



Upper Darby School District | Phase 2

History of the Project

RFP for Branding Campaign Issued - November 2017

Administrative Recommendation to the Board - December 2017

Proposal from Magnum Marketing Inc. Approved by Board - January 2018

Phase One (Research & Discovery) - January 2018 through June 2018

- Survey to Parents/Faculty/Students administered April 2018
- Focus Groups held April 2018
 - 2 student groups - 2 faculty groups - 2 parent groups - 1 community group
 - Presentation to Board/Public on Research & Discovery Findings in June 2018

Phase Two (Brand Development) - July 2018 through December 2018

- Kevin Geary added to the Magnum team to work with administrative committee
- Added social media survey
- Weekly calls/meetings with administrative staff to review project
- Development of messaging
 - Slogan
 - Mission statement
 - PR recommendations
 - Social media strategy

Scope of Services



1-1-18 to 6-30-18

1. Evaluation of Current District brand.
2. Communication audit.
3. Solicit feedback from stakeholders to determine community and district values.
4. Competitive analysis of other local school districts.
5. Establish objectives and determine measurable goals of Branding Campaign Measure/Value of Success.
6. Presentation of Discovery phase findings to School Board and community (June 2018).



6-30-18 to 12-31-18

1. Develop Action Plan for Brand Identity, executing critical projects, and engaging ambassadors for sharing new brand.
2. Create a compelling tagline to describe our brand.
3. Design concepts of new logo/district seal.
4. Design concept logos for schools.
5. Design electronic/print design templates for a variety of marketing materials.
6. Develop communication plan and detailed style guide to maintain brand consistency.
7. Develop toolkits for prospective employees, current employees, families and communities.
8. Present frequent updates to School Board and community.



1-1-19 to 6-30-19

1. Presentation to School Board and community (Spring 2019).
2. Success Metrics
Definitions and proposed methods for measurement should be included in the campaign proposal.
3. Recommendations for continued marketing materials.

Phase Three (Brand Identity) - January 2019 through June 2019

Presentation

By Spring 2019, Magnum will have gathered enough data and analytics for a formal presentation to the School Board and community.

Success Metrics

Magnum measures success from a hard analytics, social response, and online surveys. Specifically we will measure:

- Social Media Engagement (Facebook, Twitter, Instagram)
- Conduct Online Surveys (Student, Parent, and Faculty)
- Website & SEO Analytics
- Interviews with key staff
- PR activity

Recommendations

Once the success metrics have been gathered and analyze, Magnum can offer some marketing recommendations and guidance to continue and improve the rebranding campaign.

RESEARCH & BRAND DISCOVERY

Focus Group Findings

Key Findings Students:

1. UDSD has a branding issue which has begun to seep into the student population. Students had a positive perspective on the UDSD, however, they are aware that the school's image is perceived by others as "bad".
2. Students feel the school's poor image is caused by the media and have an interest to communicate the positive things happening in their schools.
3. The Upper Darby High School Logo "The Seal" was not recognized and the students had no connection with it or the school mascots. There was identity with the "Purple & Gold" and the "Royals Crown". Students didn't connect to grade school or middle school mascots and believe same mascot/colors would unify the district.

Key Findings Parents:

1. When asked if the district was on the upswing or a down turn, they agreed that the school was headed in an upward direction over the last 5 years.
2. Many parents still feel that technology is lagging and it's hurting the communication among students, parents and faculty.
3. Emphasizing "Diversity" is a point of pride and should be an important point in rebranding the district.

Focus Group Findings

Key Findings Faculty:

1. The faculty had a similar positive perspective on the UDSD and were also concerned and unhappy that the school's image is perceived as "bad".
2. Many of the faculty feel that rebranding and expanding the communications effort could unify the entire Upper Darby School District.
3. Similar to the students, the faculty did not connect with the Upper Darby School District logo. They were confused by the outdated elements and agree it needs to be more representational of the current state of the brand.

