

Greatness grows here

MARKETING COMMUNICATION CAMPAIGN FOR SALINA PUBLIC SCHOOLS

ENTRANT INFORMATION

Salina Public Schools

Public Information Team of 3 6,800 student district | 13 schools

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SYNOPSIS

Like many school districts, Salina Public Schools (KS USD 305) suffered from an enrollment decline during the pandemic years. A fundamental shift in parent decision-making and increased competition coupled with declining birth rates across Kansas meant enrollment numbers were likely to worsen. Projections indicated future declines.

The district employed an internal and external marketing campaign to achieve three goals:

- 1. Establish Salina Public Schools as the schools of choice for families within district boundaries.
- 2. Position Salina as the leader in providing whole child education with unmatched opportunities for exploration, enrichment and acceptance.
- 3. Build community pride and equity, that every school in the district is a great place for students.

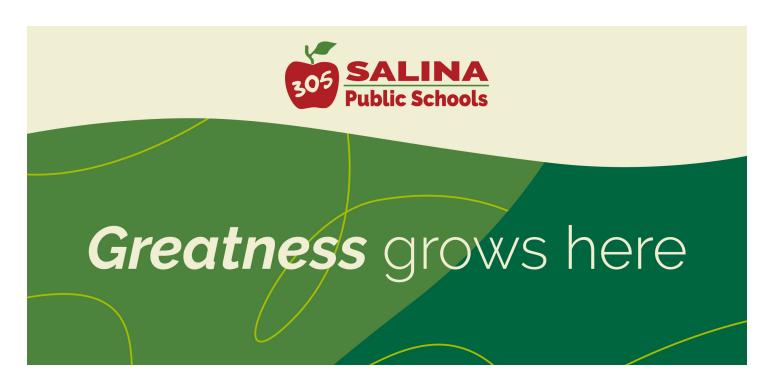
The team wanted simple, scalable, and memorable messaging. Campaign parameters meant this could be implemented quickly, replicated annually, and expanded in future years.

The district marketing campaign:

- Identified a dozen specific audiences
- · Empowered brand ambassadors
- · Increased word-of-mouth marketing
- Focused on personal connections in support of traditional and digital marketing communications strategies

The USD 350 *Greatness Grows Here* campaign achieved 4% growth in new student enrollment. A targeted *Wish You Were Here* re-enrollment strategy recaptured 10% of students who had withdrawn during the pandemic. Seeding the future, the district achieved its goal of filling all preschool classrooms for 2022-2023.

The campaign was so well received that it transformed the district's brand, with promises that align with its mission and values, an expanded color palette, pattern, designs, and ongoing storytelling.



SUMMARY - RESEARCH

A small city with a population of 46,500, Salina, Kansas, is surrounded by agricultural towns. Salina Public Schools enrolls 6,900 students and has lost more than 500 since the pandemic began in 2020.

Though Salina's elementary classes remained in-person throughout the entirety of the pandemic, the enrollment drop was largely attributed to the universal masking policies required by the state.

Demographics



The Salina community includes a significant percentage of migrant families and the two largest demographic groups are 89.3% white and 8.6% Hispanic/Latino, which is reflected in the student body. The median household income is \$50,000, and the average household education level is 95% high school graduates and 25% bachelor's. Nearly 58% of students meet the requirements for free & reduced lunch eligibility. Based on these school community factors, Salina

Public Schools opted for clear, simple, and personal messages that could be easily translated and memorable for the district's 1,805 staff members, 900+ volunteers, and 100+ community partnerships.

While geographically surrounded by many small district competitors, the learning and growth opportunities Salina offers students and families are beyond compare. Using a combination of focus groups and competitive analyses, Salina developed a targeted plan to recapture enrollment from preschool and elementary-age families by establishing Salina Public Schools as the school of choice for families within district boundaries.

- Position Salina as the leader in providing whole-child education with unmatched opportunities for exploration, enrichment and acceptance
- Increase awareness of Salina Virtual Innovation Academy
- Build community perception of equity: that every school within the district is a great place for students.

