C.2 ADVERTISING AND PROMOTION

Southwest Leadership Academy's advertising and promotion plan will focus on our target population – particularly, students who are disadvantaged and at risk of failure due to academic, social or economic factors, expelled from high school or high school dropouts, or transitioning from the juvenile justice system.

Because this is a community school, we will focus our advertising and promotion within the neighborhoods surrounding Southwest Leadership Academy. We will deliver information and messaging through various channels, from brochures and mailings to strong grassroots efforts at the community level. As part of our Target Population analysis, we are confident there are sufficient students to fulfill our enrollment goals of 150 students in the first year, 400 in the second year, and 500 in the third year. And, guided by our foundational principle that connections with family and community are essential, we are committed to providing parents and community members the assurance that Southwest Leadership Academy is the school of choice for their youth.

SLA will take a proactive approach to advertise and promote from the start-up phase to year three and beyond, to ensure SLA reaches its enrollment goals. Starting with a recruitment committee and plan, the Board and its CMO will start the recruitment, ideally in the target neighborhoods, as early as February prior to school opening. Once staff are hired (including the Principal), he/she will join recruitment efforts. With the combined efforts of these individuals, students will be recruited through the following strategies:

1. SLA will send packets to all eighth grade students and high school students (without regard to ethnicity, gender, disability, first language, religion, school history, or national origin) in the target neighborhoods and schools that include a letter explaining Southwest Leadership Academy's philosophy and approach to creating a collaborative learning environment, an application for admission, and an invitation to students and parents to attend scheduled open house events where they can obtain more information about enrolling in our school.
2. Many of the targeted neighborhoods have limited access to the Internet or the means to purchase newspapers on a regular basis. Therefore, we will employ strong grassroots efforts to provide information on a personal level that both advocates for underserved families and recruits prospective students. These efforts include meeting with staff and parents from organizations serving targeted students, including community-based organizations (churches, community centers), and attending neighboring sponsored choice fairs and middle school events where high school choices are detailed. Our recruiters will follow up with low income and other at-risk students to encourage them to apply.
3. SLA will meet with and provide information to administrators from local area high schools. Because our school targets expelled students and students who have dropped out, we will work with these high schools so this population of students may be referred to SLA. We will also work with school administrators as early as expulsion hearings in an attempt to understand the issues surrounding the student and develop a transition plan for them to attend SLA. If SLA waits for notification by the sending school, the risk of truancy and failure to attend will rise. This early intervention process will assist in

beginning the motivation process of re-engaging these students in the formal educational system.

4. The Principal and Board members will seek out community contacts from other student referral sources. This includes social workers, as well as probation and parole officers who need educational options for youth who are transitioning from juvenile justice systems including the Arizona Department of Juvenile Corrections.
5. Radio and newspaper advertising will supplement our grassroots efforts. Through this outreach medium, SLA will not only target prospective students and their parents, but local businesses and community-based organizations who are also community stakeholders and will act as refererral sources. We will work with the advertising/sales departments within these media sources to optimize the timing for our recruitment plan.

Start-up Timeline and Plan for Recruitment/Advertising/Promotion

The following timeframe for Southwest Leadership Academy's start-up advertising and promotion also notes costs associated, when applicable. During the start-up, the Board will rely on the expertise of their CMO, Rite of Passage. With staff (Principal and Registrar) hired in May 2013, the CMO staff will be primary recruiters and will attend initial meetings.

- February 2013: SLA will create a series of marketing and promotional materials for distribution. This includes a 3-fold color brochure and a promotional Pee Chee folder that includes an enrollment packet and information about the school ($2,465). In addition, SLA will purchase logoed pens to give out during open houses and community events ($425).
- March 2013 through June 2013: SLA will utilize its Board members, CMO and Principal (when hired in May 2013) to recruit students from start-up to three years and beyond, in order to ensure that as many students (within our target population) as possible are aware of the unique educational opportunity the school offers. The recruiters will reside in or be knowledgeable of the target communities as well as have a thorough knowledge and understanding of the SLA program.
- March 2013: Create SLA's web site and develop a page on Facebook and Twitter ($500).
- March 2013 to May 2013: Initial contacts at local area high schools will be initiated by the SLA Board or CMO. The Principal will also meet with local area high schools (when hired) to discuss SLA as an education option. During this time period, the protocol will be established to include working with administrators as early as expulsion hearings by the sending school (no cost).
- March 2013 to May 2013: Initial contacts with local juvenile justice programs will be made by the SLA Board or CMO. Once the Principal is hired, he/she will continue to meet with state and local juvenile justice programs (e.g. Arizona Department of Juvenile Corrections) to discuss SLA as an option for paroled clients who still need to fulfill education requirements. During this time period, the protocol will be established for referrals (no cost).