Key Findings Community:

1. Although the community did not have students in the schools, they felt a commitment and understood the importance for the school district to succeed for the Township to succeed.
2. A strong school district generates business revenue and raises the housing prices which have struggled in recent years.

Upper Darby Social Media Consumer

We conducted a survey to ask about social media usage and trends in Upper Darby. Key Finding include:

- **71% took the survey on their phone.**
- **59% are active on social media several times a day.**
- **84% are on Facebook and 50% are on Instagram** - with these two social media platforms being the most used by the respondents.
- **Nearly 50% of respondents rarely or never check the UDSD website.**
- **The Wednesday Folder was chosen as the primary source of information about the UDSD school district.** 44% vs 24% for the website and 19% for social media.

BRAND POSITIONING



- Communicate a clear vision with rebranding effort
- Highlight diversity and unify the district
- Use the Equity Agenda as a foundation
- Tap into school/community pride
- Showcase the award-winning arts program
- Expand information flow to students, parents, staff and stakeholders
- Modernize the communication office and dramatically expand social media



CHALLENGES

- Current media perception
- Growth in cyber charters
- Home values and property tax base
- Potential budget deficits
- Leadership change
- Developing brand ambassadors
- New Middle School
- Limited staff resources
- Unsettled teacher contract

Core Brand Strategy Points

The following information is our **Core Brand Strategy Points** which will serve as the foundation for our rebranding and communications strategy moving forward.

1

PRIDE IN OUR SCHOOLS. UNITED FOR EVERY STUDENT TO SUCCEED.

2

CREATING EQUITY IN OUR SCHOOLS AND GREATER OPPORTUNITY FOR EVERY STUDENT ACROSS THE ENTIRE SCHOOL DISTRICT

3

OUR DIVERSITY MAKES US STRONGER

4

DEVOTION TO THE ARTS

5

OUR TEACHERS ARE AT THE HEART OF OUR STUDENT'S ACHIEVEMENT

Rebranding - First Steps

- **ARTICULATE A CLEAR VISION** - Modernizing the mission statement, expanding on your equity agenda, action plan and facilities challenges will help focus your communications and branding.
- **MODERNIZE AND EXPAND EXTERNAL COMMUNICATIONS** - We must change the narrative that is developing... great news we can do some of it on our own. The UDSD Facebook page has nearly 5,000 likes, a tremendous baseline to start but that presence must expand.
- **INCREASE INFORMATION FLOW ACROSS ALL STAKEHOLDERS** - Students, parents, teachers and the broader community need their own communications strategy with multiple touch points during the school year. There is immense pride in Upper Darby and a desire for change. Tap into that.
- **CELEBRATE YOUR SUCCESS** - You have to take credit yourself. Create new categories of success like teacher of the month, or attendance heroes. Celebrate everything, from teacher in-service days, to a new students first day of school, to college acceptance.
- **REBRAND INCLUDING THE LOGO** - A new logo can symbolize a fresh start, highlight a commitment to change, unite every school in the district and be the catalyst for the entire rebranding effort moving forward.

Brand Essence

- **Every Upper Darby student can achieve in a diverse and loving school environment** and they have a civil right to the best education possible, so they can graduate from High School on-time, ready to be productive and engaged citizens in the world.
- **Great teachers and principals are what makes our schools special.** Our principals and teachers are committed to expanding opportunity for our students and maximizing their potential.
- **A quality public education system benefits the entire community.**
- **Our arts program is just one example of the pride and success of Upper Darby schools.**
- **We are good stewards of your public tax dollars.** Our district faces unique budget challenges. Without strong fiscal management and financial stability we will be unable to make the investments necessary to create modern, safe and challenging 21st century learning environments.

COMMUNICATION PLAN

Goals

- **Highlight the equity agenda** to show stakeholders that everyone is in this together and UDSD is increasing access, opportunity, inclusion and support for all learners.
- **Develop a year-round message calendar and earned media strategy with input from stakeholders.** This will allow to improve communication timing, engage more partners, create more organic and user generated content.
- **Unite the school district** with a common theme and purpose
- **Expand social media.** Right now UDSD is missing communication and branding opportunities with a lack of Instagram and YouTube channels.
- **Expand and modernize communication with parents/families** to enhance information flow, and better engage the broader school community.
- **Create an army of brand ambassadors** to help sell the positive stories across the school district and create good will across multiple categories of stakeholders.