The team conducted four focus groups: staff, district leadership, students and community members. Public Information Director Jennifer Camien conducted informal personal interviews to gather targeted feedback from the Salina Area Chamber of Commerce and local real estate agents. This <u>primary qualitative research</u> confirmed that, in public opinion, Salina offers unmatched opportunities in both academics and extracurricular activities, particularly in grades 9-12. Another key finding was that Salina excels at meeting the unique needs of students.

Secret shopper research indicated that the enrollment process and school office were helpful, friendly, and welcoming. A website analysis and digital/SEO optimization report identified potential improvements in the online enrollment pipeline, but ultimately, enrolling families felt supported and welcomed.



SUMMARY - PLANNING

To recapture lost enrollment, Salina developed a "Wish You Were Here" strategy to target families who withdrew from preschool or elementary.

Measurable objectives for recapture strategy:

- 1. By September 20, 2022, enroll ten new students in grades 1-5.
- 2. By September 20, 2022, re-enroll 50% of eligible students (all grades) who stopped enrolling between June 2020-May 2022.
- 3. Establish a 1% growth rate year-over-year in all grades, focusing on grades preK-5.

The team set an ambitious recapture objective that was unlikely to be met in the first year of the Wish You Were Here strategy but laid a foundation for annual re-enrollment efforts. Salina hoped to eventually re-enroll at least half the students who left the district.

Salina's enrollment communications plan detailed six strategies for enacting the Greatness Grows Here brand campaign and a targeted Wish You Were Here re-enrollment strategy. The plan identifies tactics, budgets, and expected timelines across six strategies, culminating in a cost-effective, scalable, and replicable plan.



- Internal Marketing
- 2. PR Communications
- 3. Word-of-Mouth Influence
- 4. Digital Marketing
- 5. Storytelling
- 6. Preschool-Aged Programming and Marketing

Anticipated Budget:

- Research: Survey & Focus Groups: \$19,500
- Brand Package \$25,000
- Printing & Postage \$3,000
- Paid digital \$1,000
- Comm Tech Licenses: \$10,000

A strong campaign requires **memorable key messages** that speak to the desires of families and help staff frame conversations with parents. The team drafted key messages to lead the overarching *Greatness Grows Here* campaign:

- Expanding possibilities for every child
 - Expandiendo posibilidades para todos los niños
- Great teachers inspiring great futures
 - Gran maestros que inspiran gran futuros
- The best place to learn and live in the heart of Kansas
 - El mejor lugar para aprender y vivir en el corazón de Kansas

Through these key messages and supporting messages and keywords, Salina tells their story in a clear, memorable way through the six strategies.



SUMMARY - PLANNING

Strategy #1 - Internal Marketing

- Increase staff awareness of *Greatness Grows Here* key messages and district differentiators
- Include campaign-themed messages in all district communications channels: emails, newsletters, events, and other strategic media
- Monthly Greatness Grows Here internal bulletin highlighting a single key message per issue

Strategy #2 - PR Communications

- Wish You Were Here personal outreach campaign ran during a six-week period before peak enrollment (July) to nurture district families who withdrew from Salina Public Schools and were still K-12 eligible. Moving outreach forward through May and June could potentially move the peak enrollment season forward, allowing Salina more time to adequately plan staffing and budgeting for the following years
 - Personal phone calls from school staff (teachers or principals) to families
 - · Personal emails from same staff member as above
 - · Direct-mail postcard
- Customer service training for frontline staff, explaining and exploring the enrollment pipeline and the re-enrollment campaign messages
- Flyers, signage, mailers and notecards that included key messages and used across the district for enrollment and hiring, recognition, and event promotion

