



Superintendent's

**PUSD**



**ENROLLMENT COMMITTEE**



**Pasadena Unified School District  
Superintendent's Enrollment Committee  
July 2022 Report**



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## July 2022 Enrollment Committee Update

In June 2022, Superintendent Brian McDonald, Ed.D. organized and invited 25 community members to participate in PUSD Enrollment Committee. The committee members will meet beginning in June 2022 and ending in November 2022. Meeting goals and objectives are to deliver to the committee with relevant PUSD student enrollment trends, attendance/retention information, data analysis, community-wide demographics, housing costs, population fluctuations, and birth rates. The committee members will take up the issues of declining enrollment and offer recommendations to offset the headwinds the PUSD is currently facing. The draft strategic enrollment plan will be submitted to the Superintendent in October or November 2022. The overarching objective of the strategic plan is to provide PUSD's leadership and communications team with enrollment best practices, proven strategies, activities, and tactics that PUSD can implement for increased enrollment and to retain current students. The committee will meet to analyze the enrollment process, PUSD's enrollment web pages, and literature explaining the enrollment process to families and the community.

## Superintendent's 2022 Enrollment Committee

### PUSD Board Member:

1. Jennifer Hall Lee

### Teachers:

2. Stephanie Kaul
3. Jeffrey Leming
4. Martha Tovar
5. Maria Veronica Parra
6. Sylvia Torres
7. Annaliese Liberto-Gibson

### PEN:

8. Nancy Dufford

### PEF:

9. Del Lile

### Parents:

10. Maro Yacoubian
11. Tiffany Hwang
12. Mae Koenig
13. Tina Pham

### Administration:

14. Hilda Horvath
15. Shannon Mumolo
16. Julie Hirst

### Teamsters:

17. Eric Bailey

### CSEA:

18. Shahada Thornton

### Principals:

19. Lawton Gray
20. Lori Touloumian
21. Kristin Forrest

### Students:

22. PHS: Skye Correy
23. Blair: Zoe Lopez
24. Muir: Genesis Holmes
25. Marshall: Taj Ringer





## Small Wins and Accomplishments During June and July 2022

While the committee functions as one working group, we created four subgroups to take on strategic issues;

**Group #1 – Parent Involvement Group, Group #2 – Public Relations, Group #3 – Capacity and Enrollment, and Group #4 – Democracy Book Read. Each group met during the month of July.**

During the months of June and July, the Enrollment Committee accomplished the following small wins;

1. Held Two Enrollment Committees Meetings in June. Meeting talking points can be found further in this report.
2. Groups #1 and #2 supported the launch of the PUSD/PEN School Experience Survey, where enrollment committee members conducted outreach and promoted the survey's QR Code to PUSD families and community stakeholders. As a result, on July 31st it was reported that 1,357 PUSD parents completed the survey. Full results are pending. Additional Group #1 Survey accomplishments and outreach activities can be found on pages 16 -17.
3. Group #2 Public Relations developed messaging and micro media campaigns designed to increase enrollment and promote PUSD's great educators, signature programs, and transitional kindergarten. Additionally, Group #2 prepared three campaigns that have been launched or pending further PUSD website updates. Enrollment Campaigns Included:
  - 1.) July High School Graduate Social Media Takeover
  - 2.) Rock En-Roll Transitional Kindergarten Enrollment Campaign
  - 3.) K-Thru Great Enrollment Campaign
  - 4.) GREAT Signature Programs Digital Media
  - 5.) Hidden Figures Math Academy
  - 6.) Welcome Back to School Banners

All artwork has been submitted to PUSD, however the PUSD and School Websites are under review for updates. Additional Group #2 accomplishments can be found on pages 18-22.

4. Group #2 July Social Media Takeover Results - Seventeen July Graduation Posts designed to promote high school success and messaging, "BUILDING ON THE PAST, CREATING THE FUTURE."

The High School Graduate Social Media Takeover generated the following Results:

- 44,195 Impressions
- 39,885 Reach
- 5,009 Engagements

5. PUSD Enrollment Process - Consultants reviewed the PUSD enrollment website pages and public facing language that parents and stakeholders view. Our team provided PUSD's communication department with several short/interim updates and messaging to reduce public facing enrollment confusion. Updates have been implemented, however the school websites still need to be updated to reflect enrollment.
6. Group #3 reviewed declining enrollment data by school level, and discussed PUSD's capacity approach. The PUSD enrollment office provided consultants with a list of schools to review and assess.
7. Group #4 met and discussed the democracy book and how the authors ideas can become a part of PUSD's enrollment approach.





# MEETING #1



## SUMMARY MEETING #1

**Enrollment Committee Meeting #1 – June 8, 2022, 6:00 PM – 7:00 PM**  
**351 South Hudson Avenue, Room 229, Pasadena, CA 91101**  
**Meeting Presentation Link;**  
**<https://1drv.ms/p/s!AspUcaF26j7ZgbwfrXgSoVDYxBF8Tg?e=CuPJjP>**

### Meeting Attendees:

Shahada Thronton, Jennifer Hall Lee, Shannon Mumolo, Mae Koenig-Seng, Tiffany Hwang, Stephanie Kaul, Tina Pham, Nancy Dufford, Del Lile, Marie Parra, Kristin Forrest, Annaliese Liberto (Gibson), Hilda Horvath-Ramirez, Maro Yacoubian, Lawton Gray, and Lori Touloumian.

The meeting was opened by Dr. Brian McDonald, Superintendent and Trustee Ms. Jennifer Hall Lee. Dr. McDonald welcomed the enrollment committee members and expressed gratitude for their willingness to participate in discussions that might lead to tactics and activities to increase enrollment at PUSD. Trustee Jennifer Hall Lee shared why she became involved with PUSD and her view on the importance of public schools. Jennifer went on to say that she believes in protecting and defending public schools because they foster social mobility and democracy.

Suzanne Madison, the facilitator, opened the meeting with Topic #1 PUSD's mission and vision statement and spent time engaging the committee on what a community is and caring about students. We then asked the committee to share their beliefs about community some responses were as follows; People are working together, A geographical community, Friends you have in common, and, a shared sense of common ground. The facilitators presented the enrollment committee goals and objectives and then went to committee member introductions, backgrounds, and why they accepted the invitation to be a part of the Superintendent's enrollment committee. Each committee member introduced themselves and shared their respective background. Committee members were engaged, and the **top five key takeaways from Meeting #1 were as follows;**

1. Provide the committee with district transfer data and why families choose to leave the district, and enroll in the district. District transfer data will provide the committee with insight on why families chose to leave the district, or why they chose PUSD as their home.
2. Focus on Transitional Kindergarten - TK Enrollment could lead to small wins.
3. What competitive advantage does PUSD offer that one cannot find elsewhere?
4. Tell PUSD's story – What do we want them to know, feel and do next?
5. Housing costs are up, and salaries are stagnant – public schools are a good value great for a parent/guardian's bank account.

**The facilitator presented additional slides and topics;**

### Four Breakout Groups

The committee is comprised of 25 members and taking on a national topic and endeavor of "Declining Public School Enrollment". The four subgroups are designed to tackle significant work and gain accomplishments over the next 5 to 6 months. The four groups are as follows;

#### Group #1

Parent Involvement Group – School Experience Survey – Engage with parents via an online survey and capture feedback around: academics, quality, and variety of extra-curricular activities, safety and security, communication and responsiveness, atmosphere, and facility/building, one-on-one personal and/or tailored experiences.

#### Group #2

Public Relations and Media Group - Develop micro campaigns and messaging around enrollment and list the attributes of the signature programs and leadership.

#### Group #3

Capacity and Enrollment Group – Review capacity, and enrollment, and provide an assessment in the schools with the lowest enrollment numbers. The assessments should provide tactics that PUSD can implement to increase enrollment.

#### Group #4

Democracy Book Read Group – July book read and live discussion with Jennifer Hall Lee and Author Sarah Stitzlein.



