

Departmental Program Review Report

2025-26 Public Relations, Marketing & Government Relations

The information below is required to be completed for all departments for the Departmental Program Review Report.

1. **Provide a brief summary of your department's operations and any significant changes since the last Program Review. Highlight the major duties and responsibilities of your staff in servicing the district and the colleges, along with the number and types of staff in your office. State how your department supports other administrative and academic units. Include a link to your department's current organization chart.**

Department Summary and Major Duties / Responsibilities

The Public Relations, Marketing, and Government Relations (PRMG) Department leads districtwide efforts to enhance institutional visibility, strengthen community trust, and support student enrollment and retention from initial inquiry through completion. Our work spans the full communications and engagement lifecycle, integrating strategy, creative execution, and advocacy to position the Chabot-Las Positas Community College District (CLPCCD) as a premier provider of accessible, high-quality higher education.

Our major functions include:

- **Strategic Communications and Enrollment Support:** Design and implement cyclical, data-informed marketing and outreach campaigns across digital, print, and social platforms to attract, engage, and retain students.
- **Brand Stewardship:** Manage the district and college brand identities to ensure consistent visual representation, messaging alignment, and storytelling that elevate the district's institutional reputation.
- **Public Relations:** Advance a positive public image through proactive media engagement, content development, crisis communication, and storytelling that highlight student achievement and institutional impact.
- **Government Relations:** Advocate for equitable access to higher education through legislative monitoring, policy engagement, and coalition building with local, state, and federal officials. PRMG communicates the district's role as an essential community partner and economic driver.

Department Composition:

- Dionicia Ramos, Director of Public Relations, Marketing, and Government Relations
- Chip Woerner, Director of Marketing and Communications (Las Positas College)
- Adelina Elo, Director of Marketing and Communications (Chabot College)
- Bryn Lux, Marketing and Communications Associate

Support for Administrative and Academic Units:

PRMG provides comprehensive communication and engagement support to the Chancellor's

Office, Board of Trustees, and all district and college divisions. Services include executive and internal communications, media relations, event and program promotion, strategic marketing, student outreach, photography, graphic design, social media management, brand oversight, and government relations.

Significant Changes Since Last Review:

Since the previous review cycle, PRMG has supported several emerging districtwide initiatives and expanded operational responsibilities:

- Implementation of winter intersession with associated marketing and budgetary implications.
- Transition from Phase II to Phase III of Advise, requiring enhanced communication strategies and stakeholder collaboration.
- Implementation of new tools for students and staff (MyPortal, SSB9) requiring communication and toolkits for students and staff.
- Relaunch of Phase I of Recruit, necessitating coordination with Student Services and IT.
- Support for statewide efforts such as the Common Course Numbering Project.
- Increased advocacy and communication in response to rapid federal policy shifts affecting students and staff.

Organizational Chart: [PRMG Org Chart](#)

2. Discuss generally the way in which the department serves and contributes to achievement of the District Mission and Vision, including academic excellence and student success (directly and/or indirectly).

PRMG advances the district's mission by strengthening public trust, ensuring accurate representation of our diverse community, and communicating the value of CLPCCD's academic and workforce programs. Through our integrated marketing, advocacy, and public relations efforts, we contribute directly and indirectly to academic excellence and student success by:

- Garnering investment: securing resources, partnerships, and legislative support that expand student opportunities.
- Increasing student access and completion: strategically guiding students from awareness to application, registration, and persistence through targeted communication.
- Celebrating diversity: elevating authentic stories that reflect our students' and employees' lived experiences, thereby reinforcing belonging and inclusion.
- Strengthening community and industry partnerships: cultivating relationships that help students connect academic learning to career pathways.
- Enhancing communications infrastructure: equipping colleges with the tools, analytics, and branding support needed to deliver clear, student-centered messaging across all platforms.

3. State how your department has supported the Board Priorities.

PRMG's initiatives are closely aligned with the CLPCCD Board of Trustees' priorities, the Chancellor's strategic objectives, and the Districtwide Strategic Plan.

