



UNIVERSITY of HAWAI'I®

HONOLULU
COMMUNITY COLLEGE

International Student Marketing and Recruiting Plan

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Introduction of Honolulu Community College and Project

Honolulu Community College (HCC) is one of 10 community colleges within the University of Hawai'i system. It currently has approximately 4,600 students, 12 of which are international students. HCC and the rest of the schools in the Hawai'i system have a goal to increase their international student enrollment. This plan was designed by a team of five graduate students at the Middlebury Institute of International Studies at Monterey as part of their International Education Marketing and Recruiting Course. By implementing the following strategies, HCC will see significant increases in international student enrollment. This plan requires the buy-in of both the administration and the admissions team in order to be implemented effectively.

Overview of Marketing and Recruiting Goal

The goal of this plan is to increase the number of visa holding international students at HCC from 12 (current) to 22 in the first 15 months, and to reach a total enrollment of 50 by the year 2020. This goal can be achieved as HCC implements the strategies and recommendations which are laid out in this marketing and recruiting plan.



Outline of Strategic Initiatives and Tactics





Strategic Initiative 1: Target Japanese Students

Based on our research (see [Appendix B](#)), the leading place of origin for foreign students in Hawaii is Japan (26.7%, 1,146 students). The Japanese population in the state of Hawaii also ranks the highest (16.7%) among Asian countries in Hawaii. Taking these numbers into consideration, along with the fact that HCC already has a partnership with two schools in Japan (Okinawa Women's Junior College and University of Niigata), we strongly recommend that HCC focus its attention on this target market.

Because HCC offers a variety of technical and vocational programs, we believe that the best option for HCC would be to focus its efforts on targeting students already studying at technical/vocational schools and junior colleges in Japan, wish to go abroad to improve their English, and gain international working experience. HCC offers these students an opportunity to practice their English, to improve their professional skills at an affordable cost, and to gain international experience. Research also shows that employers are increasingly seeking to employ workers that have international experience. Therefore, a program at HCC would make students more marketable to these employers.

We will then further segment by targeting vocational/technical schools that are located in the three largest cities in Japan: Tokyo, Yokohama, and Osaka. Since the cost of living in cities is generally higher (Tokyo and Osaka rank in the 10 most expensive cities in the world), this will ensure that we are targeting students with the ability to finance an education in the U.S. Further information on the overall target market is expanded in HCC's lead flow plan (see section titled *Japanese Vocational Students* in [Appendix F](#)).

Our team has established three tactics in order to accomplish the first strategy in targeting Japanese technical college students.

Promoting Honolulu Community College

In order to increase awareness of HCC, and specifically target the needs of Japanese students, HCC should highlight the following on their website and value propositions/flyers (See Strengths in [Appendix C](#)):

- ❖ HCC should promote its established ESL program. Most students that wish to study abroad, do it in part to improve their language skills, so promoting English experience in a particular career field is important in order to help students see the value in getting a degree from HCC. Living in Hawaii would provide an immersive English learning



experience, and the ESL program would provide linguistic support for ESL students. This experience will make students more marketable to future employers, and likely increase their salaries as well.

- ❖ HCC should also promote its 23 career and technical programs, which are offered at an affordable cost compared to other technical programs. HCC should also leverage the fact that these programs are not offered anywhere else in the Hawai'i University system. Additionally, the short length of the programs make HCC an attractive option for prospective students.
- ❖ Lastly, HCC should promote its close proximity to Japan. HCC is only a 6 hour flight from Japan, making its campus a premier location. This close proximity would decrease hesitations that students might have about leaving home to study abroad.

Leveraging Current Partnerships

- ❖ HCC should leverage and strengthen their current partnerships with Okinawa Women's Junior College and the University of Niigata. HCC does not currently receive transfer students from these schools, but these relationships could lead to transfers in the future.
 - HCC can leverage these partnerships by using them as a vehicle to promote the programs at HCC. We suggest that HCC send these partners promotional flyers in order to promote HCC and recruit students from these colleges.
 - We also recommend keeping in touch with a contact person at these colleges, and establish and strengthen a friendly relationship with the contact. This can be done through emails and occasional phone calls to check-in on whether they are promoting HCC's programs.

Increasing the Number of Partnership Schools

- ❖ HCC should increase the number of partnership schools that they work with in Japan. By identifying schools in Japan that have similar programs, HCC could market their programs to students already interested in these fields, which would increase the number of quality leads that they receive.
 - HCC can do this by leveraging current partnerships in order to try to reach other similar institutions.



Strategic Initiative 2: Decrease Barriers To Apply

Our second strategy is to limit or decrease the number of barriers that would prevent a student from attending HCC. These barriers currently exist at various points in the inquiry and application process. By limiting these barriers, HCC could expect more international students applications and ultimately more students enrolled in their programs. We have outlined four main tactics for implementing this strategy.

Conditional Admission

- ❖ HCC should offer conditional admission to applicants with lower EIKEN and TOEFL scores. Students with lower scores could be admitted first to the ESL program, and admitted to a degree program upon completion of one year of ESL study. This would increase the number of admitted students, and would provide additional revenue for HCC since these students would be paying tuition for three years rather than two.

Application Fee Waiver

- ❖ HCC should offer international students an application fee waiver if the application is submitted by a predetermined priority deadline. Waiving the application fee would reduce applicants' hesitations to submit an application.

International Student Scholarships*

- ❖ HCC should offer scholarships for international students. This would further incentivize students to attend HCC since their costs would be reduced, and HCC would still stand to gain significant revenue.¹

Recruiting Agents*

- ❖ HCC should hire recruiting agents for recruiting international students. These agents are paid on commission only when a student has enrolled in classes. Once HCC has the increase in revenue from the rise in enrollments, they should also leverage their partnership with KCC to seek agent referrals in the future, as KCC currently uses agents to collect leads and has a very high (95%) conversion rate from inquiry to application and an equally impressive rate of 80% from inquiry to enrollment.

¹ See table on pg. 31 ([Appendix E](#): Pricing Strategy)



*If HCC decides that they can only implement one of these tactics given their budget, then hiring recruiting agents would be the better investment for increasing international student enrollment because of the high quality of leads these recruiters have been shown to have.

Total Cost of Implementing these Tactics*

Description	Cost
Marketing and recruiting budget	\$200
Application Fee Waiver	$\$25 \times (\text{number of applications}) = \mathbf{\$25(n)}$
Scholarships	$\$1,000 \times 10 (\text{new students}) = \mathbf{\$10,000}$
Total Costs	$\\$10,200 + \\$25 (n)$
Total Tuition Paid by International Students ²	$\$8,160 \times 10 (\text{new students}) = \mathbf{\$81,600}$
Total Revenue After Costs	$\\$81,600 - (\\$10,200 + \\$25(n))$

*This would be the costs without hiring recruiting agents. See [Appendix E](#) for detailed cost breakdown that includes the cost of agents.

We estimate that HCC will need to get 98 applications in order to funnel down to the 10 students they need enrolled³. This would mean that the total cost of implementing these tactics would be **\$12,650**, leaving HCC with a **\$68,950** revenue.

