C.2 Advertising and Promotion

Ethos Academy: A Challenge Foundation Academy ("Ethos Academy") is an affiliate of TeamCFA and partners with existing network schools in the state. TeamCFA will provide advertising and promotion for the school at no cost to Ethos Academy as a condition of the affiliation. Consequently, Ethos Academy will engage in a very proactive, strategic campaign to communicate the school to all families in the community it will serve.

A. Advertising and Promotion Plan for Student Recruitment [1]

Ethos Academy will ultimately enroll 50 students at every K-8 grade. This capacity will not be achieved until the fifth or sixth year of its existence. During the first three years of operation it will strive to enroll the following numbers:

Figure C.2.1
Enrollment Goals

Grade Level	Year 1	Year 2	Year 3
K	50	50	50
1st	50	50	50
2nd	50	50	50
3rd	25	50	50
4th	n/a	25	50
5th	n/a	n/a	25

Ethos Academy will be engaged in three phases of marketing. First, the school leadership will engage in partnerships with local community leaders. Next, enrollment and marketing team will develop relationships with parents through existing preschools. Finally, the staff will participate in aggressive door-to-door campaigns in the surrounding neighborhoods.

Community partnerships have been identified as both a value and a marketing strategy. The two go hand-in-hand with regards to the development of the school. The downtown Glendale region is full of excellent community organizations such as the YWCA, Heart for the City, the Boys and Girls Club, and the Glendale Family Advocacy group. In addition, there are over two dozen churches and religious organizations participating in community outreach events to the local people. Leaders will build trust with these organizations by participating in their events without condition. Upon developing these relationships the leaders will take time to learn from and listen to the needs of the community they represent directly. This process has already begun and as a result the school founders are anticipating partnerships with these groups and more by June 2014. The specific events and programs will include soccer clubs, English language classes, food bank distributions, community clean-up events, art camps for students, and tutoring. Additionally, Ethos has agreed to participate in community events sponsored by the Marketing Division of the City of Glendale that includes booths at 6 festivals that are held

during the fall, winter, and spring months. These events attract over 100,000 people with an expected concentration of local residents that exceeds 10,000.

Preschools have the greatest concentrations of students that will transition into Ethos Academy. Leaders will once again engage in building relationships by visiting with the directors of these schools and finding out about the needs of the families that send their children to the schools. In June 2014 Ethos Academy will embark on a campaign to visit the preschools and meet parents. There are over twenty preschools, or related organizations, in the 85301 zip code.

Ethos Academy is committed to marketing itself to ALL families in the area. The leaders understand that some families will not learn about the school through community partnerships or preschool partnerships. To ensure complete coverage of the community the staff will engage in three door-to-door campaigns in the summer of 2014, the spring of 2015, and the summer of 2015. Brochures and advertising materials will be handed out and both an English and Spanish version of the materials will be made available.

The three marketing strategies utilized in the forthcoming planning year will continue annually and will be adjusted according to its successful execution in the years prior. The final enrollment cap of 450 will signify the school has reached capacity. The board will work with the administrative staff to develop more appropriate and relevant marketing strategies as the school approaches and reaches this level.

B. Promotional Materials [2]

TeamCFA employs a full-time marketing director and partners with Marketing, Public Relations, and Community Relations committees at the network level. Consequently, Ethos Academy will not incur the costs associated with these services. The school budget provides an additional $1,000 earmark for unexpected marketing costs not provided by TeamCFA. It is expected that the following materials and services will be covered:

- Branding resources such as logos, wordmarks, and mascot imaging.
- Stationery items such as letterheads and envelopes with associated branding.
- Brochures, bookmarks, and signage with associated branding.
- Support materials that include postcards, flyers, door-hangers, and brochures.
- Advertising supplies for the community such as stickers, pencils, magnets and cups.
- Network websites and dedicated school websites with teacher and staff pages.
- Quarterly TeamCFA periodical called *Connect CFA* and online newsletters.

All marketing materials and promotional items will be provided in both English and Spanish. Community meetings will be spoken in both English and Spanish too. Resources will be fully available for community use the first week of June 2014.

