

# Every Student Future Ready: Communicating a New Strategic Plan

---

ENTRY CATEGORY: SPECIAL COMMUNICATION  
PROJECTS/CAMPAIGNS

COMMUNICATIONS STAFF SIZE: 10

SCHOOL DISTRICT SIZE: OVER 25,000



**WICHITA**  
PUBLIC SCHOOLS®

Wendy Johnson, Division Director Strategic Communications  
Suzy Finn, Marketing & Strategic Partnerships Supervisor  
WICHITA PUBLIC SCHOOLS | 903 S. EDGEMOOR, WICHITA, KS 67218  
WJOHNSON@USD259.NET | 316-973-4515

## SYNOPSIS

### **Every Student Future Ready | Empowered to Dream, Believe and Achieve.**

Wichita Public Schools leaders spent one year doing research and listening; three months analyzing results to develop **the plan's** component parts; several weeks turning those into high-quality communication materials; and two years communicating that plan to stakeholders.

Research done to identify a new WPS superintendent in 2017 started the process, and after two stages of research, district leaders and BOE created a new strategic plan for the district that was approved in April 2018. The research showed that graduation rates, early childhood literacy, preparation for future careers (not just college) and safety were primary concerns of staff and community. It also showed that there were communication concerns around transparency, staff morale and lack of a unified plan.

The WPS Strategic Communications Division kept that research in mind as it helped develop the communication materials and efforts for the strategic plan – not just for the launch of the plan, but also for the ongoing work that would be done for the next five years. The team developed three goals for the division that support the overall plan work, including public perception, strategic communication counsel and support, and employee engagement.

Next, the team developed five key values for the communication work: simplicity of communication, importance of individual, necessity of transparency, consistency of visual identity and accessibility in multiple languages. Using these values as a guide, the team of 10 employees spent the next several years developing a suite of tools for communicating the plan. In the first year of implementation, the team produced or re-shared 88 stories that directly related to the plan's seven strategic themes.

The ongoing reporting by district leaders shows that the district is making process on the four overall long-term goals. Evaluation by the Strategic Communications Division shows progress on our three goals, as well. More than 90% of staff respondents understand how their work connects to the plan, and more than 94% are proud to work at WPS.

## RESEARCH

In spring 2017, Wichita Public Schools' superintendent announced his departure for another school district. This change of leadership presented the Board of Education and the district as a whole with the opportunity research what was needed in a new leader. Their approach to listening to internal and external stakeholders created a culture that values research and data in decision making.

Based on stakeholder input, the BOE [set a direction for the district](#), upcoming priorities to focus on and desired characteristics of the next superintendent. Their search led to a hire from within the district, promoting Dr. Alicia Thompson from assistant superintendent for elementary schools to superintendent.

Dr. Thompson began her [Superintendent's Entry Plan work](#) with a Superintendent's Student Advisory Council meeting in spring 2017, immediately after the announcement of her new position. This work extended into the fall of 2017, with the Strategic Communications Team (referenced as Team moving forward) leading the superintendent and members of the BOE in a series of 20 community listening sessions. We gathered input from students, classified staff, certified staff, parents, business members and the general community. This work also included our first digital town hall via Twitter.

The Team compiled the results of the listening sessions, Twitter comments and online survey responses into [one document](#) that was made available to everyone on the district's website. After reviewing more than 3,000 comments in four categories, district leaders determined that our community identified many things that were going well in our district, but also that there were communication-related concerns about transparency, lack of a unified strategic plan, and low staff morale after several years of budget cuts.

[After the initial district-level plan was approved](#), each department, school and individual in the system created accountability measures to show how their work supports the long-term goals.

### Strategic Communications Goals and Accountability Measures

1. Positively impact perception of the Wichita Public Schools.
  - a. **Amplify the superintendent's voice in the community through four** monthly proactive touchpoints.
  - b. Increase consumption of WPS digital content by transitioning to a digital studio by April 2020.
  - c. Influence key stakeholders to advocate for WPS through targeted marketing plan, including increasing the number of Principal for a Day participants and creating an externally-focused section of the website for prospective parents and community members.
2. Provide strategic communication counsel and support to internal clients to achieve **"Every Student Future Ready" objectives and strategies.**
  - a. Staff awareness of plan will meet or exceed 80% by May 2020.
  - b. Employees indicate they know how they fit into the plan (baseline to be established in 2020 and measured through 2023).
3. Engage employees and strengthen workplace pride through effective internal communication.
  - a. Employees believe the district is communicating well, as measured by responses to annual employee engagement survey.
  - b. Employees are proud to work for WPS, as measured by responses to annual survey.

## PLANNING

### Preparation

#### *Creating the Plan*

Throughout spring 2018, the superintendent, BOE, deputy superintendent, district leadership team (DLT) and academic leadership team worked through a self-led strategic planning process to identify a new vision, mission, values, seven strategic themes and four long-term goals. The Team assisted in that

process, helping to develop proposed wording and facilitate planning sessions with the BOE. We sought [feedback from internal stakeholders](#) throughout the development.

This plan was presented to the BOE for approval on April 9, 2018, and was subsequently adopted as the [Every Student Future Ready strategic plan](#) to guide the district's work from 2018-2023. The four long-term goals identified include: 1) increase the high school graduation rate; 2) increase 3<sup>rd</sup> grade reading proficiency; 3) increase the number of students completing industry certifications and college credit; and 4) ensure that schools are trusted as safe places.

### ***Planning Communication Strategies***

The Team was instrumental in creating the materials that communicated the plan initially and over the course of the next two years. We identified our guiding principles for communication as follows:

1. **Simplicity of Communication:** All materials would be created keeping in mind that our families **and community partners don't all understand** education jargon. Acronyms and jargon would be kept to a minimum whenever possible.
2. **Importance of Individual:** **We knew that the plan couldn't be perceived as "the Board's plan," or "Dr. Thompson's plan."** To make progress over the course of five years, it needed to be **everybody's plan, and every individual needed to understand their role in it.**
3. **Necessity of Transparency:** Based on the listening session feedback, we knew that staff and community members would need to perceive that the plan was being developed, implemented and reported on in a regular and transparent manner.
4. **Consistency of Visual Identity:** The plan would need to have its own look and feel that would make it clear when materials being created and shared were part of the ongoing plan communication and accomplishment. It would need to align with the look of other district communications but also have unique components.
5. **Accessibility in Multiple Languages:** With more than 90 different languages spoken in homes, we knew it was important to have key materials available in multiple languages, primarily Spanish and some Vietnamese, based on our student population.

### ***Four Disciplines of Execution – Cadence of Accountability***

Every leader in the district insisted that this plan not be "something that sits on a shelf." The Team's role in this was to identify ways to keep the plan message at the forefront from day one through year five. The DLT's role was to identify how the implementation of the plan would be consistent and engaging. Ultimately, they looked to the book *The Four Disciplines of Execution* as a guide to create detailed plans for accomplishing each of the four major goals.