## Meeting #1 Continued

### Enrollment Analysis

PUSD Enrollment Analysis – 2016 – 2022

The decline in enrollment shows that PUSD will need to enroll 421 students to break even.

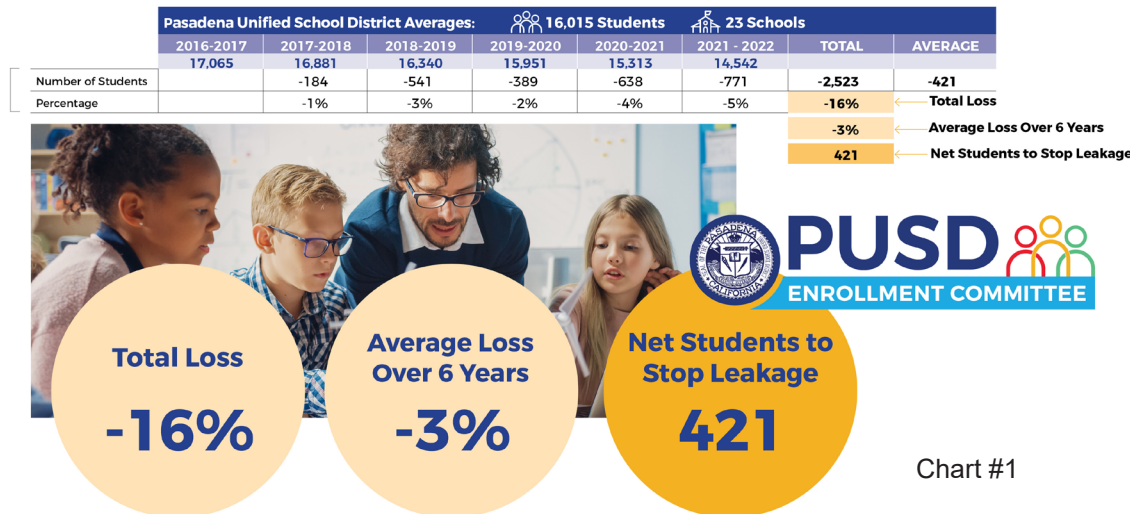


Chart #1

### Query from committee members.

1. Committee requested a decline in enrollment data by grade and by school - Where are the student declines happening?
2. Transition grades 5 - 6 and 8 - 9  
Are we losing students or are we gaining students? Numbers, please. Which schools are losing/gaining?
3. Inter-district transfers; Can we review where families are going? Who is leaving?
4. Can we review socio-economic levels and transfers out of the district?
5. At what grade levels are students' needs not being met?
6. Aside from COVID declines in enrollment because schools were being closed and resources were optimized.

### The facilitator presented the Enrollment by District Comparison

The consultants shared a comparison for PUSD, Burbank, Glendale and LAUSD - Whereas, PUSD leads in student losses Shared PUSD, Burbank, Glendale, and LAUSD – whereas PUSD leads in losses (-16%) when compared to Burbank (-5%) and Glendale (-4%). LAUSD was shown as a larger example (-24%), not necessarily a direct comparison, but to show the committee that all school districts were experiencing declining enrollment.

### Chart – Enrollment by District Comparison, Year Over Year Analysis

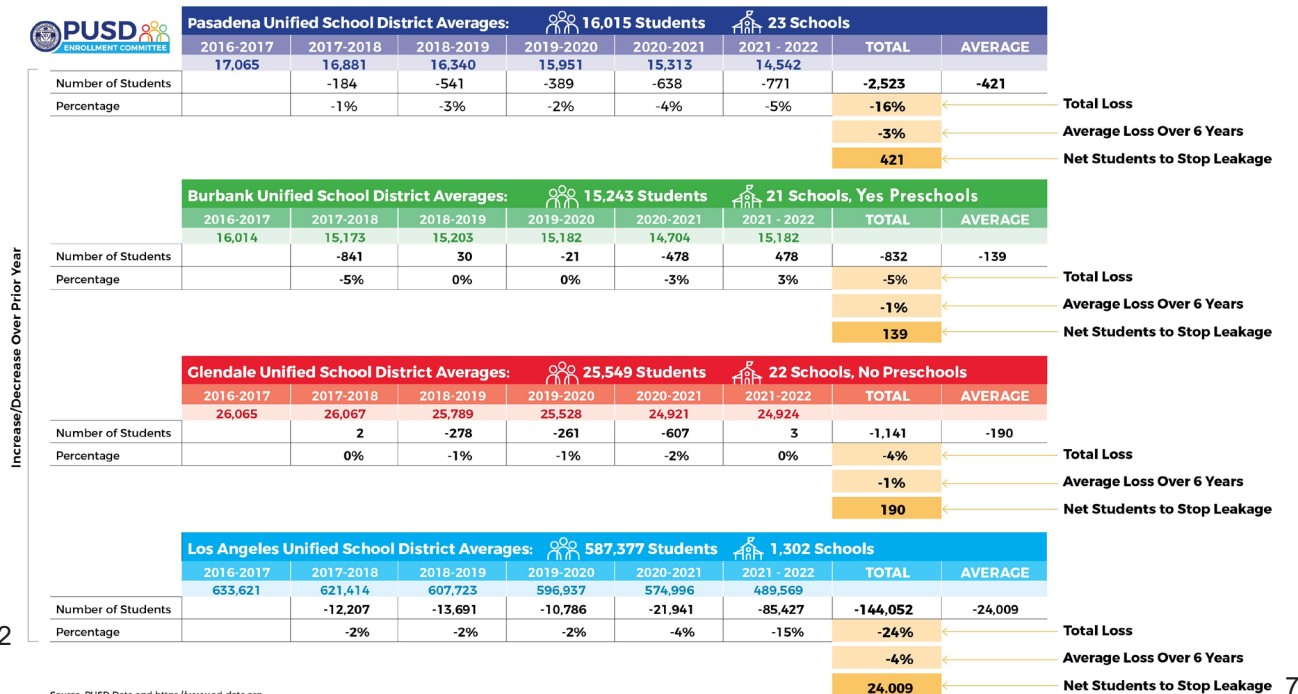


Chart #2



Meeting #1 Continued

The facilitators presented PUSD Enrollment by Student Race/ Ethnicity (2017-2022).

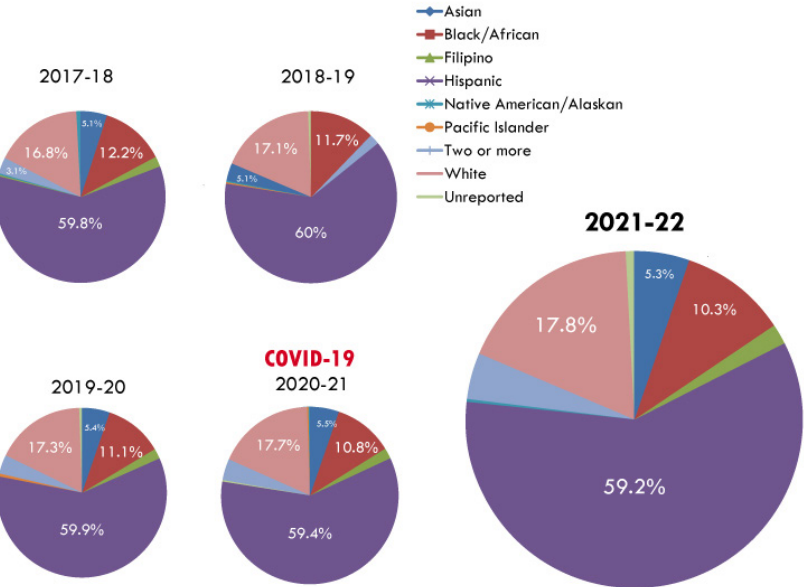


Chart #3

And, then we presented what race/ethnicity looks like in Pasadena, Altadena, and Sierra Madre.

