

# Impact Report 2019



**Wheelhouse**

The Center for Community College  
Leadership and Research

Founded at UC Davis in 2016, Wheelhouse strengthens leadership and practice in the California Community Colleges, the nation's largest system of higher education.

We accomplish that mission in two ways:

### Leadership and Network Development

Our Institute on Leadership delivers professional and peer learning for annual, select cohorts of Wheelhouse Fellows—sitting and aspiring district chancellors and college presidents. We focus on leading change, performance analytics, individual and organizational agility, and research and policy know-how. Throughout, we build lasting peer networks.

### Actionable Research

We bring research to practice by disseminating timely, digestible, independent briefs to decision-maker audiences at the state, regional and local levels.

Our work is supported by UC Davis, the State of California, and private philanthropy.

This report highlights our accomplishments to date.



Wheelhouse provides that opportunity for the leadership of the community colleges to come together and have a trusted, safe forum.”

OMID POURZANJANI  
VICE CHANCELLOR, CALIFORNIA COMMUNITY COLLEGE  
CHANCELLOR'S OFFICE



# Supporting Leaders

The Wheelhouse Institute on Leadership supports Community College CEOs to build know-how, tenacity, and lasting peer networks. Where once California college presidents traveled to Texas or Massachusetts for transformational leadership experiences, now they come to the University of California for context-specific learning designed for their needs and opportunities.

### A Cohort of Peers

Wheelhouse annually convenes a **diverse cohort** of 20–25 Fellows at the Institute on Leadership. Cohorts are shaped by breadth of experience, geographic representation, and diversity of backgrounds and roles. Fellows include sitting and aspiring district chancellors, superintendent/presidents and college presidents who gather at UC Davis for 10 days over the course of the year.



### Tailored Curriculum

We tap the real-time experiences of our Fellows to develop teaching cases for **lively and interactive seminars**. The table is set for robust examination of leadership theory and framing, strategic communications and leading for change.

### 360° Evaluation

The **360° evaluation** gives Fellows a chance to assess strengths and challenges and provides a clear view of how their leadership is perceived by others. **Coaching** is available to analyze results and formulate action plans for strengthening capacity at the individual and cabinet levels.

### The Aggie Experience

Wheelhouse Fellows have entrée to the **best of UC Davis**, from world-leading producers of wine and olive oil to art exhibits, Arboretum walks and dinners out in one of the nation's great college towns.

### Thought-provoking Presenters

Wheelhouse brings Fellows into dialogue with leaders who help them examine and define their own approach to the teams and institutions they serve. Presenters include:

- **Matthew Miller**, Harvard Graduate School of Education
- Team communications and feedback expert **Elaine Lin-Hering**
- Google Racial Equitect **Myosha McAfee**
- Stanford Psychologist **Carol Dweck**
- Adult learning expert and *Immunity to Change* author **Robert Kegan**
- **Scholars** in our research network
- Retired and current **chancellors and presidents**



What it's forcing me to do is look inward at myself because I want to be an effective leader.”

LINDA ROSE  
PRESIDENT, SANTA ANA COLLEGE



WHEELHOUSE  
BY THE NUMBERS



38

College presidents and chancellors recruited as Wheelhouse Fellows



9

Affiliated scholars from 5 California research universities

# Statewide Impact

College leaders come to Wheelhouse from institutions large and small, from the southern border and the Central Valley to the Bay Area and the rural north.

