2026-27 Public Relations, Marketing & Government Relations

Departmental Program Review Report

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.**

   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 and Community Engagement:** 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.

- **Social Media Management and Governance:** Oversee institutional social media operations, establish standards for account management and content, and support compliance with applicable accessibility, public records and district policy requirements.

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:

- PRMG's responsibilities continue to evolve as digital communications become increasingly central to how students discover educational opportunities, connect with their colleges and access important information.
- Social media has become a key channel for student recruitment, enrollment campaigns, campus engagement and retention-related messaging.
- Demand for original photography, short-form video, student-centered storytelling and responsive online engagement continues to grow.
- The district's social media presence extends beyond primary institutional accounts to hundreds of accounts associated with departments, programs and other college activities, creating a substantial governance and oversight responsibility.
- Four annual enrollment marketing cycles, including winter intersession, require more sustained digital content production, campaign monitoring and coordination.
- Changing platforms, accessibility expectations, public records obligations and audience behaviors require specialized attention and consistent oversight.

These changes have expanded the scope and complexity of social media operations beyond what current staffing can sustainably support while maintaining the department's broader responsibilities.

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 connecting students and community members with educational opportunities, strengthening institutional trust and communicating the value of Chabot College and Las Positas College.

Our work contributes to student success by:

- **Increasing access and enrollment:** Building awareness of academic programs, workforce pathways, financial aid and registration opportunities through targeted campaigns and communications.

- **Supporting student retention:** Reinforcing awareness of student services, academic resources, basic needs assistance and campus opportunities that help students remain engaged.

- **Fostering inclusion and belonging:** Sharing authentic stories that reflect our diverse student populations, celebrate their experiences and strengthen connections to the colleges.

- **Promoting academic and workforce excellence:** Highlighting transfer pathways, career education, apprenticeships, certificates and student achievements.

- **Strengthening institutional identity:** Communicating the distinct value and culture of each college while reinforcing the district's shared mission.

Social media contributes to each of these functions. It provides opportunities for timely, two-way communication and enables the colleges to reach prospective and current students through platforms they use in their everyday lives.

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

PRMG supports all six Board priorities through its districtwide marketing, communications, public relations and advocacy responsibilities.

- **Priority 1 — Diversity, Equity, Inclusion, Accessibility and Belonging:** PRMG promotes inclusive storytelling, elevates diverse student perspectives and works to ensure communications are accessible. Brand awareness campaigns and our social media strategy provides opportunities for students to see themselves represented in their college communities.

- **Priority 2 — Workforce Development and Skillset Advancement:** PRMG promotes career education, apprenticeships, industry partnerships and workforce training programs through targeted campaigns, storytelling and outreach. Workforce development is also a central focus of the district's government relations and advocacy strategy as we support the district in identifying legislation that advances CLPCCD's workforce development goals.

- **Priority 3 — Student Basic Needs:** Through communication strategies, PRMG helps connect students with information about financial aid, food assistance, housing resources, emergency support and other services that can reduce barriers to student success. PRMG also supports the fundraising efforts of the Foundation for CLPCCD as the foundation seeks to raise funds for students' emergency needs.

- **Priority 4 — Fiscal Management and Equitable Resource Allocation:** PRMG uses performance data to guide advertising decisions and maximize the effectiveness of marketing investments. Our budget planning emphasizes fiscal discipline while aligning resources to optimize Student-Centered Funding Formula (SCFF) outcomes.

- **Priority 5 — Recruitment, Retention and Mentorship:** PRMG develops campaigns and communications that attract prospective students, encourage enrollment, celebrate employees and foster ongoing campus engagement. The department also supports responsible stewardship of institutional social media accounts through governance, consistent processes and oversight.

- **Priority 6 — Academic Vision, Success and Excellence:** PRMG highlights educational pathways, student accomplishments, academic programs and support services that help students make informed decisions and progress toward their goals.