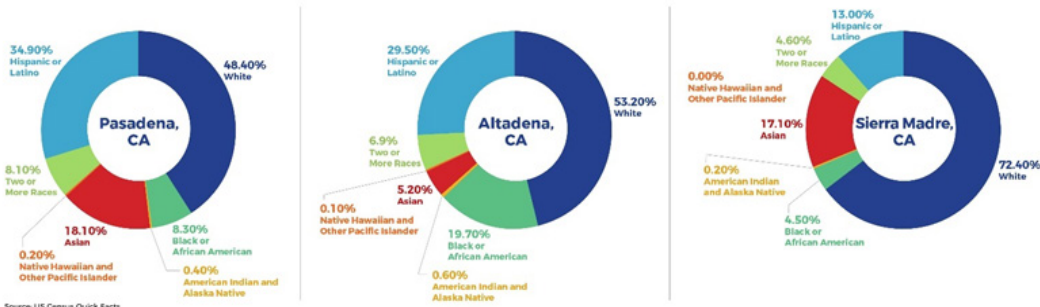


Chart #4

Household income and rising housing costs contribute to the decline in enrollment. Pasadena, Altadena, and Sierra Madre have become expensive places to live and to raise a family. As a result, families are moving to more affordable locations. The committee discussed mortgage payments and rising rents and agreed that it's expensive for a family to live, work and thrive in our communities.

Chart #5

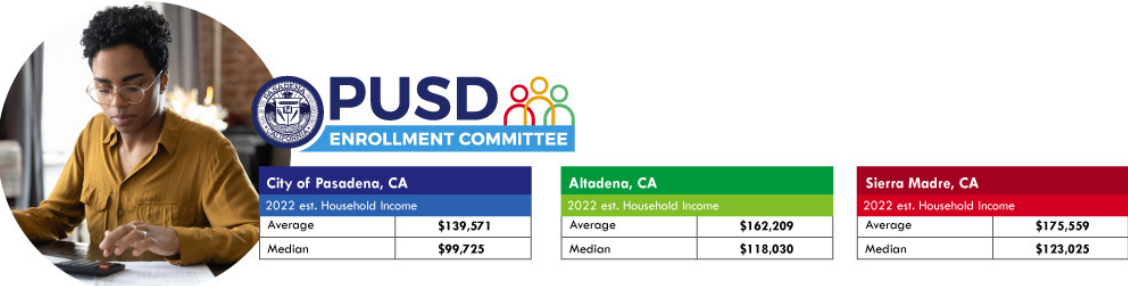
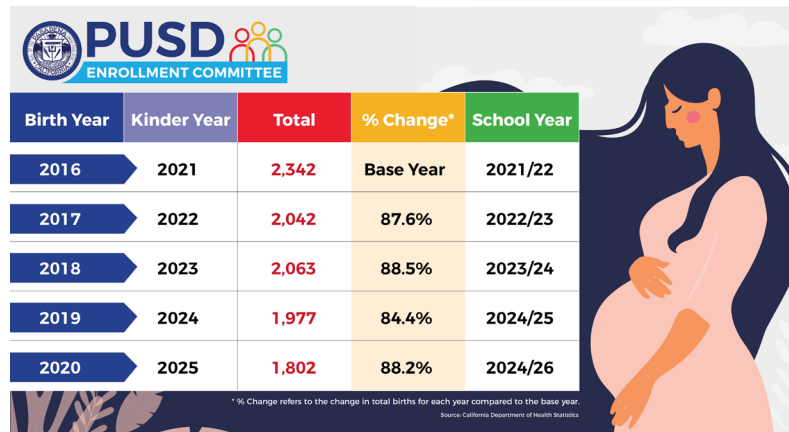


Chart #6





## Meeting #1 Continued



## Birth Rates Chart - The committee reviewed how the decline in birth rates could affect PUSD's enrollment.

The committee reviewed the State of California's decline in population report and affected populations. All three communities, Pasadena, Altadena, and Sierra Madre, experienced a decline in population total of -1,109 people. The reasons why: lower birth rates, COVID-19 Related Deaths, Domestic Out-Migration, and Federal Policies Restricting Immigration.

Note: LA County declined by 70,114 persons (0.7 percent) – Largest Decline in CA

Chart #7

## 2022 Estimated Population by Age Range

While we're experiencing declines in our community, current data shows that each community has ample youth between the ages of 0-17 to whom we can market PUSD and its signature programs. PUSD would need to compete against charter and private schools to attract and enroll students.

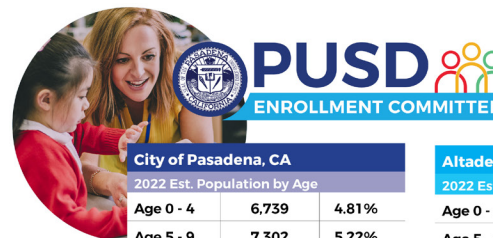


Chart #8

City of Pasadena, CA			Altadena, CA			Sierra Madre, CA		
2022 Est. Population by Age			2022 Est. Population by Age			2022 Est. Population by Age		
Age 0 - 4	6,739	4.81%	Age 0 - 4	2,019	4.74%	Age 0 - 4	454	4.13%
Age 5 - 9	7,302	5.22%	Age 5 - 9	2,277	5.35%	Age 5 - 9	485	4.42%
Age 10 - 14	7,792	5.57%	Age 10 - 14	2,413	5.67%	Age 10 - 14	520	4.73%
Age 15 - 17	4,404	3.15%	Age 15 - 17	1,477	3.47%	Age 15 - 17	363	3.30%
<b>Total</b>	<b>26,237</b>		<b>Total</b>	<b>8,186</b>		<b>Total</b>	<b>1,822</b>	

Source: Claritas Pop Facts 2022

Combined Total: 36,245

## June 8th Committee Meeting Feedback:

1. Provide the committee with enrollment decline data by school and grade levels.
2. Provide the committee with district transfer data and why families choose to leave the district or come into the district.
3. Tell PUSD's story – What do we want them to know, feel and do next?
4. Housing costs are up, and salaries are stagnant – public schools are great for a parent/guardian's bank account!
5. Parents want/desire that their children to have the best advantage possible.
6. The perception of parents is that private schools get their children into better colleges – this is a false perception!
7. Families feel like their children's needs aren't being met.
8. Teachers want to see PUSD promote student success rates in local periodicals!
9. PUSD needs a regional approach to marketing.
10. Maybe PUSD is in a transformation period.
11. Involvement with parents as a PUSD community.
12. Parents' complaints/issues are not being heard and addressed. Host a Town Hall/Web Portal – perhaps?
13. There is a transparency issue at PUSD.
14. Legacy Building and Generations should be a part of the PUSD story.
15. Mission statement – A caring community should be promoted.
16. Focus on Transitional Kindergarten. TK Enrollment could lead to small wins.



# MEETING #2



## SUMMARY MEETING #2

**Enrollment Committee Meeting #2 – June 22, 2022, 6:00 PM – 7:00 PM**  
**351 South Hudson Avenue, Room 229, Pasadena, CA 91101 and Hybrid**  
**Meeting Presentation Link: <https://1drv.ms/p/s!AspUcaF26j7Zqb47nDEKhe2KtOH0A?e=hjX21p>**

**In-Person Attendees:** Del Lile, Julie Hirst, Mae Koenig, Annaliese Liberto (Gibson), Lori Touloumian, Shannon Mumolo, Tina Pham, Jenifer Hall Lee, Hilda Ramirez Horvath

**Virtual Attendees:** Lawton Gray, Maro Yacoubian, Martha Tovar, Tiffany Hwang, Jeff Lemings, Kristin Forrest

The purpose of meeting #2 was to revisit the Goodwin Simon Strategic Research Survey and its findings while sharing top-level March 2016 feedback to the enrollment committee. The point of revisiting the Goodwin Survey was to create a foundation and to establish benchmarks for assessing the 2022 School Experience Survey. In addition to the survey, we wanted to discuss the need for Group #1 and the rest of the Enrollment Committee to support the survey and send the QR code and media links to PUSD families and stakeholders.