Strategy #3 - Word-of-Mouth Influence

- Developing district ambassadors who could speak the campaign messages and understand
 Salina differentiators to combat word-of-mouth enrollment loss
- Personal outreach to Hispanic and migrant families that may miss traditional marketing methods
- Greatness Grows Here flyer for real estate agents/offices to be included in welcome packets and open houses
- Further ambassador opportunities included spreading campaign content with local employers, business owners, and community partners
- Identify 1-2 families from each school for a Family Rep program—school administrators could provide these contacts to families considering enrollment
- Monthly newsletter sent to district ambassadors and Family Rep groups to provide testimonials, news and updates to the groups; information they could share out to their own communications channels



SUMMARY - PLANNING

Strategy #4 - Digital Marketing

- Updated, simplified enrollment landing page
- Increase "findability" online of Salina Public Schools through target keywords
- Dynamic website content including target keywords to maximize SEO benefit
- Developed a "contact us" form on the homepage with 24-hour turn-around time to promote the feeling of a concierge service
- · Digital advertising, including Google Display Ads and Facebook/instagram advertising (not to exceed \$700/month)
- · Increased online presence through soliciting reviews from district families across sites such as Google, Niche.com and Yelp

Strategy #5 - Storytelling

- Annual content calendar with recurrent seasonal storytelling opportunities to advance key and supporting messages
- Database of testimonials and quotes from parents, families, students and staff for easy website rotation
- Series of on-brand videos to promote the district and share key messages
- Reformatting the district newsletter to advance campaign messages
- Media relations and outreach to support the campaign and spread Salina's key messages to a greater audience

Strategy #6 - Preschool Age Programming and Marketing

- A primary measurable objective for Salina was to establish a 1% growth rate year-over-year in all grades, focusing on grades preK-5. Encouraging growth in this cohort meant targeted marketing to preschool-age families
 - The team developed a flyer highlighting the preK/Kindergarten program for families served by the district's early learning program: Heartland Early Childhood.
 - Elementary principals and preK teachers sent personal notes to families, telling them, "we are excited to watch you grow in greatness and can't wait to have you in our preschool soon!"
- Through the 2022-2023 school year, the district planned many events and collaborations for early childhood family enrichment, learning, and engagement
 - "Come-and-see" opportunities to visit neighborhood schools, meet preschool teachers and see classrooms in a low-pressure environment
 - Engage in public story time or group activities
 - Events such as a Fall Harvest festival and other community favorites
- · Preschool-age family guide
- Expanded use of optimized website news stories, short videos and social media posts
- Series of marketing materials that support family education in topics such as developmental milestones, basic health and nutrition, learning tips for parents, when to start Kindergarten, and more



SUMMARY - EVALUATION

In addition to overall plan goals, specific strategies were measured and evaluated based on audience-specific objectives.

- 100% of schools engaged active Ambassadors and Family Reps
- ✓ Walk-in Enrollment Event in July yielded 15% of all enrollments in one day.
- Internal and external promoter scores showed high employee engagement and favorable community impressions
- Established web tracking for enrollment and early childhood web traffic (ongoing)
- \subseteq Improving online reviews and rankings (ongoing)
- Enrollment growth by school and grade level, including re-enrollments and capture rate

Salina achieved 100% of schools with active volunteers and ambassadors, plus 100% of schools with engaged Family Reps. Family Rep volunteers were so empowered by the campaign they requested to actively engage in outreach campaigns in the future.

Informal, qualitative feedback from staff and board members, community members, and business leaders reported that the brand refresh and communications strategies were a positive change; feedback was consistent with the district's quantitative communication survey.

Improved ratings

In October 2022, the Salina communications team conducted a comprehensive communications survey to track success of the *Greatness Grows Here* campaign and overall district communication tactics. K12Excellence, a business intelligence portal, noted that Salina consistently achieves high communication scores.

· District's overall grade: 3.80/4

Enrollment Data

- 10% of students who withdrew from Salina Public Schools between 2019-2022 re-enrolled in the district in the first year of the Wish You Were Here campaign.
- 4% growth in new student enrollment: 121 students from grades 1-5 enrolled as new to the district (never before enrolled with USD 305) between May 2022-October 2022.
- · All preschool programs achieved full enrollment for the 2022-2023 school year.
- Moving forward, Salina Public Schools will continue scaling and replicating the program to reach more families and raise the recapture rate.

