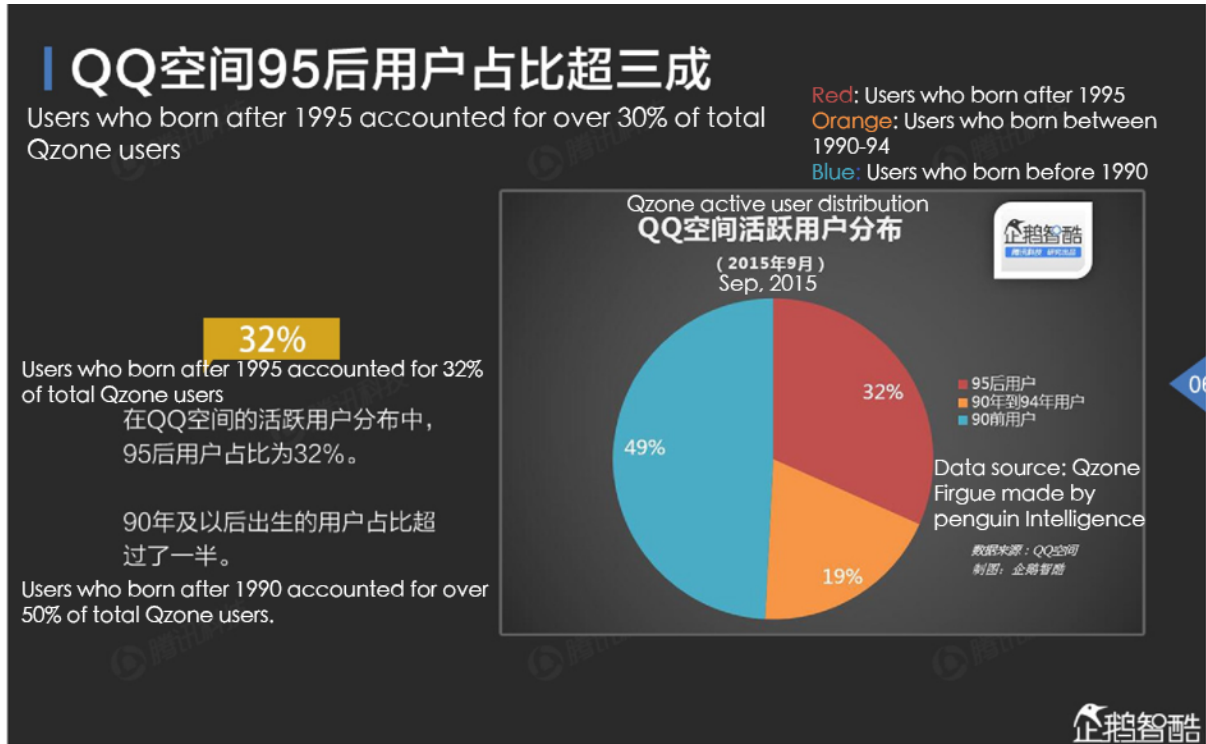
user is relatively high. See Figure 23. (Su, 2016)



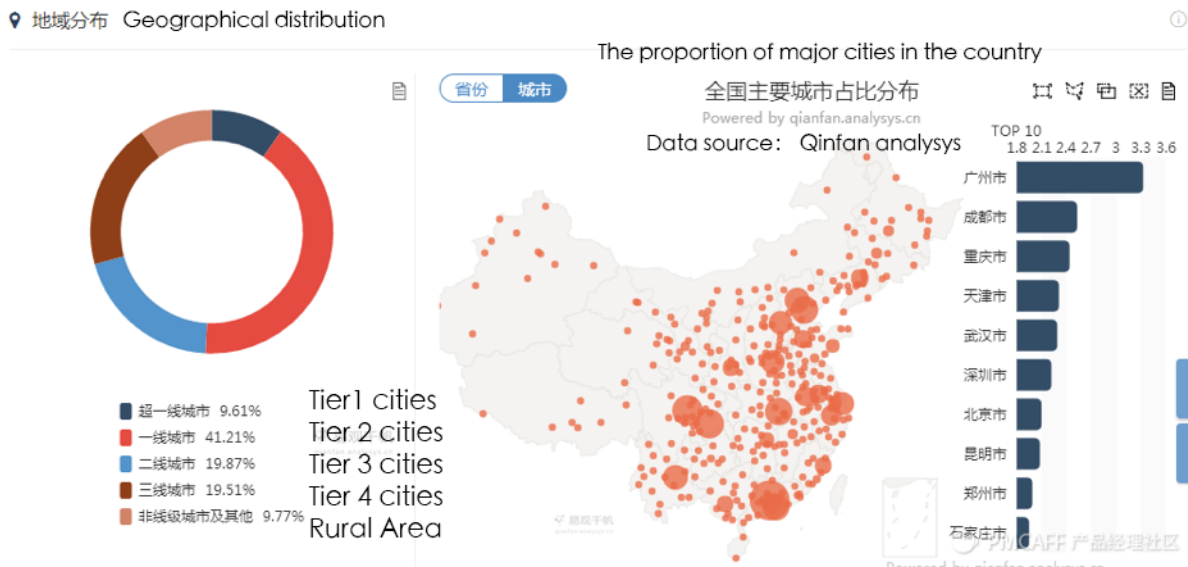Figure 22: Users who born after 1995 accounted for over 30$ of total Qzone users.