- **Fostering DEIAB Culture:** We amplify diverse voices through inclusive storytelling, ambassador programs, and event promotion that reflect the breadth of our community and serve as retention strategies.
- **Expanding Workforce Development:** We maintain strong relationships with regional employers, chambers of commerce, and workforce intermediaries to promote programs aligned with industry demand and advocate for supportive funding.
- **Supporting Basic Needs:** We educate policymakers about barriers students face and advocate for legislation that addresses food, housing, and financial insecurity.
- **Ensuring Fiscal Responsibility:** Our budget planning emphasizes fiscal discipline while aligning resources to optimize Student-Centered Funding Formula (SCFF) outcomes.
- **Attracting and Retaining Talent:** We strengthen CLPCCD's reputation as an employer of choice through cohesive internal and external communications and brand visibility. We also intentionally highlight and celebrate staff and faculty recognitions.
- **Advancing Academic Excellence:** We refine outreach and engagement strategies through our CRM (Recruit and Advise), Bay Area K–16 Collaborative, collaboration with dual enrollment initiatives, and EBCAN partnerships with the goal of improving student communication and retention.

**For additional details on strategy and metrics: [Form A Goals.docx](#)*

4. **Identify key internal and external environmental factors and expectations, including those from funders and regulators, which impact the department's operations.**

PRMG operates in a dynamic environment shaped by both internal and external forces:

- **External Factors:** We serve a broad and diverse groups that include prospective and current students, parents, influencers, business partners, and community organizations. Constant changes in technology, media consumption, the political landscape and public policy require agile adaptation of marketing tactics to ensure message resonance and reach. Many factors influencing student behavior such as economic conditions, social pressures, or state policies lie outside institutional control, demanding continuous innovation in outreach strategies.
- **Internal Factors:** PRMG responds to evolving college needs, each with distinct institutional priorities and leadership expectations. Balancing these with districtwide strategic objectives requires thoughtful coordination, prioritization, and resource allocation within a limited capacity and funding structure.

5. **Identify areas for improvement, and any areas of change or growth.**

To better serve the colleges and district offices, PRMG aims to streamline workflows and enhance tactical service delivery. Areas of focus include:

- Developing self-service templates and toolkits for collateral, digital assets, and promotional materials to expand access despite limited staffing.
- Enhancing turnaround times and scalability in graphic design, photography, and media support.

- Establishing clearer service-level expectations and resource-sharing models to balance districtwide consistency with college-level needs.
6. **Discuss two or three projects/activities that you are planning to undertake that promote innovation and productivity, and overall service improvements. Briefly outline the steps you are going to take to get there, and how these projects consider best practices associated with improved quality.**

Project 1: CRM Optimization and In-Reach Strategy

PRMG is leading the implementation of *Recruit* (CRM), which will modernize our student engagement pipeline by capturing data at the inquiry stage and enabling tailored communication throughout the enrollment process. This includes developing event registration tools, Request for Information (RFI) forms, and automated communications. These data-driven insights will inform enrollment strategies, guide brand voice consistency, and strengthen collaboration across departments.

Project 2: Annualized Advertising Model

With the introduction of Winter Intersession, PRMG will transition from discrete term-based campaigns to an annual campaign model with adaptable creative assets. This shift will improve consistency, reduce duplication of effort, and extend brand continuity. Concurrently, we are reassessing vendor engagement processes to enhance efficiency and responsiveness to accelerated campaign timelines.

Personnel Resource Request [Acct. Category 1000 and 2000]

Use this section only to request new or augmented personnel resources for administrative or classified professionals. Do not include requests for professional development, contract services, or other non-personnel costs.

Purpose: Identify and explain additional staffing needs to advance your service area's goals and improve service delivery beyond current funded levels.