Personal phone calls and outreach received very high appreciation scores, engendering positive feedback from the vast majority of parents/guardians contacted. Personalized emails from principals also earned positive verbal feedback. A five-email series of Welcome Back emails sent during the summer weeks to families of withdrawn students measured an average 37% open rate with a low 1.2% unsubscribe rate.



SUMMARY - EVALUATION

Brand Expansion

The campaign expanded and updated Salina's brand and visual identity to align with its district values and allow for greater flexibility and versatility. New templates included assets such as flyers, bulletin board cards, enews headers, postcards, digital ads, social media templates, notecards, slide deck presentation templates, stickers, website graphics, and more.

Administrative Feedback

Elementary principals are a critical link to families, and principals reported reconnection efforts with families were successful.

Greatness Grows Here "helped frame the question in a positive way, and the list of positives about 305 was beneficial since we often overlook those when we are having conversations off the cuff." -Scott Chrisman, Lakewood Middle School Principal

Greatness Grows Here "created a starting point for a standardized message. The conversations took their own path, but all had the same starting message." -Angie Dorzweiler, Oakdale Elementary School Principal

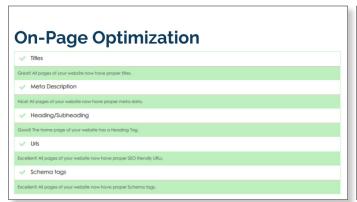
Wish You Were Here "scripts worked well. We were able to re-engage various families who had elected to educate their children outside of USD #305. The scripts allowed us to dive into conversations and identify the barriers that families were facing. We were able to talk through issues, and several of these students ended up enrolling in our district the following school year." - Dustin Dooley, South Middle School Principal:

The 10% success rate of the campaign, coupled with positive feedback from stakeholders, ensures continued success as Salina replicates and scales the program for school years 2023-2024 and beyond.



RESEARCH

Furthermore, a competitive analysis of local public school districts' websites indicated that Salina was likely losing enrollment through word of mouth and not due to enrollment marketing efforts of competitors—Salina's website optimization and web presence had room for improvement but was the strongest in the market.





This research informed target audiences, strategies and key messaging, in addition to providing a baseline for setting objectives.

Website	# of Keywords Ranking	Organic Traffic	Digital Ad Spend?
https://www.usd305.com/	3,637	11,818/mo	None detected
https://www.usd306.org/	327	2,293/mo	None detected
http://stmarysalina.org/	408	75/mo	None detected
http://cornerstonesalina.com/	77	250/mo	None detected
https://usd239.org	252	2,000/mo	None detected
https://www.ellsaline.org/	1,017	659/mo	None detected





Salina expanded their brand to develop the Greatness Grows Here campaign. The district revitalized its color palette with a range of shades and complementary colors (adapted from the brands of individual schools within the district). Key messaging, a brand identity pattern and other graphic assets ensured brand consistency across all channels.



OUR WORKING COLOR PALETTE











Strategy #1 - Internal Marketing

Raising awareness amongst staff was integral to the success of Greatness Grows Here. Staff communications systematically included campaign messaging to provide all employees with district differentiators and speaking points when speaking externally. Campaign-themed messages appeared in emails, newsletters, events, as a mid-summer reminder, through convocation events and other strategic opportunities.