Figure 23: The proportion of major cities in the country of Qzone users.

Above all, the user of Qzone is generally younger. At the same time, the number of younger users of Qzone gradually increasing. In view of the Critical mass of Social media and Tencent Group's competitiveness, its young users will continue to rise in a long term.

China's largest Social media platform, WeChat, is not suitable for SPS's marketing plan. WeChat is transformed from a messaging software, so WeChat users must be authorized by others to see the published content of the others. Although WeChat has a 'follower follow' public account system which users can follow up and receive every information published by public account, due to the limitations of SPS, it is not possible to produce attractive content every day. A report published by iMedia Research pointed out that there are more than 12 million public accounts in WeChat, in which 60% of them persistently publish new content everyday. However, public accounts that are continuously followed by users only occupy 10%. 65.2% WeChat users unsubscribe a public account because of low quality content and 57.9% WeChat users unsubscribe a public account because of low update frequency. (iiMedia Research, 2016) Therefore, even if the WeChat is China's largest Social media platform, SPS as a school can not continue to produce high-quality and High-frequency content, we do not recommend SPS to choose WeChat as a marketing platform. However, SPS can accurately push its own promotional content through other institutions, such as study-abroad intermediary, to the target audience.

**Live Streaming platform.** Live streaming is a new type of Internet product. Nowadays, live streaming can be considered as the most popular Social media platform in China. Live streaming platform is considered as another form of Social media platform because those platform generally integrated Danmu function. Danmu means whenever an user made a comment, the rest of the audience can see the comment in live video in real time. See Figure 24. Today, the content of live streaming in China is plentiful, many topics such as games, food, life,

sports, and chatting. all have a lot of viewers. The live streaming is replacing TV as an important

form of entertainment for Chinese people. According to the data provided by QuestMobile, the

average watching time for users of the live platform has tripled in two years. According to Credit

Suisse, the size of live streaming market will reach 50 billion US dollars in 2017. See Figure 25.

In addition, Credit Suisse predicts that although the growth of the live streaming market will

begin to stabilize in 2017, but it will remain double-digit growth rate.(Ma, 2017)



Figure 24: An example of Danmu.



Figure 25: The Live Streaming Industry Continues to Grow but Market Growth will Slow Down.

However, until now none of the educational institutions tried to promote themselves

through live streaming platform, this does not mean that the live platform is not suitable for

educational institutions to promote. First, the live platform is free. Even if it doesn't work well

with SPS's plan, SPS does not need to bear any loss. On the contrary, if SPS become the first

overseas education institutions that promote on live streaming platform, the sensational effect

and advanced ideas will cause an extensive discussion in the network, which is consistent with

the purpose of SPS. Secondly, live streaming can greatly enhance the reputation of SPS in China.

The content of SPS can include classroom, activities, student interviews, and overseas life, which

are all interesting topic for Chinese people. Moreover, students and their parents who are

preparing to study abroad will be more interested in such a topic. Therefore, through the live

streaming, SPS not only can greatly enhance its reputation in China, but it can also affect several

student's final decision.

**The basic operational strategy of Social media platform**

Since SPS is an educational institution, it should produce content that is different from

most of the other businesses. For example, Yale University owns 640,119 followers on Weibo.

Most of its Weibo content are its research results and tips about living in the U.S.. Therefore,

SPS should consider what the content should be published combined with its own characteristics.

Furthermore, the quality of the content affects the number of ongoing followers. The research

results indicate that Yale University published on Weibo are related to the current popular topics

such as environmental protection, obesity, health because the only way to maintain the attention

of people is the continuous high-quality content.

The time to publish the content will affect the effect of promotion. A bar will not

advertise in the morning and a restaurant will not give coupons at night because it is not a good

time. In the Social media, information is constantly produced, however, people's free time is limited, so people will choose to read the most recent content. Hence, SPS should consider the time to post content. Chinese people generally have the habit of lunch break, people can get about an hour of free time after lunch during the weekdays. Therefore, the operator of Yale University always posts new content during the lunch time.

One of an advantage of Social media is easy to interact. Many international students do not have overseas living experience before studying abroad, therefore, SPS can answer student questions through Social media platforms and present tips about American life. Through this kind of interaction, students will have a good impression on SPS, and the reputation of SPS can be better spread.