² Tuition paid in one academic year

³ Lead Flow Plan (See [Appendix F](#))

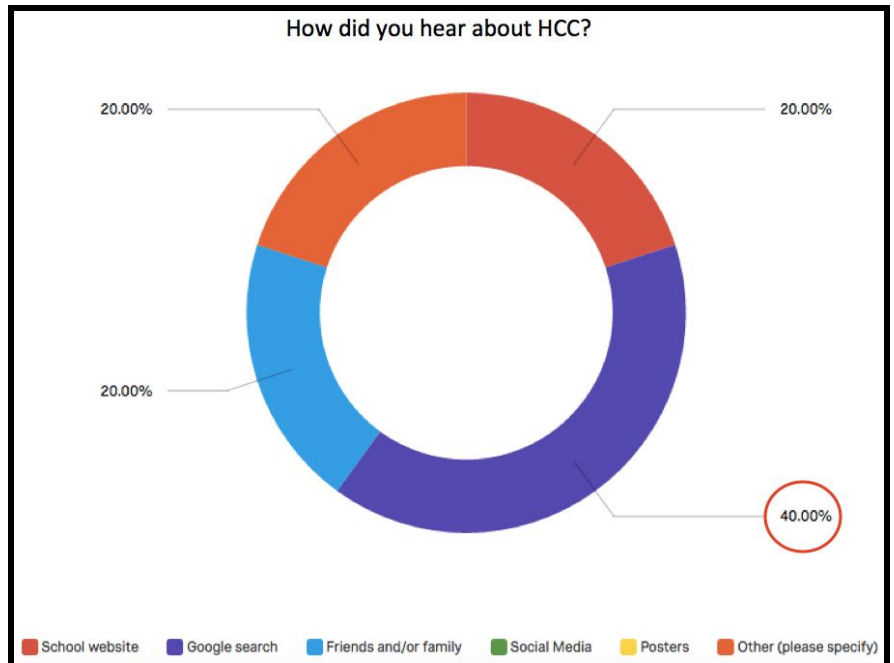


Strategic Initiative 3: Provide International Student Support Services

Our third strategy is to provide international students with support services both throughout the application process as well as once they arrive on campus. We recommend that HCC use the following tactics to help provide students with the services and information they may need to get from inquiry to enrollment as detailed in our lead flow funnel ([See appendix F](#)):

Landing page⁴

- ❖ Based on data collected from a survey of current international students at HCC, 40% of students became aware of HCC through a google search. This indicates that it is imperative for HCC to have a designated online platform for international students.



- ❖ Implementing this landing page shows a commitment to providing international students with the information and services needed to get from inquiry to enrollment.
- ❖ Through our lead flow plan (See [Appendix F](#)) we determined that the main stages where HCC could lose students are between inquiry and application and between application and confirmation. By adding an international student landing page, we believe that HCC can increase its retention rates at these stages.
- ❖ HCC's landing page will include an inquiry button that links to an inquiry form (see Appendix F, [Exhibit A](#)). This will be a great tool for HCC to generate leads. As detailed in our promotion plan, after students have filled out this form, HCC staff will send students emails with more information on the requested programs, followed by three more emails to follow-up with students who do not respond, encouraging them to apply ([see Appendix H](#)).

⁴ An overview of components that should go into this Landing Page are detailed in [Exhibit A](#) of HCC's Promotion plan



Increase communication with students

- ❖ In the past, prospective students haven't had access to consistent communication and student services during the application process and we want to address this by using tactics such as sending bi-weekly personalized emails and Skype calls in order to encourage them to continue through the application process and continue to communicate with them all the way through enrollment. Communication is especially important during the visa application process due to the complicated nature of the process itself. More detailed information regarding this tactic can be viewed in HCC's Promotion Plan ([See Appendix A](#)).
- ❖ HCC should expand its social media presence through its blog, facebook and twitter in order to help promote the events that are happening on campus to international students. This will be especially appealing to prospective international students, as it will give them a better picture of what being a student at HCC is like. In addition, HCC launched an app in the fall of 2015 and has 3000 downloads. We believe that regularly updating and promoting this app could be a tool to help communicate important messages to international students and could be an asset to increasing communication with students.

Partner with Kapi'olani Community College and the Honda International Center

Kapi'olani Community College's (KCC) Honda International Center is also located in Honolulu and offers a variety of support services to international students studying at KCC. These support services include admissions help, F-1 visa advising, housing, transcript evaluation, student life, and employment. Although KCC could be considered a competitor of HCC, HCC should instead aim to view KCC as a partner in this process as they have resources that will benefit HCC.⁵

- ❖ Since HCC does not currently have an international student support office or advisor, it is in HCC's best interest to strengthen the partnership with the Honda International Center team, in order to be able to provide support services for HCC students.
- ❖ HCC can also utilize the partnership with KCC to find and build new partnerships with schools in Japan.

⁵ See table on pg 1 of Competitor Analysis ([Appendix D](#))



Future Recommendations

- ❖ Because HCC currently only has one staff member in charge of international student operations, we recommend that as the international student population increases, HCC should use the additional revenue to hire 1-2 staff dedicated to international student recruiting, application, admission, visas and advising.
- ❖ As more revenue is generated, the budget for marketing and recruiting to international students needs to be increased.
- ❖ It would also be beneficial to send international student services and/or recruiting staff on recruiting trips to Japanese partner schools once per year in order to build and strengthen partnership as well as meet face-to-face with prospective students.
- ❖ The implementation of a Customer Response Management (CRM) system to track student leads and communication as they progress through the application and enrollment process in order to increase efficiency.

Conclusion

We believe that by implementing the strategy of targeting Japanese students, decreasing the barriers to enroll, and providing international student support services will help in attaining the goal of increasing the number of visa holding international students at HCC from 12 (current) to 22. In order for this plan to be successful, HCC will need to work towards a higher level of buy-in from admissions and administration. We hope that this plan will demonstrate the many benefits of having higher international student enrollment and help increase the level of commitment from the various departments on campus.



Appendix A: Promotion Plan

Executive Summary:

The following 18-month promotion plan details month-by-month promotional strategies that HCC's international student recruitment team (currently Shioko Yonezawa and the HCC admissions team) will utilize in order to increase international student enrollment.

Applications Deadlines⁶

- ❖ HCC offers rolling admission, therefore, international students can apply before the deadline in order to be admitted and begin the enrollment process sooner. International students are encouraged to apply by the deadline, in order to be able to admit them and mail out an I-20 Form. This promotion strategy is mostly focused on the Fall 2018 term, while keeping in mind that HCC may also be getting international students in Spring 2018. The current application deadlines at HCC are:

Spring Term: November 1st
Fall Term: June 15th

Budget/Cost:

- ❖ The current budget for international student marketing and recruitment is \$200.
- ❖ As displayed below, we recommend that the bulk of this budget be used for printing and mailing promotional materials to schools in Japan.
 - HCC should prioritize in order of importance which schools will receive the marketing materials.

Strategic Promotion Plan

This 18-month strategic plan is broken down in the following tables, and is accompanied by a color coded key which explains the approximate weeks these plans should be carried out each month to ensure maximum efficiency and success in the implementation. The first steps in this process are crucial to the progression of the plan in the following months and can be measured by whether or not they are completed in the given time-frame.

⁶ Due to the length and complicated nature of the visa process, application deadlines are strict for international students. This will help ensure that no complications in the process will arise and that more students are retained during the visa phase of HCC's lead flow plan.



Promotion Plan Key ☐ 1st week of month ☐ 2nd week of month ☐ 3rd week of month ☐ 4th week of month ☐ Finish by month's end	Ongoing Tasks - Lead Flow Plan ☐ Continue contacting leads and tracking them on the excel sheet and setting up skype calls. ☐ Reach out to prospective students and assist with application and questions. ☐ Reach out to admitted students and answer questions regarding visa, entry, housing and program ☐ Track numbers and conversion rates for each step of the lead flow plan to better inform future promotion strategies and goals. ☐ Sign new inquires up to receive HCC blog updates. ☐ Continue ongoing communication and relationship building with current partners and potential partners in Japan.
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DATE	STRATEGY	METRICS	COST INVOLVED
June 2017	☐ Get admissions staff on board with the recruitment process. ☐ Contact HCC webmaster to develop an international student landing page on the HCC website with an inquiry form⁷. ☐ Reach out to current partners and potential partners to discuss sending marketing materials to them, so that they know to expect them.		\$0
July 2017	☐ Launch international student landing page with inquiry form. ☐ Begin putting together the marketing materials (including value proposition and program information forms, deadline for both spring term and fall term) and putting them into envelopes to ship out. ☐ Ship and email PDF of marketing materials to partner schools and potential partner schools.	Track the inquiry volume after sending out flyers through excel sheet (ongoing). Track what partner schools are referring the most students and assess whether to continue sending marketing materials to the selected	\$50 for printing \$150 for postage⁸ This will allow 10 packets to be mailed.