- 1. Position Request and Rationale: Provide details, including job title, classification, percentage of FTE, whether the request is new or an augmentation of existing resources, and the relative cost of the position.**

PRMG requests the addition of two (2) full-time classified professional positions — one marketing and communications associate for Chabot College and one for Las Positas College (1.0 FTE per college). Estimated salary and benefits per position: \$110,509.

These positions are designed to expand marketing and communications capacity at the college level, supporting the strategic, high-level branding and operational excellence efforts led by each campus's director of marketing and communications. As our digital and social media ecosystems continue to expand, the need for sustained, professional management of day-to-day social media marketing operations has become critical to maintaining momentum, quality, and impact.

Each marketing and communications associate would focus on tactical implementation, including:

- Managing and scheduling content across institutional social media platforms (Instagram, Facebook, X, LinkedIn)
- Generating creative content, editing copy, and coordinating multimedia materials
- Tracking and reporting analytics to assess engagement and growth
- Staying current with emerging trends to maintain relevance and reach
- Coordinating with staff, students, and ambassadors who contribute to college social media and storytelling efforts
- Archiving and managing digital assets for consistency and long-term accessibility

The request is data-driven: both colleges have experienced measurable social media growth, reflecting increased audience engagement and brand recognition.

- **Cumulative Facebook reach:** 226,367 | **Followers:** 14,000
- **Cumulative Instagram reach:** 226,367 | **Followers:** 7,944 (a 43% increase in the last year)
- **Cumulative LinkedIn followers:** 58,435

This growth demonstrates strong return on investment from strategic social engagement. However, the increase in content demand and follower engagement has outpaced current staffing capacity, creating a risk of inconsistency, missed opportunities, and reduced responsiveness to prospective students and stakeholders.

2. **How does your request align with the information provided in your Departmental Program Review? Explain how this request supports your program goals, student success, service delivery, or other outcomes noted in your Program Review.**

This staffing request directly supports PRMG's stated goals of advancing strategic communications, enhancing student recruitment and retention, and fostering a sense of belonging across the district. As outlined in the program review:

- **Supports Enrollment and Retention Goals:** Expanded social media engagement builds awareness, drives inquiries, and connects with prospective students earlier in their decision process, something that contributes to enrollment growth.
- **Advances Brand and Reputation Management:** Consistent, high-quality content reinforces institutional credibility and public trust, aligning with the board's DEIAB and workforce development priorities.
- **Enhances Inclusion and Belonging:** Social media platforms serve as accessible spaces for student voices and community representation, promoting inclusion and authentic storytelling.
- **Improves Operational Efficiency:** Adding classified professional support enables directors to focus on higher-level strategy, partnerships, and campaign innovation while ensuring daily operations remain consistent and data-informed.

These positions will strengthen each college's marketing infrastructure, sustain digital growth, and amplify the district's visibility and impact.

Supplies Augmentation Request [Acct. Category 4000]

Please list additional/augmented funding requests for categories 4000. Do NOT include conferences and travel, which are submitted in the next section. Justify your request and explain in detail the need for any requested funds beyond those you received this year.

NOTE: Only use this form to add new requests to augment the current department budget.

1. **Supplies Request and Rationale:**

No new supplies requests are being submitted at this time. PRMG continues to assess current budgeted line items to ensure that the current plan for needed supplies meet operational and data-driven communication needs.

2. **How does your request align with the information provided in your Departmental Program Review?**

N/A

Contract Services, Conference & Travel Augmentation Requests [Acct. Category 5000]

Use this section to request augmented funding for contracts & services and conference attendance. List or describe proposed contracts and services. For conferences/training programs, include available specific information on the name of the conference and location. Your rationale should discuss connection to the District Strategic Plan goal.

NOTE: Do not include existing Contract Services, Conference & Travel within your department budget on this form. Only use this form to add new requests to augment the current department budget.

1. Listing/Description and Rationale for Contracts and Services:

Building on recent analytics and recommendations from an AI search optimization review, PRMG proposes contracting with a digital strategy vendor to enhance the district's web visibility, engagement, and credibility. This approach would help CLPCCD move from a solid but under-leveraged online authority position to a growth trajectory that aligns with our institutional prominence and public mission.