Slogan: OPPORTUNITY • UNITY • EXCELLENCE

A school or district slogan is an underused brand positioning tool. It helps encompass the mission/vision statements and should be a statement that allows for multiple message position jump points. This message is for both internal and external communications and must be woven throughout every aspect of your rebranding.

- **Opportunity** - Highlighted in the Equity Agenda to give every child and every school an equal access to the same learning opportunities to succeed.
- **Unity** - Unify every school in the Township with a common purpose, one that celebrates our diversity, focuses what makes us diverse and unites everyone in a common purpose.
- **Excellence** - A commitment to academic excellence and the belief that every Upper Darby student can achieve. Excellence can also be used to highlight our awarding winning arts department and several other key education initiatives.

- **A Commitment to Academic Progress** - Through our dedicated and experienced staff we will foster an academic environment where students are challenged to the best of their ability. We will graduate students on-time and ready to become a productive and engaged world citizens with unlimited possibilities.
- **Equity For All Students and All Schools** - Every child must have the same opportunity regardless of where they live, what school they attend, or their socio-economic background.
- **Fiscal Stability** - Fiscal stability will allow us to make the investments needed to improve the education our students receive, modernize the buildings they learn in and retain and hire a 21st century workforce. A strong school district must be Upper Darby's top priority to ensure a thriving Upper Darby with a growing tax base.

New Vision Concept

As part of this project we seek to modernize the UDSD vision statement to better reflect goals and vision of the UDSD. The mission/vision statement must be easy to understand, represent the promise of our students future, the strength of our diversity.

Mission: The Upper Darby School District believes every child has a civil right to a public education and every child can learn in a loving, challenging and diverse school environment. Every child will be treated with respect and dignity and will be afforded the same opportunity regardless of race, income or zip code. The entire Upper Darby School District will work to meet the needs of all students to become a life-long learners so they grow to become responsible, productive and engaged world citizens.

Developing Brand Ambassadors - Tap into Upper Darby Pride

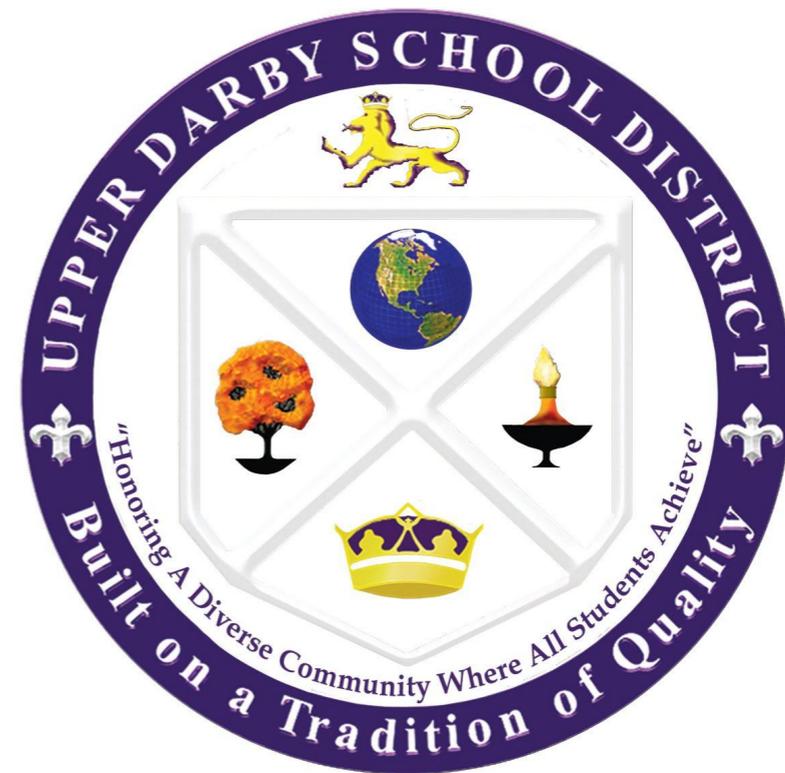
Finding and developing brand ambassadors is critical to changing the narrative of the UDSD. It will be credibility, individuality, and unique perspectives that a press release or staged media event can never obtain.