⁷ [See Exhibit A](#)

⁸ Based on \$12.60 cost postage to Japan (First class large envelope at USPS.com)



		schools (ongoing).	
August 2017	☒ Once they start receiving inquiries, follow lead flow plan to follow up on leads (ongoing). ☐ Set up skype calls for students interested in Spring ☐ Hold international student breakout session for Fall 2017 orientation.		\$0
September 2017	☐ Assist leads interested in applying for Spring semester to submit application by November 1 deadline.		\$0
October 2017	☐ Reach out to students who are in the process of applying, and reply if they have any questions on the application		\$0
November 2017	☐ Admissions receives and reviews applications	Track how many of the leads actually applied	\$0
December 2017	☐ Communicate with any students admitted for Spring semester to assist with VISA and enrollment processes (using the lead flow plan).	Track how many students are admitted	\$0
Late January 2018	☐ Put together international student orientation with the help of current domestic student orientation administrators. Our recommendation would be to partner with the regular orientation, and then hold a breakout session for international students.	Track how many students are enrolled in the Spring Term. Once orientation happens, ask for feedback from students on how to improve the breakout sessions.	\$0
February 2018	☐ Email PDF of marketing materials to partner schools and potential partner schools.	Track the inquiry volume after sending out flyers.	\$0



March 2018	☐ Set up skype calls with students interested in Fall Semester. ☐ Continue emailing/contacting inquiries.		\$0
April - May 2018	☐ Send out reminder emails of application deadlines.		\$0
Late May 2018	☐ Reach out to students who started an application, but did not submit, in order to remind them to submit, and also to address any concerns that they may have.		\$0
June 2018	☐ Receive and review all of the applications for Fall. ☐ Prepare to send flyer packets and email PDF of marketing materials to partner schools and potential partner schools for the next year. ☐ Mail flyers to partner universities.	Track how many of the leads actually applied. Track what partner schools are referring the most students and assess whether to continue sending marketing materials to the selected schools.	\$50 for printing \$150 for postage This will allow 10 packets to mail.
July 2018	☐ As outlined in the lead flow plan, send admitted students email about VISA process, housing, and orientation. ☐ Respond to any VISA questions after a student is admitted and their I-20 has been sent. ☐ Hold skype meetings about housing in Honolulu. ☐ Email housing resource list to students ☐ Begin planning for Fall Orientation International Student breakout session.	Track how many students are admitted.	\$0
August 2018	☐ At the start of program, collect student information and report to SEVIS. ☐ Hold International Student breakout session at Fall International Orientations ☐ Cooperate with other universities under UH to provide temporary housing	Track how many students are enrolled in the Fall Term. Once orientation happens, ask for feedback from students on how to improve the breakout	Money needed for orientation should be included in the school orientation budget



	resources for students who haven't yet secured housing. - Administer placement test for international students to help them with registration - Offer ESL classes based on the placement test result	sessions.	
September 2018	Send out reminder emails for the application deadline for the spring semester		\$0
November 2018	- Hold mid-term check-up meetings with newly enrolled international students to see if they need help academically or socially - Encourage international students to write their story at HCC and post on social media, select some to post on international student page on the school website	Track if the webpage traffic increase after posting	\$0
December 2018	- Analyze data according to the lead flow plan to see which stage's goal wasn't met and why, and to calculate conversion rates for each step. - Adjust the goal and make plan for the next year - Write an email to thank partner schools for sending international students to HCC.		\$0

Exhibit A: International Student Landing Page

Details / Recommendations for Landing Page

The new international student services landing page will be one of the main tools implemented in the first month (June) to increase student inquiry and enrollment in HCC. This page should illustrate that students will be supported throughout their journey with HCC. This landing page should also use simple language since the application process is complex and many of the students have limited English language proficiency.	
Cost	There will be no cost in the creation of this section (menu tab) as it will be an extension of the already existing HCC website.
Components / sections to include⁹	Inquiry button (linking to inquiry form) Detailed application process¹⁰ Detailed passport and visa application process - <i>steps and procedures</i>. Important dates and deadlines English Language requirements and information promoting the ESL program Tuition/Financial details Hours of operation Drop in advising times¹¹ Housing information Academic / specific program requirements Link to social media pages <i>Future recommendation:</i> As international student enrollment grows, HCC should ensure that international students are featured in all of HCC's promotional and marketing materials (e.g. videos, brochures, etc.).
Goals / intended outcomes of creating international student "tab"	● Increase awareness of HCC's programs and of the school's mission ● Provide information to students about HCC ● Present a clear call to action ● Gain leads with inquiry or request more info tab ● Demonstrate that HCC values international students and their

⁹ The University of Washington's website is one example of a detailed and effective international student services landing page: <https://iss.washington.edu/>

¹⁰ HCC currently offers this information in their application tab, however, this should also be listed and incorporated into the new international student page.

¹¹ These must be established by the administrator or advisor in charge of international students for the current academic year.



	needs to increase retention
*Information to be included in the inquiry form	• Name • Email • How did you hear about HCC? • Program of interest (if any) • Current School
Evaluation of new landing page	Use google analytics to: • Track number of site visits • Track country of origin • Track if number of inquiries increase.

*See Inquiry Form Template in [Appendix H Exhibit A](#)



Appendix B: Segmentation and Targeting

Executive Summary:

Honolulu Community College (HCC) is a fundamental part of the University of Hawaii system, offering unique programs in a convenient location. However, it has had a lack of international students participating in its program due to an absence of an established international office and an equipped staff to support its mission. Currently, HCC only has 13 international students (.002% of total student enrollment in 2015)¹².

HCC is particularly interested in attracting students from East Asia, specifically Japan, South Korea, and China. We recommend that HCC targets international students from the three largest cities in Japan, who are interested in vocational and other technical training programs.

Overall Market Size:

According to *Open Doors Data*¹³ 2016, the number of total foreign students studying in the state of Hawaii was 4,295, which is a 6.4% increase compared to the number in 2015. The expanding market gives HCC an opportunity to recruit more international students. In the same report, the leading place of origin for foreign students in Hawaii is Japan (26.7%, 1,146 students), South Korea (12.5%, 541 students) and China (9.3%, 399 students), which accounts for almost half (2086) of all the international students in Hawaii.

Segmentation (See Exhibit A):

Why Japan:

The leading place of origin for foreign students in Hawaii is Japan, and HCC currently has a relationship with two schools¹⁴ in Japan which visit HCC every year. In addition, the Japanese population in the state of Hawaii also ranks the highest (16.7%)¹⁵ among other targeted countries in Hawaii. According to our client, most international students at HCC are from Japan as well. In addition, our contact at Kapi'olani Community College, one of the leading schools in Hawaii for international students, reported that China was the most difficult market to target. For these reasons, we have decided to focus our marketing efforts on the existing market of Japanese students rather than expanding into new markets in China and South Korea.

Students in Japan studying at technical and vocational schools:

Due to the fact that HCC offers a variety of technical and vocational programs, we should focus our efforts to target students who are already studying technical/vocational programs at junior

¹² HCC Fall 2015 Enrollment Report

¹³ Hawaii Open Doors Data 2016

¹⁴ Okinawa Women's Junior College and University of Niigata

¹⁵ [Infoplease Demographic Statistics](#)



colleges and technical schools in Japan and wish to go abroad after graduation to improve their English level and gain international working experience. HCC offers these students an opportunity to practice their English and improve professional skills at an affordable cost. Since employers are actively seeking to employ workers that have international experience, a program at Honolulu Community College would be valuable.¹⁶ As of 2013, there are 2,812 technical schools (Senmon Gakko) in Japan with a total number of of 587, 500 students.¹⁷

We have chosen not to focus on high school students because both our client and our contact at KCC have reported that their current international students from Japan are usually older, and rarely come to their programs directly after high school. This is also evidenced by demographic data gathered by the survey responses received from current international students at HCC who reported being in their mid-late twenties.