The goal of this engagement is to build a sustainable digital foundation that transforms CLPCCD's web presence into a driver of awareness, trust, and measurable growth over the next 12–18 months. The vendor would perform an in-depth audit and lead phased implementation focused on technical optimization, content structure, and authority-building strategies consistent with higher education best practices.

Two implementation pathways are under consideration:

- **Option 1: Institutional Visibility and Credibility:**
Focused on structured content development and authority-building campaigns to expand visibility through key content hubs (Board & Governance, District Initiatives, Finance & Budgets, and Leadership). This includes the creation of optimized communication hubs that enhance transparency, accessibility, and engagement for students, employees, and community stakeholders
- **Option 2: Regional and Statewide Leadership Strategy:**
A more advanced approach emphasizing search engine optimization (SEO), content and media integration, and digital PR outreach to position CLPCCD as a thought leader within the California Community College system. This strategy includes technical SEO improvements, content expansion tied to statewide initiatives, and visibility in Google News and educational media.

Both options aim to improve discoverability, enhance stakeholder confidence, and increase monthly organic visits within 12–18 months of the start of the project. Estimated cost: \$36,000.

To read an initial visibility and trust analysis for the CLPCCD website, click here:

- https://docs.google.com/document/d/1HUJtoCIQ4mX9b_Rvo7UhRT56qHkwFhadGMZFt4qYd-8/edit?usp=sharing

2. Listing and Rationale for Conferences and Travel:

There are no new requests for conference or training programs.

3. How do these requests support the results and future directions in your departmental program review?

The proposed contract for a digital strategy and visibility initiative directly supports the PRMG Department's long-term goals of strengthening institutional reputation, expanding outreach effectiveness, and advancing Board and District strategic priorities. The AI search optimization analysis and plan identified a key opportunity for CLPCCD to leverage its strong domain authority and extensive backlink network to substantially increase web traffic, engagement, and credibility within the next 12–18 months

By investing in a vendor-led website optimization and authority-building strategy, PRMG will operationalize several of its core commitments outlined in this program review:

- **Enhancing Strategic Communications Infrastructure:** This initiative builds a sustainable digital foundation that integrates marketing, communications, and public transparency functions across the district and colleges. It aligns directly with PRMG's mandate to improve how stakeholders access information about governance, equity initiatives, fiscal transparency, and districtwide programs.
 - **Supporting Student Success and Public Trust:** Improved website visibility will make it easier for students, families, and community members to find relevant academic and administrative information, thereby reducing friction in the enrollment pipeline and strengthening institutional trust.
 - **Aligning with Board Priorities and the District Mission:** The project reinforces board priorities around DEIAB, workforce development, and fiscal transparency by ensuring that related initiatives are more visible, accessible, and discoverable online.
 - **Promoting Innovation and Measurable Impact:** The initiative represents a forward-looking investment in measurable outcomes—specifically, scaling organic web traffic from, improving stakeholder engagement, and elevating CLPCCD's statewide reputation as a student-centered district.
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Technology Requests [Acct. Category 6000]

Please list computer and technology hardware and software requests including instructional technology and infrastructure, as relevant.

IN ADDITION TO THE TECHNOLOGY PURCHASE COSTS FOR THE HARDWARE AND SOFTWARE, INCLUDE ANNUAL MAINTENANCE COSTS AS A SEPARATE LINE ITEM TO PROVIDE THE "TOTAL COST OF OWNERSHIP" (TCO).

NOTE: Do not include existing Technology within your department budget on this form. Only use this form to add new requests to augment the current department technology, infrastructure, and budget.

1. **Summary of request and rationale. Explain how this request correlates with the findings of your departmental program review:**

No new technology requests are being submitted at this time. PRMG continues to assess current hardware, software, and CRM-related systems to ensure that existing tools meet operational and data-driven communication needs.