C. Plan Costs [3]

Due to the affiliation, and associated marketing cost benefits, between TeamCFA and Ethos Academy there are no costs associated with marketing and advertising. However, the following breakdown of costs is provided below for informational purposes:

TeamCFA Marketing Toolkit: $7,500

- Stationery System – Letterhead, Envelopes, Business cards, Wordmarks
- Vinyl Signage – "Coming Soon" signs and Enrollment materials
- Portable Banners
- FAQ Accordion-fold Brochure
- Postcards
- Flyers
- Website
- Advertising in ConnectCFA Magazine

School Identity: $5,000

- Color Palettes
- Logo Images
- Mascot Images
- Uniform Images

Printing Costs: $10,000

- Stationery System – Letterhead ($970) / Envelopes ($795) / Business Cards ($500)
- Vinyl Signage 3' x 8' ($122 each)
- Banner Up ($398 each)
- FAQ ($1,875)
- 8-page Brochure ($1175)
- Postcards ($975)
- Flyers ($675)
- ConnectCFA Magazine ($2500)
- Fully customizable website ($5000)

The costs listed above are the responsibility of TeamCFA and not Ethos Academy. Costs were provided to confirm the details of marketing supplies and were generated by the TeamCFA Marketing Committee and confirmed by the TeamCFA Business Committee. Numbers and strategic correlation are based on TeamCFA's participation in the same marketing campaigns for other schools in the network.

D. Timeframe for Advertising and Promotion Plan

The following timeline is aligned to past, current, and future plans aligned to the above narrative. All strategies and plans are in support of the mission of Ethos Academy.

Figure C.2.2
Advertising and Promotion Timeline

Month (Season)	Action Steps	Responsible Party
Sept. 2013 – Dec. 2013	Speak with potential partners in the local community	Founding School Director Founding Dean of Academics TeamCFA Community Team
Sept. 2013 – Dec. 2013	Finalize the vision, mission, and values verbiage	Founding School Director Founding Dean of Academics TeamCFA School Growth
Jan. 2014 – Mar. 2014	Engage in formal discussions about partnership ideas	Founding School Director Founding Dean of Academics TeamCFA Public Relations
Jan. 2014 – Mar. 2014	Finalize brand strategy (logo, wordmarks, color and mascot)	Founding School Director Founding Dean of Academics TeamCFA Marketing
April 2014 – May 2014	Finalize first phase of community partnerships	Founding School Director Founding Dean of Academics Ethos Academy Board
April 2014 – May 2014	Present vision, mission, values to community leaders	Founding School Director Founding Dean of Academics TeamCFA Community Team
June 2014 – Aug. 2014	Participate with community partners and preschools	Founding School Director Founding Dean of Academics Founding Dean of Families
June 2014 – Aug. 2014	Door-to-door campaign soliciting parent opinions	Founding School Director Founding Dean of Academics Founding Dean of Families
Sept. 2014 – Dec. 2014	Continue with community partners and preschools	Founding School Director Founding Dean of Academics Founding Dean of Families
Sept. 2014 – Dec.. 2014	Obtain Intents to Enroll and update enrollment marketing	Founding School Director Founding Dean of Academics Founding Dean of Families
December 2014	*Charter Application Approved*	*All stakeholders*
Jan. 2015 – Feb. 2015	Continue Intents to Enroll and engaging families personally	Founding School Director Founding Dean of Academics Founding Dean of Families
Jan. 2015 – Feb. 2015	Formalized community partner fundraising events	Founding School Director Founding Dean of Academics Ethos Academy Board
Mar. 2015 – April 2015	Hold lottery for all students and enroll new students	Founding School Director Founding Dean of Academics

		Founding Dean of Families
March 2015 – April 2015	Second door-to-door campaign for new families	Founding School Director Founding Dean of Academics Founding Dean of Families
May 2015	Initial families finalize all enrollment paperwork	Founding Dean of Academics Founding Dean of Families Founding Dean of Operations
June 2015 – July 2015	Third door-to-door campaign to all surrounding areas	Founding School Director Founding Dean of Academics Founding Dean of Families
August 2015	*First day of school and 225 students*	*All stakeholders!*

In Years 2 and 3 Ethos Academy will continue the same process provided below with the exception of tasks related to starting the school. Ethos Academy anticipates and is prepared to engage in a thorough process of enrollment strategies that take place throughout the year and are adjusted according to observations of the previous years.

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[1,3] Adapted from the Western School of Science and Technology: A Challenge Foundation Academy charter application, approved by the Arizona State Board for Charter Schools January 15, 2014.

[2] Adapted from the Hirsch Academy: A Challenge Foundation Academy charter application, approved by the Arizona State Board for Charter Schools January 14, 2013.