Technical and vocational students in large cities:

We will then further segment by targeting vocational/technical schools that are located in the largest cities in Japan. This will include the cities of Tokyo, Yokohama, and Osaka. This will allow us to reach a more affluent population of students, since the cost of living in cities is generally higher (Tokyo and Osaka rank in the 10 most expensive cities in the world¹⁸). This will ensure that we are targeting students with the ability to finance an education in the U.S.

Conclusion

After thorough research and consideration of all factors, we recommend that Honolulu Community College focus its marketing strategies to target students at junior colleges and technical schools in the three largest cities in Japan. These students are the most likely to choose to attend a vocational training program at Honolulu Community College based on their needs to improve English and gain international working experience.

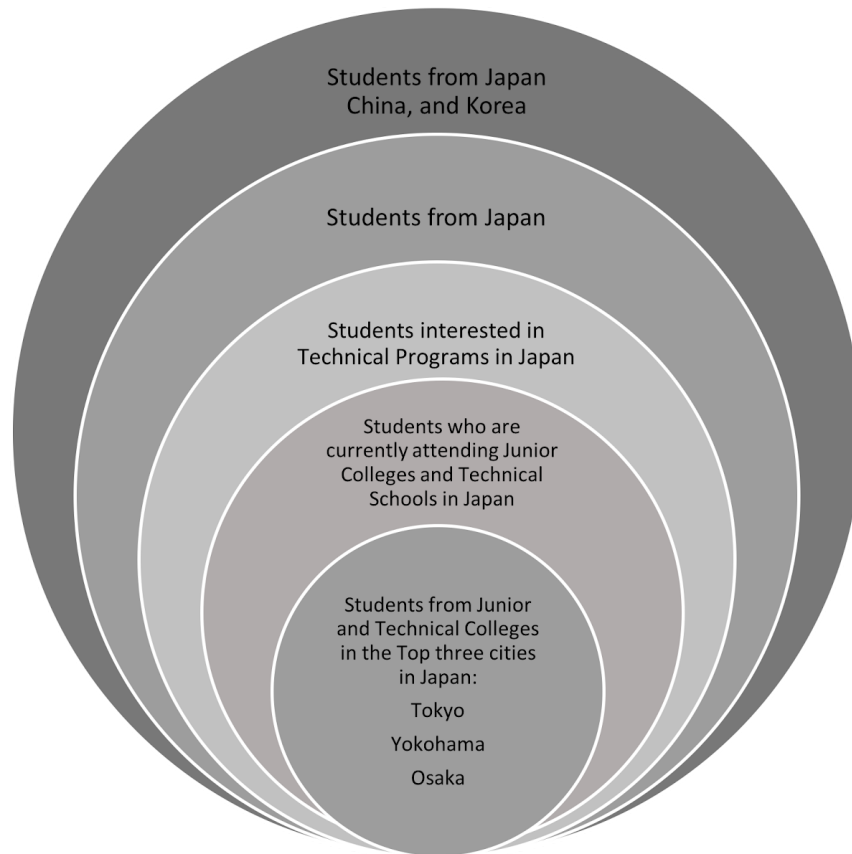
¹⁶ [Recruitment Trends in Japan](#)

¹⁷ [Senmon Gakko \(Professional Training Colleges\) in Japan](#)

¹⁸ [Most Expensive Cities to Live In](#)



Exhibit A : Market Segmentation Diagram



Appendix C: SWOT & TOWS- Strategy Recommendations

	Opportunities	Threats
	1. Japanese partner schools 2. Increased international student enrollment at community colleges¹⁹ 3. Transfer to 4 year (University of Hawai'i) 4. Japanese Population 5. International Students increasing in Hawaii (esp. Japanese)	1. Other Community Colleges (KCC, California) 2. Parent involvement in decision making 3. Other technical schools/junior colleges in Japan 4. Rising cost of colleges
Strengths	Strengths/Opportunities	Strengths/Threats
1. Hawaii - o Proximity to Asia - o Safe & welcoming (diverse community) 2. Programs - o Technical, Variety, Unique 3. Affordability 4. Student-teacher ratio 5. Immersive English experience	• Promote the unique programs to solidify potential partner schools (2-1) • Highlight the low cost of programs w/potential to transfer (3-3) • Market the location as a desired destination for Japanese immigrants (1-4)	• Highlight unique programs offered only at HCC (2-1) • Student-teacher ratio can ease parents' concerns about academic rigor (4-2) • Highlight the fact that Hawai'i is safe and welcoming to immigrants to minimize parent hesitations (1-2) • Market the low cost programs compared to Japanese vocational schools (1-3)
Weaknesses	Opportunities/Weaknesses	Weakness/Threats
1. High cost of living 2. Lack of International Student Services Office or International Student website- Few International Students 3. Location of the campus in comparison to KCC Not all certificates transfer back to Japan	• Leverage the large and established Japanese population in Hawai'i as a support system for students (2/3-4) • Highlight the option to transfer to a 4 year university to minimize the fact that certificates may not transfer (5-3) • Utilize partner schools in Japan to help promote HCC programs in order to increase international student population (1-3).	• Explain that growth plan is in place to hire IS service staff which will also help parents to feel comfortable about student attending HCC (2-2) • Collaborate with Kapi'olani Community College in order to use their resources and knowledge to help manage international students. (2-1) • We recommend that HCC create a landing page for international students who are looking to enroll in order to have information available for parents (2-2).

¹⁹[Open Doors Data - International Student Enrollment by Institution Type](#)



Strategy Recommendations:

Strategy #1:

We recommend that HCC use their established partnerships in Japan to promote the uniqueness and affordability of their programs. This strategy will help them in two ways:

- Potential students will recognize these strengths which will result in additional international student applications.
- HCC can further develop current relationships with two schools in Japan, Okinawa Women's Junior College and University of Niigata Prefecture, which visit HCC on an annual basis and are the source of over 80 percent of HCC's current international student body.

Strategy #2:

We recommend that HCC focuses on highlighting their location to minimize the potential threat of parents' disapproval. Our contact at Kapi'olani Community College, which has over 800 international students, reported that international students from East Asia rely heavily on their parents in making decisions about higher education programs. Parents want students to be safe and also want to assure that they are investing in a quality degree²⁰. In order to address this, we encourage HCC to leverage the fact that Hawaii is the closest U.S. state to Japan, and has a welcoming atmosphere towards international students, and to highlight their programs and their faculty-student ratio to help ease any hesitations that parents have with regard to their children attending HCC.

Strategy #3:

Our contact at HCC also reported that a determining factor for students and parents is whether or not there is an adequate support system in place for their student. In addition, Geert Hofstede's cultural dimension theory shows that Japanese culture values community²¹. For these reasons, we recommend that HCC market Honolulu's large Japanese²² population (23.3% of residents), which will provide students with an easier and comfortable transition to Hawai'i, especially since HCC does not have a large number of international students or any formal international student services.

Strategy #4:

We recommend that HCC work collaboratively with Kapi'olani Community College (KCC) in order to strengthen and develop their international student services. Although we consider KCC

²⁰ [Common fears Parents face when their student studies abroad](#)

²¹ [Hofstede's Cultural Dimensions for Japan](#)

²² [Japan's Population Statistics](#)



one of the top competitors in the market, we also recognize them as a resource and recommend that HCC use them as such.

Strategy #5:

Finally, we recommend that HCC create a landing page for international students who are looking to enroll. As of now there is no direct page with international student resources, and by having an international student landing page, prospective students and their parents can get information they need in order to make a more comfortable decision in choosing HCC.

