



PUSD



ENROLLMENT COMMITTEE

Strategic Planning and Recommendations

March 1, 2023

ALLEGRA
CONSULTING



Committee members took up the issues of **declining enrollment and offered recommendations and ideas to offset the headwinds** the PUSD is currently facing. Recommendations will be included in the Enrollment Strategic Plan.

Meeting goals

- 6 Month Goal – Enrollment Strategy
- 1 Year Goal – Change perceptions around public schools through education and public relations.

Launched the Committee in June 2022

25 Committee Members

Divided the Enrollment Committee into four subgroups to develop a comprehensive strategy to stabilize and increase enrollment.

#1 – Parent Involvement Group

#2 - Public Relations Group

#3 - Enrollment and Capacity

#4 - Community Book Read/Conversations

7 Committee Meetings

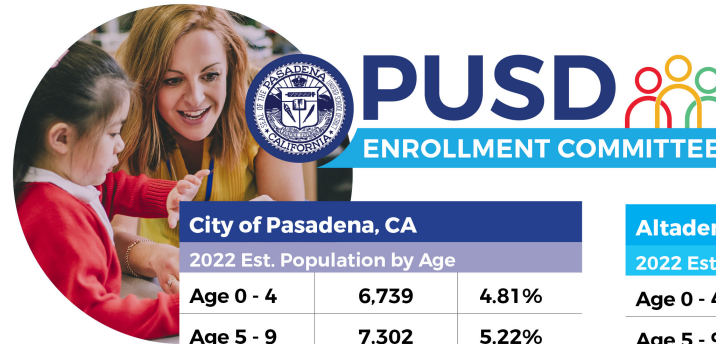
11 Subcommittee Meetings

Subgroups analyzed and reviewed the following:

- PUSD Website and School Websites
- Enrollment Process
- Enrollment Marketing Materials and Messaging
- Goodwin Simon Surveys (5) 2016
- Survey #1 2022 School Experience Survey
- Assessed Five Schools with the Lowest Enrollment
- Analyzed PUSD Communications
- 2 SWOT Analysis; Signature Programs & 22 Non PUSD Schools
- Demographics
- Enrollment by District Comparison (Burbank, Glendale, and LAUSD)
- Reviewed the rising cost of living and wages
- Estimated Population by Age Range
- Birth rates and Davis Demographics Reports
- Survey #2 Why Parents Left the District
- Reviewed ideas and recommendations for Strategic Plan

FACTORS CONTRIBUTING TO DECLINING ENROLLMENT

- Decline in birth rates in CA
- Academics did not meet parent's expectations – **Survey #2**
- Administration/Principal/Teachers were not prepared and or Parents were dissatisfied with school - **Survey #2**
- PUSD School Closures in 2019 and 2020.
- COVID Outward Migration
- COVID - PUSD did not reopen quickly and was not responsive during the reopening process
- COVID testing/vaccination policies. Many minority families chose not to vaccinate.
- Culture - Family Responsibility
- Cost of housing/living in the area
- High number of private and charter schools



City of Pasadena, CA		
2022 Est. Population by Age		
Age 0 - 4	6,739	4.81%
Age 5 - 9	7,302	5.22%
Age 10 - 14	7,792	5.57%
Age 15 - 17	4,404	3.15%
Total	26,237	

Altadena, CA		
2022 Est. Population by Age		
Age 0 - 4	2,019	4.74%
Age 5 - 9	2,277	5.35%
Age 10 - 14	2,413	5.67%
Age 15 - 17	1,477	3.47%
Total	8,186	

Sierra Madre, CA		
2022 Est. Population by Age		
Age 0 - 4	454	4.13%
Age 5 - 9	485	4.42%
Age 10 - 14	520	4.73%
Age 15 - 17	363	3.30%
Total	1,822	

Source: Claritas Pop Facts 2022

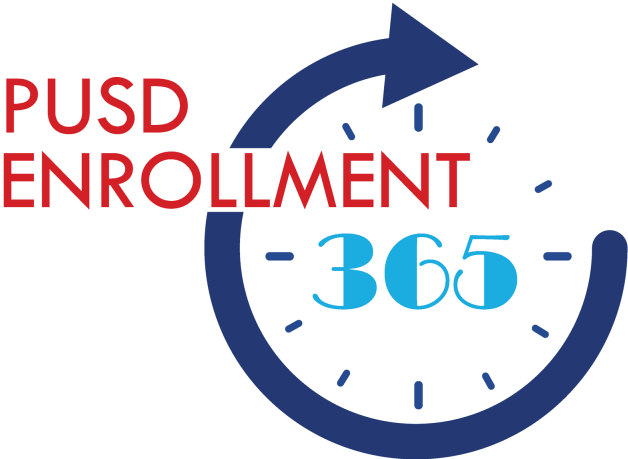
Combined Total: 36,245

Student Capture Rate by School Attendance



Pasadena
Altadena
Sierra Madre

ESRI 2021 (AGE 5-17)	28,230
Enrolled PUSD 2021	13,542
Student Capture Rate	48%
Potential Students	14,688



Survey #1 and Survey #2 – Top Level Results from Parents & Families

Survey #1 - School Experience

Dates Survey Was Live: July 1 - 31, 2022

18 Questions

1,025 PUSD Families Responded/Completed Survey

74% of respondents would recommend PUSD to another family

Offered in English and Spanish.