**The co-facilitator, Ms. Aubin Wilson, presented the March 2016 Goodwin Simon Survey and top-level parent responses in the following order:**

**Survey Group #1** – Current PUSD Parents Grades K-10, Invitations sent by email and conducted online

### **Key Findings:**

- Academics – Primary reason for choosing PUSD.
- Quality/Variety of Extra-Curricular Activities – 79% extremely/very important.
- Safety/Security – 95% said this is extremely/very important.
- Communication and responsiveness – 57% said PUSD does an excellent or very good job of communicating.
- Atmosphere and Buildings – 92% said a caring environment is important.
- One-on-One or Personal/Tailored Experience – 71% indicated this is extremely important.

**Survey Group #2** – Former PUSD Parents – Conducted online and by telephone Children left school for other than graduation and non-educational reasons -

### **Key Findings:**

Academics – 60% rated academic standards as fair or poor.

- Quality/Variety of Extra-Curricular Activities – 35% indicated that lack of “extras” contributed to their decision to transfer
- Safety/Security - 59% of parents were concerned about their child’s safety & security.
- Communication and Responsiveness – Positive marks for quality of Principals & Teachers – 53% and communication – 52%.
- Atmosphere and Buildings – 59% rated PUSD facilities negatively.
- One-on-One or Personal/Tailored Experience - 68% of parents surveyed rated PUSD negatively.

**Survey Group #3** – Parents who live in the PUSD and have children in one of seven local pre-schools – conducted online

### **Key Findings:**

- Academics – 87% indicated that academics are important.
- Quality/Variety of Extra-Curricular Activities – 89% of parents surveyed indicated that extras are important.
- Safety/Security - 99% of parents were concerned about their child’s safety and security.
- Communication and Responsiveness – 72 % indicated that word of mouth was extremely important.
- Atmosphere and Buildings – 97% of parents rank a welcoming/ caring environment extremely important.
- One on One or Personal/Tailored Experience – 77% of parents indicated that choosing a school that met their child’s specific/ unique needs was important.



**Survey Group #4** – Parents who live in the PUSD area and have a child in one of five local charter and private schools – conducted online.

**Key Findings:**

- Academics – 91% indicated that academics was the prime reason for sending their child elsewhere.
- Quality/Variety of Extra-Curricular Activities – 26% of parents polled indicated that this was a very/extremely important factor in NOT sending their children to PUSD.
- Safety/Security – 75% of parents indicated this was a critical factor in NOT sending their children to PUSD.
- Communication and Responsiveness – NA
- Atmosphere and Buildings – 39% of parents indicated that this was an extremely or very important factor in NOT sending their child to PUSD.
- One-on-One or Personal/Tailored Experience – NA

**Survey Group #5** – Participants included: PUSD Parents, PUSD Employees as well as non-PUSD parents, students and community members.

**Key Findings:**

Survey was abridged

- 40% by parents – Their ratings in generally a bit lower than ratings offered by those who participated in the current survey. This was the trend across all categories.
- 37% by teachers – Ratings very similar to those offered by parents in the same survey
- 13% by the community at large – Has a lesser view of PUSD in all categories.





## Meeting #2 Continued

### Messaging and Enrollment Micro Campaigns

After reviewing and discussing the survey, Facilitator Suzanne Madison presented three micro campaign messaging for small wins for the fall enrollment period. Group #2 – Public Relations Group is to get the word out successfully about the PUSD that will achieve small wins that lead to increased enrollment numbers for Fall 2022 and beyond. During meeting #2, the committee was presented with messaging for long-term and short-term needs.

**Messaging #1** – Long Term – Where Legacies Are Built – Legacy is about learning from the past, living in the present, and building for the future. We are preparing our students for the future by inspiring the joy of learning and preparing them for a globally connected future.

**Messaging #2** – Long Term – We Build Legacies

Legacy is about learning from the past, living in the present, and building for the future.

We are preparing our students for the future by inspiring the joy of learning and preparing them for a globally connected future.

#### Enrollment Committee Feedback:

1. Families consider Private schools to be safer. Safer meaning nurtured.
2. “Legacy” word fits in terms of the book
3. Word of Mouth on the Street is that PUSD is one of the WORST school districts.
4. In terms of declining numbers of students in the district, we need to consider everything, such as homeschooling.
2. Parents want to feel welcomed in their children’s school. They want to know their children are being nurtured (socially and emotionally).  
Schools – A Caring Home.

### Messaging #3 – Micro Campaign, Transitional Kindergarten

Rock & Enroll Transitional Kindergarten

Pasadena Unified School District – An educational and caring community

Now Enrolling TK – High School, 2022-23, Tuition-Free!

#### Enrollment Committee Feedback:

1. COVID kept TK-aged kids home most of their lives, and parents want them to be socially developed. They don’t necessarily care about their child getting an advantage at that age.
2. What is the competitive advantage that PUSD offers that one cannot find elsewhere? Address parents’ really big fears?
3. Listening to parent’s needs – They want to feel welcomed and involved.
4. PUSD needs an overall messaging strategy that highlights all schools, students, faculty, administration, programs, successes and yes, academics. For example, Marshall HS has Built-in Brand Ambassadors in school. They also have a Marketing Coordinator handling social media spotlights. They just did graduate profiles.
5. Change Advantage to “A Caring Educational Community”
6. If I make an investment in a particular TK program – Are we guaranteed a spot in K and beyond at an elementary school at the same school where my child is attending TK? Shannon said that once you are in, then you are secure. One less change is more desirable and better for the child.
7. Here’s an idea for a positioning statement: Del Lile via email on 06/23/2022. Preparing children for future success through nurtured, creative learning in a community of highly-trained, highly-qualified teachers with positive social and emotional environments create a long-term love of learning.





## Meeting #2 Continued

### Messaging #4 – K Thru Great!

Excellent Schools Led by Exceptional Leaders  
Pasadena Unified School District - Bridging the gap between  
public education and global opportunities

#### Enrollment Committee Feedback:

1. Public School teachers are more qualified than private school teachers.
2. Feature previous teacher videos.
3. Feature employees who are former students/graduates.
4. There needs to be trust & faith in our administrators.
5. Feature teachers who are award winners – Milliken.
6. Some teachers are letting the students down and not listening or making the kids feel good about a curriculum or themselves.

**Messaging #5** – Micro Campaign, July Social Media Takeover  
High School Graduates and Colleges of their Choice! Building on the  
Past. Creating the Future.

**Messaging #6** - Math Academy – Don't be a hidden figure, apply to  
the PUSD Math Academy

#### Enrollment Committee Feedback:

1. We like Hidden Figures as a message to attract minority female students to the program.
2. Math Academy Program - Some kids do not like math
3. Math Academy is not for every student – very competitive and requires real commitment.
4. Math Academy starts in the 5th grade and is a commitment from the parents. Some kids want to enroll in the 8th grade and it's impossible to catch up with the curriculum.
5. My son spends one hour every evening on Math Academy homework.
6. Academies and Special Programs must serve families, or they will destroy the reputation of the program.
7. Like Hidden Figures, but "Get your math on" messaging - no Bueno.

## June 22 Overall Enrollment Committee

### Messaging Feedback:

1. We must focus on our own district's children.
2. Why are the children and families going outside of the PUSD district?
3. Which programs are going to allow out-of-district students to enroll in PUSD?
4. Are the programs really offering students what they claim to offer? Are students' needs being met? Is there a check-in with the parent's plan in place?
5. What does PUSD do better?
6. Kids College ready – savvy and independent.
7. Admission rates to colleges are higher at PUSD than at some other schools. PUSD needs to better market who is going where and how many are going to each school – e.g., UC Schools.
8. PUSD has a better reputation with parents – fears of what may happen during the day is less of a crap shoot than in GUSD.
9. Brand Ambassadors – Students who lead school tours and PUSD parents who participate as well – INFLUENCERS
10. Enrollment – Principals and teachers need to be better informed about enrollment, how it works, FAQ for teachers/parents, and which schools allow out-of-district students (promote this!!)