- **Recruit Brand Ambassadors everywhere.** Anyone can be a brand ambassador. Students, teachers, parents, community members, business leaders, charitable donors. Every school event should have an ambassadors table to recruit.
- **Develop “Tier 1” ambassadors.** Set the goal of recruiting 50-100-250 - the number doesn't matter - make it special. Set criteria. Whether it be a video post, letter to the editor, social media engagement, parent-staff coffee in their neighborhood, presentation to business leaders.
- **Create a I Support Upper Darby Public Schools car magnet.** Use the new logo to push the new branding. Use the first batch for brand ambassadors - use the rest as a fundraising tool to offset costs.

LOGO REVISED

Current Logos

As established in Phase 1, the only real brand equity in the existing marks relates to the purple and gold color.



Brand Development for Schools

We will accomplish the brand structure by updating the Upper Darby icon and school mascot.



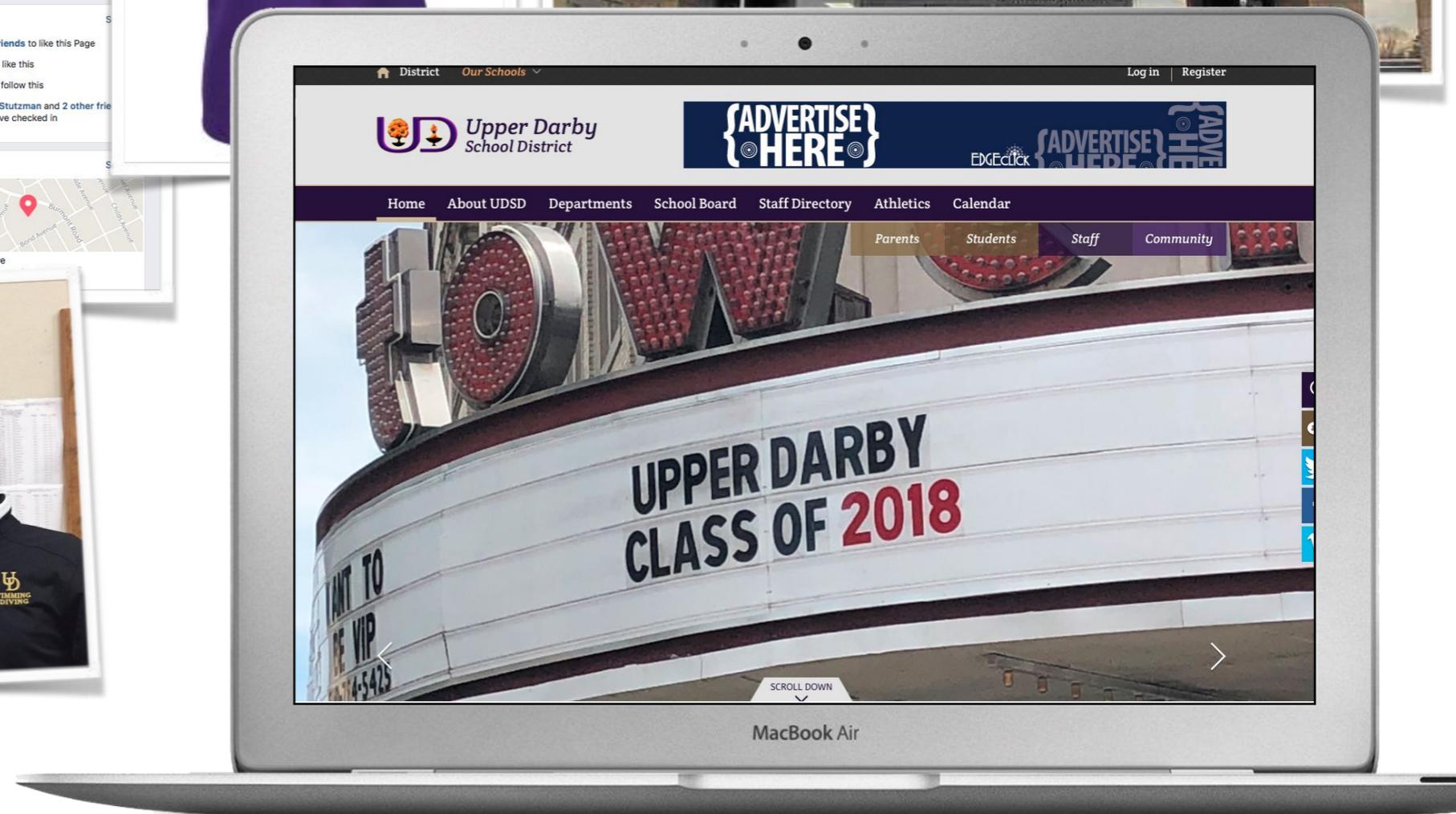
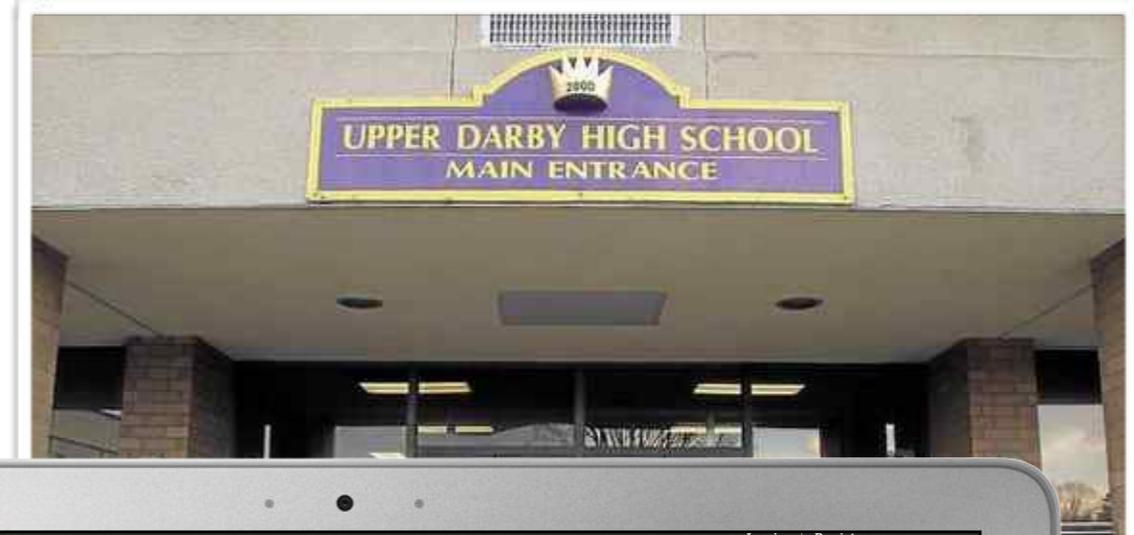
Upper Darby Icon



Royals Mascot

Current Colors

The current use of the color purple and gold widely vary across all channels and mediums.



Summary - Logo Brand Architecture

The following information from the Discovery Phase gathered from the constituents (Students, Parents, Teachers, Community) help us establish our **Brand Architecture** which support the rationale for the branding campaign.

1

COLOR

Purple and Gold were overwhelming recognized as the UDSD colors.

2

INITIALS

The connected initials “U” and “D” where the single most identifiable element in the school district’s logo.

3

THE CROWN

The Royals name and the crown element in the logo are synonymous with the sports teams.

