C.2 Advertising and Promotion

A. Advertising and Promotion Plan for Student Recruitment that Supports Enrollment

Alhambra Preparatory Academy, hereby referred to as Madison Highland Prep (MHP) and Madison School District are teaming up to provide a seamless Pre-K through 12th grade STEM College Preparatory experience for students who live in the Madison School District as well as students from several different zip codes in the area (85014, 85006, 85004, 85003, 85007, 85013, 85015, 85017, and 85019). Madison School District's enrollment includes 43% of its population from outside of the district, and from students as far west as Surprise, Arizona. MHP will be located on the east edge of 85014, and will share a campus with Madison Park Middle School, 1431 E. Campbell Avenue, Phoenix (See A.2). MHP will provide education services to the local Madison School District area and to the seven other zip codes previously referenced. Madison Park Middle School provides education services to several different zip codes including MHP's targeted zip codes. MHP's interest in these zip codes is consistent with our interest in serving high need populations (as defined through Poverty and Minority Indexes) where effective schools are in high demand.

Thus, MHP will be both a community school, as well as a destination school similar to the MSD. In servicing the local community, MHP will advertise and promote within the neighborhoods surrounding the school. MHP will deliver information and messaging through various channels, from brochures and mailings to strong grassroots efforts at the community level. MHP's Target Population analysis indicates that there are many reasons why students will seek to enroll at the school. MHP's special STEM college preparatory mandate is not only consistent with national education priorities but also local priorities as there no high school STEM programs in the target enrollment area. The Madison School District and their local education community have made it a priority to establish a seamless Pre-K through 12th grade STEM college preparatory program. The Madison Governing Board has approved a collaboration between MSD and MHP, which will include the lease of a portion of the Madison Park Middle School (MSD Board Agenda, May 21, 2013). According to the MSD Board, MSD's families have voiced their ongoing interest in a STEM college prep high school for several years.

According to MSD's superintendent, the advertising has already begun. Upon reaching a decision to approve a collaboration with Alhambra Preparatory Academy (hereby referred to as Madison Highland Prep) the Superintendent sent out a communication to all MSD employees announcing the decision. Further, the superintendent reported that "Madison sends over 1500 communications to its students' families and the local community every year." The Superintendent further stated that "Madison will promote the new high school, and the new seamless STEM program extensively." The Madison School District utilizes a comprehensive marketing and communications strategy that is constantly evolving. Current components of that strategy include, six newsletters distributed annually to the Madison community, postcard mailers targeting neighborhoods with a high likelihood of family interest for their student age children, a strong web site presence, and broad social network exposure anchored by Facebook, Twitter, Google+, and YouTube. Additionally, each individual school produces and distributes their own school newsletter on a monthly basis at a minimum, with many schools publishing more frequently. Madison also actively works with the local press to maximize the publication of positive news stories and to have articles published about and by high profile members of the Madison Leadership Team. Madison also conducts research on the effectiveness of marketing and communications efforts and utilizes the data compiled from this research to inform and improve future efforts (Mann, 2013).

Madison Highland Prep anticipates fulfilling its enrollment goal of 300 students in the first year, 350 students in the second, and 400 students in year three. MHP has a peak capacity of 450 students at the Madison Park Middle School campus and anticipates that the peak capacity will occur in year four (See A.2).

MHP will take a proactive approach to advertise and promote from the start-up phase of the school, to the second year, the third year and thereafter to ensure enrollment goals are reached. MHP's recruitment team will initially consist of the administrative team (Principal and Director of Curriculum) and will expand to members of the education team once they are hired prior to the start of the 2014-2015 school year. In the interim, the administrative team anticipates securing an enrollment office on the Madison Park campus in August, 2013. MHP's administrative team will work out of the enrollment office throughout the 2013-2014 school year, building partnerships, strengthening relationships and becoming members of MSD's local community. MSD has also agreed to retrofit its campus with signage and to include MHP on the school directory. From August, 2013 onward, Madison Highland Prep will establish a comprehensive advertising and promotion campaign that will ensure the school's enrollment goals are met prior to the Start-Up Budget:

- Ensuring that the enrollment office has the necessary telecommunications capacity to ensure timely responses to information and enrollment inquiries.
- Establishing a quality one-stop, service-oriented website that details MHP's featured programs, Open House, Enrollment Saturdays, Enrollment Evenings, and Student Tours and Parent Orientations. MHP's website will also include direct email links to the administrative team initially and eventually to all education team members.
- Utilizing appropriate presentation technology.
- Sending information packets to local 7th and 8th grade families through MSD.
- Advertising and promoting MHP at local middle schools
- Establishing relationships with local community-based organizations (churches, community centers), and attending MSD school events.
- Establishing relationships with the business community for program sponsorship, donations and internship opportunities for MSD students.
- Advertising in local newspapers, local websites, and local businesses.
- Mass mailings with brochures on MHP's programs
- Print materials such as door hangers, flyers, and brochures
- Creating and posting signs and banners
- Giving out free t-shirts
- Social media such as Facebook and Twitter
- Newsletters to local community