# SUMMARY OF SUB-GROUP ACCOMPLISHMENTS



## Summary of Sub-Group Accomplishments;

### Group 1 – Parent Involvement Group

#### Change Public Perception

The goal of the Parent Involvement Group is to assist PUSD's Communication Department with an active online school experience survey that will assist us in changing public perceptions and understanding how well the signature programs are doing. The survey will come from our communications department. Group #1 marketed the survey link and QR Code and marketing materials have been deployed and are currently circulating throughout Pasadena, Sierra Madre, and Altadena.

#### Surveys Completed Status

**July 13, 2022 650 Completed Surveys**

**July 25, 2022 746 Completed Surveys**

**July 28, 2022 1,263 Completed Surveys**

**July 31, 2022 1,357 Total Responses**

QR Code – 171 Scans


Final Survey Results Pending - PUSD

Demographics of the survey participants are as follows: As of July 28, 2022 we have 1,263 responses to the survey

- 56% elementary
- 40.6% secondary
- Hispanic/Latino 39.7%
- White/European 48.5%
- Black/African American 14.0%
- Asian 18.4%
- Filipino 3.9%
- Pacific Islander/Native Hawaiian 0.8%
- Middle Eastern/North African 2.3%
- Native American/ Alaska Native 1.7%
- Other 4.0%
- Special Education (Individualized Educational Plan).14.3%
- 504 Accommodations 3.7%
- GATE (Gifted and Talented Education). 19.5%
- English Learner. 4.0%
- Eligible for free or reduced-price meals. 15.4%
- Foster Care 0.6%
- None of the above. 51.2%

**TAKE PUSD'S SCHOOL EXPERIENCE SURVEY.**

**We value your input.**



**Take survey here**



**Now Enrolling 2022-23  
Transitional Kindergarten  
through High School**  
Learn with us by visiting [www.pusd.us/enrollment](https://www.pusd.us/enrollment)

**This survey is available  
through July 31**

**Click link here for survey**  
[https://www.pusd.us/survey#school\\_experience](https://www.pusd.us/survey#school_experience)



Mailer

**TAKE PUSD'S SCHOOL EXPERIENCE SURVEY!**

**We value your input.**



**Click link here for survey**  
[https://www.pusd.us/survey#school\\_experience](https://www.pusd.us/survey#school_experience)



**Take survey here**

**Now Enrolling 2022-2023  
Transitional Kindergarten  
through High School**  
Learn with us by visiting  
[www.pusd.us/enrollment](https://www.pusd.us/enrollment)



**This survey is available  
through July 31**

Bookmark



## How we got the word out in the community

### Survey Media and Outreach

#### Bookmarks and Posters

Pasadena Public Library – All branches except Main Library

Catherine Hany – Marketing and Public Relations PUSD School Websites  
PEN, PEF

#### July 26, 2022 – Delivered flyers to the following locations Last Chance School Survey – Community Outreach

##### English and Spanish Printed Flyers

- Families Forward
- Villa Esperanza Services
- PACTL
- Jackie Robinson Community Center
- Young & Healthy
- Caltech
- Foothill Family
- Collaborate Pasadena
- Five Acres
- Boys & Girls Club Pasadena
- Hillsides
- Professional Child Development Associates
- Armenian National Committee
- Hillsides
- Stars
- Chap Care
- Vallarta Market, Fair Oaks, Pasadena(Markets)
- Pasadena Job Center
- Pasadena (NDLON)
- Altadena Public Library
- PACTL
- Webster's Community Pharmacy
- Café de Leche
- Grocery Outlet
- El Portal
- Steve's Hardware
- Carciofi Designs
- All Saints Church
- Begonia Ramirez\President DELAC
- Pasadena City Council - District
- Villa Parke

## Survey Ad Media

- Press Release #1 Survey Launch
- Coloradoblvd.net
- Pasadena Outlook
- Pasadena Now
- 15,235 Printed Mailers
- PUSD Social Media
- PUSD Website Landing Page Graphics (English/Spanish)
- Email Flyer Distributed to Over 15,000 contacts
- PEN Distributed Email Flyers to their data base of members
- PEN placed a survey link on website

Pending - the distribution of over 2,600 invitations will be sent to former PUSD. PUSD parents to participate in a survey questioning them about their experiences with PUSD. Please note: parents chosen do not include parents whose children have graduated or families who relocated out of the area. Waiting on numbers from PUSD.

## Press Releases in Local Publications

<https://www.pasadenanow.com/main/parents-of-pasadena-unified-school-children-asked-to-respond-to-online-survey-to-help-district-improve>

<https://www.coloradoboulevard.net/pasadena-unified-is-all-ears-we-want-your-feedback/>

### TAKE PUSD'S SCHOOL EXPERIENCE SURVEY!



Landing Page Graphic



## Group 2 – Public Relations Group

### Get the Word Out

The goal of the Public Relations Group is to get the word out successfully about the PUSD that will achieve small wins that lead to increased enrollment numbers for Fall 2022 and beyond. Develop a key messaging platform for a micro campaign to launch in July/August 2022. Develop a micro-campaign that can be expanded into a larger long-term enrollment campaign and be used as part of the PUSD Enrollment Strategic Plan. As of July 23, Group #2 has successfully launched the High School Graduate social media takeover and has two micro campaigns in cue - K thru Great and Rock and Enroll Transitional Kindergarten.

### Enrollment Committee Press Release

- <https://www.coloradoboulevard.net/pasadena-unified-school-district-launches-an-enrollment-committee/>
- <https://www.pasadenanow.com/main/pasadena-unified-superintendent-announces-formation-of-enrollment-committee>



The digital ad features a photograph of three young children in a classroom setting. A young boy with dark skin and curly hair, wearing a blue shirt, is smiling at the camera. Behind him, two other children, a girl in a pink shirt and another girl in a green shirt, are focused on their work at a desk. The background shows a blue wall with shelves holding various items.

**NOW ENROLLING**  
**2022-23**  
**Transitional Kindergarten**  
**through High School**

Pasadena Unified School District offers its students award-winning and dedicated staff, quality curriculum, dual language immersion, thematic magnet schools, dual/concurrent enrollment, college placement, exceptional arts programs, extra-curricular activities, and much more!

**AND WE ARE TUITION-FREE!**

Learn with us by visiting [www.pusd.us/enrollment](http://www.pusd.us/enrollment)



Digital Ad that accompanied the press release and placed on PUSD website.


Landing Page Graphic





## Social Media Takeover Graduation and Enrolment Messaging

- Seventeen July Graduation Posts Designed to promote high school success and messaging "BUILDING ON THE PAST, CREATING THE FUTURE."
- Social Media was scheduled to run beginning July 12 and ending on July 31, 2022 (17 Total Posts)
- Combined Social Media Analytics; Facebook, Twitter and Instagram
- Impressions; 44,195
- Reach; 39,851
- Engagement; 5,009
- Likes; 848
- Shares; 7

**QUINCY WATSON**

"I appreciate the independence I've been given by my teachers at the Engineering Academy. My workshop, my lecture is something I made by myself," Mr. Watson explained. "My teachers and my friends helped me come to the realization that computer science is what I want to do."

**ACCEPTED INTO:**  
CSUN

**BUILDING ON THE PAST,  
CREATING THE FUTURE.**





**KENNEDY HACKETT**

"Dual enrollment at John Muir has allowed me to broaden my academic horizons," said Kennedy. "Through Pasadena City College I was able to cultivate new interests by taking classes that aren't traditionally offered at my high school. Due to the rigor that dual enrollment classes provided to me, I now feel prepared to take my knowledge and apply that to my courses at a university level."