CAMPAIGN PROMOTIONAL MATERIALS







INCREASED STAFF AWARENESS







CAMPAIGN THEMED MESSAGES





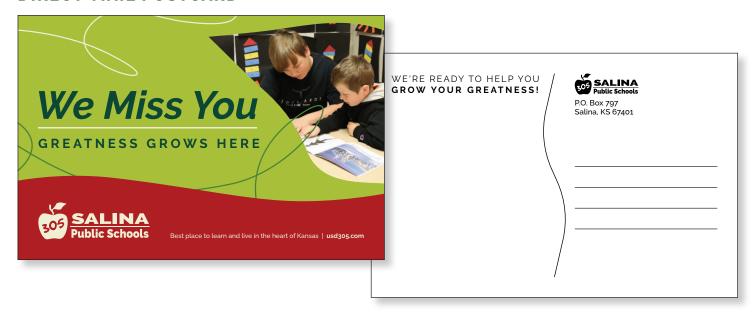




Strategy #2 - PR Communications

Throughout the following summer, front-line district staff participated in customer service training that explored the campaign messages and enrollment pipeline. Additional outreach included planned opportunities for flyers, signage, mailers and notecares that would be deployed across the district for enrollment, hiring, recognition, and event promotion.

DIRECT-MAIL POSTCARD



CUSTOMER SERVICE TRAINING



PERSONAL MESSAGES



EVENT PROMOTION SIGNAGE





SOCIAL MEDIA PROMOTION











LEAD-NURTURING EMAIL CAMPAIGN



EMAIL SERIES

EMAIL 1 - sends immediately after form submission Subject: Greatness Grows Here

Dear [firstname],

Thank you for your interest in Salina Public Schools child education — with unmatched opportunities.

From preschool through graduation, our students ar grow in greatness. And they are supported and enc experienced educators and staff, all along the way.

See for yourself why Salina Public Schools is the be Kansas. And just reply to this email or call XXX-XXX questions.

Your child is one of a kind. Choose a school wher

Sincerely, [name/position]

EMAIL 2 - sends 2 days after Email 1

Subject: Opportunities

Dear [firstname],

No other school system in this area offers the opportunities, resources and flexibility that students and families love at Salina Public Schools.

- Modern, safe and welcoming schools in every neighborhood
- K-12 virtual school based in Salina
- Whole child learning and student well-being
- Music, art and physical education at every school
- Resources to support every student's unique needs
- Preschool classroom in every elementary
- Career and technical programs and college credit partnerships
- Graduates who are future-ready, whether career or college bound

We'd love to answer your questions. Reply to this email, or visit www.usd305.com/enroll to learn more and get started.

Sincerely, [same as Email 1]



Strategy #3 - Word-of-Mouth Influence

Developing district ambassadors who championed the district and understood Salina differentiators was key to word-of-mouth marketing in this tight-knit community. District ambassador leveraged relationships with local employers, business owners, and community partners to join the campaign.

A Family Rep program trained volunteers to serve as points of contact for prospective families. A monthly ambassador's newsletter provided testimonials, news and updates, and shareable materials.

FAMILY REP NEWS AND UPDATES

The Family Rep program

- School-based tool to help a principal or designee connect prospective families with a parent/guardian who is a champion of the school.
- Minimum of 1-2 families per school/campus who grant permission for name, phone number and email address to be shared with prospective families
- When possible, recruit at least 1 Family Rep who is comfortable speaking Spanish
- Principal reviews list annually and recruits new Reps to replace any vacancies

Hello, this is [name] from [school]. Your child is [doing well] today — how are you?

[parent answer]

I'm calling with a favor I'd love you to consider. Every so often, I hear from families who are moving or have young kids — and they wonder what [school] is like. When I get those types of questions, I like to connect them with a current [parent/guardian] in our school who can speak personally about their experience here. Is that something you might be willing to help me out

[parent answer]

There's nothing much you need to do. I'll provide you with a few materials to make it easy to answer questions. But mostly, I think parents are looking to hear about another family's personal experience in our school. So the main thing will be to just share honestly if you are contacted.

Thanks so much for considering this. I'm going to follow up with an email shortly that includes our school and district information flier and my contact information, in case you have any auestions.