One of the four disciplines is creating a cadence of accountability. Every division/department leader and school administrator was expected to identify the two or three goals that would have the biggest impact on the district goals and then develop accountability measures that could be tracked and reported on regularly. At the DLT level, each division leader reports on their **team's accountability measures on a monthly basis**. The Team developed the three goals [indicated above](#), and established a monthly cadence of accountability for every team member to report on their work that supports those.

### **Target Audience Identification**

From the beginning of Dr. Thompson's tenure, she acknowledged **all of the district's stakeholders are vital to accomplishing the district's mission. This includes all employees** – from the newest to the most tenured, from custodial staff to superintendent – students, families, partner organizations, businesses and taxpayers. We took the same approach when considering how and to whom we needed to share the plan.

- **Primary Audience:** WPS staff
  - Without the buy-in and engagement of all staff members, we cannot accomplish our long-term goals. Our communication activities always begin with the BOE, followed by staff.
- **Secondary Audiences:** Families, students, partner organizations

- **As those most impacted by the plan’s goals**, students and families also needed to **understand what we’re working toward and how they’re part of that. In the first two years** of the plan, we primarily focused on creating awareness that the plan exists.
- The communications team, as well as other department leaders, are in regular communication with community organization and business partners. As we work with them to revise or develop student-focused programs, we begin with the four long-term goals in mind and focus conversations around those.
- Tertiary Audience: Community at large
  - Recognizing that this is one of the most challenging groups to reach with relevant messages, our communication activities the first two years have not prioritized general community messaging. Whenever opportunities arise to share this message with groups we **don’t regularly interact with**, we take advantage of those.

## Team Roles and Responsibilities

We relied on all team members in the Strategic Communications office to contribute to the overall strategic plan. Throughout the process, we worked closely with the **superintendent’s office**, the deputy superintendent, the Board of Education and the DLT.

- Division Director, Wendy Johnson: Coordinated the work of the team, working closely with the superintendent and DLT to maintain overall alignment.
- News and Media Relations Supervisor, Susan Arensman: Led the social media and media production team in developing content to **support the plan’s communication**.
- Marketing Supervisor, Suzy Finn: Assisted with plan development, messaging and toolkits.
- Graphic Designer and Marketing Specialist, Kayla Pennick: Designed all print materials and online graphics; coordinated printing and production of materials, including swag items.
- Media Production Specialist, Jennifer Bellinger-Sipes: Created the launch video, seven supporting theme videos and the Year 1 report video.
- Social Media and Web Specialist, Maria Loving: Created social media posts about the plan as well as posts and stories that brought the plan to life; tracked and reported data.
- Specialist, Susan Kelley-Linder: Led the work to plan and execute 2017 community listening sessions, as well as 2019 staff listening sessions.
- Administrative Assistants, Jennifer Hartman and Chelsea Moeder: Led the work to plan and execute the 2019 community listening sessions.
- Media Production Specialist, Michael Smith: Assisted with creating additional videos to support the storytelling plan.
- District Mediator, Alisa Alexander-Fulton: Identified opportunities to align parent support with the district plan.

## Communication Vehicle Selection

To meet the staff and community’s expectations, we had to find many ways to communicate the new plan. We conducted an extensive review of other district’s strategic plan work, as well as looking to local businesses and organizations who had recently implemented strategic plans.

We determined that our strategies needed to include the following:

- *Printed materials* that could be shared in offices and handed out in person
- *Website* content that could be updated quickly and regularly throughout the five-year plan
- *Digital graphics* that could be used on our websites and social media channels
- *Videos* that could succinctly communicate the initial plan and progress over time
- *Social media strategies* that could share stories to bring the words of the plan to life
- *Promotional items* that could bring energy to the plan, be used to recognize employees, and demonstrate the visual brand identity in a cohesive, long-term approach

Examples of each of these items are included in the [Campaign Materials](#) supplemental information, organized by the segment of the campaign for which they were created.

## Budget and Resource Allocation

The main resource utilized at all levels for this campaign was human capital. All components of the plan were developed completely by internal staff. From analyzing the listening session results to creating the goals to designing the materials, WPS employees worked diligently to be respectful of taxpayer dollars while creating a plan and accompanying materials of which we could all be proud.

The printed materials and promotional items did require district budget allocation. The division director identified funds that could be used out of the employee recognition and communications budgets to execute these tactics. The chart below shows how those dollars were allocated. We also had support from a community business, Credit Union of America, which sponsored \$5,000 of t-shirts for new staff and administrative employees in Years 1 and 2.

Category	Description	Amount Spent
<b>Launch</b>		
Printed Materials	Copies for BOE and schools: Four-page plan document; palm card explanation	\$1,017
Promotional Items	Branded food items	\$1,004
<b>Launch Total</b>		<b>\$2,021</b>
<b>Year 1</b>		
Printed Materials	Copies for schools: four-page plan document; palm card explanation; personal commitment sheets for all staff; banners at schools and stadiums	\$6,825
Large Printed Items	Portable Dream, Believe and Achieve teardrop banners; x-stand icon backdrops	\$1,731
New Staff Promotional Items	Plastic cups, pens	\$8,923
Other Promotional Items	Student items, t-shirts	\$456
<b>Year 1 Total</b>		<b>\$17,935</b>
<b>Year 2</b>		
Printed Materials	Four-page plan document; palm card; personal commitment sheets for all staff; banners at schools and stadiums	\$3,840
Large Printed Items	Magnets for Strat Plan Van	\$73
New Staff Promotional Items	Dream, Believe, Achieve reusable bags, pens	\$5,567
Other Promotional Items		\$0
Other Activities	Community events, listening sessions, survey rewards	\$1,989
<b>Year 2 Total</b>		<b>\$11,469</b>
<b>Launch to Year 2 Total</b>		<b>\$31,425</b>

## IMPLEMENTATION

### Timeline

- December 15, 2016: John Allison [announces resignation](#) as WPS superintendent
- January 5, 2017: the BOE [begins discussion](#) of qualities and expectations needed in next superintendent
- January 2017: the BOE [creates community online survey](#) to gather input on superintendent search, [reviews results](#)
- February 21, 2017: the BOE [announces Dr. Alicia Thompson](#) as new superintendent
- March 29, 2017: High school [students share feedback](#) with outgoing and incoming superintendents on the four listening questions
- July 1, 2017: Dr. Alicia Thompson officially begins her tenure
  - August 2017: Dr. Thompson announces her [entry plan](#), including strategic listening sessions for staff, parents and community