Chinese students can act as managers of Social media accounts. Considering the Chinese students' understanding of Chinese culture and hot topics, no one is more suitable for this work than Chinese students. And due to this job, Chinese students can get both work experience and real-world knowledge, so their enthusiasm will be very strong.

### Alumni Organization

**Why is Alumni Important?**

As far as we know, SPS does not have alumni which is specific for Chinese students. As a result, SPS could not have a connection with those students when they graduated. As we all know that, alumni can provides a platform for students to give, volunteer and interact with university to help its sustaining and growing.(Tom. C, 2015) If connection stops when students get graduated, their understanding of the university will become stale, and meanwhile, the university will also lose network of contacts with those students. In other words, alumni can

enrich students' experience in many aspects, and students in alumni can help SPS to build its reputation, attract more students, and many other positive influences.

Good alumni relationship can bring benefits to both SPS and the alumni. Because students got educated from SPS, they have a special connection with the SPS and as a result are likely to be its loyal supporters. As Molly Southwood (2015), the head of alumni relations at the University of Bath said that, "An engaged alumni network allows the University to benefit from the skills and experience of our graduates, by offering their support to our students, to the institution and to each other." Creating a good alumni relationship can benefit SPS through those graduates by coming back and sharing their experiences with current students. So, those graduates are SPS's potential ambassadors. (Molly. S, 2015)

Specifically, alumni can benefits SPS in three aspects: attract more Chinese students; help the current students; and keep in touch with former students. I. Alumni can help new arrival students to get familiar with SPS and America. Besides, alumni can be regarded as support group to help those students who have any kinds of problems. II. Alumni can offer to practically students in work placements and help them launch their careers. Those experienced graduates are more likely to share their experience than others; alumni can be the best platform to offer career help to students. III. Former students can bring experiecne to the alumni; they can help the current students with their academic study and career.

Alumni is not just an organization, the more SPS can convince students that they are not just going SPS to accomplish their degree but will be a part of a larger community that does not start and end with orientation and graduation, the more opportunities for SPS will gain to maintain students and get more reputations.

**To Create a Chinese Alumni**

According to our group's research, there are almost 70% students in SPS are Chinese, so, Chinese alumni can be one of the most important assets in SPS. Besides, in the contemporary world, the social network can be a powerful tool for people to interact with each other, everyone has a social network, while the difficulty is how to take advantage of those networks to benefit SPS to attract more students. In order to enhance the functions, services and marketing in alumni, some social networking functions should be added in the future Chines alumni.

China is a favor society country; relationship plays an important role in Chinese's daily life. Chinese are more willing to share information with the person they are familiar with, and Chinese are more likely to listen to suggestions rather than just search suggestions on the Internet. As a result, when a Chinese student looking for a university, and there is a SPS alumni member near him or her, he or she may be more willing to apply SPS.

**The Framework of Establishing Alumni**

Since we are designing a alumni specific for Chinese, we need to distinguish it from the normal alumni. Traditional alumni may just include upcoming events, ways to donate, and ways to connect and volunteer. But for Chinese alumni, we may add more spaces for the interaction among its members, new Chinese alumni may involve current students, faculty, and graduates to maximum the interaction. For example, the interactions may include the current students and alumni; graduates and alumni; potential students or their parents and alumni. There is a phenomenon that Chinese students are more willing to communicate with Chinese, Chinese alumni can help Chinese students to overcome some challenges. What's more, Chinese alumni can also help the parents to have access to get to know the information about SPS, and they can also communicate to the current students, faculty, and the alumni.

Unlike traditional alumni, Chinese alumni may mainly focus on the interaction, how to cooperate with other schools and other agencies. But the purpose is same with traditional alumni, to provide a better school life and career suggestion to current students; to provide useful information to potential students or parents; and a platform for all stakeholders to interact with each other. However, the challenges which may face by the new Chinese alumni are:

1. How to get current students involved?

2. How to connect with former graduates, and get them involved?

3. How to let Chinese alumni cooperate with other schools or other agencies?

4. How to provide useful information to potential students or parents?

5. How to advertise it? and

6. How to hold events for Chinese students?

To overcome these challenges, we need to know the interaction between all these different stakeholders and create a lifelong, engaging Chinese alumni.

**Current Students**

To attract current students get involved, we need to let them know, we are more than just a community. The first thing we can do is helping them with choosing a course (or courses). After students get involved in school, it always hard for them to choose course. There is a big difference between Chinese universities' and American universities' course selection system, in China, we do not need select courses by ourselves, the school itself will arrange all the courses, we just need to follow the schedule. But in America, we need to select the courses from a list, many times we do not know which courses are the best suite us. So, alumni can provide firsthand knowledge of the experience for different courses and can suggest based the situation for different students.

