

Impact Report



UCDAVIS

Wheelhouse

The Center for Community College
Leadership and Research

NOVEMBER 2020

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 for equity, purposeful disruption, performance analytics, individual and organizational agility, and research and policy know-how. Throughout, we build lasting peer networks.

Actionable Research

We support and cultivate a statewide scholar network, bringing research to practice through timely, digestible, independent briefs to decision-maker audiences at the state, regional and local levels.

Our work is supported by UC Davis, the California Community College Chancellor's Office, and private philanthropy.

This report highlights our accomplishments to date.

“

We're building a lasting learning community where college leaders can tackle challenges, consider research and strategize as peers for impactful positive change. If we're going to make sustainable inroads on student success and advance equity, we need to pull in the same direction and do it together.”



FRANCISCO C. RODRIGUEZ
WHEELHOUSE CHANCELLOR-IN-RESIDENCE

**WHEELHOUSE
BY THE
NUMBERS**

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 Fellows at the Institute on Leadership. Cohorts are shaped by breadth of experience, geographic representation, and diversity of backgrounds and roles. Fellows include district chancellors, superintendent/presidents and campus presidents who gather at UC Davis for 10 days over the course of the year.



Tailored Curriculum

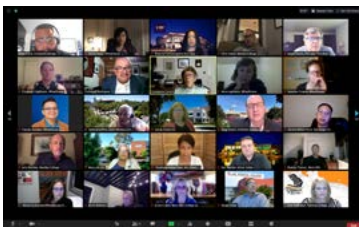
We tap the real-time experiences of our Fellows to develop teaching cases for **lively and interactive seminars**. The table is set for robust examination of leadership theory and framing, strategic communications and leading for equity.

Self Assessment

Comprehensive **self assessment** guides Fellows in examining strengths and challenges. Follow-up **coaching** focuses on action plans for building capacity and the individual and cabinet levels.

Adapting for COVID-19

For 2020 and early 2021, we have pivoted to provide leadership development and network building at a distance. We have adjusted both our delivery platform and our curriculum to meet the needs of CEOs who are leading their institutions to evolve amid challenging and extraordinary times.



Thought-provoking Sessions, Expert Facilitation

Led by Wheelhouse Chancellor-in-Residence Francisco C. Rodriguez, the Institute brings Fellows into dialogue with experts and leaders who help them examine and refine 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**
- Stanford Psychologist **Carol Dweck**
- Adult learning expert and *Immunity to Change* author **Robert Kegan**
- **Scholars** in the Wheelhouse research network
- Current and retired **chancellors and presidents**, including Helen Benjamin, Edward Bush, Constance Carroll, Michael Crow, Brice Harris, Eloy Ortiz Oakley and Eduardo Padrón

“

Wheelhouse was a place to stretch and grow as a leader. It gave me a network of trusted peers on whom I rely to this day.”



TAMMEIL GILKERSON
PRESIDENT, EVERGREEN VALLEY COLLEGE



71

College presidents and chancellors served as Wheelhouse Fellows



10

Affiliated scholars from 6 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 2020