- September-November 2017: The district completes 20 listening sessions, plus interactions with business audiences
- January 2018: the BOE welcomes five new Board members following 2017 local elections; two members remain from the original search and hiring committee
- February 12, 2018: Dr. Thompson [shares listening session feedback](#) with the BOE
- February 28, 2018: Stakeholders provide feedback on plan development
- March 1, 2018; April 5, 2018: Principals provide feedback on plan development
- April 9, 2018: The [BOE approves](#) the new Every Student Future Ready strategic plan
  - April 9, 2018: Celebration at the BOE meeting includes branded cookies for attendees, copies of the [first volume of the strategic plan document](#), launch of [website](#)
- April 10, 2018: Dr. Thompson sends email to all employees announcing the new plan
- May-July 2018: [Communication plan and support materials](#) developed for full roll out in fall
- July 2018-March 2019: The strategic plan is launched in the district community through multiple supporting activities described in the [Principal Toolkit](#)
- April 2019: Year 1 of the plan is wrapped up, and Year 2 plans are announced
- April-July 2019: [Communication plan and support materials](#) developed for Year 2
- July 2019-March 2020: Year 2 [communication strategies implemented](#) to keep the plan top of mind and continue work toward accomplishing communication-aligned goals
- April 20, 2020: Year 2 of the plan will be wrapped up, and Year 3 plans will be announced

## Strategies, Activities and Communication Components

At every stage of the strategic plan communication campaign, we created materials and communication strategies that would reach our target audiences. Acknowledging that our team could not accomplish the communication plan goals without the support of our principals and division leaders, we created toolkits for those leaders set expectations for their role in helping to communicate the plan. Examples of materials can be seen in the [Campaign Materials](#) section.

### **Website**

We created the website [www.usd259.org/futureready](http://www.usd259.org/futureready) to communicate all relevant information. This includes a digital toolkit for employees with downloadable icons, visual identity guide, and written communication guide. This is updated throughout the year and with each new volume of the plan.

### **Videos**

We created a YouTube playlist of all videos related to the strategic plan, which can be viewed [here](#).

### **Social Media**

Facebook, Twitter, Instagram and YouTube were the primary platforms used to disseminate the stories identified in each of our plans.

- [Storytelling Plan Year 1](#): Because measurable goals and implementation actions were still being developed during Year 1, our communication strategy developed around the seven strategic themes. Every two weeks, our social media and media production teams identified stories that could be shared that aligned with one of the themes. Some were new stories, videos or infographics; others were previously published stories that could be repurposed.
- [Storytelling Plan Year 2](#): After focusing on the themes in Year 1, we could develop our communication plan around the long-term goals for Year 2. The news media team identified a goal of sharing at least one story/item related to each of the four goals every month from September 2019 through May 2020.

## Key Messaging

In the [written communication standards](#) we developed, we shared the key messages with all staff who **download the guide. It was shared directly with all principals and continues to inform the Team's work.**

## Cadence of Accountability

At the district level, the cadence of accountability included monthly reports to the BOE in spring 2020, with each month focusing on one of the four long-term goals. These reports are recorded on video and shared on YouTube. You can view the [Goal 1](#), [Goal 2](#), [Goal 3](#), and [Goal 4](#) reports on YouTube.

## EVALUATION

### Goal 1: Positively impact perception of the Wichita Public Schools.

1. **Amplify the superintendent's voice in the community through four proactive touchpoints** every month.
  - a. Team has led between 5-8 proactive touchpoints in October 2019-January 2020
  - b. Additional activity added: [Read Along with SUPERintendent Thompson](#), which posts a new video every other week
2. Increase consumption of WPS digital content by transitioning to a digital studio by April '20.
  - a. Digital equipment installed January 2020
  - b. Construction underway to move new studio to same building as main Team
  - c. Launch of Growing Up WPS video series: 115 views on YouTube, 8,000 views on Facebook
3. Influence key stakeholders to advocate for WPS through targeted marketing plan, including increasing the number of Principal for a Day participants and creating an externally-focused section of the website for prospective parents and community members.
  - a. Principal for a Day: increased participants from 20 in fall 2018 to 62 in AY2019-20
  - b. External Website: created [www.usd259.org/choosewichitaschools](http://www.usd259.org/choosewichitaschools) to communicate more directly with prospective families and the REALTOR community; 1,756 website visitors since site launch on January 20, 2020

### Goal 2: Provide strategic communication counsel and support to internal clients to achieve "Every Student Future Ready" objectives and strategies

1. Staff awareness of plan will meet or exceed 80% by May 2020.
  - a. This measure was ultimately folded in with number 2.
2. Employees indicate they know how they fit into the plan (baseline to be established in 2020 and measured through 2023).
  - a. **90.44% of respondents indicated "Almost Always" or "Usually" as their answer to the question: "I understand how my work support's the district's Every Student Future Ready strategic plan" on the Fall 2019 employee engagement survey**
    - i. 3,142 employees responded to the survey, an increase of 49% over the 2018 survey, and a 95% confidence interval

### Goal 3: Engage employees and strengthen workplace pride through effective internal communication.

1. Employees believe the district is communicating well, as measured by responses to annual employee engagement survey.
  - a. **88.55% of respondents indicated "Almost Always" or "Usually" when asked "The district communicates regularly with employees about district initiatives."**
2. Employees are proud to work for WPS, as measured by responses to annual survey.
  - a. **94.66% of respondents indicated "Almost Always" or "Usually" when asked "I am proud to work for the Wichita Public Schools."**
  - b. **81.44% of respondents indicated "Almost Always" or "Usually" when asked "I would recommend Wichita Public Schools to others as a great place to work."**



## SUPPLEMENTAL MATERIALS

### Superintendent Search Materials

#### *Direction of the Wichita Public Schools*

In 2010, the District began a major initiative with literacy and student behavior, supported by the Multi-Tier Systems of Support (MTSS). Data indicates general direction of the school system is on the right track, and needs to continue this forward progress.

- The Board agrees that the District should not change trajectories or pursue a differing kind of reform or improvement strategy.
- The District should continue its implementation of the Marzano-based staff evaluation system
- The Board would like to focus more closely on the following items:
  - Narrow achievement gaps,
  - Improve Math achievement, including review of curriculum and PreK-12 alignment,
  - Maintain staff leadership and leadership longevity, and
  - **Build on the District's strong community relations.**
- The Board agrees the District needs to be better at telling its own story and promoting its successes.

#### *Upcoming Priorities*

The Board of Education and the community of Wichita have identified several priorities for the District. These include:

- Improve student achievement and narrowing student achievement gaps.
- Improve math achievement and alignment PreK-12.
- Address issues with our changing populations as the needs and requirements change.
- Manage budget issues, including the possible cutbacks from both the state and federal level, and the constraints that these funding reductions would further place on system improvement.
- Improve employee morale, retention, and workload.
- Plan for changes due to staff and teacher retirements.
- Monitor the shifting populations in the southeast quadrant and propose solutions for possible crowding
- **Clearly set and communicate a clear sense of the District's direction to the community in order to maintain strong support.**

#### *Characteristics of the Next Superintendent*

The Board of Education has stated that our new Superintendent will:

- Be a visionary leader who can see the big picture and inspire others to action. He or she can demonstrate a history of collaborative teamwork and brings a strong record of accomplishment to the table.
- Have the ability to shape, guide, and lead improvements in student achievement and reduce achievement gaps. The new Superintendent will exhibit the skills necessary to lead the instructional and curricular work of the district.
- Have experience with large-district budgets and working on tight budgets.
- Be familiar with how MTSS works and leverage MTSS to strengthen student behavior and learning goals.
- Display solid expertise in the areas of special education and the instruction of other student groups, i.e., English language learners.
- Appreciate the rich cultural diversity of Wichita and understand the challenges of districts with higher levels of poverty
- Possess the ability to communicate and advocate effectively with key stakeholders, legislators, community leaders, and the media and maintain an approachable personality. He or she should be visible in the community and schools of their current employer.

