C.2 Marketing and Student Enrollment
The French American Academy of Arizona

A) Provide a viable and adequate timeframe for recruiting students consistent with the start-up date of the proposed school identified on the Target Population Page

Beginning immediately upon notification of charter approval, the French American Academy of Arizona will conduct a thorough recruitment campaign designed to attract families who specifically wish to enroll their child in a superior, tuition-free dual language immersion program which allows students to progress through Elementary school in both French and English simultaneously, and families who wish to take advantage of having their children learn to read, speak, understand, and express themselves in French.

The Academy will leverage materials, resources, and marketing in use by the French American School of Arizona until January 2018, including an extensive parent and social media marketing network. This includes a list recently obtained of the 200+ French-speaking families in the Phoenix Metro area with children aged 2 – 5 years old.

Informal marketing efforts have already begun and will continue until authorization. Official recruitment efforts will begin immediately following FrenchAm's charter authorization. Upon authorization, FrenchAm Academy will begin its official recruitment campaign and broad parent outreach in an effort to fully prepare for the 2018-2019 school year. The school has retained the Public Relations firm of Lila Rose Baltman, www.lilarosebaltmanpr.com to assist in our promotional efforts.

Upon reaching 30 Kindergarten and elementary students, the French American Academy of Arizona may apply for Label FrancEducation designation through the French Ministry of Foreign Affairs via the French Consulate[1]. This is an official international accreditation granted to schools offering a French bilingual program and indicates a school offers the approved French national curriculum here in the United States. Receipt of this designation is anticipated by the end of 2018, which will allow students to receive the DELF (Diploma d'Etudes de Langue Francaise, or French Language Diploma) and enable the French American Academy of Arizona to be promoted free of charge by the French Consulate, to appear on their website, and in other materials available to all French nationals arriving in Arizona.

A detailed calendar of marketing and promotional activities designed to recruit the necessary number of students consistent with our start-up date follows below in section C.2b, the Marketing Plan.

B) Provide a clear and comprehensive plan that is viable and adequate to support the number of students included in the Three-Year Operational Budget

[1] Label France Education: http://frenchlanguage.frenchculture.org/learn/bilingual-programs-in-public-schools/label-france-education

Marketing and Recruitment Approach

The French American Academy of Arizona plans to take a methodical, conservative approach to school growth in its first years of operation to ensure the level of instruction and student achievement stays high. The FrenchAm Academy intends to enroll up to 70 students in Kindergarten through grade 5 in year one of operation. The majority of these students will come from the closing Kindergarten and Elementary programs at the French American School of Arizona. The parents of these students have already indicated their intent to enroll them in the FrenchAm Academy. In addition to these current Kindergarten and Elementary students, parents of current 2017-2018 Pre-Kindergarten class students have already indicated their intent to apply for enrollment in the FrenchAm Academy's Kindergarten as soon as it becomes available. Therefore, marketing efforts will be focused on adding additional families of children aged 2 – 5 to supplement the existing pool.

In year two, FrenchAm Academy will serve 99 students. In year three, the school will add a third Kindergarten class and serve 142 students. In year five, a fourth Kindergarten class will be added and the school will serve 185 students. FrenchAm Academy will grow as these classes progress and reach its full student enrollment cap of 384 students, serving Kindergarten through fifth grade, in year ten of operation. Our marketing plan is designed to provide a large pool of applicants beginning in year one, targeted toward families of children aged 2 – 5.

The FrenchAm Academy will have two principle areas of messaging consistent through all marketing efforts:

1. FrenchAm Academy offers something no one else in the near area is: a tuition-free, dual language French-English immersion education
2. FrenchAm Academy offers a rigorous curriculum designed to improve student performance in both languages simultaneously

Marketing and Promotional Calendar

Our marketing plan is designed in three phases:

1. Red: general information about the school passively available at all times and/or advertised at times not critical to enrollment
2. Yellow: more targeted information about the bilingual programs of the school available at times prior to enrollment and/or prior to the beginning of the school year
3. Green: very targeted, specific marketing information about the FrenchAm Academy available immediately after charter approval and lasting through Open Enrollment

August/September 2017 (Yellow):

Introduce the idea of a new charter school focused on rigorous, bilingual immersion education as alternative to tuition-based programs or single-language public schools, leveraging existing private school resources.