## FELLOWS COHORT 2018

### Cabrillo College

*Aptos*  
Matthew Wetstein  
Superintendent/President  
👤 17,253

### College of the Redwoods

*Eureka*  
Keith Snow-Flamer  
Superintendent/President  
👤 7,587

### College of Siskiyous

*Weed*  
Stephen Schoonmaker  
Superintendent/President  
👤 6,380

### Compton College

Keith Curry  
President/CEO  
👤 12,366

### Cypress College

JoAnna Schilling  
President  
👤 21,115

### Laney College

*Oakland*  
Tammeil Gilkerson  
President  
👤 17,927

### Merced College

Chris Vitelli  
Superintendent/President  
👤 15,378

### Mission College

*Santa Clara*  
Daniel Peck  
President  
👤 15,208

### Moorpark College

Luis Sanchez  
President  
👤 19,302

### Moreno Valley College

Robin Steinback  
President  
👤 14,233

### Sacramento City College

Michael Gutierrez  
President  
👤 31,515

### San Bernardino Valley College

Diana Rodriguez  
President  
👤 17,755

38

FELLOWS  
IN 2017  
AND 2018

18 – 20

ADDITIONAL  
FELLOWS  
WILL FORM A  
NEW COHORT  
IN 2019

INSTITUTIONS  
SERVING  
805,328  
STUDENTS  
IN 2017  
AND 2018

### Santiago Canyon College

*Orange*  
John Hernandez  
President  
👤 28,443

### Sonoma County Junior College

*Santa Rosa*  
Frank Chong  
Superintendent/President  
👤 37,677

### Southwestern College

*Chula Vista*  
Kindred Murillo  
Superintendent/President  
👤 26,775

### West Hills College

*Coalinga*  
Brenda Thames  
President  
👤 4,999

### Woodland Community College

Michael White  
President  
👤 6,216

### Yosemite Community College District

*Modesto*  
Henry Yong  
Chancellor  
👤 28,430

“

I truly valued the high quality of the presenters, the interactive learning culture and the spirited and supportive dialogue with my peers.

### JOSE FIERRO

PRESIDENT/SUPERINTENDENT, CERRITOS COLLEGE



## FELLOWS COHORT 2017

### Berkeley City College

Rowena Tomaneng  
Superintendent/President  
👤 11,227

### Butte-Glenn Community College

*Oroville*  
Samia Yaqub  
President  
👤 15,630

### Cerritos College

*Norwalk*  
Jose Fierro  
President /Superintendent  
👤 31,118

### Clovis Community College

*Fresno*  
Lori Bennett  
President  
👤 9,827

### College District

*Anaheim*  
Cheryl Marshall  
Chancellor  
👤 33,384

### Contra Costa College

*San Pablo*  
Mojdeh Mehdizadeh  
President  
👤 10,041

### Cosumnes River College

*Sacramento*  
Edward Bush  
President  
👤 19,524

### Crafton Hills College

*Yucaipa*  
Wei Zhou  
President  
👤 8,109

### Cuyamaca College

*El Cajon*  
Julianna Barnes  
President  
👤 13,735

### El Camino College

*Torrance*  
Dena Maloney  
Chancellor  
👤 33,208

### Gavilan Community College District

*Gilroy*  
Kathleen Rose  
President  
👤 9,187

### Golden West College

*Huntington Beach*  
Omid Pourzanjani  
VP of Instruction  
👤 17,326

### North Orange County Community

*Foothill College*  
*Los Altos Hills*  
Thuy Thi Nguyen  
Vice President of Instruction  
👤 31,565

### Palomar Community College District

*San Marcos*  
Joi Lin Blake  
Superintendent/President  
👤 36,838

### Pasadena City College

Rajen Vurdien  
President  
👤 42,968

### San Diego City College

Denise Whisenhunt  
Interim President  
👤 24,904

### Santa Ana College

Linda Rose  
President  
👤 59,833

### Santa Monica College

Kathryn Jeffery  
Superintendent/President  
👤 45,072

### Solano Community College

*Fairfield*  
Celia Esposito-Noy  
Superintendent/President  
👤 13,944

### Yuba Community College

*Marysville*  
G.H. Javaheripour  
Superintendent/President  
👤 9,329

“

Wheelhouse gave me time and space to learn, reflect and connect with colleagues from all over the state. It has been an invaluable part of my development as a CEO.