Appendix D: Competitor Analysis

Competitors	Honolulu Community College	California Community Colleges (De Anza and Santa Monica)	Kapi'olani Community College	Vocational Schools in Japan
Cost of Tuition/ (per unit)	\$8160 per year	SMC: \$6360 De Anza: \$3744 per year	\$8160 per year	\$10,000 per year
Location of Institution	Honolulu, Hawaii	SMC: Santa Monica De Anza: Cupertino	Honolulu, Hawaii	Japan
Student to Faculty Ratio	15:1	SMC: 30:1 De Anza: 28:1	18:1	25-1
Programs offered	23 Technical Programs	60 Academic Programs 11 Career and Technical Programs	50 total 29 certificate 21 associates	8 different fields of study industry, agriculture, medical care, health, education and social welfare
International Student Services	No	Yes	Yes	No



Competitor #1: Option to stay and study in Japan

Due to the educational system in Japan and the high outcome for job employment upon completing vocational training, the biggest competitor HCC faces is the choice that students will opt to stay in Japan to pursue their education.

Strengths and Weaknesses

	Education in Japan
Strengths	❖ 3,218 private vocational schools ❖ Apprenticeships and diplomas in home country ❖ No need to travel abroad ❖ 90% job rate upon completion
Weaknesses	❖ Very limited program choice per school ❖ No study abroad experience ❖ No English language immersion experience

The option to stay in Japan and live at home while earning a degree from a vocational/technical school is a very attractive option. *Senmon Gakko* (professional training colleges) are very popular in Japan. There are around 3000 *Senmon Gakko* and one out of six upper secondary school graduates goes to a *Senmon Gakko*. It would allow students to obtain an apprenticeship in their home country and enter the job market upon graduation. Students would also avoid the cost associated with living and studying abroad. Although the vocational schools are targeting the same segment, that we are targeting, they are also targeting high school students who want to start their vocational training during their junior year.

Positioning Statement:

- ❖ Earning a degree at HCC will give students a competitive edge over those who earn a degree in Japan by giving them an international experience and allowing them to be more marketable to employers. For those students looking to improve their English proficiency, HCC offers similar programs to technical schools in Japan, but it also offers an immersive English language experience because of its customizable ESL courses and that courses are taught in English.

Competitor #2: Kapi'olani Community College

The second competitor is HCC's neighboring school, Kapi'olani Community College (KCC). Although KCC can also be considered a partner to HCC, the current high enrollment of international students, the comprehensive international services office, and the larger quantity and variety of programs makes it another strong competitor.

Strengths and Weaknesses

	Kapi'olani Community College (KCC)
Strengths	❖ Comprehensive International Student Services Office ❖ Large international student population ❖ Huge variety of programs ❖ Affordable ❖ Great campus (more attractive than HCC: free parking, outdoor spaces, away from city center) ❖ Partnerships with 12+ schools in Asia (Mostly Japan and Korea) ❖ Have a marketing professional running the operation (Cy)
Weaknesses	❖ Does not offer technical programs that are similar to HCC ❖ Further from the airport ❖ Not as close to the city center

One major reason that this competitor attracts the target market is that they have a full support staff working in their international student services (ISS) office and the Honda International Center. The staff there are very established, and often help other community colleges in the University of Hawaii system.

The target market would also be attracted to KCC for their large and established international student population, especially since 15 percent of their overall student body are of Japanese descent. In Japan, it is very common for parents to make decisions for their children regarding their studies. Parents want to be sure that there is an adequate support system for their child to be able to succeed²³. Therefore, the fact that KCC has a large international student body would be very attractive to parents of potential Japanese students.

Lastly, KCC offers students a much more attractive campus than that of HCC. It is located in a residential area, has lots of outdoor spaces, and offers free parking for students. Honolulu, on the

²³ Information reported by Cy at KCC



other hand, only has paid parking and is located near downtown Honolulu business district. There are limited outdoor spaces or other potential aesthetic benefits.

In light of these strengths at KCC, the best course of action in competing with them would be to market the uniqueness of the programs offered at Honolulu. Cy, our contact at KCC, admitted that some of his international students have expressed interest in these programs, specifically Early Childhood Education, Aeronautics, and Cosmetology. Therefore, marketing these programs to the target market would help to differentiate Honolulu from KCC, and highlight what HCC can offer over its competition.

Positioning Statement:

- ❖ To Japanese students interested in studying in Hawai'i, Honolulu Community College is similar to Kapi'olani Community College, but offers unique career and technical programs for an affordable price.

Competitor #3: California Community Colleges

California Community Colleges are our third competitor. California Community Colleges offer the ability to travel within California to major cities that are internationally known such as San Francisco, San Diego and Los Angeles. Furthermore, California is one of the top destinations in the U.S. for international students to study, with over 5,000 Japanese students alone.²⁴ In addition California is the next closest state after Hawaii when traveling to Japan. Also, the California Community College system allows for easy transfer to UC and CSU schools.

According to data found in Open Doors, California has 15 out of the Top 40 Associate's Colleges hosting international students. This is due both to its reputable, desired location as well as to the quality of institutions in regards to international student's needs. For example, Santa Monica and De Anza Community Colleges have an extremely large and comprehensive international student office and offers a variety of services that HCC currently does not have. In addition, they have various clubs, sports teams, and events specifically aimed at integrating international students into community life. De Anza even has an International Alumni and mentor network in place to provide students with support. According to Hofstede's Cultural Dimensions, Japanese culture values collectivism and a sense of community, which makes the aspects mentioned about attractive to Japanese students.

²⁴ Based on calculations from data found in [California's Open Doors](#) report from 2015

Strengths and Weaknesses

	Santa Monica Community College (SMC)	De Anza Community College
Strengths	❖ Intensive English Program (IEP) ❖ #2 Community College in the Nation hosting International Students²⁵ ❖ International student services (tutoring, academic counseling) ❖ Large international student office ❖ Over 3,300 international students (makes up 10.9% of student population)²⁶ ❖ Career Technical Education Programs (CTE) ❖ Low cost of tuition (\$265 compared to \$340 at HCC) ❖ Location: Santa Monica as a highly recognized and desired location	❖ 67 AA degrees / 97 Certificates²⁷ ❖ ESL summer intensive program ❖ International student office offering support services ➢ Visa Support ➢ Orientation ➢ Multilingual Staff ➢ International student alumni network ❖ More than 70 clubs and 19 athletics teams ❖ Partnered with organization that provides homestay option
Weaknesses	❖ Large student body (30,000 students enrolled) ❖ 30-to-1 student-faculty ratio	❖ Student to faculty ratio is 28:1 with a 35 student class size average. ❖ Location- Cupertino, CA, Suburbs- although it is in the Bay area, it is far away from San Francisco

Based on the fact that these community colleges have an established international student services office, and that over 5000 students are attending schools in California, we can assume that California Community Colleges are attracting students from Japan.

Positioning Statements

- ❖ Honolulu Community College is similar to California community colleges, but offers a much smaller student to faculty ratio that allows students to receive more attention from faculty. HCC has a large Japanese population which will give students the sense of community that they are used to in Japan.

²⁵[Open Doors Data- Top Community College Hosts to International Students](#)

²⁶[Santa Monica College- Student Citizenship Status](#)

²⁷[De Anza College Degrees](#)



Appendix E: Pricing Strategy

Executive Summary

Honolulu Community College (HCC) offers Japanese students many benefits, including the opportunity to gain study abroad experience at a comparable cost to studying in Japan. Our recommendation is that HCC not raise the cost of tuition at this time for the following reasons:

- ❖ Kapi'olani Community College (KCC) offers comparable programs and better services than HCC and has a more integrated international office and international student body.
- ❖ Our target market is price sensitive and may react negatively to higher tuition costs.

Similarly, we also recommend that HCC not lower their tuition costs for the following reasons:

- ❖ The cost of living for students in Honolulu is less than or equal to the cost if they chose to study with one of our competitors (other colleges in Hawai'i, California community colleges, or Japanese vocational schools in 3 largest cities in Japan).
- ❖ HCC provides students with a unique study abroad experience which adds a significant value by making students more marketable to future employers.