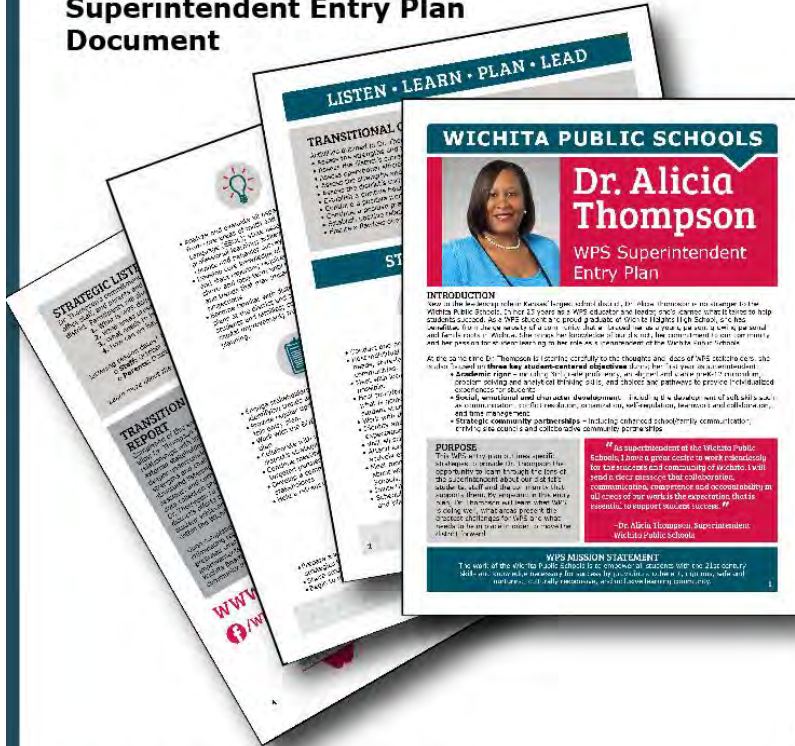
- Appreciate team-collaboration to form and manage staff and teacher teams. He or she should have experience negotiating with employee groups for mutually beneficial results.
- Have experience with budgeting, operations, facilities, and data-driven decision making.
- Be practiced in managing self, including the ability to handle stress, balance family and work, and deal with criticism. Our next Superintendent will have the personal strength and courage to do what is right, especially under pressure.

# Campaign Materials

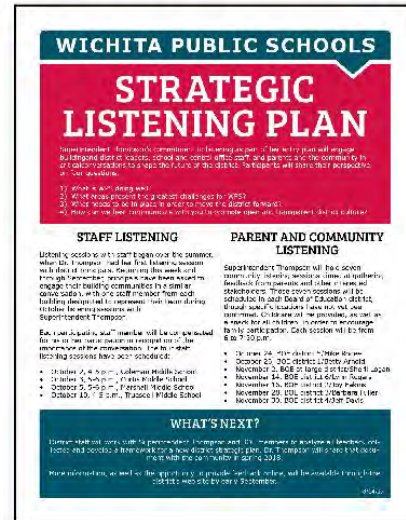
## Entry Plan and Listening Session Materials

# Campaign Materials: *Entry Plan and Listening Sessions*

### Superintendent Entry Plan Document



### Listening Session Flyer



### Detailed Stakeholder Feedback Summary Document

### Listening Session Summary Document



# Campaign Materials: *Strategic Plan Launch*

## Strategic Plan Video

## Strategic Plan Document

**SHARED BELIEFS**

STUDENT SUCCESS	SAFETY & BELONGING	FAMILY & COMMUNITY COLLABORATION
VISIONARY LEADERSHIP	CIVIC ENGAGEMENT	EQUITY & DIVERSITY

**VISION:**  
Wichita Public Schools will be the district of choice in our region, where all students and staff are empowered to dream, believe and achieve.

- 1 Increase the high school graduation rate.
- 2 Increase 3rd grade reading proficiency.
- 3 Increase the percentage of students completing dual credit, concurrent credit, industry certification or other college and career readiness opportunities.
- 4 Ensure that schools are trusted as safe places by students, parents, staff and community.

📖 **Ensure Success for All Learners**

- Objectives
- Action Items

**STRETCH FURTHER  
THINK DIFFERENTLY**

**VISION**  
Wichita Public Schools will be the district of choice in our region, where all students and staff are empowered to dream, believe and achieve.

**MISSION**  
Wichita Public Schools will be the district of choice in our region, where all students and staff are empowered to dream, believe and achieve.

**LEARNERS**  
Wichita Public Schools will be the district of choice in our region, where all students and staff are empowered to dream, believe and achieve.

**CAREER**  
Wichita Public Schools will be the district of choice in our region, where all students and staff are empowered to dream, believe and achieve.

**COMMUNITY**  
Wichita Public Schools will be the district of choice in our region, where all students and staff are empowered to dream, believe and achieve.

**Infrastructure**  
Wichita Public Schools will be the district of choice in our region, where all students and staff are empowered to dream, believe and achieve.

## Strategic Plan Toolkit

**INTRODUCTION LETTER**  
To our building leaders,  
It is an honor to...

**EVERY STUDENT FUTURE READY**  
BUILDING LEADER INTRODUCTION TOOLKIT

Wichita Public Schools

# Campaign Materials: *Strategic Plan Year 1*

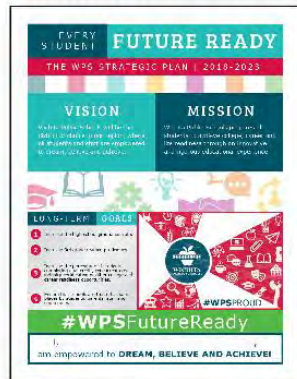
**Palm Card**



**Outdoor Banner**



**Commitment Sheet**



**Indoor Posters**



**Email Signature Graphic**



**Website Graphic**



**Strategic Theme Video**



**Year 1 Review Video**



# Campaign Materials: *Strategic Plan Year 2*

## Palm Card



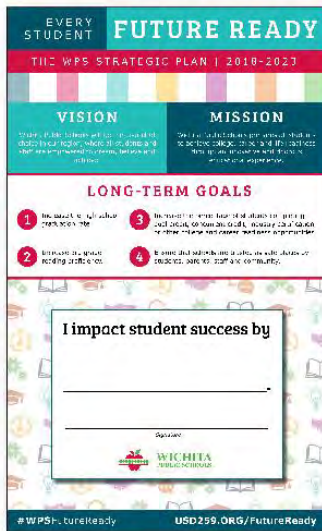
## Strat Plan Van Video



## Outdoor Banner



## Commitment Sheet



## Feedback Session Flyer

## Campaign Materials: *Strategic Plan Swag*

**T-shirts**



**Coasters**



**Pens**



**Tote Bags**



## Storytelling Plans

### Year 1 – Strategic Theme Approach

September 10 – December 20

- Look to the WHY
- Make all stories personal – Find theme champions to profile – student or staff
- Mention when feedback was gathered – we listened, we learned.
- Encourage and engage employees to share their stories and provide examples
- Use #WSProud and #WPSFutureReady in social media posts

All stories will be shared on social media/web. Web story means written only (no video).