Allan Hancock College

Kevin Walthers
Superintendent/President
11,047

Cañada College

Jamillah Moore
President
6,498

Feather River College

Kevin Trutna
Superintendent/President
1,715

Fullerton College

Greg Schulz
President
25,051

Imperial Valley College

Martha Garcia
Superintendent/President
8,135

Las Positas College

Dyrell Foster
President
8,835

Los Angeles City College

Mary Gallagher
President
18,756

Modesto Junior College

James Houpis
President
19,262

Peralta Community College District

Regina Stanback Stroud
Former Chancellor
41,188

Reedley College

Jerry Buckley
President
14,633

Riverside City College

Gregory Anderson
President
18,547

San José-Evergreen Community College District

Byron Breland
Chancellor
18,205

Ventura College

Kim Hoffmans
President
12,928

Victor Valley College

Daniel Walden
Superintendent/President
11,557

West Hills College

Kristin Clark
President
3,976

Woodland Community College

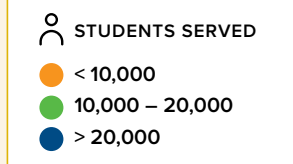
Art Pimentel
President
2,554

From
2017 to 2020,
Wheelhouse has convened

71

Fellows from institutions
serving over

1.3 M
students



FELLOWS COHORT 2019
Barstow Community College District

Eva Bagg
Superintendent/President
1,859

Columbia College
Santanu Bandyopadhyay
President
2,397

Cuesta College
Jill Stearns
Superintendent/President
9,221

Folsom Lake College
Whitney Yamamura
President
7,942

Golden West College
Tim McGrath
President
12,394

Lake Tahoe Community College
Jeff DeFranco
Superintendent/President
2,419

Lassen Community College
Marlon Hall
Superintendent/President Emeritus
2,557

Los Angeles Southwest College
Seher Awan
President
6,937

Los Angeles Valley College
Barry Gribbons
President
18,641

Mendocino College
Timothy Karas
Superintendent/President
3,769

Napa Valley College
Ron Kraft
Superintendent/President
6,348

North Orange County Community College District
Cherry Li-Bugg
Vice Chancellor for Educational Services and Technology
90,000

Pasadena City College
Erika Endrijonas
Superintendent/President
26,611

San Diego Community College District
Stephanie Bulger
Vice Chancellor
101,879

South Orange County Community College District
Kathleen Burke
Chancellor
34,414

Ventura County Community College District
Greg Gillespie
Chancellor
33,956

Yuba Community College District
Sandra Mayo
Vice Chancellor Education and Planning
13,000

FELLOWS COHORT 2018
Cabrillo College
Matthew Wetstein
Superintendent/President
17,253

College of the Redwoods
Keith Snow-Flamer
Superintendent/President
7,587

College of Siskiyous
Stephen Schoonmaker
Superintendent/President
6,380

Compton College
Keith Curry
President/CEO
12,366

Cypress College
JoAnna Schilling
President
21,115

Evergreen Valley College
Tammeil Gilkerson
President
9,133

Irvine Valley College
John Hernandez
President
13,157

Merced College
Chris Vitelli
Superintendent/President
15,378

Mission College
Daniel Peck
President
15,208



The case studies, peer consultancies and informal interactions with fellow CEOs gave me the opportunity to step back, think about challenges anew, strategize, and implement. I would do it again in a heartbeat.”

KEITH CURRY, PRESIDENT/CEO, COMPTON COLLEGE



Oxnard 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

Santa Rosa Junior College
Frank Chong
Superintendent/President
25,090

Southwestern College
Kindred Murillo
Superintendent/President
26,775

West Hills College
Brenda Thames
President
4,999

Woodland Community College
Michael White
President Emeritus
6,216

Yosemite Community College District
Henry Yong
Chancellor
28,430

FELLOWS COHORT 2017
Butte-Glenn Community College District
Samia Yaqub
Superintendent/President
15,630

Cerritos College
José Fierro
President /Superintendent
31,118

City College of San Francisco
Rajen Vurdien
Interim Chancellor
42,968

Clovis Community College
Lori Bennett
President
9,827

Contra Costa College
Mojdeh Mehdizadeh
Former President
10,041

Cosumnes River College
Edward Bush
President
19,524

Crafton Hills College
Wei Zhou
Former President
8,109

Cuyamaca College
Julianna Barnes
President
13,735

El Camino College District
Dena Maloney
Superintendent/President
33,208

Foothill College
Thuy Thi Nguyen
President
31,565

Gavilan College
Kathleen Rose
President
9,187

North Orange County Community College District
Cheryl Marshall
Chancellor
90,000

Palomar Community College District
Joi Lin Blake
Former Superintendent/President
36,838

San Diego City College
Denise Whisenhunt
Vice President of Student Services
27,000

San Joaquin Delta College
Omid Pourzanjani
Superintendent/President
17,326

San Jose City College
Rowena Tomaneng
President
9,072

Santa Ana College
Linda Rose Emerita
President
59,833

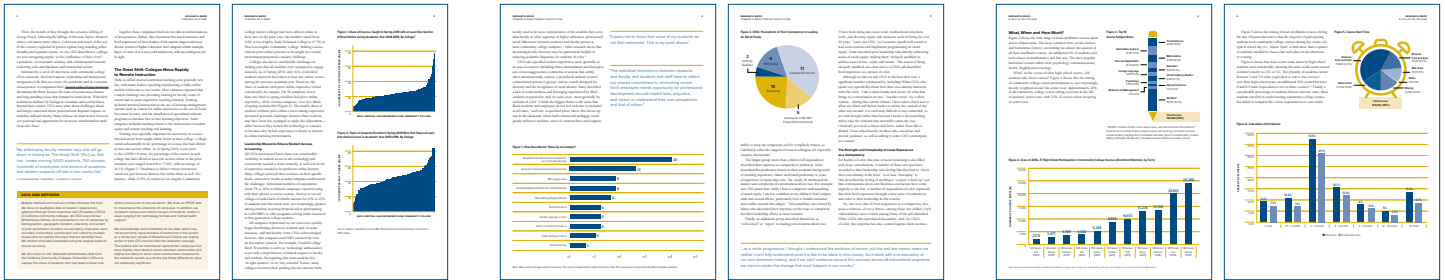
Santa Monica College
Kathryn Jeffery
Superintendent/President
45,072