Value-Based Pricing Analysis

HCC offers a high value to Japanese students coming from vocational colleges, in part due to the short duration of the programs and the opportunity to gain study abroad experience. In addition, HCC's programs are attractive to students because they are less expensive than other vocational schools in Japan. Furthermore, the study abroad experience contributes to a student's intercultural competency and provides the opportunity for students to improve their English proficiency in an immersive environment, where they can receive any needed support through the ESL program. All of these factors allow students to become more marketable to both Japanese employers and employers abroad.

Similarly, HCC's unique technical training programs can help international students expand on their knowledge and expertise in a certain field, and there is evidence that studying abroad in the US is beneficial to international students.²⁸

²⁸ See ["Global Education and Long-Term Career Prospects"](#)

Finally, by obtaining a degree/certification from HCC, Japanese international students will obtain higher salaries in their home country. We can use Early Childhood Education as an example:

	Average Salary	Added value over 10 years	Added value over 30 years (career)
Regular Preschool teacher in Japan	\$29,000 ²⁹	\$0	\$0
English Preschool teacher in Japan	\$32,580 ³⁰	\$35,800	\$107,400

In addition to the current salary difference, the rising value of having English skills is likely to cause English preschool teacher salaries to increase at a greater rate annually than regular preschool teachers. This would result in a much higher career earning projection than that shown above.

This increased earning potential helps to justify the added costs that the student will incur as a result of studying at HCC. These costs include higher housing and food costs. The table below provides a comparison of the annual costs for attending HCC and attending school in Japan:

	Tuition & Fees	Living Costs	Total
HCC	\$8,160	\$11,782 ³¹	\$20,002
Japan (Tokyo)	\$10,000	\$8,750 ³²	\$18,750

Cost-based Pricing Analysis

The following tables outline the current and future price floors for HCC. The future price floor is based on costs that will be incurred through the implementation of our future recommendations ([See Appendix A](#)):

²⁹ [Tokyo Preschool Teacher Salary Information](#)

³⁰ [English Preschool Teacher Salary in Tokyo](#)

³¹ Calculated using the cost of attendance calculator on fafsa.org

³² [Temple University costs in Japan](#)



Current Costs for Marketing & Recruiting

Description	Cost
Assistant Professor (Faculty)	<u>\$75,291 salary a year (avg).</u> If approximately 20% of her time is devoted to recruiting, that's \$15,058
Marketing and recruiting budget	\$200
Total	\$17,258
Per Student Cost (12 current)	\$1,438

Future Costs for Marketing & Recruiting

Description	Cost
International Student Advisor	\$46,000 base salary (Glassdoor) + Benefits (20%) = \$55,200
Agent	\$1,000 x 10 (goal number of additional students) = \$10,000
Marketing & Recruiting Budget	\$2,000
Application Fee Waiver	\$25 x 10 = \$250
Scholarships	\$1,000 x 10 (additional students) = \$10,000
Total	\$77,450
Per Student Cost (22 students)	\$3,520

The total costs for all of these services, salaries and budgets would be \$77,450 assuming that all additional students were obtained with the help of an agent. Because our goal is to increase enrollment by 10 (12 to 22), this would translate into \$3,520 per student. This represents the pricing floor, or the breakeven point, for HCC. Over a 2 year program, one student would contribute a total of \$16,320 in additional revenue, which results in a total added revenue of \$12,800 for each international student (higher if the student is recruited without the use of an agent).



Competitor-based Pricing Analysis

We believe that based on the prices of our competitors, HCC is priced appropriately for the time being. The affordability of HCC's tuition compared to that of vocational schools in Japan makes it something that is attainable for a student who is planning to go into a technical or vocational program. California community colleges are more affordable, so they continue to be a competitor when it comes to cost. In addition, because KCC and HCC are currently priced the same, an increase in price in HCC would make KCC the favorable choice, especially since KCC offers a campus outside of the city center with more outdoor space, and also has an established international student services staff. The prices for HCC and its competitors are summarized in the table below:

	Honolulu Community College	California Community Colleges	Kapi'olani Community College	<i>Senmon Gakko</i> Vocational Schools in Japan
Cost of Tuition per academic year (based on 24 credits)	\$8160	De Anza ³³ \$4488 Santa Monica ³⁴ \$7440	\$8160	\$10,000
Rent Costs (12 months)	\$11,782	\$29,448	\$11,782	\$8,750
Round-trip Airfare to Japan (annual)	\$600	\$950	\$600	N/A
Other fees	\$30	De Anza \$51.34 Santa Monica \$56	\$30	

In the future it would be beneficial to revisit HCC's pricing, especially in the case that a particular program becomes popular with international students. If a particular program begins to gain popularity, and it is not a program offered at any of the immediate competitors' campuses, then increasing the price of the program would help increase revenue.

³³ <https://www.deanza.edu/registration/cashier/fees.html>

³⁴ <http://www.smc.edu/EnrollmentDevelopment/Admissions/Pages/Tuition-Fees.aspx>



Another suggestion, would be to waive the \$25 application fee as a promotional discount for international students. This would be a \$250 cost for 10 students. However, considering that the added revenue from those students over a two-year program would be \$163,200, this initial cost is insignificant.

Convergence of Goal and Pricing Strategy

Our goal is to increase the number of VISA holding international students from 12 (current) to 22 by Fall 2018, and to reach an enrollment of 50 students by the year 2020. Given that HCC programs are an average of two-years and international students need to take a minimum 12 credits, the total amount of tuition and other fees that HCC will receive in the first year as additional revenue would be \$81,600. (\$340 tuition * 24 units * 10 students). According to the cost-based analysis, this will cover the cost and even allow HCC to begin to implement suggested marketing strategies (such as hiring an international student advisor) in order to retain the number of international students.

Price Sensitivity of Target Market

Because we are planning on recruiting from study abroad and vocational fairs and junior colleges in Japan, which tend to attract students from lower-income backgrounds or those who are changing careers or looking to start a career, we believe that our target market will be sensitive to the price of their education.

In addition, the total cost of living for two semesters in HCC is \$11,782. However, rent prices are similar for other community colleges in Hawai'i (KCC) and rent prices are higher in California³⁵.

Finally, the tuition at all community colleges within the University of Hawai'i system is the same, which makes it easy to compare the product and price, which will add to the price sensitivity of customers.

Recommended Price Changes

Based on the above analyses, we recommend that HCC make no change to their tuition at this time. However, we recommend waiving student activity fees and/or application fees if the students apply by a predetermined priority deadline. Waiving these fees would incentivize more international students to apply by reducing the initial investment. This would also allow HCC to be more attractive to potential students than Kapi'olani Community College (KCC), which is

³⁵ [California Rent Prices](#)



important since KCC has the exact same tuition and fees as HCC. By waiving these fees, we would need to change our promotion to emphasize that opportunity. For example, we could advertise that students would get an application and/or activity fee waived if they applied by an established deadline listed in our poster or other promotional channels. There are no changes that need to be made to HCC's placement and product.

Conclusion

At the current juncture, we recommend that HCC not make changes to their tuition prices. We believe that HCC provides enough value to justify the current tuition rates, but by raising the tuition they would be pricing themselves higher than some of their biggest competitors, most of which offer more value by having an established international student body and staff to support them. We do, however, recommend that HCC waive application fees and student activity fees for international students in order to attract more applicants in the early phases of this recruiting plan.

Appendix F: Lead Flow Plan



Japanese Vocational School Students:

- ❖ **210,000** student target market for HCC³⁶

This is based off the number of students in the largest populated cities in Japan. Then based off that number we lowered it based on the level of english proficiency among Japanese students overall

Inquiries:

- ❖ HCC will use various outreach strategies to increase the number of inquiries. HCC will need at least **650 inquiries** to reach its recruiting goal. (650/210,000) is the minimum number required to reach our goal.

Applications:

- ❖ During this phase HCC will provide resources (detailed in the plan below) to students and guide them through the application process. Out of the 650 inquiries we hope to get 15% to apply for a total of **98 applications**. (650x15% = 98 applications)

Admissions:

- ❖ 90% of the 98 applicants are accepted to HCC which gives a total of **88 students**.³⁷ HCC will send an email notifying students of admittance with a link to confirm their admission and create a username and password.