B., C, & D. Specific Advertising Costs That Are Viable and Adequate to Attract Enrollment

Madison Highland Prep's advertising and promotional costs are viable and adequate to attract the projected student population identified prior to the Start-Up Budget. The marketing goal of MHP is to build early awareness and anticipation for MHP's STEM college prep program with the local and surrounding communities at all stakeholder levels: students, parents, educators, community service providers, and the business community (See A.1, A.2, A.3, A.3.2, & A.5). The job of the administrative team (marketing team) will be to illuminate what the local community is needs and how Madison Highland Prep will fill this important niche. MHP's marketing team will also seek to gain the enrollment of students as early as possible, and to quickly build the critical mass necessary to open a thriving school.

MHP recognizes that early enrollment is important for a number of reasons among them: (1) academic preparation and goal-setting for these students can begin well in advance of the first day of school. (2) Once

students and families have committed to the program they will support the advertising and promotion of the school through word of mouth, and may even become directly involved in marketing efforts. (3) Parents and other stakeholder groups will have an opportunity to stay in steady contact with the administrative team (marketing team), thereby providing impetus into the school's development which builds efficacy and membership. (4) Early membership and relationship building encourages stakeholder volunteer efforts. (5) Psychologically, the earlier 'tipping points' are reached the more viable the school's programs become (Gladwell, 2000). In the Pre-Start-Up Phase, we calculated the specific costs related to advertising and promoting Madison Highland Prep (Table 1). Then, in the Start-Up Phase, we calculated the specific costs related to advertising and promoting the school, based on quotes from local vendors as well as researched costs (Table 2).

Table 1: Specific Pre-Start-Up Advertising and Promotion Costs with Timeframe

Timeframe	Strategies/Descriptions	Materials Needed & Cost
Starting August 2013 and ongoing	**Word of Mouth –** MHP will become active members of their local community and target population areas. Madison Highland Prep will form community partnerships with local area organizations such as the Boys and Girls Club, Chris-Town YMCA, and other outside agencies that wish to become educational partners with MHP.	No additional cost
August, 2013	**Establish Enrollment Office at Madison Park Middle School, which will later become Madison Highland Prep's School Office. Ensure immediate operation of phones, fax, and email**	$2,000 per month = 12,000 based on 6 months. line 6400 AZ CSP Grant – Phase 1)
August, 2013 and onward, as needed	**Newsletters and Other Print Forms of Communication** – MHP has a budget for office supplies and paper. *Quote by Alpha Graphics* Postage (establish bulk mail account with the USPS, printing and basic office supplies. **School Information and Enrollment Packets (500)** *Quote by Alpha Graphics* **Rationale:** Marketing staff (leadership team) will be provided with adequate supplies. **Alignment:** Alhambra Preparatory Academy will employ strong marketing and community outreach efforts to meet enrollment and school goals.	$3693.64 (line 6600 AZ CSP Grant – Phase 1) $1200 (line 6300 AZ CSP Grant – Phase 1)
August, 2013	**Logo and Artwork Design for Printed Materials** *Quote by Six Degrees* **Rationale:** The school must have an online and printed material presence to both recruit students and teacher and publicize the school. Estimates are based on going market rates for both developing and hosting and printed materials. **Alignment:** Alhambra Preparatory Academy will employ strong marketing and community outreach efforts to meet enrollment and school goals.	$3,000 (line 6300 AZ CSP Grant – Phase 1)