Increasing PRMG's social media capacity would strengthen its ability to advance these priorities through sustained outreach, responsive communication and more effective digital engagement.

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

- **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. Social media platforms continually change their algorithms, content formats and audience engagement practices, requiring ongoing adaptation. Many factors influencing student behavior such as economic conditions, social pressures, or state policies lie outside institutional control, demanding continuous innovation in outreach strategies. As a public institution, we must deliver accessible, timely and responsive communication through digital platforms.

- **Internal Factors:** PRMG responds to evolving college needs, each with distinct institutional priorities and leadership expectations. Both colleges have distinct institutional identities, priorities, student populations and communications needs. Balancing these with districtwide strategic objectives requires thoughtful coordination, prioritization, and resource allocation within a limited capacity and funding structure. Demand for social media coverage extends across enrollment campaigns, academic programs, student services, campus events and institutional initiatives. The combination of rising expectations, ongoing content demands and governance obligations requires a more sustainable staffing model.

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

PRMG has identified several opportunities to strengthen the effectiveness, consistency and accountability of its marketing and communications operations.

- **Expand operational capacity:** Improve online audience engagement, monitoring and responsiveness across platforms.

- **Increase original content production:** Develop more student-centered photography, short-form video and compelling storytelling that reflects the colleges' unique identities.

- **Strengthen social media governance:** Establish and maintain a comprehensive account inventory, consistent authorization procedures, account transition protocols and processes supporting records retention and accessibility requirements. BP and AP 3725 (*INFORMATION AND COMMUNICATIONS TECHNOLOGY ACCESSIBILITY & ACCEPTABLE USE)* outlines the district's social media policy and the expectations for training that should be delivered to authorized users across the district who must understand what content is authorized, what content is prohibited, the policies regarding records retention, and the responsibility for monitoring content on social media platforms that represent the district or its programs. This is a significant undertaking given the hundreds of accounts that meet this criteria.

- **Improve digital marketing performance:** Monitor campaign results more closely, assess audience behaviors and identify opportunities to refine content and advertising strategies.

- **Expand audience reach:** Evaluate emerging platforms and engagement strategies to connect with prospective students and underserved audiences.

These improvements require dedicated personnel capable of managing the ongoing operational work while contributing to longer-term strategic growth.

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: Strengthen Social Media Strategy and Student Engagement
PRMG will develop a more comprehensive, college-specific approach to social media that supports enrollment, retention, campus engagement and institutional branding. Key activities include expanding student-centered content, increasing video production, strengthening content calendars, improving responsiveness and evaluating emerging platforms. This initiative will help the colleges create more consistent and relevant communications while strengthening connections with prospective and current students.

Recent national research demonstrates that social media plays an important role in how prospective students research colleges, evaluate their options and make enrollment decisions. Niche's 2024 *Enrollment Survey* found that 64% of respondents who received or used social media as an enrollment marketing channel reported that it positively influenced their decision. Similarly, Carnegie's 2025 *College Choice Trends* research found that 35% of graduating high school seniors sought information about colleges through social media.

Research also highlights the importance of trust and authenticity in institutional social media content. Carnegie's 2025 study found that 41% of graduating seniors gave institution-produced social media

content one of the two highest trust ratings. These findings reinforce the importance of developing content that goes beyond promotional advertising to showcase authentic student experiences, campus culture, academic opportunities and the people who make each college community distinctive.

CLPCCD's own market research reinforces the importance of maintaining a strong presence across multiple social media platforms. The district's survey, which collected responses from 1,512 students, found that Instagram was the most frequently used social media platform, with 80% of respondents reporting use at least three times per week. YouTube followed at 58%, TikTok at 49% and Facebook at 24%.

These findings identify opportunities for PRMG to expand the colleges' social media presence, particularly through video-centered platforms such as YouTube and TikTok, while continuing to strengthen existing engagement on Instagram and Facebook. Reaching students effectively across these channels requires platform-specific content, original photography and video production, active audience engagement, and an understanding of changing digital trends and student preferences.