According to the research from the Institute of International Education(IIE), " 69.3% of the Chinese students believe that, it is much harder for them to get used to American culture rather than the class; 47.7% of the Chinese students feel nervous when they try to adjust themselves to adapt American culture; 69.3% of the Chinese students feel helpless; 81% of the Chinese students think it is hard to get involved in American culture." (IEE, 2015) As a result, many students think they did not get enough support from their universities. Chinese alumni can make students feel at home, everyone needs a transitional period to adapt a new culture, alumni can play an important role in helping the Chinese students with this.

There is a big difference between Chinese culture and American culture. For example, many Chinese students think that they just need to keep their nose in the books, when they encounter with questions, most of them prefer to solve it by themselves rather than ask to their professors. But in America, professors value the discussion and the performance during the class; the final grade could include a huge percentage based on students' class participation. As a result, some Chinese students may feel depressed with the final grade. So, it is important to assist them with their academic study.

In recent years, an increasing number of Chinese students have chosen to study in America, which brought an enormous sum of money and culture diversity. However, there is not enough guidance mechanism for the American university to help Chinese students. According to IEE (2015), only 45% of the Chinese students' Academy has a department especially for international students; only 40% of the Chinese students know that they can ask for psychological counseling from the school; over 47% of the Chinese students unsatisfied with the international students' service. It is obvious that American schools are far away from sufficient

to provide proper services to Chinese students. As a result, SPS can take advantage of it, set up Chinese alumni to provide a better service to Chinese students.

Even though each student may have an advisor, and he or she could provide useful information for different courses, it still not enough for Chinese students to make a better decision. The Chinese alumni may have a website, which includes the graduate' contact information in different majors or departments. The current students can contact to those graduates and ask them for different courses. This kind of "one-to-one" model can maximum help the current students with choosing courses.

Career planning and networking are other hard topics for the current students. Career networking creates a big opportunity to develop a connection between alumni and students; it can keep the students connected to SPS as they move into the working world. It can also create a valuable volunteer opportunity and engagement tool for the alumni involved and shows students how they can stay involved with SPS.

When Chinese students graduated, we may face a common question, should we find a job in America or China? It is hard for non-working experienced students to make the decide. As a result, alumni can play an important role in helping the graduating students about their career planning. Career planning program can be started earlier in the graduate stage, some simple programs like career shadowing opportunities with alumni during semester can allow students to explore specific careers and connect them with alumni. (Richard. D, 2014)

Apart from that, alumni can hold a meeting for those students who are seeking for a job. Students can be paired with alumni in careers of interest and can be included in a large group meeting with alumni in different majors. Alumni can provide experience in different major, different areas, students can gain the necessary knowledge from it. Different members in alumni

may have different background, which may help students to explore their vision and different life direction. From this effort, students can make a deep connection with alumni whom they meet through career networking stage.

**Former Graduates**

Even though graduates are left SPS, they are still important for both SPS and alumni. Graduates are representing SPS out of school; the current students can benefit a lot from their experience. However, since many of them are out of school, even some of them are out of the United States, how can alumni reach them?

First of all, it is important to make the graduates feel "they are still important for SPS". Holding events for these graduates is an effective way to accomplish this goal. Especially for some traditional Chinese festival, it is a perfect time to union the former graduates together with current students. A small festival event can not only provide an opportunity for SPS to show they still value the relationship to graduates, but it can also provide an opportunity for the current students to communicate with those graduates who have sufficient working experience. For those graduates who could not attend the event, alumni can send a blessing email, to show they are an essential part of alumni.

Some questions are raised, how can SPS get these former graduates involved? How to make them willing to help SPS and be a part of alumni? China is a favor society, Chinese are always like to enlarge their social network. As a result, since alumni can offer these opportunities for graduates, they may be willing to join alumni in SPS. However, those graduates may busy with their own work, how could they help those current students? The answer is to build life-cycle alumni. The graduates may benefit from alumni in their past study life. As a result, they may glad to help those current students. By connecting graduates with alumni in different ways,

the alumni and graduates can be enhanced in SPS and can create a stronger community of

support for SPS. SPS can develop a student to alumni lifecycle where engaged and supportive

students transition to engaged and supportive alumni that in turn help develop more engaged and

supportive students. (Richard. D, 2014)

Then, how about those former graduates who already came back to China? There is a

phenomenon in SPS that, students' Clark email will be expired when they are graduated.

Besides, they could not use America's phone number in China. As a result, SPS will lose

connection with those former Chinese graduates. However, they could still be an important part

of alumni. As SPS build life-cycle alumni, the students who decided to come back to China still

can contribute to SPS. After they graduate from SPS, they can update their profile in alumni's

website, which may include their permanent email address, their major, and their working area.

Then, the current students can contact to those former graduates about their questions,

such as courses, or career suggestions. Apart from that, losing the former graduates in China

means to lose huge social networks, those graduates may connect to potential students who may

apply to SPS. What's more, graduates represent SPS out of campus; they are potential donors, it

is important to keep a good relationship with them.

**Potential Students**

It could be the most important and most hard part for SPS to define and attract potential

Chinese students. However, with the help of Chinese alumni, this process could be much easier.