Confirmed:

- ❖ Once students have confirmed their admission, HCC will send students information regarding next-steps towards final enrollment. 25% of the 88 accepted students are expected to confirm admission, resulting in **22 confirmed students**.

Visa:

- ❖ This stage will be closely monitored to aid students who might have difficulties. We approximate that 75% of visas get approved, so that **16 students** out of the 22 confirmed get a visa.

Enrolled

- ❖ We believe that 75% of students that get a visa will enroll (due to any unforeseeable personal circumstances), resulting in **12 students**. (16x75%=12)

Retention

- ❖ The goal is that HCC will retain 80% of 12 students enrolled in order to have **10 international students** in the second year.

³⁶ *Qualifying dimension:* English levels and TOEFL/EIKEN scores would lower this number, depending on the final entrance score HCC sets in the future. Not all students who are enrolled in community colleges in the biggest cities in Japan will have an adequate English level.

³⁷ This is dependent on TOEFL score (HCC is looking to lower this)

Executive Summary:

The following lead flow plan outlines our recommendations for managing international student recruiting efforts at Honolulu Community College (HCC). Based on our research and analysis, following these steps will allow HCC to achieve the goal that we have laid out, which is to increase the number of VISA holding international students from 12 (current) to 22 by Fall 2018, and to reach an enrollment of 50 students by the year 2020. Because HCC has a current enrollment of 12 without any explicit international recruiting efforts, we can assume that this is their baseline enrollment, and will therefore focus on recruiting 10 additional international students to reach the goal of 22.

Because there is currently a medium to low level of buy-in from the admissions department, the implementation of this recruiting plan by the Chancellor of HCC and other administrators will be crucial to its success and will help maximize buy-in from the admissions team. Having the admissions team on board is critical to the success of this plan.

Further Rationale for Conversion Rates:

Due to the low number of international students, HCC does not currently have their own conversion rates to refer to in order to apply them to the lead flow funnel. Therefore, the conversion rates listed in the lead flow funnel summary on the previous page of this document have been established primarily by estimations that our team has made based on researching both the target market as well as current market trends in other U.S. community colleges.

- ❖ Our team was able to obtain conversion rates from Kapiolani Community College, however, due to the fact that KCC uses agents to obtain a larger number of high-quality leads, their conversion rates are very high in comparison to HCC, and are not attainable goals for HCC at this time.³⁸

KCC Conversion Rates	
Inquiry to Application	95%
Inquiry to Enroll	80%

³⁸ Recommendations to hire agents in the future as enrollment and revenue increase can be found in HCC's Pricing Strategy document.



JAPANESE VOCATIONAL SCHOOL STUDENTS

Rationale

- ❖ The total number of students studying at *Senmon Gakko* (professional training colleges) in Japan is approximately 587,500.³⁹ We approximate that half of these schools are located in the three largest cities in Japan (Tokyo, Osaka, and Yokohama) which would total approximately 300,000 students.
- ❖ Based on data gathered from Education First's (EF) English Proficiency Index (EPI), Japan ranks 35th out of 72 countries in their English proficiency and 10th out of 19 countries in Asia.⁴⁰ This means that it is ranked as having “low proficiency” compared to other countries. In light of this data, not all of the 300,000 students who attend vocational schools in Tokyo, Osaka, and Yokohama will have a sufficient level (if any level) of English to apply or attend HCC. Therefore, the target market size is decreased.

Final Target Market Number

- ❖ Without specific demographic data of Japanese students' English levels, we have utilized the EF EPI ranking to assume that the original market size of 300,000 will drop approximately 30% to a total market number of 210,000.

INQUIRIES

Current Recommendations:

- ❖ HCC will send electronic flyers and pamphlets to their partner schools in Japan (Okinawa Women's College and Niigata University) to be posted on bulletin boards and sent out to students. These flyers will include information about HCC and the programs offered, and will highlight the opportunities for students to gain study abroad experience.
 - Bulletin boards will be used if deemed an appropriate and useful strategy to raise awareness of HCC by the existing partner schools, as well as by any future partner schools HCC gains. This should be determined by the partner school's existing promotional material that goes on to any school boards (if existing) and the effectiveness of these bulletin boards in promoting other materials. Printed materials should not be used if the school doesn't currently use this type of promotion, as to not waste any resources and budget allocated for said resources.
- ❖ HCC will create an international student landing page on their website and will provide a “request info” button on this landing page to increase the number of inquiries. By clicking on this button, potential students will be prompted to fill out a form with name,

³⁹ [School Basic Survey](#)

⁴⁰ [Education First's English Proficiency Index](#)



contact information, programs of interest, and current school in Japan. ([See Exhibit A](#))

This form will be short to ensure students will fill it out without feeling there are too many questions which will ultimately lead to a higher number of leads.

- ❖ HCC will track leads and follow-ups through a tracking excel sheet ([See Exhibit B](#)).

Future Recommendations:

- ❖ Once HCC has established more partnerships, these flyers and pamphlets should be sent to these schools as well and distributed in the same manner as to their existing partner schools.

If student fills out inquiry form	If student does not respond to multiple follow up emails
❖ HCC Staff will send them an email with more information on the requested programs, followed by three more emails to follow-up with students who do not respond, encouraging them to apply. These emails will be spaced 1 week apart (See Appendix H). ❖ If student replies to email with further interest, the admissions office will schedule a call with the student to discuss program options and the application process.	❖ HCC will keep sending informational emails every three weeks for a period of 3 months, and after that period, non-responsive students will be sent an email thanking them for their initial interest and subscribing them to HCC student life blog: honoluluccblogger.com (Students can unsubscribe from this blog at any point.) ❖ Add these students to a “cold leads list.” This list can be used to contact students during the inquiry phase during the next application cycle.

APPLICATIONS

- ❖ HCC will offer an application fee waiver for international students who apply by a priority deadline. This application fee waiver will increase the number of international student applications for HCC.
- ❖ Students will be supported by admissions staff to help guide them in the application process.
 - Increased response time to student emails with application concerns
 - For students who have started the process, there will be bi-weekly email check-ins with students.
 - If necessary, or in requested, a skype session can be set up with a student.
- ❖ If student's TOEFL or EIKEN scores are below HCC's required score by a marginal amount (to be determined by HCC administrators), HCC will grant *conditional admission* which will require students to take ESL courses before entering their program of study.



This will increase both the amount of time students are at HCC (increasing revenue) as well as the amount of students that can complete the application and admission process.

ADMISSIONS

- ❖ Once admitted, HCC will send out information in regards to the visa application, housing, and orientation.
- ❖ HCC will mail the I-20 which is the document students will need to apply for F-1 student visa.
- ❖ When a student is accepted, HCC will also send an email with instructions on how to confirm their intent to register by a set deadline.

CONFIRMATION

- ❖ Once a student confirms their admission, newly admitted students will create an HCC username and password.
- ❖ HCC will email students who have not confirmed acceptance by the set deadline, in order to remind them to confirm attendance.
- ❖ HCC will send a decline survey to those that declined offer ([See Exhibit C](#)).

VISA PROCESS

- ❖ There were 17,393 F-1 visas approved for Japanese students coming to the U.S. in 2016⁴¹, which is a relatively high number of visa approvals. If students are denied a visa, they can reapply for a visa as well, so this increases the chances of eventually obtaining a visa. The biggest concern here would be if a student does not get a visa in time.
- ❖ Send bi-weekly emails to check-in on students who are in the process of applying visas in order to support them and ensure higher retention rates.

ENROLLED

- ❖ We aim for 12 enrolled, because we run the risk of losing students to neighboring community colleges.

⁴¹ [US Department of State Visa Statistics](#)



- ❖ Students will be contacted by their program advisors in order to get students enrolled in the appropriate classes.
- ❖ HCC will insure student has easy transition to campus by contacting through email and setting up on-site orientation.