**ACCEPTED INTO:**  
HARVARD UNIVERSITY

**BUILDING ON THE PAST,  
CREATING THE FUTURE.**





**KAREEM SHAHEEN**

Class of 2022 Senior Kareem Shaheen will soon leave the Marshall Eagles' nest, bound for Yale University. His academic career flourished at Sierra Madre Middle School and then at Marshall Fundamental where he became involved in several extracurricular activities including: the National Honor Society, the Journalism Club, the Mock Trial Team, the Science Bowl Team, the Astrophysics Club, Math Club, Model UN, Science National Honor Society, and the Middle Eastern Club.

**ACCEPTED INTO:**  
YALE UNIVERSITY

**BUILDING ON THE PAST,  
CREATING THE FUTURE.**




**BRIANNA GAUGHN**

"PHS taught me that community is the most important thing to get through difficult times. Even when it felt like things would never get better, my classmates and our school spirit have shown me – that's not the case."

**ACCEPTED INTO:**  
UCLA

**BUILDING ON THE PAST,  
CREATING THE FUTURE.**



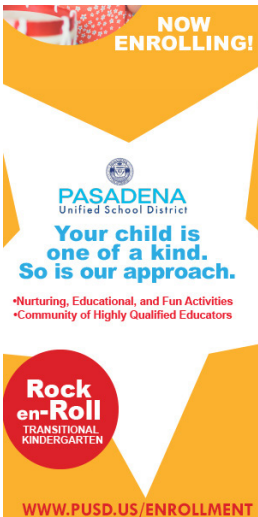


# Rock en-Roll Transitional Kindergarten Enrollment Campaign

The media has not been deployed – Enrollment media is under review by PUSD



Digital Ad, Banner



Digital Ad, Banner



Digital Ad, Banner

# K-Thru Great K-12 Enrollment Campaign

The media has not been deployed – Enrollment media is under review by PUSD



Digital Ad, Banner



Digital Ad, Banner



# K-Thru Great K-12 Enrollment Campaign

The media has not been deployed – Enrollment media is under review by PUSD

Back to School  
Digital Media  
1 - Deployed

**PUSD is a**  
**GREAT**  
**place to be!**  
**Welcome Students of PUSD**  
School Starts Thursday,  
August 11, 2022

Back to School  
Digital Media  
2 - Deployed

**GREAT**  
**TO BE BACK!**  
**Welcome Students of PUSD**  
**2022-2023**  
School Starts Thursday,  
August 11, 2022

Print Ad

**K thru**  
**GREAT**  
Now Enrolling  
2022-23  
Transitional Kindergarten  
through High School!

**AT**  
**EXCELLENT SCHOOLS**  
**LED BY**  
**EXCEPTIONAL LEADERS**

**Bridging the gap between public education and global opportunities.**

Pasadena Unified School District offer students signature learning programs, math academies, dual language immersion, and extracurricular activities and is led by highly qualified educators. PUSD is a caring community committed to academic excellence that prepares students for their place in our ever-evolving world.

Learn with us by visiting [www.pusd.us/enrollment](http://www.pusd.us/enrollment)

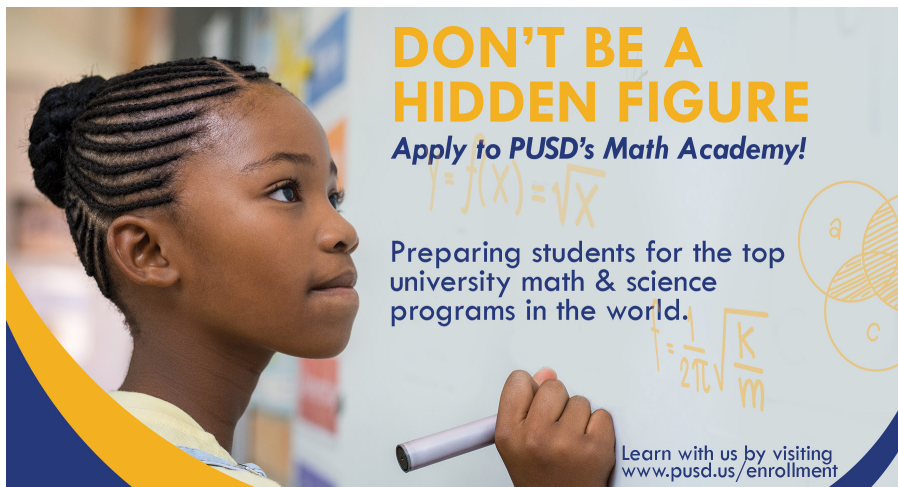
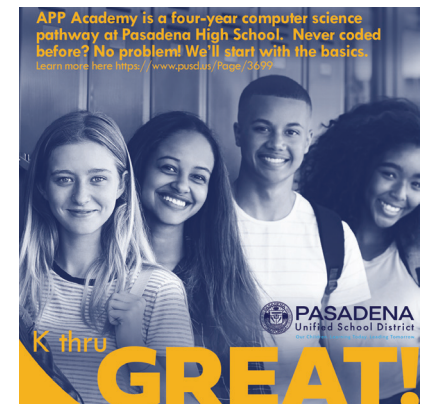
**PASADENA**  
Unified School District  
Our Children. Learning Today. Leading Tomorrow.



## K-Thru GREAT! Program Focused Digital Media

1. Dual Enrollment
2. STEM & STEAM Programs
3. Highly Qualified Educators
4. Math Academy
5. App Academy

The objective of signature program specific ads are to run in local and regional digital publications and have viewers click through to PUSD signature program specific pages.



**Math Academy Program focus on enrolling minority female students (5th grade entry-level)**

### Group #2 Summary:

Group #2 met and reviewed five micro enrollment campaigns. The July high graduate/college of choice campaign ran on PUSD social media platforms. Group #3 will take on the review of the PUSD enrollment process, website and choice application, and lottery. Once the enrollment committee completes its review, the campaign will be deployed – Aiming for September 2022.



## Group 3 – Capacity and Enrollment Group

Initially, the goal of group three was to determine space allotment in the district for new students. However, it has been determined that Group #3 will review declining enrollment in several schools as identified by PUSD's coordinator of enrollment services and determine why these three schools have experienced declining enrollment over the last three years.



Source: PUSD Enrollment Office

School Name	2019-2020	2020-2021	2021-2022	3 Year Change
Altadena Arts Magnet	262	469	435	39.80%
Don Benito Fundamental	494	471	387	-27.60%
Field Elementary	485	450	395	-22.80%
Franklin Elementary	167	(Closed)		
Hamilton Elementary	551	535	507	-8.70%
Jackson Elementary	651	662	608	-7.10%
Jefferson Elementary	409	(Closed)		
Longfellow Elementary	400	634	573	30.20%
Madison Elementary	398	488	453	12.10%
Norma Coombs Elem.	353	346	303	-16.50%
Roosevelt Elementary	284	(Closed)		
San Rafael Elementary	407	400	386	-5.40%
Sierra Madre Elementary	700	627	585	-19.70%
Washington Elementary	456	445	427	-6.80%
Webster Elementary	320	339	297	-7.70%
Willard Elementary	592	577	475	-24.60%
McKinley (TK-8)	944	935	756	-24.90%
Eliot Arts Magnet	503	517	485	-3.70%
Sierra Madre Middle	583	588	582	-0.20%
Octavia Butler Middle	446	475	520	14.20%
Woodrow Wilson Middle	386	(Closed)		
Blair High School	1,015	1,102	1,068	5.00%
John Muir High School	811	927	936	13.40%
Marshall Fundamental	1,925	2,012	1,979	2.70%
Pasadena High School	1,858	1,842	1,671	-11.20%
Center for Indp Sty Acad.	193	154	405	52.30%
NPS School Group	92	99	79	-16.50%
Pasadena Unified	69	49	55	-25.50%
Rose City High School	197	170	175	-12.60%
<b>Total</b>	<b>15,951</b>	<b>15,313</b>	<b>14,542</b>	<b>-9.70%</b>

Source: <https://dq.cde.ca.gov/dataquest/>



## Enrollment - Public Facing View

A district's/school's website can impede enrollment. Examples of where there were weaknesses in PUSD's Enrollment portion of their website:

**School of Residence Registrations:** Families may register to attend their school of residence for Fall 2022 [pusd.us/registration](https://pusd.us/registration)

Pre-enrollment for schools of residence will be active beginning November 29, 2021. Beginning November 29, 2021

- New to PUSD K-12 students who prefer their school of residence; kindergarten students must turn 5 by September 1, 2022
- New to PUSD students entering Transitional Kindergarten
- Current PUSD students who are promoted to 6th or 9th grades and prefer to attend their school of residence: [pusd.us/findmyschool](https://pusd.us/findmyschool)

In lieu of compressing everything enrollment related into one list, which is hard to read and is cumbersome.