Upper Darby School District needs to solidify its “BRAND” by creating unique singular logo for both the district and the Royals sports teams.

The following pages show the direction and decisions made by the district.



UPPER DARBY

SCHOOL DISTRICT

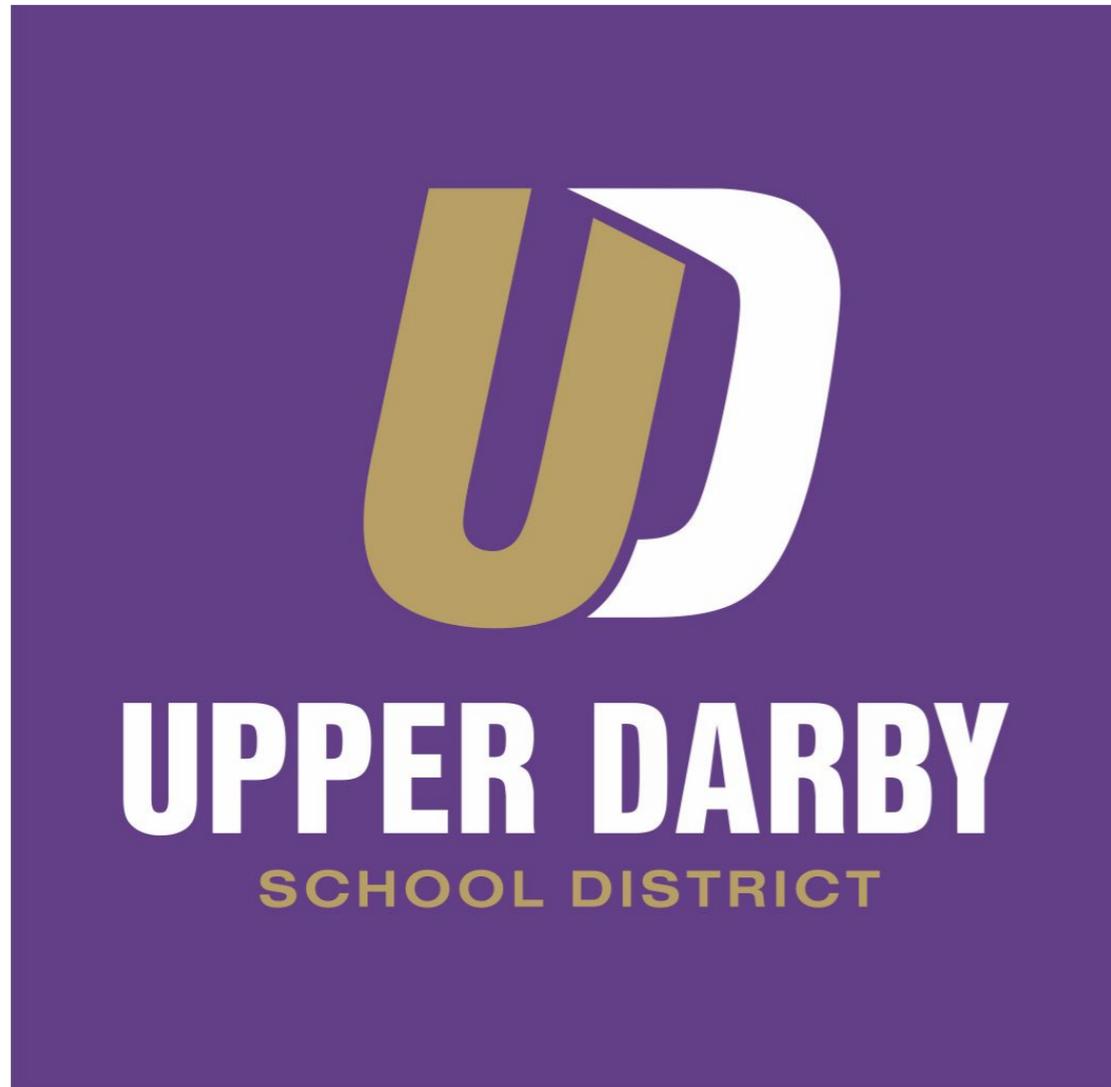




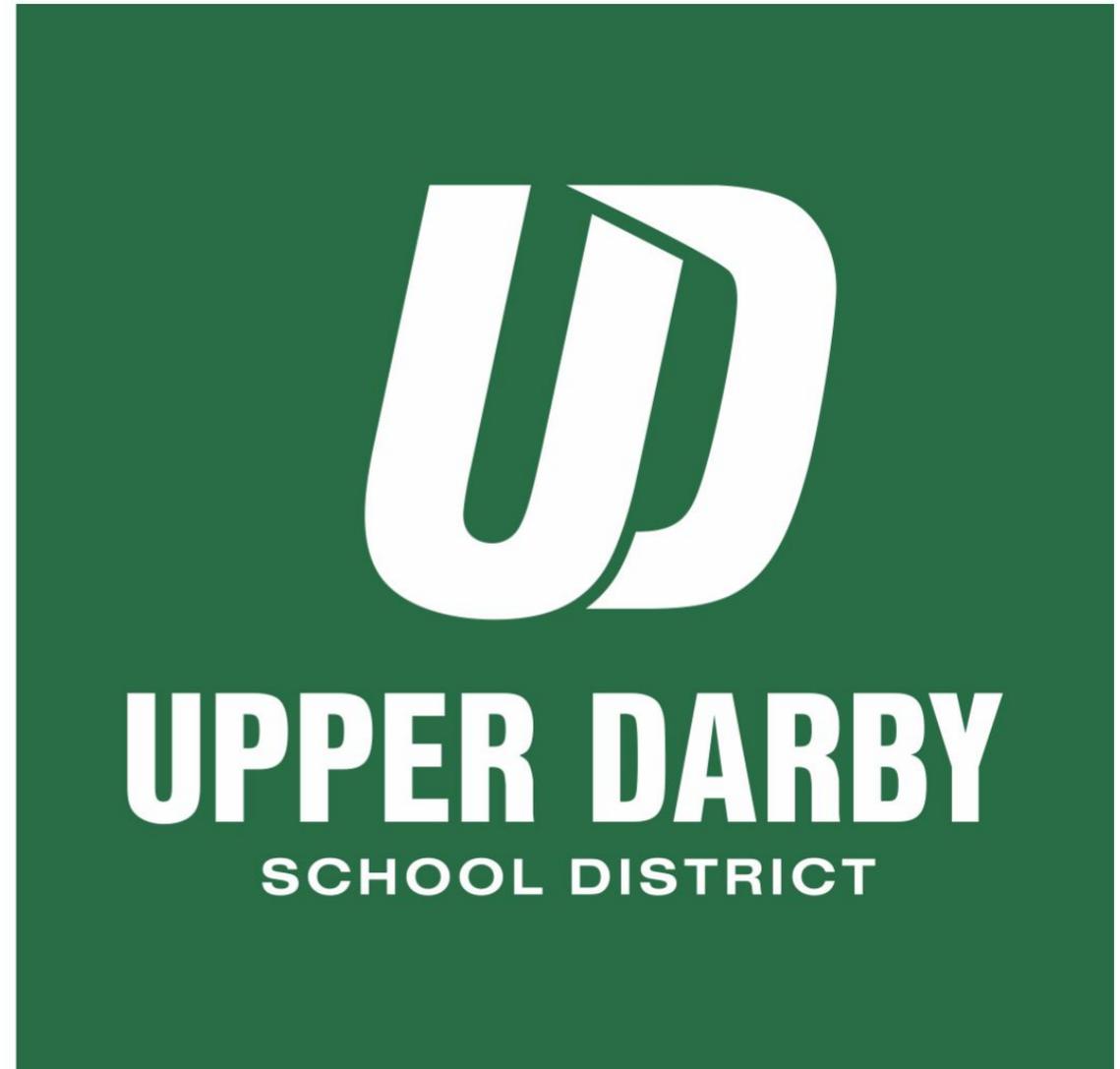
UPPER DARBY
SCHOOL DISTRICT

UDSD District Logo – On Colored Background

on the Upper Darby purple or black



on any color



Unified Logo System



UPPER DARBY
HIGH SCHOOL



UPPER DARBY
BEVERLY HILLS
MIDDLE SCHOOL



UPPER DARBY
DREXEL HILL
MIDDLE SCHOOL



UPPER DARBY
KINDERGARTEN
CENTER



UPPER DARBY
BYWOOD
ELEMENTARY SCHOOL



UPPER DARBY
CHARLES KELLY
ELEMENTARY SCHOOL



UPPER DARBY
GARRETFORD
ELEMENTARY SCHOOL



UPPER DARBY
HIGHLAND PARK
ELEMENTARY SCHOOL



UPPER DARBY
SCHOOL DISTRICT



UPPER DARBY
PRIMOS
ELEMENTARY SCHOOL



UPPER DARBY
STONEHURST HILLS
ELEMENTARY SCHOOL



UPPER DARBY
WALTER M. SENKOW
ELEMENTARY SCHOOL



UPPER DARBY
WESTBROOK PARK
ELEMENTARY SCHOOL



UPPER DARBY
ARONIMINK
ELEMENTARY SCHOOL



UPPER DARBY
HILLCREST
ELEMENTARY SCHOOL



UD
UPPER DARBY
SCHOOL DISTRICT



