

# 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

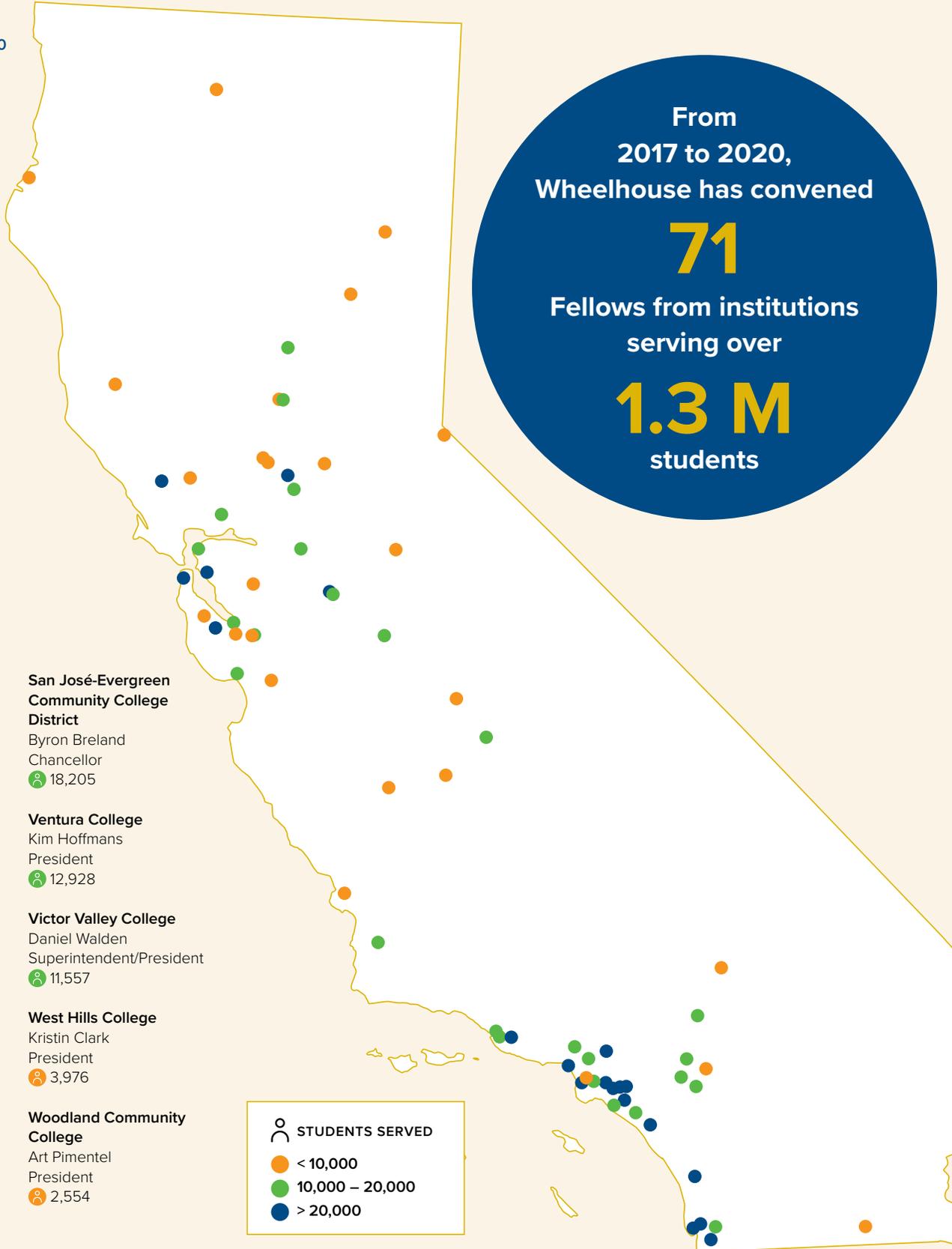
1.3 M  
students

STUDENTS SERVED

< 10,000

10,000 – 20,000

> 20,000



**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

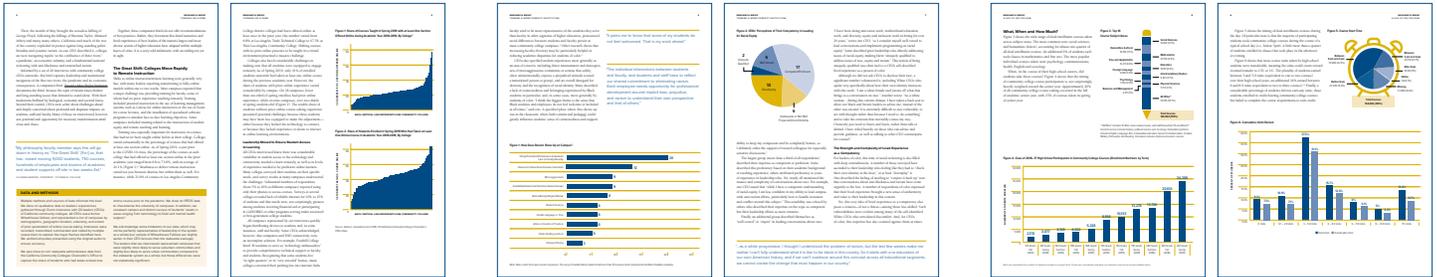
**Santa Monica College**  
Kathryn Jeffery  
Superintendent/President  
45,072

**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**

The Center for Community College  
Leadership and Research

University of California, Davis  
School of Education  
One Shields Avenue  
Davis, CA 95616

[education.ucdavis.edu/wheelhouse](http://education.ucdavis.edu/wheelhouse)