A button for each navigating them to the proper enrollment process pages.

## Calendar of Deadlines

<https://www.pusd.us/cms/lib/CA01901115/Centricity/Domain/54/OE%20calendar%2022-23%209.23.21%20v6.pdf>

This is a great resource however If a family decided, at the last minute this Summer to relocate to Pasadena or at some other point during the year, it does not appear that they could enroll in PUSD until the enrollment process began for the 2023-2024 school year.

Several of the 28 microsites need to be updated. They indicate enrollment deadlines that are not correct.

**OPEN ENROLLMENT 2022-23**  
Pasadena Unified School District

For assistance, please contact:  
Office of Enrollment, Permits,  
& Student Records  
351 S. Hudson Ave., Room 123  
Pasadena, CA 91101  
(626)396-3639  
[pusd.us/enrollment](https://pusd.us/enrollment)

**Search**

- Find your school of residence: [pusd.us/findmyschool](https://pusd.us/findmyschool)
- Search our website for school tour dates, the PUSD schools guide, and enrollment forms and procedures: [pusd.us/enrollment](https://pusd.us/enrollment)

**Select**

- Choose to enroll your student in their school of residence for the 2022-23 school year (no lottery application required unless the requested program is dual language immersion) OR
- Apply online to participate in the lottery for another PUSD school or a dual language immersion program, January 10-28 & March 7-11  
Online lottery applications: <https://schoolchoicepusd.com>

**Submit**

Pre-enroll your child in their school of residence or offered lottery school.

**Required documentation for registration/pre-enrollment:**

- Child's birth certificate, passport, baptismal certificate, Bible record, or immigration certificate
- Child's proof of current immunizations
- Recent utility bill in parent/guardian's name: water, gas, or electric
- Proof of residency in PUSD boundaries: deed of trust, rental receipt with lease agreement, property tax bill in parent/guardian's name
- Transcript (high school students) or recent report card (middle school)
- Most recent Individualized Education Plan, if applicable
- Students may be assessed for language proficiency, if applicable

Registration for eligible students during valid dates: [pusd.us/registration](https://pusd.us/registration)  
See reverse for valid dates. For priority and lottery seats, staff will confirm eligibility and notify families when they are accepted and permitted to register. Once pre-enrolled, a student may not participate in other phases of Open Enrollment.

All applications and forms are available online at [pusd.us/enrollment](https://pusd.us/enrollment)  
Assistance is available in person by appointment and by phone (626)396-3639

**PUSD OPEN ENROLLMENT 2022-23**

**Eligible families may submit sibling & priority applications for Fall 2022**  
[pusd.us/enrollment](https://pusd.us/enrollment)

October 25, 2021, 9AM - November 15, 2021, 4PM

- **Sibling:** Pre-enrollment applications for siblings of an enrolled PUSD student who will attend the same school/program at the same time (siblings must reside at the same address)
- **Priority:** PUSD students who are promoting to 6th or 9th grades and continuing in the same signature program; visit [pusd.us/enrollment](https://pusd.us/enrollment) for a list of qualifying programs & application

Appears that anyone wanting to register now has missed that opportunity to do so. See below.

See reverse for valid dates. For priority and lottery seats, staff will confirm eligibility and notify families when they are accepted and permitted to register. Once pre-enrolled, a student may not participate in other phases of Open Enrollment.

All applications and forms are available online at [pusd.us/enrollment](https://pusd.us/enrollment)  
Assistance is available in person by appointment and by phone (626)396-3639

**PUSD OPEN ENROLLMENT 2022-23**

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- **Priority:** PUSD students who are promoting to 6th or 9th grades and continuing in the same signature program; visit [pusd.us/enrollment](https://pusd.us/enrollment) for a list of qualifying programs & application

**Families may register to attend their school of residence for Fall 2022**  
[pusd.us/registration](https://pusd.us/registration)

**Beginning November 29, 2021**

- New to PUSD K-12 students who prefer their school of residence; kindergarten students must turn 5 by September 1, 2022
- New to PUSD students entering Transitional Kindergarten
- Current PUSD students who are promoting to 6th or 9th grades and prefer to attend their school of residence: [pusd.us/findmyschool](https://pusd.us/findmyschool)

**First Lottery**

Apply: January 10, 2022, 9AM - January 28, 2022, 4PM  
Results Available Online: February 17, 2022 by 11:59PM  
Register: February 18, 2022, 9AM - February 28, 2022, 4PM

- New and continuing K-12 students residing in PUSD may apply for schools other than the student's school of residence or for a dual language immersion program
- Children of PUSD employees (verification required)
- Families who missed the sibling/priority application period
- First lottery participants not offered their 1st choice must select "Continue to Next Round" to be included in the second lottery

**Second Lottery**

Apply: March 7, 2022, 9AM - March 11, 2022, 4PM  
Results Available Online: March 18, 2022 by 11:59PM  
Register: March 21, 2022, 9AM - March 25, 2022, 4PM

- New & continuing K-12 students residing in PUSD who missed the first lottery

**Families may submit Intradistrict & Interdistrict Permit Requests for Fall 2022**  
[pusd.us/enrollment](https://pusd.us/enrollment)

**Beginning March 28, 2022**

- Intradistrict permit requests for students new to PUSD after the close of the second enrollment lottery
- Interdistrict permits to enter PUSD from another district of residence

March 28, 2022-August 4, 2022

- Requests to relinquish permits to return to school of residence

March 28, 2022-June 28, 2022

- Interdistrict permits to exit PUSD
- Requires release from district of residence per BP 5117

All applications and forms are available online at [pusd.us/enrollment](https://pusd.us/enrollment)  
Assistance is available in person by appointment and by phone (626)396-3639

The above downloadable PDF's are out of date and misleading for parents who may want to consider PUSD as their school of choice.



**School Tour Information Pages** - This is a gateway to getting a parent engaged in the process and to help them select which school(s) to list as a choice. <https://www.pusd.us/Page/7801>

**Information presented on individual school websites is inconsistent.**

### The following are takeaways:

- a) Some schools had nothing - e.g. Norma Coombs and Madison
- b) Last 2022 date for School tours ranged from February to May
- c) Some schools already have 2022-2023 dates up!
- d) Some schools offer virtual tours and others don't - why the inconsistency?
- e) Dates and times of school tours - want to encourage working parents (the majority of PUSD parents/guardians) to attend? Offer the tours after working hours and/or on weekends. Most tours are at 9:00am. Not working family friendly.

This approach is not smart device friendly.