### SAMIA YAQUB

PRESIDENT, BUTTE-GLENN COMMUNITY COLLEGE



STUDENTS  
SERVED



< 10,000



10,000 –  
20,000

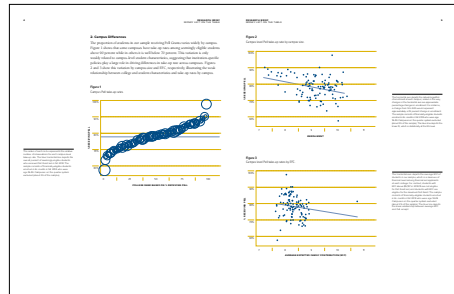


> 20,000



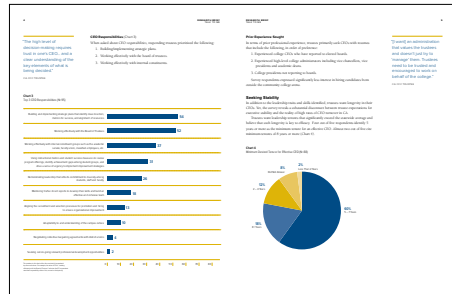
# Research

Wheelhouse publishes digestible and actionable briefs for decision-maker audiences statewide, including community college administrators and trustees, the California Community College Chancellor's Office and Board of Governors, the Office of the Governor, the State Legislature and media covering higher education.



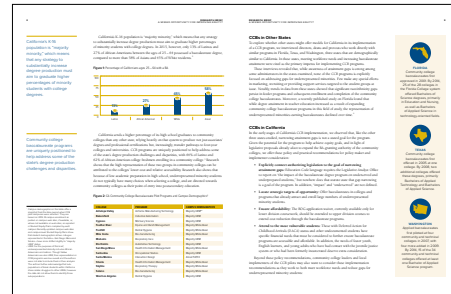
**Money Left on the Table**  
An Analysis of Pell Grant Receipt Among Financially-Eligible Community College Students in California (Martorell and Friedmann, 2018)

**Community College Quality**  
The Promises and Pitfalls of Measurement (Kurlaender, Carrell and Jackson, 2018)



**Talk to Me**  
What California Community College Trustees Want from Their CEOs (Cooper, 2017)

**Associate Degrees for Transfer**  
Early Effects on Degree Completion in California Community Colleges (Baker, 2017)



**A Missed Opportunity for Improving Equity?**  
Early Observations on California's Community College BA Pilot (Cuellar and Gandara, 2017)