- Events:

    - At Parent's Night at the French American School, discuss proposed charter Academy and answer questions of existing families whose children would transition to the new school
- Advertising:
    - Facebook: "Coming Soon" marketing that will hit twice per week with links to school website with Coming Soon information
    - Raising Arizona Kids magazine:
        - Advertising of The French American School of Arizona's Fall Camp is published
        - Send info on existing private school for inclusion in November School Choice publications (deadline end of September)
- Communications:
    - Website: Create "Coming Soon" page that lists information about the proposed charter FrenchAm Academy on existing FrenchAm School website (www.frencham.org).
    - Facebook: Showcase the French American School of Arizona's back to school/La Rentrée activities
    - Additional activities as recommended by Public Relations firm, such as television appearances, feature articles in print (newspapers and magazines), online features
- Engagement/Outreach Activities:
    - School directors engage in partnership meetings with community organizations, media outlets, French and French-speaking cultural organizations (Alliance Francaise, French Connection, French American Chamber of Commerce, Rendez-Vous en France), estimated 2-4 hours/week
    - School directors continue work with French Consulate to promote existing private school for any arriving French nationals
    - School directors approach local companies who employ French-speaking foreign nationals to promote existing private school
        - Arizona State University
        - Intel
        - NXP/Freescale Semiconductor
    - School directors approach local companies who employ large numbers of personnel near our location to promote existing private school

October (Yellow):
Continue promoting existing school, focusing on move to tuition-free program for Kindergarten and elementary students. Leverage existing parents as avenue of word-of-mouth and referral business. Push idea of Fall Camp as great way to try out the school. Continue partnerships with local organizations to embed idea of both FrenchAm schools.

- Events:
    - During Pumpkin Festival at existing school, have posters and flyers advertising the proposed charter school

    - During Fall Camp, have posters and flyers advertising the proposed charter school, distribute info to all parents of children who attend camp but are not currently enrolled in the school
- Advertising:
    - Facebook: "Why Bilingual?" marketing that will hit once per week with links to school website with Coming Soon information
- Communications:
    - Website:
        - Update "Coming Soon" page as necessary
        - Begin building interest list from data collected via website
        - Cross-post Facebook items
    - Facebook: Highlight student achievement from 2016-2017, test scores, any graduates, students who have returned to home countries or moved out of state
    - Additional activities as recommended by Public Relations firm, such as television appearances, feature articles in print (newspapers and magazines), online features
- Engagement/Outreach Activities:
    - School directors continue partnership meetings with community organizations, media outlets, French and French-speaking cultural organizations
    - School directors continue work with French Consulate to promote existing private school for any arriving French nationals
    - School directors continue contact with local companies who employ French-speaking foreign nationals to promote existing private school
    - School directors continue contact with local companies who employ large numbers of personnel near our location to promote existing private school

November (Yellow/Green):
Continue promoting existing school, focusing on move to tuition-free program for Kindergarten and elementary students. Leverage existing parents as avenue of word-of-mouth and referral business. Recruit parents to participate in Open House dates in January and February. Continue partnerships with local organizations to embed idea of both FrenchAm schools.

- Events:
    - During Thanksgiving Night at FrenchAm School, publicize charter progress, answer parent questions, have marketing materials available
- Advertising:
    - Facebook:
        - "Why French" marketing campaign that will hit once per week with links to school website with Coming Soon information
    - Print: Send over advertising info to Raising Arizona Kids magazine for inclusion in January publications (deadline end of November)
        - Info includes "Charter Application pending for K through 5th grade"
- Communications:
    - Website:

        - Update “Coming Soon” page as necessary
        - Continue building interest list
        - Cross-post Facebook items
    - Facebook:
        - Focus on Kindergarten program, benefits of our philosophy/program of instruction
        - Focus on bilingual immersion
        - Dedicated parent and staff “Share Our Posts” campaign to increase reach
    - Additional activities as recommended by Public Relations firm, such as television appearances, feature articles in print (newspapers and magazines), online features
- Engagement/Outreach Activities:
    - School directors continue partnership meetings with community organizations, media outlets, French and French-speaking cultural organizations
    - School directors continue work with French Consulate to promote existing private school for any arriving French nationals
    - School directors continue contact with local companies who employ French-speaking foreign nationals to promote existing private school
    - School directors continue contact with local companies who employ large numbers of personnel near our location to promote existing private school

December (Green):
Build energy around pending charter approval. Leverage existing parents as avenue of word-of-mouth and referral business. Continue partnerships with local organizations to embed idea of both FrenchAm schools. Upon approval of charter, launch email blast to parents, community partners, and all individuals on interest list.

- Events:
    - During holiday performance at FrenchAm School, announce charter progress and/or approval, discuss process for enrollment, answer parent questions, have marketing materials available for sharing
- Advertising:
    - Facebook:
        - “Why Bilingual/Why French” marketing campaign that will hit twice per week with links to school website with Coming Soon OR post-charter approval, link to new website with enrollment information
    - Print, following charter approval:
        - RAK magazine: Submit ad for Debut of The French American Academy of Arizona, featuring Open House and Open Enrollment dates (deadline end of December, following charter approval)
- Communications:
    - Website:
        - After charter approval, update “Coming Soon” page to redirect to new French American Academy of Arizona page
        - Continue building interest list

        - Cross-post Facebook items
    - Facebook:
        - Focus on Why FrenchAm?
        - Focus on Kindergarten program, benefits of our philosophy/program of instruction
        - Focus on bilingual immersion
        - Focus on small class size benefit
        - Post approval, launch announcement of new school, including pre-enrollment information
        - Dedicated parent and staff "Share Our Posts" campaign to increase reach
    - Email blast out to parents, community leaders, and individuals on interest list announcing new school immediately upon approval of charter
    - Additional activities as recommended by Public Relations firm, such as television appearances, feature articles in print (newspapers and magazines), online features
- Engagement/Outreach Activities:
    - School directors continue partnership meetings with community organizations, media outlets, French and French-speaking cultural organizations
    - School directors continue work with French Consulate to promote existing private school for any arriving French nationals
    - School directors continue contact with local companies who employ French-speaking foreign nationals to promote existing private school
    - School directors continue contact with local companies who employ large numbers of personnel near our location to promote existing private school
    - Following charter approval, contact all above groups with official announcement of the new school

January/February through Open Enrollment Deadline (Green):
Launch the new school via all avenues. Begin Open Enrollment process.

- Events:
    - Host one Open House per month to showcase the school, discuss process for enrollment, answer parent questions, etc.
        - Provide The French American Academy of Arizona official marketing materials for sharing
        - Raffle donated prize for parents who bring an interested parent friend
    - Host online informational webinars once per month offering info about enrollment, curriculum, program of instruction, etc.
- Advertising:
    - Facebook:
        - "New Choice Has Arrived" marketing campaign focused on bilingual immersion opportunity that will hit every day with link to new website with enrollment information
    - Print:

        - RAK magazine – FrenchAm School ad showing "charter coming soon" ad publishes, ads for Spring Break and Summer Camp due in January; ad featuring debut of The French American Academy of Arizona with Open House and Open Enrollment dates publishes, ads for preschool due end of February
- Communications:
    - Official press release from Public Relations firm launches to all local print, online, radio, and television media; conduct additional promotional activities as recommended by firm
    - Website:
        - New French American Academy of Arizona page
        - Cross-post Facebook items including articles on benefits
        - Post completed webinars as reference
    - Facebook:
        - Announcement of new school, including enrollment information, links to website
        - Focus on Why FrenchAm Academy Kindergarten?
        - Focus on bilingual immersion
        - Focus on small class size benefit
        - In late February, promote upcoming Spring Break Camp as chance to try out French
            - Parent incentives of reduced camp tuition if they refer a student for camp
        - Dedicated parent and staff "Share Our Posts" campaign to increase reach
    - Email blast to parents, community leaders, and individuals on interest list announcing Open Enrollment with link to website to complete forms
    - Additional activities as recommended by Public Relations firm, such as television appearances, feature articles in print (newspapers and magazines), online features
- Engagement/Outreach Activities:
    - School directors announce new school in partnership meetings with community organizations, media outlets, French and French-speaking cultural organizations
    - School directors announce new school to French Consulate
    - School directors announce new school to local companies