For example, many Chinese students have faced the same problem when they are looking for an

appropriate university; they can just get the basic information about America's university, such

as the rank, the majors, and the geographic position. While it is not enough for Chinese students

to make the final decision. As a result, Chinese alumni can provide adequate information to those potential students. This strategy can beat other universities in the first step.

The most efficient way for Chinese students to get to know about SPS is summer camp. Alumni can help SPS to arrange the summer camp; an opportunity to come into touch with America's university could be very attractive for Chinese students, especially for those students who are willing to study abroad. This strategy can help SPS to get the Chinese students resources ahead than other universities. During the summer camp, Chinese students can experience SPS's courses, Clark's academic culture and most importantly, they may generate a thought that they can get help from alumni in many aspects. Summer camp can let Chinese students get in touch with SPS in advance; the first impression is the strongest, as a result, it can give SPS an upper hand in the Chinese students' market.

Apart from the summer camp, alumni can provide information about SPS in another way to the potential students. The potential students can visit alumni's website to get the contact information for the alumni. Therefore, they can ask questions about SPS directly through the alumni. The benefit from this strategy is that it can allow Chinese students to know better about SPS, such as its advantages, its majors, and its model. What is different from the information which was public on the Internet is that, the information on the Internet is always just one-side about SPS, students sometimes cannot get the useful information. However, if students can connect the alumni person-to-person, it can maximum solve their questions. In that case, the potential students can get to know SPS better than other universities. As a result, it can make SPS step into the favorable position.

Many Chinese students think the culture in America is "perfect", while every culture has it positive and negative aspects, when they finally step into American culture, the gap between

imagination and reality creates a strong psychological gap between them. As a result, Chinese

students may not get fully prepared before they study abroad, and that may lead them to a

passive position for adjusting American culture. From that case, alumni can play a significant

role in helping Chinese students to know American culture, and avoid the culture shock which

may cause to them.

Many students feel confused about the courses they may take, and the school life they

may experience after they step into the university. In that case, alumni can help those students

about the courses in SPS, and their own experience about the school life in Clark. This can help

Chinese students dispel their worries, and get involved in American culture easier.

For the parents' perspective, most of parents, whose children are studying abroad, are

worried about their children about their daily life and security. Especially in China, because of

the birth control, most of the Chinese students are the only child in their family. As a result,

parents will try their best to search enough information before their children go abroad. In that

case, alumni can help these parents to dispel their misgivings. By the help of alumni, Chinese

parents can get to know the information about the school, such as the courses, the faculties, and

the safety. And, the function about Chinese alumni, such as helping the new arrival students get

familiar with the new life. It could help them renting house or other necessary things; and the

way to connect with school and alumni. Parents would send their children to the university

unless they are familiar with this school. Alumni could be a trustful support tool for the students,

it could set those parents' mind at rest.

**Cooperate with Schools and Agencies**

Many Chinese students get involved in SPS by the "school-to-school cooperation" or the

help of agencies. Most of them got the information about Clark from the internet, however, that

just "one-sided" about SPS. As a result, alumni can provide much useful and self-experienced information through the schools or agencies to students. It could play a significant role in helping Chinese students get to know SPS by setting an alumni office in some of the main cities in China, such as Jinan.

Alumni can help SPS by working with those cooperation schools and agencies, as former students in SPS, alumni can give suggestions to those students who do not know what major they may choose, besides, alumni can also help them with providing information about the different culture between China and America.

How does this work? First, alumni can hold lectures in the cooperation schools or agencies about the SPS. This kind of lectures can be held one time or two times a month to attract more students apply to SPS. During the lecture, alumni can introduce what SPS is, what can SPS provide, the advantages about SPS, such as it can hold courses in the night, and the tuition is much cheaper than other universities in the Boston area. Most importantly, if those students have any questions about SPS, alumni can solve it immediately during the lecture. Compared to the search the answer from the internet, answer questions face-to-face can make them feel they can get not just a degree from SPS, but a family.

Second, set alumni office in China can help SPS knows better about local culture. Set an office locally can help SPS get the first-hand information about the trend for the Chinese students, as a result, SPS can adjust its strategy based on this information. Apart from that, an alumni office can be the direct way for Chinese students to get to know about Clark. As far as we know, Clark's popularity among Chinese students is not very high; a locally alumni office can be a good way to improve Clark's popularity. For example, when Chinese students confused with which university he or she wants to apply, Clark University, and other universities with the

similar rank, if Clark has its own alumni office in China, it will be a great advantage to win the battle, because SPS can communicate with the student directly.

Third, it can be much easier for SPS to cooperate with Chinese universities or agencies if it has alumni office in China. It may be hard for SPS to find a cooperation with Chinese organizations, especially for universities. But as we pointed that, find cooperations could be an essential way to get more students get involved. As a result, a local alumni office can help SPS with this cooperation, for example, there is no time and distance limit, SPS can communicate with those organizations more convenient.