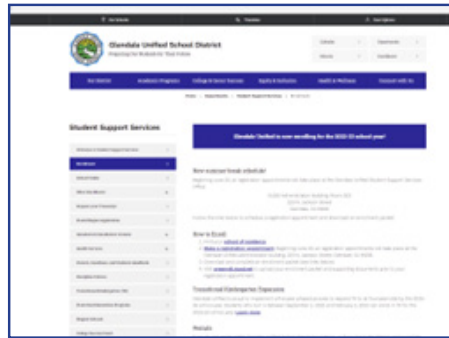
About PUSD	Schools	Enrollment & Registration	Academics & Programs	PUSD SERVICES	Calendar
<p>you to visit your school of residence and discover the possibilities available close to home. Whether you choose to attend the school in your neighborhood or one across town, we invite you to visit any PUSD campus and see how we are accelerating achievement for all students.</p>				<p><b>OFFICE HOURS</b></p> <p><b>Monday - Friday</b> 8:00 AM to 4:00 PM (626-396-3639)</p> <p><b>Office Closed:</b> <b>2nd Tuesday of the month</b> - Staff Planning and Training <b>8/5/22</b> - Admissions Day</p>	
<p><b>ATTEND PASADENA UNIFIED</b></p> <p><b>OPEN ENROLLMENT IMPORTANT DATES 2022-23</b>  <a href="#">INScripción ABIERTA FECHAS IMPORTANTES 2022-23</a></p>				<p><b>DISTRICT OFFICE LOCATION</b></p> <p><b>PUSD Ed Center</b> 351 South Hudson Ave, Room 123 Pasadena, CA 91101</p>	
<p><b>1. Search</b></p> <ul style="list-style-type: none"> <li>Find your school of residence: <a href="https://pusd.us/findmyschool">pusd.us/findmyschool</a></li> <li>Review our website for <a href="#">school tour dates</a>, the <a href="#">PUSD schools guide</a>, and enrollment forms and procedures.</li> </ul>					
<p><b>2. Select</b></p> <ul style="list-style-type: none"> <li>Choose to enroll your student in their <a href="#">school of residence</a> for the 2022-23 school year (no lottery application required unless the requested program is dual language immersion) OR</li> <li><a href="#">Apply online to participate in the lottery</a> for another PUSD school or a dual language immersion program</li> <li>Online lottery applications (during valid dates as linked above): <a href="https://schoolchoicepusd.com">https://schoolchoicepusd.com</a></li> </ul>					
<p><b>3. Submit</b></p> <ul style="list-style-type: none"> <li>Pre-enroll your child in their school of residence or offered lottery school. Eligible students may register during valid dates: <a href="https://pusd.us/registration">pusd.us/registration</a></li> <li>For priority and lottery seats, staff will confirm eligibility and notify families when they are accepted and permitted to register. Once pre-enrolled, a student may not participate in other phases of Open Enrollment.</li> </ul>					
<p><b>ENROLLMENT GUIDE</b></p> <p>The Enrollment Guide is a great one-stop resource about the schools of the Pasadena Unified School District. It has useful information about PUSD schools and the vibrant academics and supportive school communities that nurture the whole child. It also explains the process for enrolling in PUSD schools.</p> <p><a href="#">View the PUSD Enrollment Guide</a></p>					



## Best Practices Website Enrollment

### Other School districts and their online enrollment processes.

Glendale Unified School District <https://www.gusd.net/Page/14762>  
Features: An appointment Setting Process, Calendar and Enrollment Packet



LAUSD features Choices and Open Enrollment throughout different areas of their website. The welcome message and "ANY/EVERY student can attend their neighborhood school or apply to specialized programs" implies that they're open for every student anytime - upper Left button, and upcoming key dates that continue to drive enrollment. The open, upcoming, and closed tabs allow families to focus on the immediate reason for coming to the website.  
<https://apply.lausd.net/#gsc.tab=0>

Los Angeles Unified School District  
<https://attend.lausd.net/#gsc.tab=0>

It's apparent that LAUSD is working to increase enrollment as their website features an effective user interface and experiences (UX/UI) to make enrolling in the districts, schools, and programs simple. LAUSD's one click, and you land on a page with two options; open enrollment and school choice. The page also includes frequently asked questions making it easier for families to navigate their website.



Special/signature programs are easy to identify and a comprehensive walk through including how students are selected and the goals of the program.



Enrollment Calendar and Late Application Form in header and footer – easy to understand important dates and the highlighted information denotes what's ahead.



<https://echoices.lausd.net/DLE?lang=en#gsc.tab=0>



## Group 4 – Democracy Book Read Group

### Why Public Schools?

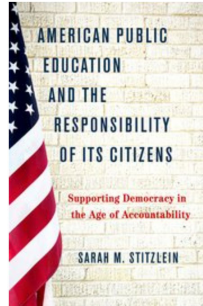
Read the book *American Public Education and the Responsibility of its Citizens* during the month of July and participate in a live discussion with the book's author, Sarah Stitzlein. The outcomes of the book discussion and volunteerism, beautification projects, giving events, and other community-wide initiatives can become a part of the strategic enrollment plan.

Author Sarah Stitzlein will deliver a virtual presentation on September 20, 2022, at 4:30 PM

Group #4 prepared an Op-Ed and was published in the Pasadena Now media.

<https://www.pasadenanow.com/main/guest-opinion-jennifer-hall-lee-public-education-is-a-worthy-investment>

- The book group has held one subcommittee meeting where we discussed the initial chapters of the book *Public Education and the Responsibility of its Citizens*.
- A conversation with the author, Sarah Stitzlein, will be held virtually on September 20.
- The reason for reading this book is to reunite us with fundamental ideas about why public schools are important and the great need for participation in our public schools.
- Several ideas emerged from our first meeting including future marketing ideas for the district; aggregated school rankings on private websites do not correlate with the experiences in our schools.
- Conversing about our public school district in the context of the greater good is an important topic of community conversation and it is dovetailing with current news articles about the need to maintain and grow our civic community.





# APPENDIX

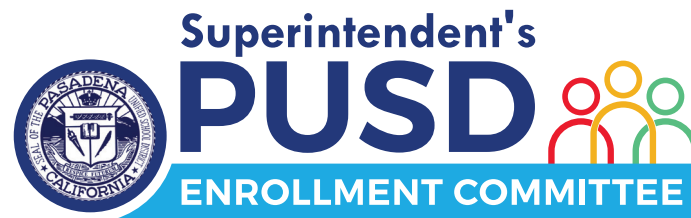


## APPENDIX

- Annalise Gilberto – Has been a teacher for 21 years. Important to serve the community in which we live.
- Maria Veronica Parra – (Teaches at San Rafael) – I would like to understand the PUSD enrollment process.
- Nancy Dufford – PEN – Represents 2,000 PEN members and a vehicle for parents being introduced to PUSD. Working on a survey and would like to understand why parents chose PUSD and the schools.
- Del Lile – PEF – Dovetailed with PUSD and attended PUSD Schools. His family has a great history, and his mother taught at PUSD.
- Tiffany Hwang – PUSD Parent/PEN Board Member – Born in Pasadena. PUSD should have a legacy where if you have a child in a school, their sibling can get in, but if their child has graduated from a certain school, their sibling doesn't automatically get in. Tiffany attended public schools.
- Mae Koenig – PUSD Parent and PTA President – Mae has a 4th grader at Field and a preschooler and secretary of the PUSD PTA council. Mae would like for the committee to turn her into a real champion and eliminate stress for other parents. Mae wants to build on the legacy of PUSD.
- Tina Pham – PEN Board Member and PUSD Parent – Tina lives on a PUSD power street. Tina had people walk them through the PUSD enrollment process who didn't understand it initially and arranged tours to see the schools. Has several children in PUSD schools. I want to be a cheerleader and brand ambassador.
- Hilda Horvath-Ramirez – PUSD Communication Department – Would like for PUSD to tell its story and utilize the various media outlets. (WKNX, KPCC, Outlook, Colorado Blvd., etc.,)
- Shahada Thornton, CSEA Representative – PUSD Union Leader and in the process of negotiating a new contract – Expect to have it in place before school starts in August 2022. She was born and raised in Altadena and went through all PUSD, as did her children and now her grandchildren. She's a legacy builder.
- Kristin Forrest – Principal at Webster Elementary for a few years, but has worked on PUSD for 25 years and lives on a PUSD power street. Her three children went through PUSD, and I feel grateful that it gave my children the foundation they needed to succeed.







**ALLEGRA**  
CONSULTING

Allegraconsulting.net  
129 North Marengo Avenue  
Pasadena, CA 91101  
(626)405-4848