March/April (Yellow)
Continue promotion of new school. Notify parents of enrollment status upon conclusion of Open Enrollment. Continue recruiting efforts if necessary to fill remaining spaces.

- Events:
    - During Spirit Week, launch new tee shirts for all students and staff
    - Host Spring Break Camp for existing and potential new students
- Advertising:
    - Facebook:

        - "We Are The French American Academy of Arizona" marketing campaign focused on our benefits that will hit twice per week with link to new website
    - Print:
        - RAK magazine – ad for summer camp publishes in March, ad for preschool publishes in April
- Communications:
    - Website:
        - Update with info on waiting list
        - Cross-post Facebook items
    - Facebook:
        - In early – mid March, promote Spring Break camp as great way to try the school for your preschooler
        - Dedicated parent and staff "Share Our Posts" campaign to increase reach
    - Email to parents regarding enrollment or waitlist status
    - Email to community leaders regarding enrollment and/or waitlist status
    - Email to individuals on interest list regarding waitlist status, if applicable
- Engagement/Outreach Activities:
    - School directors continue partnership meetings with community organizations, media outlets, French and French-speaking cultural organizations
    - School directors continue work with French Consulate to promote new Academy for arriving French nationals
    - School directors continue contact with local companies to promote new Academy

May (Red):
Focus on finishing up the last year of Kindergarten & elementary at The French American School of Arizona; showcase students moving to The French American Academy of Arizona. Push for summer camp as great way to try out the school; push for preschool enrollment.

- Events:
    - Leverage year-end graduation ceremonies for promo photos, "last graduating Kindergarten and elementary classes from FrenchAm School", launch referral program for those enrolling in FrenchAm School for preschool
- Communications:
    - Website:
        - Post parent registration information and official documents (Parent and Student Handbook, Academic Calendar, etc.)
        - Update with info on waiting list, as necessary
        - Cross-post Facebook items
    - Facebook:
        - Focus on Summer Camps as great opportunity to try out French
        - Focus on FrenchAm preschool, enrolling now
        - Recaps of the year's achievements, feature students moving to new Academy
        - Dedicated parent and staff "Share Our Posts" campaign to increase reach

- Engagement/Outreach Activities:
    - School directors continue partnerships with community organizations, media outlets, French and French-speaking cultural organizations
    - School directors continue work with French Consulate to promote new Academy for arriving French nationals
    - School directors continue contact with local companies to promote new Academy

June/July (Red):
Focus on summer camp in June. July focus shifts to "La Premiere Rentrée", the first "Back to School", featuring lots of photos of new school set-up and preparation.

- Communications:
    - Website:
        - Update as needed with parent info, e.g., supply lists
        - Cross-post Facebook items
    - Facebook:
        - Focus on FrenchAm preschool, enrolling now
        - FrenchAm summer camp activities
        - Keep an eye on FrenchAm Academy, opening this fall, including prep work photos
        - Getting excited to open, late July
    - Email(s) to all parents with directions for first day of school, links to important documents, other pertinent info
- Engagement/Outreach Activities:
    - School directors continue partnerships with community organizations, media outlets, French and French-speaking cultural organizations
    - School directors continue work with French Consulate to promote new Academy for arriving French nationals
    - School directors continue contact with local companies to promote new Academy

C) Provide clear and specific sources for costs associated with the marketing plan

The table on the next page outlines costs for this marketing plan.