RETENTION

- ❖ Our goal is so that at least 10 students stay enrolled and continue paying nonresident tuition.
- ❖ HCC program advisors will check-in with international students through advising sessions to make sure they are doing well in their studies and transition to HCC.

Conclusion:

By following this lead flow plan, HCC will be able to reach its target goal of recruiting 10 or more international students in the following academic year. However, as HCC doesn't have the current numbers for each of these stages in the lead flow chart, the number provided is based on an estimation. If the goal is not met, HCC can compare the actual size and goal size of each stage, allowing the administrators to find out which stage needs more focus and efforts, in order to meet HCC's goal.



Lead Flow Visualization

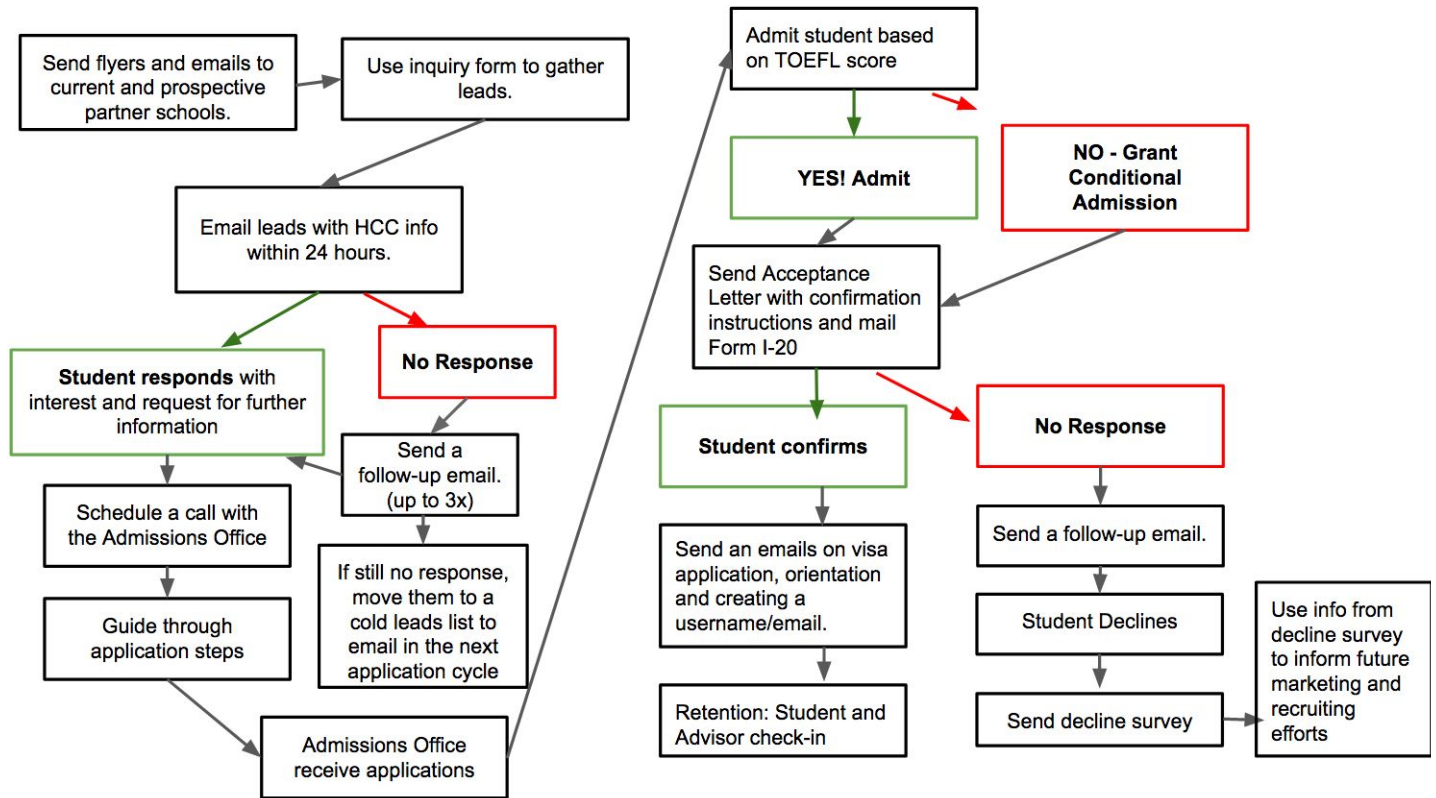




Exhibit A: *Inquiry Form for International Student Landing Page*



*** = Required Field**

Tell us about you	
*First Name 	*Family (last) Name
*Email 	*Country of Residence
*Current School Attending 	

What would you like to learn more about?
*Academic Program Interested In 
Other Interests (check all that apply) ☐ ESL program ☐ Housing/Accommodation ☐ Admissions requirements



Exhibit B: *Excel student tracking form.*

	A	B	C	D	E	F	G	H	I	J
1	Date of Inquiry	Last Name	First Name	Program of interest	Student Email	Date of 1st Email	2nd Email	3rd Email	Interested	Referred to Admissions?
2	5/11/17	Doe	John	Early Childhood Ed	john@email.com	5/12/17	-	-	Yes	5/12/17
3										
4										
5										
6										
7										
8										
9										
0										
1										
2										
3										



Exhibit C: *Decline Offer Survey Example*



Decline Offer Survey

Thank you for considering Honolulu Community College. We understand that many factors influence each applicant's decision in selecting his or her ideal program. We would appreciate if you would please take a few minutes to respond to this brief survey. Your feedback will support our ongoing efforts to improve our admissions processes. Thank you for your time.

Q1 Why did you decline HCC's offer?

- ☐ Plan to attend another university or program
☐ Decided not to pursue studying abroad at this time

Q2 Please rate the follow factors and how important they were in deciding where you would attend.

	Not Important (1)	Somewhat Important (2)	Important (3)	Very Important (4)	Critically Important (5)
Reputation or ranking of program (1)	☐	☐	☐	☐	☐
Diversity of students, faculty, or community (2)	☐	☐	☐	☐	☐
Geographic location (3)	☐	☐	☐	☐	☐
Post- graduation employment opportunities (4)	☐	☐	☐	☐	☐
Family or personal considerations (5)	☐	☐	☐	☐	☐
Curricular emphasis, program structure, or faculty scholarship (6)	☐	☐	☐	☐	☐
Tuition or cost of attendance	☐	☐	☐	☐	☐

Q3 Would you consider re-applying for HCC in the future?

- ☐ YES
☐ NO

Q4 Is there a program you are interested in that HCC does not currently offer?

Please write here: _____



Appendix G: Value Proposition



A variety of unique
career & technical
programs



15:1
student to
faculty ratio



UNIVERSITY of HAWAII
HONOLULU
COMMUNITY COLLEGE

BROADEN YOUR EXPERIENCE

経験を広げよう

Get the job of your dreams by furthering your
education in Hawai'i!



For more information:

Email honcc@hawaii.edu

Apply before _____ for an application fee waiver!!



Appendix H: Post Student-Inquiry Email Template



Aloha _____ (*student's name*),

On behalf of Honolulu Community College (HCC) we would like to thank you for your interest in our college. We want to follow up with you in the hopes of getting you closer to making HCC your school of choice.

We look forward to helping you reach your career goals through our _____ (*state program student has demonstrated interest in*) **program** which you have shown interest in.

You can find more information on the _____ (*program student has demonstrated interest in*) on our website at _____ (*provide program website link*). If you have any further questions, please do not hesitate to contact us as we look forward to helping find the perfect fit for you in our institution.

Our registration for fall 2017 for new students is currently open and we encourage you to apply. In order to apply visit our admissions website which details the next steps in the application process: honolulu.hawaii.edu/admissions

Apply by _____ (*date*) and receive an **application fee waiver!**

Mahalo,

HCC Admissions Team
(*include admissions contact information for students*)