Ensure Success for All Learners September 10 – 23						
Theme stories	Video	Web Story	Photo only	Infographic	Reuse	Media Pitch
Brief Explainer of theme	X					
Learning Centers – Towne East			X			X LCs done
Count Day			X			X
Safe Learning Environment (Earlier story)		X			X	Done
Homework Hotline Kickoff		X				Done
<b>Academic Challenges (PSA’s done)</b>	X					
<u>Featured staff profile</u> – William Polite	X	X				
Middle School Challenge <i>Retweet with comment using the theme</i>		X				
Community school supply donations		X				
9 Strat Plan stories - 39 total stories posted on Facebook.						
Prepare for College and Career September 24 – October 7						
Theme stories	Video	Web Story	Photo only	Infographic	Reuse	Media
Brief Explainer of theme	X					
Promote career pathways, dual credit concurrent credit				X		X
GPA students visit Shocker Studios			X			
IPOS/Xello (moved to Support – photo op)		X				
Free ACT Tests		X				X
Tweet with all the CCC Twitter handles						
<u>Featured staff profile</u> – CCC’s take photos and share one tip for students/parents		X				
<u>Feature Profile</u> : SuperSAC students at E, NEM and S on how CCC’s helped them	X					
Dream Keepers Project at Coleman and Jardine (may depend on when things are actually happening in the schools)	X	X				X



WSU Tech Manufacturing Day (Oct 5)	X					X
BAASE Fraternity for MS (Oct 2 kick off)	X	X				X
October is College Application Month – (Southeast photos – retweet other schools)			X			
FAFSA Opening Date is Oct. 1		X		X		
North BioMed	X				X	
Open Streets			X			X
Community Programs that help students (Workforce Alliance, etc.)		X				
North high teacher pathway (Northwest)		X				
Anderson Career Day			X			
Magnet school applications open		X				
Educators Rising		X				
17 Strat Plan Stories - 30 total stories posted on Facebook.						
Support the Whole Child October 8 – 21						
Theme stories	Video	Web Story	Photo only	Infographic	Reuse	Media
Brief Explainer of theme	X					
99% Awards	X	X				X
<b>PM “Super Snacks” (Curtis)</b>	X	X				X
School Lunch Week			X			
Futures Fair		X				X
Gemini Redesign – Cessna Open House		X				X
Second Step moving to Middle Schools	X					
<u>Featured Staff profile</u> – Mark Cotton – NW AP	X					
Speak Up launch (Oct 30)	X	X		X		X
FLUency Launch October 17	X	X				X
Second Chance Breakfast at Mayberry/West/East/Brooks				X		
Alicia message to staff with child study team	X					
IPOS/Xello		X				
Early College Program promotion Oct. 22	X	X				X
Southeast freshmen mentoring		X				
Reading with the Shockers				X		
14 Strat Plan stories - 50 total stories on Facebook						

Invest in Staff October 22 – November 4						
Theme stories	Video	Web Story	Photo only	Infographic	Reuse	Media
Brief Explainer of theme	X					
Featured Staff profile – Susan Crumm - Teacher at Gardiner who was a para and got her degree	X					
Peer Coaches in contract – what do they do and how they help		X				X
NTI – Virtual online mentoring (Nov. 5)		X				
FIC teacher at Colvin – what support to you get?	X					
Encouraging staff to vote				X		
Grow Your Own Teachers for sped – profile those in the program and grads		X				X
OTLA Program		X				X
Internal Pride Campaign?						
Showcase of Choices	X	X		X		X
Custodial Cleaning Procedures	X					
9 Strat plan stories – 54 total stories/posts on Facebook 6 strat plan stories from other themes ran during Invest in Staff theme time.						
Engage Families and Community November 5 – 18						
Theme stories	Video	Web Story	Photo only	Infographic	Reuse	Media
Brief Explainer of theme	X					
American Ed Week – principal for a day	X					X
Magnet school visits				X		X
KTOY Announcement	X	X				X
Staff Profile - Volunteer coordinator Joanie Hawks at Brooks	X					
Student elections			X			
PAT group at Presby Manor (done)	X					X
Promote McCormick Holiday Open House		X				X
Dreamkeepers events on 14 <sup>th</sup> and 16	X					X
Turkey Drive	X					X
Hamilton cops visit at lunch			X			
South students volunteer at Enterprise		X				
RIF Readers/Donations at Cloud			X			
Ford Dealership at South		X				
“Doc for a Day” at KU Med with East, North, Northwest, South and Southeast		X				
15 Strat Plan Stories – 37 total stories on Facebook 4 strat plan stories from other themes ran during Engage Families and Community time.						
Communicate to Build Trust November 19 – December 2						

Theme stories	Video	Web Story	Photo only	Infographic	Reuse	Media
Brief Explainer of theme	X					
Ways families can connect to school (separate posts): ParentVUE ParenLink District App Social media channels				X		X
5 Strat Plan Stories – 32 total stories on Facebook 2 strat plan stories from other themes ran during Communicate to Build Trust time.						
Align Resources and Infrastructure December 3 – 16						
Theme stories	Video	Web Story	Photo only	Infographic	Reuse	Media
Brief Explainer of theme	X					
Demographic Study	X	X		X		X
Creation of a lunch – planning thru delivery	X					
School plant managers – What do they do? (JBS)	X					
Instrument repair	X				X	
5 Strat Plan Stories 2 strat plan stories from other themes ran during Align Sources and Infrastructure theme.						

## **Year 2 – Long-Term Goal Approach**

September-March

*Storytelling from March-May will still include strategic plan approaches; however, due to emphasis on coronavirus messaging, this plan may have to shift.*

- Look to the WHY
- Make stories personal – Find theme champions to profile – student or staff
- Use #WSProud and #WPSFutureReady in social media posts
- Include at least one post each month that speaks directly to each of the four long-term goals

Metrics

- August – 4 related stories published
- September – 4 related stories published
- October – 27 related stories published
  - Goal 1: 7; Goal 2: 5; Goal 3: 12; Goal 4: 3
- November – 9 related stories published
  - Goal 1: 0; Goal 2: 2; Goal 3: 2; Goal 4: 5
- December – 0 related stories published
- January – 9 related stories published
  - Goal 1: 1; Goal 2: 6; Goal 3: 1; Goal 4: 1

# Communication Activity Timelines

## Year 1 Launch Plan

### Every Student Future Ready: Fall Launch Timeline

**Dream. Believe. Achieve.** Powerful aspirations to guide the future of our students and the Wichita community. As WPS launches the **Every Student Future Ready** strategic plan this fall, it will be vitally important to achieve two things: (1) stakeholder knowledge/awareness of the plan's foundation (vision, mission and long-term goals); and (2) "making it personal" for district staff who are our front line ambassadors for the plan's success. This launch plan is highlighted below, having been designed to achieve both objectives, building on the strong foundation of WPS pride and empowering culture that were hallmarks of the 2017-18 academic year.