August 2013	**School Website:** MHP will create a website providing parents and community members with information about the mission of the school as well as its programs. MHP's website will also provide information to the community about upcoming events and meetings. The site will be operational by the end of August, and will include an electronic enrollment application in both Spanish and English. MHP will use analytics and website optimization to enhance their online presence. **Rationale:** The school must have an online and printed material presence to both recruit students and teacher and publicize the school. Estimates are based on going market rates for both developing and hosting and printed materials. **Alignment:** Alhambra Preparatory Academy will employ strong marketing and community outreach efforts to meet enrollment and school goals.	$3900 Website development and hosting (Line 6300 AZ CSP Grant – Phase 1) *Quote from: Danda Media*
August, 2013	**Facebook and Twitter**: MHP will create both a Facebook page as well as a Twitter account. MHP will use these online media tools to create name recognition and publicize events.	No additional cost during Pre-Start-Up Phase.
August, 2013	**Business Cards and Letterhead & Envelopes** **Rationale:** The school must have an online and printed material presence to both recruit students and teacher and publicize the school. Estimates are based on going market rates for both developing and hosting and printed materials. **Alignment:** Alhambra Preparatory Academy will employ strong marketing and community outreach efforts to meet enrollment and school goals.	$575 (line 6300 AZ CSP Grant – Phase 1) *Quote by Alphagraphics*
September, 2013	**Signs and Banners –** MHP will use signs and banners to advertise the school. MHP will purchase two 20 x 5 ft signs at $300 each = $600. MHP will also purchase a School Office Sign for the outside of the building. **Rationale:** The school must have an online and printed material presence to both recruit students and teacher and publicize the school. Estimates are based on going market rates for both developing and hosting and printed materials. **Alignment:** Alhambra Preparatory Academy will employ strong marketing and community outreach efforts to meet enrollment and school goals.	$1800 (line 6300 AZ CSP Grant – Phase 1) *Quotes from Sign-O-Rama*

October, 2013	**Mass Mailing – 5,000 Postcards -** **Door Hangers 3,000**	$880 (line 6300 AZ CSP Grant – Phase 1) $1500 (line 6300 AZ CSP Grant – Phase 1) *Quote by Ray's Printing*
October, 2013	**Portable Short-throw LCD Projector** – MHP's marketing team will visit local middle schools to make presentations on the school's programs. MHP will also participate in local community events to showcase its school programs. **Portable Color Printer** *Epson, Quote by Interstate Systems* **Rationale:** The leadership team must have the technology for creating presentations for marketing and community outreach events. **Alignment:** Alhambra Preparatory Academy will employ strong marketing and community outreach efforts to meet enrollment and school goals.	$1000 (line 6600 AZ CSP Grant – Phase 1) *ViewSonic, Quote by Interstate Systems* $200 (line 6300 AZ CSP Grant – Phase 1) *ViewSonic, Quote by Interstate Systems*

Table 2: Specific Start-Up Advertising and Promotion Costs with Timeframe

Timeframe	Strategies/Descriptions	Materials Needed & Cost
Starting February, 2014	**Maintain Enrollment Office at Madison Park Middle School**	$2,000 per month = 12,000 based on 6 months. (line 6400 AZCSP Grant – Phase 2)
February, 2014	**Mass Mailing of Tri-fold Brochure** - Highlighting MHP's programs including its Future Freshmen Academy (65,000) + (5000) that will be handed out at local events. U.S.P.S Bulk Mail Postage for 65,000 based on 0.145 per item	$17,500 (line 6300 – AZCSP Grant – Phase 2) *Quote from Ray's Printing* $9425 (line 6300 AZCSP Grant – Phase 2)
February, 2014 through April, 2014	**Advertise and Promote at Middle Schools** – MHP will forge relationships with middle schools within its target enrollment areas, sharing information about the school's programs.	No additional cost
August 5th	**First Day of School** – Principal will greet all students arriving to school, which will be the start of a typical day thereafter.	No additional cost.

E. Fair and Equitable Enrollment Practices

Enrollment information will be readily available throughout the outreach period, families and students will be able to meet with the leadership team, register and acquire information about the academic program. The leadership team will target outreach efforts to reach all students in the area, particularly low-income students.

MHP shall put forth every effort to "inform students in the community about the charter school and to give each student an equal opportunity to attend," (20 U.S.C. 7221b(b)(3)(I)). The school shall enroll all eligible students who submit a timely application, unless the number of applications exceeds the capacity of a program, class, grade level, or building (A.R.S. 15-184).

Madison Highland Prep is an open enrollment, public school of choice with no admissions criteria except for timeliness of a submitted application. MHP will not discriminate based on ethnicity, national origin, religion, gender, economic status, disabilities, proficiency in the English language, etc. MHP admission and enrollment practices comply with all applicable state and federal laws and regulations. If by the application deadline, the number of applications exceeds the capacity of the charter for its first year of all applications are selected for available slots through a lottery. The lottery is a random selection process by which applicants are admitted, with the exception of (a) siblings of already enrolled students, and (b) children of Madison Highland Prep's founders (school's founders, employees of the school, employees of the charter holder, members of the governing body of the school or directors, officers, partners or Board members of the charter holder). Madison Highland Prep's enrollment policy and its implementation is aligned with the , CSP Non- Regulatory Guidance, April 2011 and those sections of ARS §15-184; ESEA 5210 (1)(H).