- Follow up with email, thanking them for [saying yes / considering becoming a Family
- Include digital copy of the District and Elementary recruiting/info fliers
- If agree, send parent email(s) to Jennifer for addition to Ambassador list in Constant
- Update school Family Rep list in centralized location for principal/designee to access for sharing with a prospective family





RECRUIT DISTRICT **AMBASSADORS**



FLYERS FOR REAL ESTATE **AGENTS AND BUSINESSES**





Strategy #4 - Digital Marketing

Salina created an updated enrollment landing page that was clear, friendly and welcoming to all audiences. The "findability" of Salina Public Schools through search engines was increased through target keywords. Salina's communications team also created dynamic website content that included the same target keywords to maximize SEO benefit.

WEBSITE LANDING PAGE



TARGET KEYWORDS

public schools Salina KS schools Salina KS kindergartens Salina KS elementary schools Salina KS middle schools Salina KS high schools Salina KS virtual schools Salina KS k-12 schools Salina KS kindergarten enrollment Salina KS school enrollment Salina KS

SEO SUMMARY REPORT





Strategy #4 - Digital Marketing

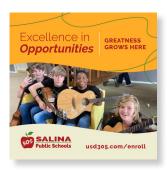
Digital advertising, including Google Display Ads and Facebook/Instagram advertising, also reached Salina's target audiences and increased outreach and awareness in the community. Simultaneously, Salina increased their online presence through positive reviews by inviting district parents to leave reviews on sites such as Google, Niche.com and Yelp.

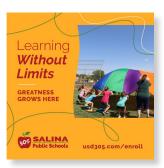
GOOGLE DISPLAY ADS



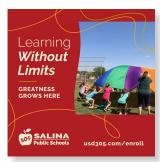


FACEBOOK/INSTAGRAM ADS

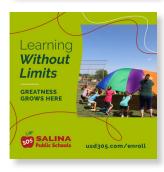










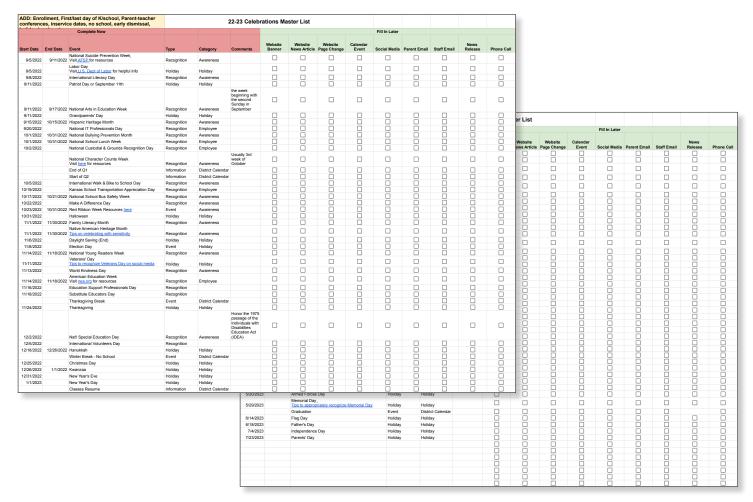


Strategy #5 - Storytelling

Salina's communications team integrated the new brand campaign across all existing communication channels. An annual content calendar organized seasonal storytelling, collecting stakeholder testimonials and a series of on-brand videos. The campaign collateral inspired a brand expansion for the district, with new patterns, messaging and redesigns for district newsletters and other collateral material.

The following summer, front-line district staff participated in customer service training exploring the campaign messages and enrollment pipeline. Additional awareness tactics included branded flyers, signage, mailers and notecards that would be deployed across the district for enrollment, hiring, recognition, and event promotion.

ANNUAL CONTENT CALENDAR





PROMOTIONAL VIDEOS FOR THE DISTRICT & SCHOOLS





REFORMATTED DISTRICT NEWSLETTER



Targeting Absenteeism: Every School Day Matters

This fall, Saina Public Schools (SPS) refreshed its approach to adressing absenteeism. Schools have been battling poor attendance issues since the pandemit began. 'Our goal is to reduce chronic absenteeism,' said Linn Exline, SPS superintendent. 'Attendance is a critical part of increasing a student's chances of success in school, and in life."