Solano Community College
Celia Esposito-Noy
Superintendent/President
13,944

Yuba Community College
G.H. Javaheripour
Superintendent/President
9,329

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.



2020

Turning on a Dime

California Community College Transformation in Response to COVID-19

Toward a More Perfect Institution

Reflections from California Community College Leaders on Racism, Anti-Blackness and Implicit Bias

A Leg Up on College

The Scale and Distribution of Community College Participation Among California High School Students

2019

Starting off on the Wrong Foot

Math Misalignment and STEM Outcomes in California Community Colleges

Who's on Line One?

The Delicate Juggling Act of Community College CEOs

Why do Some Students Fail to Receive Pell Grants?

Survey Evidence from California Community College Financial Aid Directors

2018

Associate Degrees for Transfer

A Snapshot of Progress Across CA Community Colleges

College Quality

The Promises and Pitfalls of Measurement

Money Left on the Table

An Analysis of Pell Grant Receipt Among Financially-Eligible Community College Students in California

Text Me

The Promise of Strategic Nudging to Increase Student Awareness and Access to Financial Aid

2017

A Missed Opportunity for Equity?

Early Observations on CA's Community College BA Pilot

Associate Degrees for Transfer

Early Effects on Degree Completion in CA Community Colleges

Talk to Me

What California Community College Trustees Want from their CEOs

2016

Tough Job if You Can Keep It

What California Community College CEOs Say About Their Challenges and Longevity

Growing an Impact Network of California Scholars

Wheelhouse convenes a statewide network of researchers whose work connects to our mission. Our annual Scholars Retreat brings together academics from multiple UCs, CSUs, Stanford, 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. We've grown our network of participants from 20 in 2017 to over 55 in 2020. This year, we took our programming virtual to ensure continuity of relationships and learning.



22

Research briefs, teaching cases and minicases developed



5

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

Investment

Since its inception in 2016, support for Wheelhouse has grown from a single funder to multiple streams of investment totaling \$2.7 million. These investments represent a mix of university, state and private foundation support.



Wheelhouse has built an invaluable network of scholars who are dedicated to the CCCs. We needed this space to come together to share work, collegial feedback and new research questions.”

CECILIA RIOS-AGUILAR, EDUCATION PROFESSOR AND ASSOCIATE DEAN FOR EQUITY AND INCLUSION AT UCLA GRADUATE SCHOOL OF EDUCATION & INFORMATION STUDIES



\$2.7 M

Raised since inception in 2016



9

In 10 Wheelhouse Fellows still lead their institutions (or other colleges in CA)

WHEELHOUSE TEAM

Nancy Acevedo-Gil
Visiting Scholar

Edward Bush
Senior Fellow and Advisor

Susanna Cooper
Managing Director

Claudia Escobar
Research Fellow

Elizabeth Friedmann
Research Fellow

Michal Kurlaender
Lead Researcher and
Department Chair

Anna Lawrence
Associate Director

Divine Otico
Administrative Assistant

Francisco C. Rodriguez
Chancellor in Residence

BOARD OF ADVISORS

Manuel Baca
Trustee
Mt. San Antonio College

Thomas Bailey
President
Teachers College,
Columbia University

Helen Benjamin
Chancellor Emerita
Contra Costa Community
College District

Thomas Brock
Director
Community College Research
Center

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

“

Wheelhouse sets the table for CEOs to challenge their own and each others' ideas, to think big and stay grounded at the same time. My experience as a Fellow has stayed with me.”

CHRIS VITELLI

SUPERINTENDENT/PRESIDENT, MERCED COLLEGE



“

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

SAMIA YAQUB

PRESIDENT, BUTTE-GLENN COMMUNITY COLLEGE



UC DAVIS
Wheelhouse

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Leadership and Research

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School of Education
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Davis, CA 95616

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