- March 2013: Send letters to all 8th grade students and high school students in the target community inviting them to apply for admission and encouraging them to attend an open house ($450).
- March 2013: Post at least 100 promotional flyers at local community centers and appropriate retail venues that students and families frequent (no cost).
- March 2013 to July 2013: Hold a *minimum* of one Open House per month (March, April, May, June and July) to explain SLA's educational philosphy and its advantages. The cost of the Open Houses is $1,000.
- March 2013 through July 2013: Recruiters (SLA Board members, CMO and Principal, when hired) will attend community events, meet with staff of organizations (i.e. group homes) serving targeted students, and use a variety of other means to make SLA's existence known and encourage students to apply. This may include choice fairs and middle school events that detail high school choices. Open House Flyers ($262.50) and pens will be distributed during these events.
- May 2013: Send additional letters to 8th grade students and high school students in the target community inviting them to apply for admission and encouraging them to attend an open house ($450).
- June 2013: Begin two-week radio advertisement campaign of 30-second spots, twice a day ($1,000).

With June 28, 2013 as the deadline for submission of enrollment packets (see enrollment practices), the advertising and promotion campaign will generally conclude by July 1. At that point, the final Open House in July will be an invitation to meet the Teachers as well as one final information session for any prospective students and their parents.

Enrollment Practices

Southwest Leadership Academy (pursuant to ARS §15-194) will enroll all eligible pupils who submit a timely application, unless the number of applications exceeds the capacity of a program, class, grade level or building.

Southwest Leadership Academy shall give enrollment preference to pupils returning to the charter school in the second or any subsequent year of its operation and to siblings of pupils already enrolled in the charter school.

SLA will not be sponsored by the school district governing board, so will not give enrollment preference to eligible pupils who reside within the boundaries of the school district where the charter school is physically located.

Last, SLA does not anticipate giving enrollment preference to and reserve capacity for pupils who are children of 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. Preference will not be given to pupils who attended another charter school if the charter school previously attended by the pupil has an identical charter holder, board and governing board membership as the enrolling charter school, provided that any school that elects to give

such enrollment preferences shall be treated as a single charter school for the purpose of establishing their support level weights for purposes of ARS §15-943. The enrollment process SLA operates also includes:

General:

- Students are admitted on a first-come, first-served basis.
- Enrollment preference may be granted only as the law permits (such as siblings).

Waiting List:

- Waiting lists are not maintained from year to year. Students not accepted in one year who wish to be considered for admission the following year must submit a new enrollment packet in accordance with the established process.
- Parents may place their student on a waiting list for the following academic year at any time during the current year. A new wait list begins on the first Monday of the current school year.

Registration for Returning (Year 2 and 3) Students:

- We enroll students for the fall semester from our existing roster beginning on the Tuesday after President's Day (in February). Packets are generally sent home the previous Friday.
- Parents of existing students have until March 1st to register, at which time open registration begins.

Timeframe:

- June 28, 2013: Deadline for submission of enrollment packets. Note that enrollment packets will ask for basic student and parent information, including whether or not the student has an Individual Education Plan (IEP), and include documents required by the Arizona Department of Education. However, this information will not be used to determine eligibility or priority for admission.
- July 12, 2013: Letters sent to students and parents informing them of their admission status: eligible for admission or waitlist.
- July 12 to August 12, 2013: For accepted students with disabilities, SLA obtains a copy of the student's (IEP). The special education staff are convened to determine whether SLA is an appropriate placement for the student, and if so, what services must be provided by SLA and what program accommodations/modifications must be made by SLA in order to provide the student equal education opportunities.
- 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 5, 2013: First day of school.

Enrollment Packet

Enrollment Packets will be provided to prospective students and/or their parents who are interested in attending Southwest Leadership Academy. The Enrollment Packet contains all 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
- SLA Annual Enrollment Form
- Emergency Information Form
- Primary Home Language other Than English (PHLOTE) 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
- Photo Media Release Form
- Student Directory Information 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
- ADE Arizona Residency Guidelines, Documentation Form, Affadavit of Shared Residence, McKinney-Vento Regulations and Eligibility Questionnaire *

Enrollment Packets will be available in both Spanish and English to ensure equal opportunity for enrollment is offered to all target population households.

Upon acceptance to SLA, students will be asked to complete and provide additional documents (i.e. School Lunch and Breakfast Program Application) and provide information, such as immunization and medical records.*

*Students experiencing homelessness will not be disqualified from enrollment if they are unable to provide residency information or immunization/medical records. SLA will contact the student's previous school to obtain their records, and if immunizations are not current, SLA will make arrangements for immunizations to be administered by a medical professional.

List of Costs/Rationale

The marketing goal of SLA is to make students, parents, and community more knowledgeable about SLA's programs and gain increasing enrollment numbers. During the start-up, we have

calculated spending the following (See Table 1) based on quotes from printers, radio stations, etc. as well as researched costs. Newspaper advertisements will take place during the second year (Table 2) and costs include a strategic month campaign with Arizona Republic and affilitate La Voz.