One important shift at SPS is toward more and earlier communication between schools and families about absences.

Last fall, each school began receiving absenteeism data about its students from a district team. The weekly deliveries of data allow leadership teams at the schools to monitor attendance patterns. Students can fall behind if they miss just one or two days every few weeks, so early intervention is key.

"When we see a student who has mounting absences, we check in with the family to make sure they connect with needed support and resources," said Jody Craddock-lselin, director of support services.

"We talk with families to learn what we can do to support them getting their students to school every of ay, explained Craddock-Iselin. We might learn about a distansportation challenge or if a student is going through a difficult time – all things that school staff can help support."



vood students are ready to get onto their school bus



Regular attendance makes sure learning opportunities are not missed and supports the development of relationships and routines.

Missing 10% or more of the days school has been in session qualifies as chronic absenteeism. Students who are chronically absent struggle to keep up with the pace at which they are expected to learn and grow, causing the student to fall behind.

Falling behind can have serious consequences. Without a high school diploma it can be a struggle to find work that provides the means to make ends meet. Education helps students have choices about their lives and different options to choose.

Salina Public Schools know that a number of Salina Fusine Scholos Now and a furniture of factors can contribute to chronic absenteelsm and that collaboration between the schools, parents and students is key, Bullding and maintaining an open line of communication is helping school staff work with families to build good attendance habits.



School Safety Initiatives Front and Center

Salina Public Schools continues to review and build processes to suppor school safety because we know how important a safe learning environmer is to academic achievement.

The School Safety Working Group Report to the Attorney General identified To actions to take to improve school safety. We are creating a series of videos about the 10 items and how they apply to Salina Public Schools. As they are created, they will be posted on our Salina Public Schools YouTube channel.

Below are some of our school safety strategies. Please understand that w cannot list everything because of the need to protect some of the informatio from broad circulation.



- Our safety plan is regularly reviewed and practiced at the district and building levels. Schools practice tornado,
 fire, evacuation and other drills. Communication plans during crises include alerts and information sent by email,
 text and phone. Post-crises lpans include activating support from counselors, social workers, building and district.
- A culture of connectedness, the school climate, is supported by multiple initiatives and programs including: Belonging training and Belonging Councils in schools, bullying prevention (CAPS), social-emotional curriculum, advisory and ELOs at secondary schools, morning meetings, Positive Behavior Interventions and Supports and social workers.
- 3. Our school security includes access controlled systems, video surveillance and active assailant training in all schools
- Anonymous reporting now can be made to the school CRIMESTOPPER number. Through STOPit Solutions, an
 alert mobile app will soon be implemented and more anonymous reporting will be introduced in early 2023.
- Coordination with first responders includes district presence on the Local Emergency Planning Committee for Saline County, a protocol for communicating between the district and the police department and arrangements for emergency responders to gain immediate access to schools.
- Behavior threat assessment and management involves access to a counselor, social worker, psychologist and mental health liaison at every school. Informat Inreat analysis is part of the schools' response to incidents, with debriefs afterward. Both the police department and the Kansas Highway Patrol school safety hothlien share information about threats with the district.
- School-based law enforcement was introduced in 1997 with school resource officers. Each year, administrators
 meet with the Salina Police Department to review board policy, crisis plans, expectations and responsibilities.
- Mental health resources are a priority. Each school has at least one counselor and social worker and a partner with CKMHC places a behavioral health school liaison in every building. Strategies to support a positive cultur problem solving and reflection are in place.
- Drills are practiced in schools and administrators participate in tabletop exercises to practice emergency responses. Every school has a crisis plan that includes procedures for lockdown, evacuation and active assailant. Ongoing support and training are provided for schools to refine their plans.
- 10. Social Media monitoring (when using a district-provided device) is currently under discussion.

We know that preparation and communication are key to our school safety plan. Thank you for supporting our students, schools and community as we work together to maintain our excellent learning environments.