#### July

- **Inform** | July 25: Full toolkit (resources and overview) provided to principals and division leaders.
- **Celebrate** | July 24-Aug. 3: Outdoor banners hung at all schools and administrative buildings. Banners will be adapted for football venues through commercial advertising.
- **Inform** | July-December: Every Student Future Ready "Stay Informed" palm cards are distributed to buildings to be shared with staff, students, family members and community partners throughout the Fall 2018 semester | AUDIENCE: **ALL**
- **Celebrate** | July 25-27: Interior posters hung by school staff.
- **Celebrate** | July 27-August 15: Principals and assistant principals receive personal desk sheets and t-shirts. | AUDIENCE: **LEADERS**
- **Celebrate** | July 27-August 15: Employees who return on this date to support enrollment will receive personal desk sheets and t-shirts. | AUDIENCE: **STAFF**
- **Celebrate** | July 30-August 1: All employees working enrollment wear their plan t-shirts to enrollment. | AUDIENCE: **STUDENTS**
- **Inform** | July 30-August 1: Copies of the plan, palm cards and pens available for parents at enrollment | AUDIENCE: **PARENTS**

#### August

- **Celebrate** | August 2-3: New Staff Orientation. All new staff, NSO workers and NSO presenters receive free t-shirts; photo booth available; special swag item provided (water tumblers); pep rally atmosphere throughout the two days; strategic plan launch video as an anchor element. | AUDIENCE: **STAFF**
- **Inform** | August 2: Principal Learning Academy. Rollout presentation (ppt/video) will be shared with principals along with required discussion format. This same presentation/discussion will be carried into buildings and central offices during teacher report week. AUDIENCE: **LEADERS**
- **Inform** | August 6-14: Principals present the strategic plan to all staff during an in-service session (time estimation **one hour**); presentation will include staff interaction to develop school message that supports the district story. Principals will also **celebrate** the plan by sharing personal desk sheets and with all staff. | AUDIENCE: **STAFF**
- **Inform** | August 6: Dr. Thompson sends welcome video\* for all staff that celebrates the start of the year and the core message of the plan | AUDIENCE: **STAFF**
- **Celebrate** | August 15: Students greeted with banners, posters and employees wearing plan t-shirts on the first day of school (shirts distributed on limited basis, will also be available for sale) | AUDIENCE: **STUDENTS**
- **Celebrate** | August 24: DLT attends Southeast Pep Rally, to which all SE students and staff are invited. | AUDIENCE: **SCHOOL COMMUNITIES**
- **Celebrate** | August 30: Tailgate party at first South home football game, to which all staff and community are invited. Recognized Enders Leadership Magnet for Kansas CAN award. | AUDIENCE: **SCHOOL COMMUNITIES**

## August-December

- **Inform** | Fall semester: PSAs that relate plan messaging to athletics recorded and shared in the athletics system to be shared at all fall sports events with a PA option. | AUDIENCE: **ALL**
- **Inform** | First Quarter: Building leaders/teachers personalize the *Dream Believe Achieve* message during conferences, including what that means for their classroom/their children, during back-to-school family engagement events and first quarter parent-teacher conferences. Copies of the plan stay informed palm cards and pens available for these interactions. | AUDIENCE: **PARENTS**
- **Inform** | Structure rollout thematic focus from Sept. 10 – Dec. 3, featuring one theme every two weeks. | AUDIENCE: **ALL**
- **Inform** | Include strategic plan messaging and questions in Dr. Thompson’s monthly videos to staff | AUDIENCE: **STAFF**

## September

- **Inform** | September 11: Share plan information with West Wichita Rotary members | AUDIENCE: **COMMUNITY**
- **Inform** | September 14: Share plan information with Leadership Wichita participants as part of Education Day, provide swag | AUDIENCE: **COMMUNITY**

## October

- **Celebrate** | October 8: Include strategic plan messaging, give Dream Believe Achieve t-shirts to student winners at the 99% Awards BOE recognition | AUDIENCE: **STUDENTS, PARENTS, BOE**
- **Inform/Celebrate** | October 22: Encourage principals to keep strategic plan messaging as part of in-service conversations; no specific expectations created | AUDIENCE: **STAFF**

## November

- **Inform/Celebrate** | November 1: Represent the Future Ready plan at Showcase/Choices Fair, showcasing three areas: (1) **college** and **career** opportunities, (2) early literacy, and (3) connections to school through technology. We will provide plan documents, palm cards and pens/pencils. | AUDIENCE: **PARENTS, COMMUNITY**
- **Inform** | November 12-16: Principals participate in Principal for a Day week with the Business Education Alliance during American Education Week, focused on college/career at the secondary level and early literacy at the elementary level. | AUDIENCE: **COMMUNITY**
- **Inform** | November 12-16: During American Education Week, provide Dream Believe Achieve t-shirts to Wichita City Council members during proclamation. | AUDIENCE: **COMMUNITY**

## December

- **Inform** | Confirm plan to launch **District Site Council**. Articulate intention of this team to support strategic plan accountability and advise on key district initiatives.

## Winter/Spring Semester

- **Inform** | Fall semester: PSAs that relate plan messaging to fine arts and other student activities shared with department and student leadership leaders to be included in scripts when applicable. | AUDIENCE: **ALL**
- **Inform** | Academic Year: Scala slides that incorporate plan messaging to be shared during owned advertising time on high school Scala networks. | AUDIENCE: **HIGH SCHOOL STUDENTS, STAFF**
- **Inform** | Banners will also be adapted for service truck advertising

# Year 1 Principal Toolkit



EVERY STUDENT **FUTURE READY**

WPS STRATEGIC PLAN TOOLKIT





**WICHITA**  
PUBLIC SCHOOLS

**TOOLKIT INTRODUCTION**

To our building and division leaders,

We are excited to challenge our district to focus on making Every Student Future Ready. And you play a key role in communicating the plan in a way that builds excitement in your building's employees, students, parents and community members.

This toolkit provides the materials and guidance you need to help us spread the message that every student and employee in our district is **Empowered to Dream, Believe and Achieve!**

We will continue to update the toolkit as items are created or updated. You can find all currently available items in the Strategic Plan Toolkit available at [www.usd259.org/futureready](http://www.usd259.org/futureready) (must be logged in as an employee to view).