The proposed addition of two full-time social media professionals, one at Chabot College and one at Las Positas College, would provide dedicated capacity to strengthen these efforts. These positions would support the development of compelling, student-centered content, expand engagement across relevant platforms, provide more consistent social media operations, and strengthen the oversight and governance of institutional accounts.

Project 2: Establish Comprehensive Social Media Governance and Accountability
PRMG will strengthen the districtwide framework for managing official social media accounts.

This initiative will include developing a comprehensive account inventory, standardizing processes for creating, transferring and closing accounts, clarifying account ownership and administrator responsibilities, and improving procedures supporting accessibility and public records compliance.

The goal is to reduce institutional risk, maintain brand consistency and establish sustainable oversight of the district's extensive social media presence. See above for the district’s social media policy as it relates to governance as cited in BP/AP 3725.

Project 3: Improve Digital Advertising Effectiveness and Campaign Analytics
PRMG will strengthen its approach to social media advertising and campaign monitoring to support four annual enrollment marketing cycles.

Activities will include closer monitoring of campaign performance, regular analysis of engagement and conversion indicators, improved coordination with advertising vendors, and the use of audience insights to inform adjustments while campaigns are active.

These efforts will support more strategic use of advertising resources, improved campaign effectiveness and greater accountability for marketing investments.

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.

7. **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 **two (2) new full-time classified professional social media positions — one dedicated to Chabot College and one dedicated to Las Positas College (1.0 FTE per college).**
Proposed Position Title: Social Media Specialist (working title; subject to classification review)
Classification: Classified Professional
FTE: 2.0 total (1.0 per college)
Request Type: New positions
Estimated Salary and Benefits: To be determined based on the approved classification and current salary schedule.

Social media is now a core component of how CLPCCD recruits students, supports enrollment and retention, communicates essential information, and builds the identities of its two colleges. However, the volume and complexity of this work have expanded significantly without corresponding dedicated staffing.

PRMG's current team balances the daily demands of social media with marketing campaigns, media relations, graphic design, executive communications, student outreach, public relations and government relations. The proposed positions would establish dedicated capacity for four essential functions:

1. Social Media Operations and Student Engagement

- Manage daily posting, scheduling and monitoring of official college social media channels.
- Respond to comments, messages and inquiries, referring students to appropriate campus services when necessary.
- Build engagement through meaningful interaction with students, community organizations and relevant institutional accounts.
- Maintain accessible content practices, including captions, alternative text and other applicable standards.
- Evaluate opportunities to reach students through emerging platforms and new forms of digital engagement.

2. Creative Content Development and Institutional Storytelling

- Produce original photography, video and social media content that highlights student experiences, academic opportunities and campus life.
- Develop student-centered storytelling that reflects each college's distinct culture and brand.

- Cover campus events, student achievements, workforce programs and initiatives supporting institutional priorities.
- Collaborate with academic departments and Student Services to develop timely, relevant content that strengthens student engagement and belonging.

3. Social Media Governance and Institutional Accountability

- Support PRMG's oversight of hundreds of district- and college-affiliated social media accounts.
- Maintain an inventory of authorized accounts, designated administrators and ownership information.
- Coordinate processes for requesting, creating, transferring and closing official accounts.
- Help implement Board policies and administrative procedures governing institutional social media use.
- Support compliance with applicable public records retention and accessibility requirements, in coordination with appropriate district offices.
- Strengthen account security and continuity through standardized practices for administrator access and personnel transitions.

4. Digital Marketing, Analytics and Campaign Optimization

- Support social media components of the district's enrollment marketing campaigns.
- Track platform trends, audience behaviors and emerging best practices.
- Monitor engagement, click-through rates and other relevant campaign performance measures.
- Collaborate with college marketing directors and advertising partners to identify opportunities for timely campaign adjustments.
- Apply performance insights to improve content effectiveness, audience reach and use of advertising resources.