**How to Hold Event**

Traditional festivals mean a lot to Chinese people, especially for Chinese students who are studying abroad, whenever the festival, all that cause Chinese students will miss home. As a result, holding events to Chinese students can provide an opportunity for them to unite together and to share experience. However, there is more than just events for alumni can do to attract Chinese students and make them feel at home.

When Chinese students arrived in Clark, alumni should hold an orientation for them to learn how to fit in the school life, what are the matters need attention, and most importantly, the suggestions for the courses they may take. "Alumni can and should be a key consideration for students making their final decision." (Richard, D, 2014) Hold an orientation with alumni volunteers with different majors can provide firsthand of what SPS experience can be like and what courses could be the best suit them.

During the traditional Chinese festival, alumni can hold events to provide a chance for Chinese students to union together. It could be a great chance for students to share experiences, most of the Chinese students just know the people around them, an event could help them to get

in touch with more students. Besides, SPS's alumni can cooperate with other university's alumni, in that case, SPS's students could meet with others with a different major, different background, which could benefit a lot to students.

When students about to graduate, it could be essential for alumni to hold a meeting to those students about the career networking. Former graduates could be invited to the meeting and share their experiences, such as how did they find the job, what is the current popular job, and the suggestions. This lifecycle model alumni can make students engaged in every stage of SPS. To provide comprehensive and effective alumni.

**How to Advertise It**

The most effective way is to build its own Weibo and WeChat Public Platform. According to our research, Chinese students are still using WeChat and Weibo as their main social software when they came to America. Barely of Chinese students choose to use Twitter or Facebook when they came to America. Besides, we cannot use Twitter or Facebook in China because of the limitation from the government. This phenomenon indicates that Weibo and WeChat plays an important role in Chinese students' daily life.

By building a Weibo account for alumni, alumni can upload its event online, which can provide a more convenient way for students to check the events. What's more, a Weibo account provides a way for alumni and students to communicate with each other. By establishing a WeChat Public Platform, alumni can share everything related to it to the students. Meanwhile, students can share their thoughts through the comments function. This strategy can shorten the distance between students and alumni.

Apart from the social media, it is also important for alumni to build its own website. The official website includes the contact information for the members of alumni, and students can

also check the events on the website. Besides, it is important to build a Chinese version website for the parents. Most of the Chinese parents do not have the ability to read English. As a result, a Chinese version website can help them get to know SPS and alumni easier.

**Conclusion**

Alumni may return to their School to coach students in career, debating or academic work. They act as role models for existing students, and can inspire them to achieve. If a student is having difficulties, be they behavioral or academic, alumni can act as mentors and coaches. It is worth nurturing Chinese alumni for SPS, every student may feel a sense of identity with their school, it can be a rich resource for SPS.

## Summary

The above is the Chinese marketing strategy. As stated in the opening section, students who study in the United States each year make a very substantial economic benefit, both for the schools and for the local communities. However, the decline in the growth rate has meant to some extent that the future market share competition will become more intense. If the school cannot come up with more attractive selling point for Chinese students, then the "cake" will be taken away by other schools, and this trend will continue. This will be an irreparable loss for the SPS.
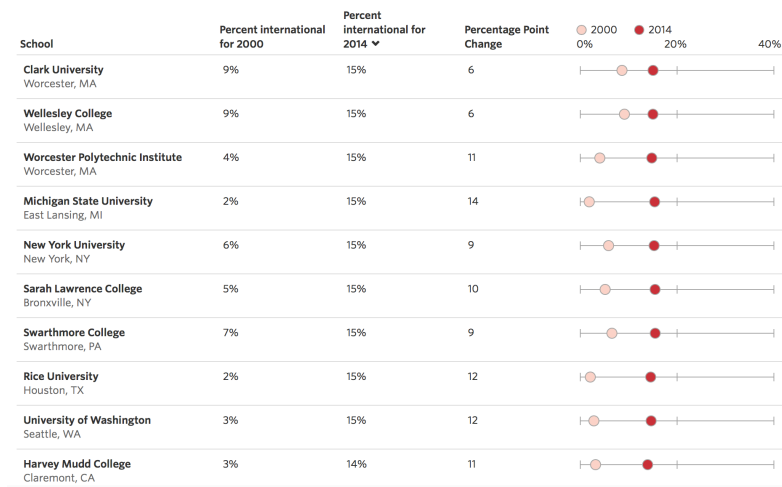
Resource integration can help us to establish channels. The establishment of the benefits of the channel is persistent. Once we understand the source of the students, SPS can do publicity for the source channel, such as cooperation with Chinese universities to ensure a stable source of enrollments and Chinese educational service agencies. Maintain the existing application standards, students can be targeted through the service agency to understand our educational philosophy. For service agencies, SPS and students is a tripartite win situation.