Marketing Cost Breakdown, by Month[2]

Item	Provider	Timeframe	Cost
Coming Soon ad	Facebook	Aug/Sept 2017	$80 (2/wk @$5)
School choice ad	Raising Arizona Kids (RAK) magazine	September 2017 *(runs in Nov)*	$895
Why Bilingual ad	Facebook	October 2017	$200 (1/wk @$50)
Why French ad	Facebook	November 2017	$200 (1/wk @$50)
General "charter-pending" ad	RAK magazine	November 2017 *(runs in Jan 2018)*	$895
Why Bilingual/French ad	Facebook	December 2017	$400 (2/wk @$50)
Debut of Academy, Open House info ad	RAK magazine	December 2017 *(runs in Feb 2018)*	$1171
Tee shirts (100)	www.cedarstream.com	January 2018	$550
Posters (25)	Costco	January 2018	$100
Flyers (1000)	Vistaprint	January 2018	$115
Tri-fold brochures (1000)	Vistaprint	January 2018	$350
New Choice ad	Facebook	January 2018	$400 (1/wk @$100) $400 (2/wk @$50) $80 (4/wk @$5)
FrenchAm School Spring Break/ Summer Camp ad	RAK magazine	January 2018 *(runs in March 2018)*	$895
New Choice ad	Facebook	February 2018	$300 (1/wk @$75) $400 (2/wk@$50) $80 (4/wk @$5)
FrenchAm School Preschool ad	RAK magazine	February 2018 *(runs in April 2018)*	$895
We Are FrenchAm Academy ad	Facebook	Mar/Apr 2018	$80 (2/wk @$5)
		Total	$8486
		Less total paid by French American School	$5631
		Total paid by FrenchAm Academy	**$2855**

[2] Items shaded in orange indicate co-marketing for The French American School of Arizona and will be paid by that entity.

D) Describe how the costs associated with the marketing plan are viable and adequate to attract the projected student population identified in Year 1 of the Three-Year Operational Budget

The table shown above in section C.2c enumerates the detailed costs of all planned advertising and promotion expenses through April 2018. Expenditures are planned to maximize exposure to the defined target population. Please note that the costs listed are full retail prices and therefore represent the highest possible cost, as many of these items may be discounted or donated to a non-profit school with dual language French immersion focus. All budgeted amounts are based on past invoices with a specific vendor, or taken directly from provider estimates or published rates.

E) Ensure costs as described in the narrative are accounted for in the Start-Up and Three-Year Operational Budgets and fully described in the Budget Assumptions

The costs as described above in this narrative are accounted for in the Start-Up and Three-Year Operational Budgets and fully described in the Budget Assumptions.

F) Describe the proposed fair and equitable admission requirements and documents required in the enrollment packet

Admission Requirements

The French American Academy of Arizona enrolls students in accordance with A.R.S. §15-184. FrenchAm Academy enrolls eligible pupils who submit a timely application by program availability unless the number of applicants exceeds the capacity of a program, class, grade level, or building. A description of the Enrollment and Lottery Guidelines follows this section.

Students wishing to apply to the French American Academy will be evaluated to know their current level of French. This placement testing determines which grade or class they may enter at the time of enrollment. Evaluations will consist of an oral and written interview with Francophone staff and will be administered before final enrollment is completed. Kindergarten students will receive only the oral interview portion of the placement test to determine which class they may enter, Beginner French Kindergarten, or Advanced French Kindergarten. The same French evaluation will be conducted for each child wishing to enroll, regardless of their application status. The decision of class placement rests with the Chief Education Officer and is final.

Students will be placed in the appropriate classes and grade levels for which they have demonstrated eligibility as determined by the French American Academy placement tests above, as well as previous English or French standardized and criterion-referenced testing, or previous English or French school evaluations. The French American Academy Chief Education Officer has

the sole authority to place the student at the appropriate grade level according to openings available.

"Program" for academic placement means the class in which the student will be placed so as to best meet his/her needs to successfully master the school curriculum.