The most important factors when selecting a child's current school include the following:

1. **Safe Environment** – 75.4% deemed this very important, and 17.3% deemed this as important. This equals a combined total of 92.7%
2. **School Leadership/Great Principal** – 57.1% cited this as being very important, and 26.7% cited this as important. This equals a combined total of 83.3%.
3. **Rigorous Curriculum/Strong Academics** – 48.9% indicated this is very important, and 32.6% indicated that this is important. This equals a combined total of 81.5%.

These numbers closely mirror findings in the Goodwin-Simon Survey of 2016.

Survey #2 – Families Who Left the District

Dates Survey Was Live: September 12-19, 2022

14 Questions

2,740 Invitations were emailed.

90 Completed Surveys

Offered in both English and Spanish

48% of families would return to PUSD if changes were made.

Reasons why families left the district:

1. 90.8% believe that **school safety** was a very important or important factor in their decision to leave.
2. 83.7% believe that **leadership/principal** was a very important or important factor in their decision to leave.
3. 77.6% believe that **administration or teachers** contributed to their decision to leave.
4. 65.3% believe that the **quality of education/academics** or being disappointed with the curriculum was one of the contributing factors in their decision to leave the district.

PUSD is reviewing a program with C-CUBES K-12 to train staff, teachers, and leadership and address underperforming schools; schools considered unsafe and other issues.

SWOT #1 - PUSD Overview



Strengths

- Signature Programs
- Website Strengths
 - Some schools list their signature programs, certifications, imagery and social networking sites on the homepage
- Diversity - Multicultural



Weaknesses

- School Websites
 - Not user friendly, difficult to uncover or missing information.
- Enrollment is Not Year-Round
- Inconsistent marketing of PUSD's competitive advantages
- School Experience Survey
 - Poor leadership
 - Lacking Great Teachers
 - Communication
 - Schools in poor condition



Opportunities

- Signature Programs
 - Market to potential and current students/parents
 - Make Signature Programs evident on the homepage of each website
 - Pictures/visuals representing the best Signature programs
- Consistent Enrollment Marketing (24/7/365)
 - Chance to engage with potential students and increase enrollment year-round.



Threats

- Not marketing enrollment at all times of the year = decline in number of PUSD students
- Private/Charter Schools - aggressively market 24/7
- Low birth rates
- Cost of Living (COL), migration out of the area, and inflation



SWOT #2 - Non - PUSD Schools Overview



Strengths

- Similar in terms of curriculum and programs, but with heavy emphasis on connection and relationship building between teachers/administration/peers.
- Consistent enrollment tactics and activities throughout the year



Weaknesses

- Cost of Attendance (\$15k - \$60k)
- Charter Schools – fees, art schools (earn your way in), or chosen by the public lottery
- Pasadena/Altadena/Sierra Madre Cost of Living (COL)
- Inflation
- Lack of Diversity



Opportunities

- Aggressive enrollment marketing
- Chat boxes/phone numbers to contact the schools
- Chance to engage with potential students/parents
- Information accessibility increases the chance of student enrollment



Threats

- Cost of Living (COL) - due to the rising cost, parents are looking for ways to reduce costs while maintaining quality education (PUSD is an option for these parents)
- Recession/Inflation
- Low birth rates



Conclusion, Ideas and Recommendations

Several committee members presented additional ideas for consideration.

- Competitive Sports Event(s) held at the Rose Bowl - Scouts invited to see talent.
- Door-to-Door Public Education Outreach Campaign – Door Hangers
- TK Romper Room Television Program – K-Learn
- Schools Challenge Quiz
- Battle of the Brain Contest
- Academic Decathlon – Super Quiz
- Sports Alum Event/Campaign showcasing PUSD's successful history in sports

Parent Involvement Group #1

1. PUSD Enrollment 24/7/365 – Year-Round Enrollment Effort Across “ALL” PUSD Departments.
2. Improve Communication and Establish a Key Contact Directory –PUSD Main Telephone System.
3. Summer Enrollment Support – Ensuring families receive support during the Summer months.
4. Transitional Kindergarten Community Partnership Program – Collaborate with existing CBOs, PEN, and PEF.
5. School Safety - Anti-Bullying Campaign and Program – Year-long campaign across all departments and schools.
6. Creating the Best Possible Reputation – Online Reputation Management Program (PTA Collaboration)
7. Community/Enrollment Events at school sites to engage the community (Farmer’s Market, live music, crafts, gardening, etc.)

Conclusion, Ideas and Recommendations

Public Relations Group #2

7. Hire Four (4) Communications Specialists – Support Enrollment Efforts in Low Enrollment Schools (web, social, tours, etc.).
8. Control the Narrative – PUSD’s Public Relations Employ/Engage with an Online Media Deployment and Monitoring Tool.
9. Deploy an Online District-Wide Master Events and Meeting Calendar.
10. Increase PUSD visibility! Use branded Yard Signage for Schools with Low Enrollment.
12. Maintain School-level websites and social media sites.
13. Transitional Kindergarten School Outreach Program – Develop a deliberate strategy and conduct outreach to community partners to attract more families with transitional kindergarteners to PUSD.

Enrollment and Capacity Group #3

13. PUSD Enrollment 24/7/365 – Year-Round Enrollment Effort Across “ALL” PUSD Departments.
14. Summer Enrollment Support – Ensuring families receive communication and enrollment support during the Summer.
15. District-wide Customer Service Training Program with ongoing accountability measurement.
16. Maintain the District’s and School’s Enrollment web pages – they must remain current and relevant.
17. K-12 Program to train and address many issues. Provide schools with the resources they need to thrive.

Community Book Read/Conversations Group #4

18. Host bi-monthly community conversations around larger PUSD topics such as Measure O, Enrollment, etc..

TOUR PUSD THE PLACE TO BE