UDHS + Royals (Current)



Royals - Brand Evolution

Many sports teams (both professional and collegiate) revise and update their team logos to be more modern and in-line with the current brand trends. The following pages represent our recommendation for evolving the Royals logo to be synergistic with the branding changes.

Royals - Revised Logo



Royals - Revised Icon



UDHS + Royals (Revised)



UPPER DARBY
HIGH SCHOOL



Royals Gear



Royals Basketball



Royals Football



MARKETING



ANNOUNCEMENTS

CALENDAR



SCROLL DOWN

MacBook Air

OPPORTUNITY
UNITY
EXCELLENCE



UPPER DARBY
SCHOOL DISTRICT

UPPERDARBYSD.ORG

OPPORTUNITY
UNITY
EXCELLENCE



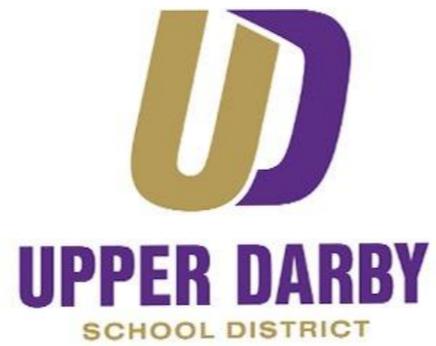
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RECOMMENDATIONS/NEXT STEPS

District roll out plan to implement new branding and communications plan

- Develop timeline, budget and rollout for integrating new communication messaging, rebranding and new logo into every communication across the district.
- Finalize and implement style guide across all district communications materials.
- Focus on easy to institute branding changes first.
- Implement year-round earned media plan.
 - Use equity agenda as the foundation for media plan.
 - Working with each school to promote and maximize visibility of positive stories.
 - Engage stakeholders on key issues to gain community buy-in.

Expand and invest in the district's social media presence

- Establish Instagram and YouTube presence.
- Invest in photo and video shoots to help develop social media content.
- Engage schools to help create organically their own social media message calendar and content development plan.

RECOMMENDATIONS/NEXT STEPS

Modernize the website

- District top-to-bottom review of all web content to ensure all content is correct, relevant and easy to understand.
- Navigate certain content to video form.
- Integrate new logo and branding across entire web platform.

Develop long-term communications budget

- Invest in additional staff and modernize the communication office to better serve parents, students, staff and the community.
- Teacher recruitment ad campaign to help fill future vacancies.
- Implement brand marketing efforts to highlight the UDSD shift in direction at individual schools and throughout the Township.