In the following pages, we've provided screenshots of each item that is part of your launch toolkit and brief instructions on how to use them. For any questions, please contact Suzy Finn at [sfinn@usd259.net](mailto:sfinn@usd259.net) or 316-973-4630.

**TABLE OF CONTENTS**

Table of Contents .....	1
Key Action Items - Prior to August 15 .....	2
Key Action Items - Beginning of School .....	2
Presentation .....	3
Exterior Banners .....	4
Interior Posters .....	5
Personal Desk Sheet .....	6
T-Shirts (limited distribution) .....	7
Informational Palm Cards .....	8
Pens .....	9
New Staff Orientation Promo Item .....	10
Digital Graphic Elements .....	11
Brand Identity Toolkit .....	15
Overview of District-Level Activities .....	15
Additional Employee Swag .....	17
Student Swag .....	17
Timeline of Launch Activities .....	25

1

**PERSONAL DESK SHEET**

The Personal Desk Sheet reminds every employee of the district's new vision, mission and long-term goals. It also provides a place for them to include their name as a reminder that it takes every employee being engaged in the work to accomplish our goals.

**How Distributed:** Each building will receive enough copies of the document, printed on durable paper, for each employee.


**When Available:** Copies of the desk sheet should be delivered to principals and division leaders by August 3.

**Expectations of Principals and Division Leaders:** Hand these out to all employees at your Strategic Plan session during teacher report week. During the discussion, have each employee print their name in the blank section at the bottom of the sheet. Encourage them to post the desk sheets at a place in their classroom, office or workspace that keeps it visible throughout the year.



6

**T-SHIRTS (LIMITED DISTRIBUTION)**



T-shirts will be provided by the Strategic Communications office at no charge for the following audiences, thanks in part to a sponsorship by Credit Union of America:

- Principals and Assistant Principals
- Staff who support enrollment
- New teachers and employees who attend New Staff Orientation
- NSO planning team and employees who support day of
- Prize/giveaway shirts: 5 for each building for principals to give away during teacher report week at their discretion

As with the 2017-18 #WSProud shirts, these t-shirts will be available for individual employees to order through the online store if they are not covered in one of the above groups. Limited customization options may be available. Contact Kayla Pennick to discuss at 316-973-4463.

**How Distributed:** An assortment of sizes will be delivered to each building for principals, assistant principals and enrollment staff. This will include five additional t-shirts for principals to give away. (For employees who need to trade a shirt out due to not having the correct size on hand, contact Kayla Pennick at [kpennick@usd259.net](mailto:kpennick@usd259.net) or 316-973-4463.)

NSO staff will be given specific instructions on how to get their shirts prior to August 2. New employees attending NSO on August 2 will be able to pick up t-shirts that day.

**When Available:** T-shirts will be delivered to buildings by July 27 for principals, APs and enrollment staff. They will be available for ordering through the online store after August 2.

**Expectations of Principals and Division Leaders:** Ensure all staff who report to you on the list above received their shirts. Wear the shirt during enrollment days and on the first full day of school (August 15). Encourage team members to do the same.

7

## STRATEGIC PLAN COMMUNICATIONS – YEAR 2

### STORYTELLING

- Develop academic year storyboard focused on personal stories that relate to goals
  - High school success, safety, early literacy, BOE behavior, opportunities for community and family engagement
- Develop BOE reporting plan
- Hire photographer to take and organize brand photos for use in marketing materials, presentations and on social media
  - Consider use of metatags on all photos for ease of searching

### BUILDINGS

- Provide banners for interior placement in lieu of posters

### STAFF

- Continue to include plan messaging and updates in superintendent videos throughout year
- Update personal desk sheet to include focus on how “my work” supports student success
- Finalize and distribute brand guidelines – full version and simplified desk version

### New Staff

- Work with HR to ensure continued inclusion of strategic plan in ongoing onboarding
- Provide signature t-shirt and signature bags at NSO
  - Make sure to pull a few new teachers to put t-shirt on, get photo for proper recognition of CUA’s donation

### STUDENTS

- Continue running (update if necessary) PSAs at sporting events, add to art and academic
- Provide sports banners for all athletic facilities (not just football)

### PARENTS

- Identify the highest-value opportunity at each high school (middle if time allows) to intersect with parents, partners and alumni and provide swag and information

### PARTNERS

- Identify the highest-value opportunity at each high school (middle if time allows) to intersect with parents, partners and alumni and provide swag and information

### ALUMNI

- Identify the highest-value opportunity at each high school (middle if time allows) to intersect with parents, partners and alumni and provide swag and information
- [#MyWPSStory](#) |



**EVERY STUDENT FUTURE READY**

YEAR 2 | WPS STRATEGIC PLAN TOOLKIT 2019-20





**TOOLKIT INTRODUCTION**

To our building and division leaders,

As we move into Year 2 of the Strategic Plan, we challenge our district to further embed the principles of the Every Student Future Ready plan into our everyday work. You play a key role in communicating the plan in a way that builds excitement in your building's employees, students, parents and community members.

This toolkit provides the materials and guidance you need to help us spread the message that every student and employee in our district is *Empowered to Dream, Believe and Achieve!*

You can find all currently available items in the Strategic Plan Toolkit at [www.usd259.org/futureready](http://www.usd259.org/futureready) (must be logged in as an employee to view).



In the following pages, we've provided screenshots of each item that is part of your launch toolkit and brief instructions on how to use them. For any questions, please contact Suzy Finn at [sfinn@usd259.net](mailto:sfinn@usd259.net) or 316-973-4630.

**TABLE OF CONTENTS**

Table of Contents	1
Key Action Items - Beginning of School	2
Interior Banners	3
Personal Desk Sheet	4
T-Shirts (limited distribution)	5
Informational Palm Cards	6
Pens	7
New Staff Orientation Promo Item	8
Overview of District-Level Activities	10
Additional Employee Swag	10


**PERSONAL DESK SHEET**

The Personal Desk Sheet for Year 2 expands on the desk sheets from Year 1. The goal this year is to help all staff identify how their roles connect directly to the strategic plan and the success of our students.

**How Distributed:** Each building and division will receive enough copies of the document, printed on durable paper, for each employee.

**When Available:** Copies of the desk sheet should be delivered to principals and division leaders starting August 5.

**Expectations of Principals and Division Leaders:** Hand these out to all employees at your Strategic Plan/Building Plan session during teacher report week. We recommend using a structure to your conversation that starts big (overall strategic plan), narrows once (building plan/WGIS) and ends personal (completing the personal desk sheet). During the discussion, have each employee complete the sentence "I impact student success by \_\_\_\_\_." Encourage them to post the desk sheets at a place in their classroom, office or workspace that keeps it visible throughout the year.