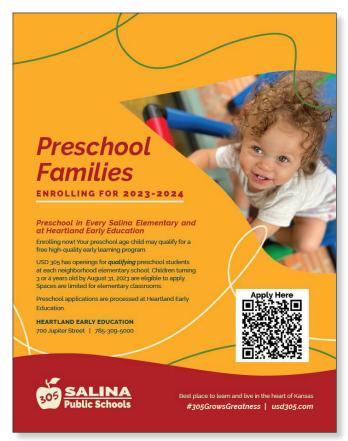


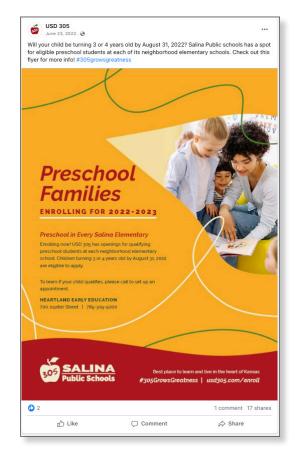
Strategy #6 - Programming for Preschool Age Families

A primary measurable objective for Salina was to establish a 1% growth rate year-over-year in all grades, focusing on grades preK-5. Encouraging growth in this cohort meant targeted marketing to preschool-age families. Print materials highlighted the Heartland Early Childhood. Elementary principals or preK teachers sent personal notes to families, telling them, "We are excited to watch you grow in greatness and can't wait to have you in our preschool soon!"

Through the 2022-2023 school year, the district promoted many events and collaborations for early childhood family enrichment, learning, and engagement. Information from the programming was repurposed into a parent guide, expanded optimized website news stories, short videos, social media posts, and a series of marketing materials to support family education.

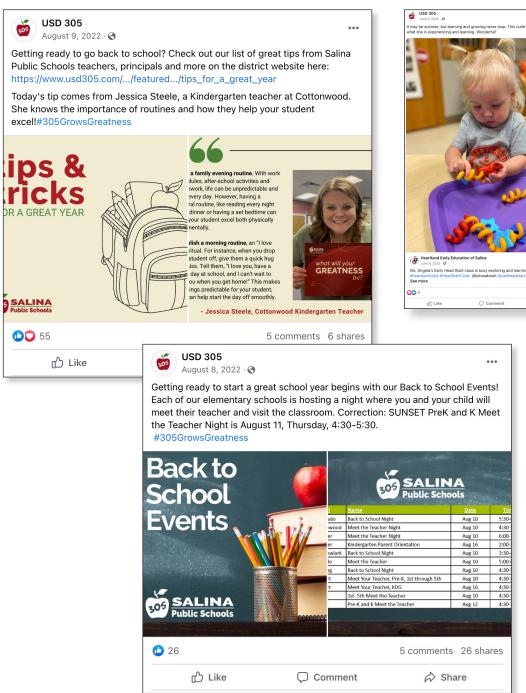
PRESCHOOL ENROLLMENT FLYER

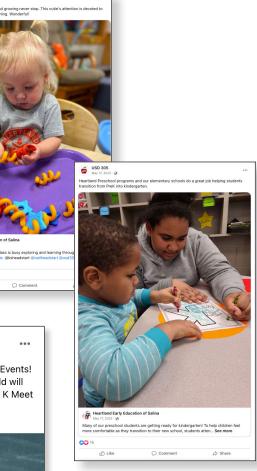






ORGANIC SOCIAL MEDIA FOR EVENT PROMOTION







EVALUATION

Lessons Learned

The team recognized that a 50% re-enrollment goal was ambitious and unlikely to be realized in the campaign's first year. For the continued rollout of Wish You Were Here, Salina will continue to track and disaggregate data to understand lost enrollment better. Families who relocate outside the district differ from those who selected a competitor or chose home school options. By better understanding the data, Salina will set narrower, more concrete goals and better target families who are more likely to re-engage with Salina Public Schools.