However, everything has two sides. We cannot ignore negative problems that may arise from the recruitment of a large number of Chinese students. We should consider that if the development of the Chinese market is very smooth, and SPS does indeed recruit a large number of Chinese students, what impact on the future development of SPS all these Chinese students will have? Are these effects positive or negative? If they are negative, what are the solutions?

At Clark University, the proportion of Chinese students is not very high. The percentage ranks Clark in the normal category, as shown below**:**

Table2 :

The Proportion of Chinese Students at Clark University

| School | Percent international for 2000 | Percent international for 2014 ⌄ | Percentage Point Change | ○ 2000  ● 2014 0%      20%      40% |
|---|---|---|---|---|
| **Clark University** Worcester, MA | 9% | 15% | 6 | |
| **Wellesley College** Wellesley, MA | 9% | 15% | 6 | |
| **Worcester Polytechnic Institute** Worcester, MA | 4% | 15% | 11 | |
| **Michigan State University** East Lansing, MI | 2% | 15% | 14 | |
| **New York University** New York, NY | 6% | 15% | 9 | |
| **Sarah Lawrence College** Bronxville, NY | 5% | 15% | 10 | |
| **Swarthmore College** Swarthmore, PA | 7% | 15% | 9 | |
| **Rice University** Houston, TX | 2% | 15% | 12 | |
| **University of Washington** Seattle, WA | 3% | 15% | 12 | |
| **Harvey Mudd College** Claremont, CA | 3% | 14% | 11 | |

Note: Search list includes top 150 national universities and top 100 national liberal arts colleges as ranked by U.S. News & World Report. Data is based on the origin of entering freshmen. Hurun Research Institute. (n.d.). Study field distribution of Chinese students in the United States in 2014/15*. In Statista - The Statistics Portal. Retrieved August 3, 2017, from https://www.statista.com/statistics/372909/chinese-students-in-the-us-by-subject/.

Source: Education Department

At SPS, the largest number of international students come from China, Russia, India and Vietnam. According to the interview with the dean of SPS, 60% of students are Chinese students.

Although, we have not heard of complications because of the large proportion of Chinese students at SPS, these similar problems have been exposed in other schools. The problems are divided into two categories. First, The Wall Street Journal reported that many Chinese students have difficulty integrating into the American community. This is not uncommon at many universities. Second, Chinese students entering American universities may squeeze the educational resources of local students. (The Wall Street Journal, 2017)

Problem one: According to The Wall Street Journal, Chinese students themselves have noted their tendency to socialize primarily with each other rather than engaging with the broader student community. While it is normal to seek out others who share the same language and culture, "the bigger the cohort," said Blumenthal, "the easier it is to do that." Many colleges have specific Chinese student organizations, and they are likely to have advisers who can help students become acclimated to life in the U.S.A. with as little difficulty and frustration as possible. (The Wall Street Journal, 2017)

Journalists, Douglas Belkin and Miriam Jordan, wrote "Heavy Recruitment of Chinese Students Sows Discord on U.S. Campuses" in The Wall Street Journal. The article objectively that the large number of Chinese students in the United States results in no difference from China. "Colleges need international students in part for the tuition revenue, but language and cultural barriers make assimilation a struggle." (The Wall Street Journal, 2017)

Solution one: The fact is not what The Wall Street Journal was reported. It is not difficult to solve the problem of Chinese students' integration. Many campuses are being proactive about helping Chinese students engage in campus and community life. The University of Illinois

now broadcasts football games in Chinese. Purdue University in Indiana has hired Chinese-speaking counselors to work at the campus mental health centers. The University of Iowa's Tippie College of Business has provided instruction to professors on how to correctly pronounce Chinese names. (Foreign Policy, 2017)

Problem two: On the other hand, the number of international students attending U.S. universities has increased dramatically in recent years. For some schools, the trend is a big investment, but many people are worried that international students may be squeezing out U.S. applicants. (Fullers. A, 2017)

International students as a % of total U.S. undergraduate and graduate enrollment