The documentation collected during the application and enrollment process will include:

- Student name, address, and birthdate
- Parent or Legal Guardian name, mailing address, telephone number, and email address
- Academic year and grade level student is applying for
- Previous school experience
- Languages spoken by the child
- Languages spoken in the home
- How the parent/guardian heard of The French American Academy of Arizona
- Any priority designations, as set forth by A.R.S. §15-184 and FrenchAm Academy Enrollment and Lottery Guidelines
- Signature indicating responsibilities of parent in supplying accurate and complete information applying for enrollment, and understanding of enrollment and registration policies

The documentation collected during the registration process will include:

- A copy of the student's birth certificate
- Immunization records
- Student records from previous educational institution
- Copies of any Individual Educational Plans (IEPs and METs), participation in Special Education, and related diagnoses
- Authorization forms as needed (e.g., Pick-up Authorization forms)

G) Describe the enrollment procedures compliant with A.R.S. §15-184, including the timeframe, process used if capacity is insufficient to enroll all students, and documentation collected for student registration once a student is admitted to the school

Enrollment and Lottery Guidelines

Enrollment at The French American Academy of Arizona is open to all students who are residents of Arizona and follows the admissions requirements for charter schools set forth in A.R.S. §15-184 and 20 U.S.C. §7221i (1)(H) 1. Enrollment in Kindergarten is based on the oral interview portion of placement testing to determine the level of French known at the time of enrollment and subsequent class placement, as outlined in section C.2f, Admission Requirements. Our public charter school will not limit enrollment based on students' race, color, religion, national origin, sex, or intellectual ability.

To ensure that children in our community receive fair and equitable opportunities to enroll in and attend public charter schools, we created and abide by the following enrollment and lottery guidelines. Enrollment and lottery guidelines will be located in the Parent Handbook and posted on the school's website.

The French American Academy will use student re-enrollment counts and school capacity to project the number of available slots per grade. The following information describes our policies regarding the lottery and waiting list procedures.

1. The French American Academy of Arizona holds open enrollment and makes public announcements of enrollment deadlines. After the deadline closes, the school holds a lottery for its openings. Preferences are given in the following order to:
    - Continuing students
    - Siblings of continuing or alumni students
    - Children, grandchildren, or legal wards of employees or leased employees of the school, members of the governing body of the school, or directors, officers, partners or board members of the charter holder
    - Students who had previously attend The French American Academy of Arizona, left in good-standing, and had met all the FrenchAm Academy requirements for promotion to the subsequent grade. Former student priority status is subject to approval by the Chief Education Officer and granted on a case-by-case basis.
2. If the FrenchAm Academy receives more applications than there are seats available in a grade, priority is given as listed above. Any remaining openings are then filled via lottery to keep the offers given for grade positions fair. Each grade level runs an independent lottery. During the lottery process, completed and accepted applications submitted during the enrollment period are drawn in random order until class capacity is reached. The remainder is placed on the waiting list.
3. FrenchAm Academy will place those applications received by the deadline in order of their submission on a waiting list and then all other applications should be placed after them in order of their submission on that waiting list.

H) Identify the enrollment targets, including the minimum and maximum projected enrollment at each grade level that will be set and how these targets were determined.

As described in the Marketing and Recruitment Plan above, the French American Academy of Arizona plans to take a methodical, conservative approach to school growth in its first years of operation to ensure the level of instruction and student achievement stays high. The table below illustrates the enrollment minimums and maximums for each class and grade level for year one.

	Minimum	Maximum
Kindergarten Advanced	9	16
Kindergarten Beginner	12	16
First Grade	9	15
Second Grade	6	8
Third Grade	5	6
Fourth Grade	3	5
Fifth Grade	0	5

The FrenchAm Academy intends to enroll 70 students in Kindergarten through grade 5 in year one of operation. The students in the closing Elementary program at the French American School of Arizona will transition at this time to the FrenchAm Academy, with two additional Kindergarten classes added for incoming students. The minimum class sizes were selected as the lowest student count possible for viability. The maximum sizes for Kindergarten were selected based on the maximum ratio for optimum student achievement success in our dual language immersion program. The maximum sizes for all other grades were selected based on the anticipated number of students able to meet the requirements for mastery and promotion from the previous grade in year one of the Academy's charter.