These costs are accounted for in the C.4 Start-up Budget Section.

Table 1: Start-Up Advertising and Promotion Costs

Strategy	Cost	Rationale
Create and print brochures, flyers and Pee Chee folders	$2465	1000 color 3-fold brochures printed at $.85 each 1000 color flyer at $.49 each 750 2-color Pee Chee folders at $1.50 each (*quote from R&S Printer)*
Promotional Materials (Pens)	$425	500 promotional pens for $.79 each, plus $30 tax and shipping (*based on 4imprint costs*)
Create website, develop page on Facebook and Twitter	$500	Using a purchased template, a website can be created for $500. (*based on templatemonster.com costs*)
Send letters to 8th graders/high school	$450	Approximately 1,000 letters will be sent, with postage of $.45 (*based on postage rates*)
Radio advertisement	$1000	Advertising package on local radio stations. 30 second spots, 10 times for 2-week recruitment plan *(quote from CBS Radio Station affiliate KZON)*
Open House Flyer	$262.50	875 Open House flyers. Five sets of printing for the five open houses (total of 4,375 flyers printed by in-house by CMO at $.06) (*based on unit cost of agreement with Konica Minolta*)
Host Open Houses	$1000	Five open houses in five months will be sponsored at the school during the start-up period. The costs are associated with snacks, refreshments. $200 per event.
Second round of letters to 8th graders/high school	$450	Approximately 1,000 letters with promotional flyer will be sent the second time, with postage of $.45 (*based on postage rates*)
Total	**$6552.50**	

Year 1 through Year 3 Advertising and Promotion

Our objective is for SLA students to re-enroll in subsequent school years. Therefore, our advertising and promotional strategy will be slightly modified in year 1 to year 3. Where SLA relied on their CMO to provide recruiting during start-up, we will utilize Behavioral Mentors (who work year-round) to enhance recruitment activities in the following years. During year two,

we will also place advertisements in the local newspaper. Additionally, the expectation is that by year 2, SLA will have developed a strong reputation as a trusted school within the community and target population, thereby assisting in our advertising efforts.

Many of our advertising and promotion strategies will remain the same, including meetings and dialog with students, parents, agencies, community-based organizations and schools. Strategies include the following:

1. SLA will send packets to all eighth grade students and high school students (without regard to ethnicity, gender, disability, first language, religion, school history, or national origin) in the target neighborhoods and schools that include a letter explaining Southwest Leadership Academy's philosophy and approach to creating a collaborative learning environment, an application for admission, and an invitation to students and parents to attend scheduled open house events where they can obtain more information about enrolling in our school.
2. SLA will attend community events, meet with staff of organizations serving targeted students and attend neighboring sponsored choice fairs and middle school events where high school choices are detailed.
3. SLA will meet with and provide information to administrators from local area high schools (with the intent of targeting drop outs/expelled students).
4. SLA will contact churches, community centers, and group homes in order to gain access to potential students.
5. The Principal will seek out community contacts including probation and parole officers and social workers to recruit students who are transitioning from juvenile justice systems.
6. Support grassroots efforts with invitations for tours and open houses.
7. Target prospective students as well as their parents, business, community-based organizations and referral sources through radio and newspaper advertisements.
8. With a significant increase in enrollment during the second year, SLA anticipates using Behavioral Mentors during the summer so they can meet with students, attend meetings, and follow-up on applicant's questions.

Advertisement and Promotion Costs

SLA has calculated advertising and promotion for each year, shown in Table 2. As stated previously, these costs were determined from quotes and researched costs. These costs are included in the Three-Year Operational Budget found in Section C.5.

Our primary aim is to retain students from one year to the next. To support the incoming 9th graders and our increased enrollment up to the third year, SLA will utilize the following strategies with the associated costs shown.

Table 2: Year 1 to Year 3 Advertising and Promotion Costs

Strategy	Details	Year 1	Year 2	Year 3
Reprint brochures, and folders	Using the costs as described in the start-up, Reprint 1000 colored 3-fold brochures, 1000 flyers. Print 1000 Pee Chee folders each year	$2840	$2840	$2840
Send letters to 8th graders/high school	1000 letters with promotional flyer will be sent, with postage of $.45	$450	$450	$450
Radio advertisement	Radio ads with a two-week advertising package	$1,000	$1,000	Yr 3 no radio campaign
Newspaper Ads	Supplemental newspaper ads campaign targeting students, parents and businesses	$3,000	$1000	$1000
Host Open Houses	Open Houses will be sponsored at the school. The costs are associated with snacks, etc.	$800 (4 open houses)	$600 (3 open houses)	$600 (3 open houses)
Second round of letters to 8th graders/high school	Letters with promotional flyer will be sent the second time, with postage of $.45	$450	$450	$450
Total		**$8540**	**$6340**	**$5340**