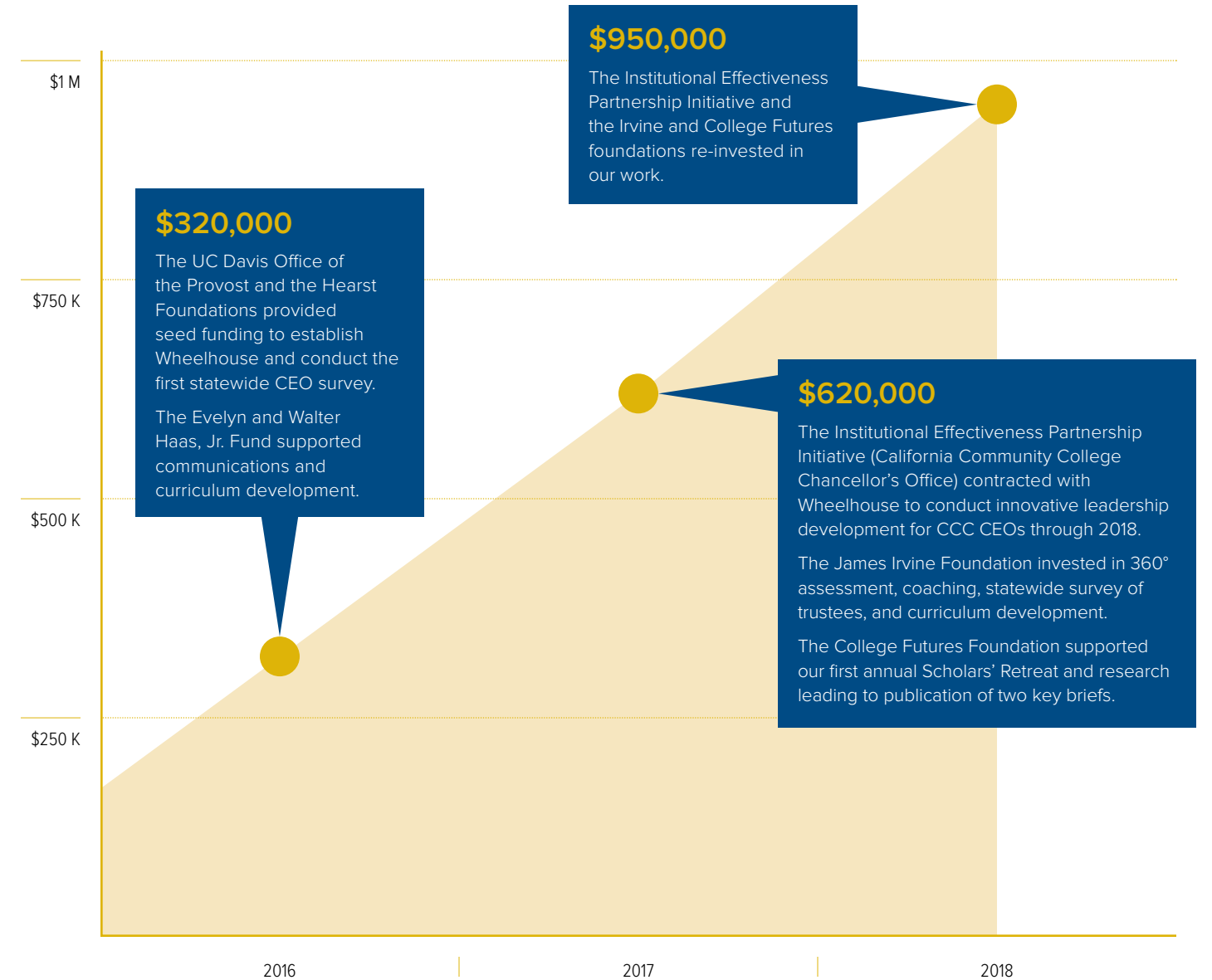
**Tough Job if You Can Keep It**  
What California Community College CEOs Say About Their Challenges and Longevity (Cooper, 2016)

## Growing an Impact Network of California Scholars

Wheelhouse is developing and supporting a statewide network of researchers whose work connects to our mission. Our annual Scholars' Retreat brings together academics from San Diego State, Stanford, UC Berkeley, UC Davis, UC Irvine, UCLA, USC and select non-California universities for research collaboration, peer feedback and learning. To cultivate the next generation of CCC-focused scholars, we include graduate students working with our affiliated scholars at these institutions.

# Investment

Since its inception in 2016, support for Wheelhouse has grown from a single funder to six streams of investment totaling \$1.9 million. These investments represent a mix of university, state and private foundation support.



**7**

Teaching cases and minicases developed



**4**

Statewide surveys conducted of CEOs, trustees, and financial aid directors



**7**

Research briefs published



**\$1.9 M**

Raised since inception in 2016

## WHEELHOUSE TEAM

### Susanna Cooper

Managing Director

### Michal Kurlaender

Lead Researcher

### Deborah Travis

Director, Institute on Leadership

### Anna Lawrence

Associate Director

### Elizabeth Friedmann

Postdoctoral Scholar

### Ambar Hernandez

Graduate Student Researcher

## BOARD OF ADVISORS

### Manuel Baca

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Columbia University

### Helen Benjamin

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Community College District

### Julie Bruno

President, Academic Senate,  
California Community Colleges

### Edward Bush

President, Cosumnes River College

### Larry Galizio

President and CEO, Community College  
League of California

### Brice W. Harris

Chancellor Emeritus,  
California Community Colleges

### Douglas B. Houston

Chancellor, Yuba Community College  
District

### Harold Levine

Dean Emeritus, UC Davis School of  
Education

### Lauren Lindstrom

Dean, UC Davis School of Education

“

We can join together  
and look at how we  
can effectively execute  
what's needed for our  
students.”



### JOI LIN BLAKE

SUPERINTENDENT/PRESIDENT,  
PALOMAR COLLEGE



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