**OVERVIEW OF DISTRICT-LEVEL ACTIVITIES**

**Plan Storytelling**

Communicating the successes, challenges and progress of the plan is imperative to helping our internal and external stakeholders understand why we are doing what we do and how it is working. Strategies to tell these stories include:

- Sharing at least one story per month on the website or social channels related to each of the long-term goals
- Creating and distributing a plan report newsletter
- Reporting to the BOE each month on specific aspects of the plan, with the annual successes and next year plans to be reported at the April meeting
- #MyWPSStory corps to share success stories of student/staff alumni

We will rely on relationships with you and your team members to ensure we have consistent, high-quality content that demonstrates why we are the district of the choice in the region and how we empower our students and staff to dream, believe and achieve.

**Principal for a Day**

We anticipate the Business-Education Alliance organizing the fourth annual Principal for a Day shadowing experience during American Education Week in November. To align with our rollout of the strategic plan, we will work with interested BEA members and principals to assign them to appropriate schools. We will work with principals to develop strategies to emphasize our work on long-term goals, specifically 3<sup>rd</sup> grade literacy and college and career readiness opportunities.

In addition, the Leadership Wichita 2019 class will participate in a half-day Principal shadowing experience in September. With approximately 30 class members, we will need a strong showing from principals willing to participate in this experience.

**District Site Council**

The District Site Council will serve as an advisory group to Dr. Thompson directly related to execution of the strategic plan. A small group of 10-12 individuals will be selected each year to learn about current progress and provide input on future plans. Individuals will be selected based on their ability to advise specific aspects of the plan as informed by professional experience and community involvement. The 2019-20 group will meet in April 2020.

**Parent and Community Interaction**

We will work with high schools to identify the highest-value opportunity at each (middle if time allows) to intersect with parents, partners and alumni. For some this may be a sporting event, for others it may be an annual community event. We will provide information and swag items at these opportunities.

**ADDITIONAL EMPLOYEE SWAG**

Principals will have the option to order additional "swag" items for employees at their discretion through building funds throughout the year. Items will be available for purchase through Document Services.



## Written Communication Standards/Key Messaging

### **Plan Name**

Every Student Future Ready is the name given to the 2018-2023 strategic plan. It encompasses the ideals represented in the five plan building blocks in a simple statement that focuses on two major components of the vision – Every Student – and the mission – Future Ready.

The full name should be used on first reference when writing or speaking about the strategic plan, while the generic “strategic plan” or “plan” can be used after that.

### **Tagline**

Empowered to Dream, Believe and Achieve is the tagline that should be used to supplement the plan name. Because the words dream, believe and achieve are used regularly in other contexts, the tagline phrase should not be used on its own when creating any written, verbal or visual communication about the plan and its elements. Both phrases—**“Every Student Future Ready”** and **“Empowered to Dream, Believe and Achieve”**—should be used somewhere on/in communication materials related to the plan.

### **Shared Beliefs**

The shared beliefs are the building blocks of the strategic plan. Every WPS employee should know and use the shared beliefs to guide their daily decisions. When communicating the plan to internal and external audiences, the shared beliefs can be abbreviated to include only the six concept headings: student success, safety and belonging, family and community collaboration, visionary leadership, civic engagement and equity and diversity. The full list of belief statements can always be found at [www.usd259.org/futureready](http://www.usd259.org/futureready).

### **Vision**

The Vision statement communicates where we are going as a district. It sets a bold vision for a future where *Wichita Public Schools is the district of choice in our region where all students and staff are empowered to dream, believe and achieve.*

This says we are proud of the many opportunities we provide our students and employees who choose to live and work in our district. This statement says we are not content to be the default option, and we will work tirelessly to ensure that our community continues to choose Wichita Public Schools every day. This statement says our students—and the staff that support and empower them—are our highest priority.

### **Mission**

The mission statement communicates what we do on a daily basis to move toward accomplishing our vision: *Wichita Public Schools prepares all students to achieve college, career and life readiness through an innovative and rigorous educational experience.*

When every employee is focused on accomplishing this mission—on preparing students and creating the necessary educational experience to do so—we will accomplish our vision. We encourage you to use the words and phrases represented here to explain what your school does and provides to parents, community partners, business leaders, prospective parents, employees and other stakeholders. Every decision we make, program we implement, partnership we create should tie directly back to this mission statement.

### **Long-Term Goals**

Wichita Public Schools is in relentless pursuit of four long-term goals that will change the trajectory for our students. These goals serve as a second filter to daily decision-making processes, as well as a way to measure whether we are making progress toward our ultimate vision. As a district, we will monitor and report on these goals on a regular basis.

### **Strategic Themes**

Our plan to ensure all students are future ready will be shaped around seven strategic themes. The annual objectives and action items established within each theme will challenge the district community to stretch further and think differently about the work we must do to support and inspire our students. It may be natural to call these themes by different terms such as priorities or focus areas. *To ensure consistent understanding about what we are discussing, always use strategic themes to refer to each of the seven themes included in the plan.*

The themes are not numbered or listed in order of priority—they are all vital to accomplishing our mission and vision. They are also all the work of every individual in the district. You may identify more with one theme than another, and

that's okay. Just know that every employee at every level plays a role in supporting the work of each theme and remind your team regularly.

As you create materials about your school, your classroom, your division or the district, use the words and phrases below to connect what you do to what we are working to achieve.

#### *Ensure Success for All Learners*

- All learners
- Every student
- Student success
- Literacy
- Proficiency
- Achievement gap
- Extraordinary learners

#### *Prepare for College and Career*

- Career pathways
- Career and technical education (CTE)
- AVID
- International Baccalaureate (IB)
- Magnet schools
- Life readiness

#### *Support the Whole Child*

- Social, emotional and character development
- Behavior supports
- Worth
- Dignity
- Safe and secure

#### *Invest in Staff*

### **Social Media**

We will continue to use social media hashtag campaigns in place while adding new options to help create a community that is talking about Wichita Public Schools in positive ways. When posting from school or district social channels, we encourage you to limit the number of hashtags used so that the overall message is not lost. A general guideline is to use no more than three hashtags in one post.

#### *#WSProud*

Use this to tell the story when you are proud of your students, teachers, administrators, schools and district. This should be the default hashtag used in social media posts by official district or school social profiles.

#### *#WPSFutureReady*

Use this to tell stories that directly relate to the plan, Every Student Future Ready. The district communications team will be the primary driver of this campaign; however, we encourage you to add this hashtag to your social media posts when they tell stories that bring the plan to life. If your post includes any of the words and phrase listed under strategic themes, consider using #WPSFutureReady to connect your everyday work to the overarching plan.

#### *#ILoveWichita*

Use this to tell stories that connect the work of Wichita's schools to the benefits of living and working in the Wichita region. Using this hashtag helps us support the larger community conversation about pride in our city, its people and its organizations.

- Professional development
- Effective leaders
- Visionary leadership
- Risk and innovation

#### *Engage Families and Community*

- School-community relationships
- Family engagement
- Customer service
- Community involvement
- Strategic partner(ship)
- Friend(s) of the school
- Volunteer(s)

#### *Communicate to Build Trust*

- Transparent communication
- Trust
- Confidence

#### *Align Resources and Infrastructure*

- Efficiency
- Alignment
- Adequate resources