**2015**
4.8%
974,926
students

Note: Years represent the end of the academic year
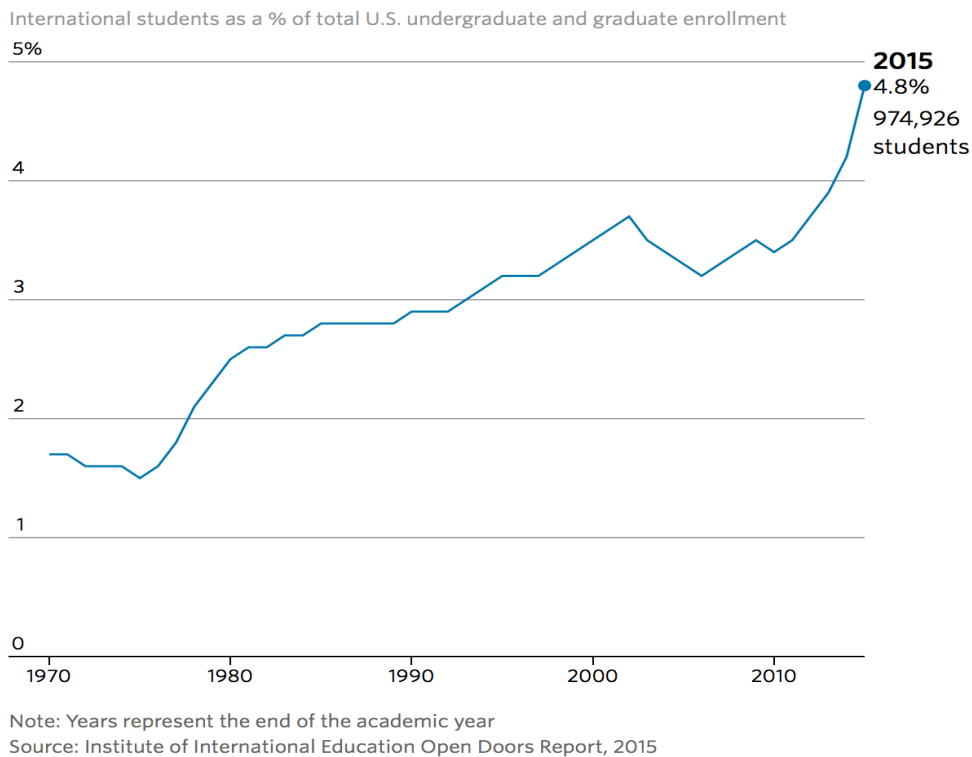Source: Institute of International Education Open Doors Report, 2015

Figure 26: Based on the data from the Institute of International Education Open Doors Report 2015, China is the biggest source of international students. Saudi Arabia has also seen rapid gains. (Rigdon. R, 2017)
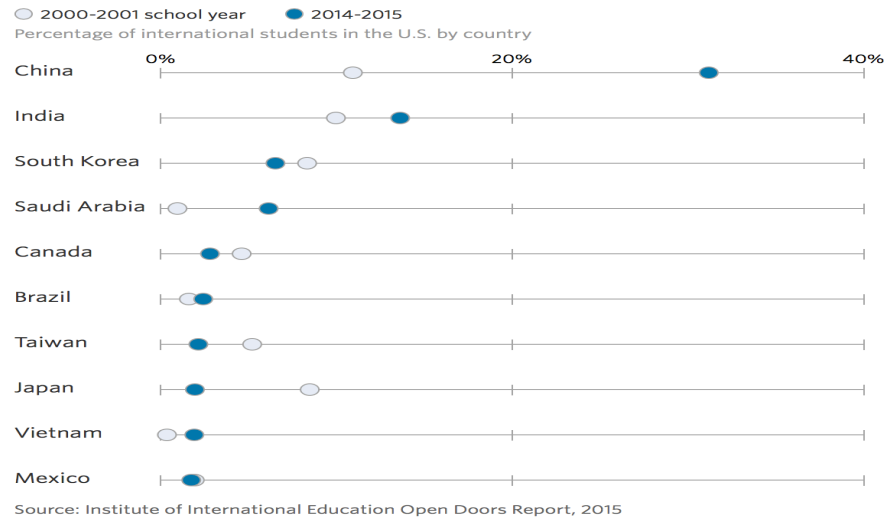
Source: Institute of International Education Open Doors Report, 2015

Figure 27**:** Based on the Institute of International Education Open Doors Report 2015, will the influx of such a large number of Chinese students take up American students' educational resources? And will they bring greater competitive pressure to the local students? (Fullers. A, 2017)

Solution two: The person who raised such a problem must have no vision of globalization. Facing such a ubiquitous internet environment, the whole world has become smaller and smaller. Competition is bound to stand on a larger platform. Talent competition will be carried out in the context of globalization. This opinion only focuses on the local educational resources of competition. If government policy tries to protect local students from the competition from international students, the fact is that students will prove they have not yet reached the international or local talent market in the future. They will have lost. Therefore, what should be done is to integrate educational resources, so students around the world compete fairly on the same platform, optimize the selection process, clear enrollment standards, and improve management. Therefore, students from all over the world can play to their own strengths and bring the unique talents of their culture. Different countries and national students achieve cultural

exchanges and integration; the result is to promote the progress of local students to enhance competitiveness. This is the essence of international education.

Overall, the Chinese market cannot be ignored, and SPS must seize the opportunity to embrace it. Under the circumstance of the weak global economy and high cost of education, the administration needs to attract the attention of Chinese students. The marketing strategy mentioned in this article comes from the reports from the Chinese Ministry of Education, the personal experience of Chinese students studying in the United States and the bold vision of the members of this group. There are a lot of feasible, worth trying suggestions and opinions in this report. If these recommendations are implemented, SPS's market development in China will embark on a new level.

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