Madison Highland Prep acknowledges that its enrollment practices will comply with State law and applicable Federal laws. A charter school's admissions practices must also comply with Part B of the Individuals with Disabilities Education Act and Federal civil rights laws, including, but not limited to, Title VI of the Civil Rights Act of 1964; Section 504 of the Rehabilitation Act of 1973; and Title II of the Americans with Disabilities Act of 1990, as applicable.

Enrollment Timeframe

June 27, 2013: Deadline for submission of enrollment packets.

July 11, 2013: Letters sent to students and parents informing them of their admission status: eligible for admission or waitlist.

July 30, 2013: Last day for students and parents to return contracts and "Intent to Enroll" forms.

July 31, 2013: Students admitted from waiting list to fill vacancies.

August 4, 2014 – New Student Orientation

August 5, 2014 – First Day of School.

Enrollment Packet

Madison Highland Prep will provide enrollment packets to prospective students and their parents/guardians who are interested in attending the school. The Enrollment Packet contains all the forms and guidelines necessary to inform parents and students of school policies and procedures, as well as regulatory information to be mandated and provided to the state. Each enrollment packet will include a:

- Welcome letter from the Principal
- Enrollment Checklist to complete at the time of enrollment
- MHP Annual Enrollment Form
- Emergency Information Form
- Home Language Survey
- Section 504 of the Rehabilitation Act of 1073 Notice
- Summary of Child Find Procedures
- Notification to Parents Regarding Confidentiality of Student Records
- Notification of Rights under FERPA
- Immunization records
- Photo Media Release Form
- Code of Conduct/Rules/Dress code/Internet Contract
- Parent Student Compact
- General Permission and Waiver of Liability Form
- Request for Release of Student Records
- McKinney-Vento Regulations and Eligibility Questionnaire

F. Costs Are Accounted For in the Start-Up and Three-Year Operational Budgets and Assumptions?

Madison Highland Prep's goals of attracting enrollment in the Pre-Start-Up Phase, Start-Up Phase, first year, second year, third year and subsequent years will depend not only on our ability to attract students but to retain students who already attend the school. In Year 1, 2, and 3 MHP will use operating funds to continue the advertising and promotion of the school, ensuring that sustainable advertising and promotion remain in place. Consistent with this end, MHP's advertising and promotional campaign will be reduced from the Pre-Start-Up and Start-Up Phases for Years 1, 2 and 3 (Table 3). See below:

Table 3: Advertising and Promotion Costs for Year 1 to Year 3

Strategies/Descriptors	Materials Needed Cost	Year 1	Year 2	Year 3
Newsletters and other Print Forms of Communication **School Information and Enrollment Packets**	Paper, postage, printing and basic office supplies *Quote by Alphagraphics*	$2800	$2800	$2800
School Website: MHP's website will showcase the school's programs, services and upcoming events.	Monthly Web Maintenance including: updating school information, analytics and website optimization. *Quote by Danda Media*	$2400 (based on $200.00 per month)	$2400 (based on $200.00 per month)	$2400 (based on $200.00 per month)
Facebook and Twitter: MHP will use these online media tools to	Monthly Web Maintenance and regular posting of	$1200 (based on $100 per	$1200 (based on $100 per month)	$1200 (based on $100 per month)

create name recognition and publicize events.	school events. *Quote by Danda Media*	month)		
Signs and Banners – MHP will use signs and banners to advertise and promote the school.	New 20 x 5 ft banner *Ray's Printing*	$300	$300	$300
Mass Mailing of Tri-fold Brochure - Highlighting MHP's programs including its Future Freshmen Academy	(65,000) + (5000) that will be handed out at local events (*based on a recent quote from Ray's Printing*) U.S.P.S Bulk Mail Postage for 65,000 based on 0.145 per item	$17,500 $9425	No additional cost (mailing not necessary after year 1)	No additional cost (mailing not necessary after year 1)
Advertise and Promote at Middle Schools – MHP will forge relationships with middle schools within its target enrollment areas.	MHP will forge relationships with middle schools within its target enrollment areas, sharing information about the school's programs.	No additional cost.	No additional cost.	No additional cost.
Future Freshmen Days 3 different events for two or three middle schools at a time.	School wide BBQ *Quote by Costco*	$300	$300	$300
Total		**$34925**	**$8000**	**$8000**

Bibliography

MSD Board Agenda, (2013). Madison School District Proposed Collaboration Agreement with Alhambra Preparatory Academy. May, 21, 2013.

Gladwell, M. (2000). The Tipping Point: *How Little Things Can Make a Big Difference*. Little Brown and Company: N.Y.

Mann, J. (2013). MSD's Marketing Synopsis. Printed with Permission by Jay Mann, Director of Communications and Marketing, and Madison School District.