Rationale for Two Positions

Each college serves a distinct student population and maintains its own institutional identity, academic offerings, events and engagement priorities. A dedicated social media professional at each college would provide consistent attention to campus-specific needs while operating within shared districtwide standards.

The two positions would also work collaboratively with PRMG leadership to strengthen governance, coordinate campaigns, share best practices and support consistent institutional accountability.

Evidence of Need

Previous PRMG reporting documented significant audience growth across institutional platforms, including a 43% annual increase in Instagram followers. This growth reflects the increasing importance of social media as an institutional communications and engagement channel.

At the same time, the responsibilities associated with social media extend well beyond audience growth and content creation. Daily engagement, content production, accessibility, campaign oversight and management of hundreds of affiliated accounts require sustained staff attention.

Without dedicated staffing, PRMG must continually balance these responsibilities against other critical district functions, limiting its ability to provide consistent oversight, proactive engagement and strategic development.

This request addresses both an existing operational need and an opportunity to improve the district's effectiveness in student outreach, enrollment support, institutional branding and responsible governance.

8. **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.**

   The proposed positions directly support PRMG's team charter, departmental goals and identified areas for improvement. They also advance the district's strategic priorities by strengthening a communications channel that serves prospective students, current students, employees and community stakeholders. The request supports five key outcomes:

   - **Student Recruitment and Retention (Board Priorities 5 and 6):** Dedicated social media staff will strengthen communication throughout the student journey, from initial awareness and enrollment to ongoing engagement and completion. Consistent, timely content will help connect students with programs, deadlines, services and opportunities.

   - **Equity, Accessibility and Belonging (Board Priority 1):** Additional capacity will support accessible content development and more inclusive storytelling that reflects the experiences and identities of students at both colleges.

   - **Institutional Reputation and Brand Identity (Board Priorities 5 and 6):** Original photography, video and campus storytelling will strengthen the distinct identities of Chabot College and Las Positas College while reinforcing the district's overall reputation.

   - **Governance and Responsible Stewardship (Board Priority 4):** Dedicated staff will improve oversight of institutional social media accounts, strengthen implementation of Board policies, and support accountability for public records, accessibility and administrative processes.

   - **Marketing Effectiveness and Operational Efficiency (Board Priority 4):** Consistent performance monitoring and more proactive engagement with advertising partners will improve the district's ability to evaluate campaigns, refine strategies and maximize the effectiveness of existing marketing investments.

   These positions will also strengthen PRMG's ability to promote workforce development opportunities and student basic needs resources, supporting Board Priorities 2 and 3.

   Anticipated Outcomes and Measures
   With these positions in place, PRMG will be better equipped to:

- Maintain consistent content publishing and audience engagement across primary institutional platforms.
- Increase production of original student-centered photography and video.
- Improve response times and referral processes for social media inquiries.
- Establish a more complete and regularly maintained inventory of official social media accounts.
- Improve adherence to account management, accessibility and governance procedures.
- Strengthen campaign reporting and identify opportunities to improve advertising performance.
- Track social media contributions to student inquiries, website visits and registration-related actions where measurable.

The requested investment would allow PRMG to move from managing social media primarily within competing departmental responsibilities to a more sustainable, coordinated approach that supports student success and institutional accountability.

By providing each college with dedicated social media capacity, CLPCCD can strengthen its ability to connect with students, communicate its value, protect its institutional identity and advance the Board's strategic priorities.

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.

9. **Supplies Request and Rationale:**
   No new supplies funding is requested.

10. **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.

11. **Listing/Description and Rationale for Contracts and Services:**
    No new contract services, conference or travel funding is requested.

12. **Listing and Rationale for Conferences and Travel:**
    N/A

13. **How do these requests support the results and future directions in your departmental program review?**
    N/A

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.

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

No new technology requests.