Picking Up Steam
Since our founding at UC Davis in 2016, Wheelhouse has worked to strengthen 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 CEO Institute on Leadership delivers professional peer learning for annual, select cohorts of Wheelhouse Fellows — district chancellors, superintendent/presidents and college presidents. We focus on leading for equity, purposeful disruption, individual performance analytics, individual and organizational agility, and research and policy know-how. Throughout, we foster lasting peer networks.

**Actionable Research**

We support and cultivate a statewide scholar network, bringing research to practice by producing timely, digestible, independent publications tailored for decision-maker audiences at the state, regional and local levels.

This report captures the Wheelhouse story since 2016, with special emphasis on accomplishments in 2022.

Supporting Leaders, Building Statewide Networks

The Wheelhouse CEO Institute on Leadership annually supports 15–20 Community College leaders to build know-how and resilience, to take stock of their leadership strengths and challenges, and to develop valuable, lasting peer networks.

Led by Wheelhouse Chancellor-in-Residence Francisco C. Rodriguez, the Institute brings CEO Fellows into active dialogue with expert faculty and seasoned leaders to examine and refine their own approach to the teams, institutions and students they serve. We tap real-time experiences in dynamic learning sessions that challenge assumptions and promote purposeful disruption with the ultimate goal of equitable student success.

This diverse cohort of peers offers both safe ground and a space to stretch professionally. Fellows include district chancellors, superintendent/presidents and campus presidents who gather at UC Davis, at UCLA, and remotely for 10 days over the course of the year.

**Expanding Leadership Development in 2023**

Our initiatives will expand to include the new Advancing Leaders Institute (ALI) to support a diverse and prepared new generation of presidents, superintendent/presidents and chancellors. The inaugural cohort of 30–40 aspiring CEOs will convene at UCLA and UC Davis starting in July 2023.

**JULIUS SOKENU**

**PRESIDENT, MOORPARK COLLEGE**

**WHEELHOUSE FELLOW, 2022**

“The Wheelhouse team created a safe space to explore, articulate, challenge, develop and model high-impact leadership. Thank you for curating a professional development experience that has been a gift in many ways. The readings provided critical frameworks for understanding leadership and the changing demands and expectations of the CEO role. The visits from elders were instructive. The words of wisdom, the experience of leaders of color and women inspired and motivated.”
Community College CEOs come to Wheelhouse from institutions large and small, from the Bay Area and the Central Valley to the Mexican border and the rural north.

**FELLOWS COHORT 2022**
- American River College
  - Melanie Doan
    - President
- Berkeley City College
  - Angela Garcia
    - President
- Crafton Hills College
  - Kevin Horan
    - President
- Grossmont-Cuyamaca Community College District
  - Lynn I. Carriazo
    - Reutulitch
    - Chancellor
- Lassen Community College District
  - Trevor Albertson
    - Superintendent/President
- Modesto College
  - Angel Reina
    - President
- Moorpark College
  - Julio Solis
    - President
- Norco College
  - Monica Green
    - President
- North Orange Continuing Education
  - Valentina Portillo
    - Chancellor
- Orange Coast College
  - Angela Suarez
    - President
- Porterville College
  - Claudia Lourido-Habib
    - President
- San Diego City College
  - Royal Shabazz
    - President
- San José-Evergreen Community College District
  - Paul Rodriguez
    - Interim Chancellor
- Southwestern College
  - Mark Sanchez
    - Superintendent/President
- West Los Angeles College
  - James Limbaugh
    - President
- Woodward Community College
  - Art Pimentel
    - President

**STUDENTS SERVED**
- < 10,000
- 10,000 – 20,000
- > 20,000

**FELLOWS COHORT 2019**
- Barstow Community College
  - Eva Begg
    - Superintendent/President
- College of Alameda
  - Timothy Kaari
    - Chancellor
- College of the Canyons
  - Barry Griroons
    - Deputy Chancellor
- Columbia College
  - Santaru Bandyopadhyay
    - President
- Folsom Lake College
  - Whitney Yamamura
    - President
- Golden West College
  - Tim McGrath
    - President
- Lake Tahoe Community College
  - Jeff DeFranco
    - Superintendent/President
- Lassen Community College District
  - Marlin Hall
    - Superintendent/President
- Los Angeles Southwest College
  - Soheir Assr
    - President
- North Orange County Community College District
  - W. Cherry Li-Bigg
    - Vice Chancellor
- Pasadena City College
  - Enka Endrigona
    - Superintendent/President
- San Diego City College
  - Stephanie Bulger
    - Vice Chancellor
- San Luis Obispo County Community College District/Cuesta College
  - Joe Stearns
    - Superintendent/President
- Santa Rosa Junior College
  - Frank Chong
    - Superintendent/President
- Santiago Canyon College
  - John Hernandez
    - President
- Solano Community College
  - G.H. Javaheripour
    - President
- Southwestern College
  - Marilyn Mandel
    - President
- West Hills College
  - Brenda Thomas
    - President

**FELLOWS COHORT 2018**
- Cabrillo College
  - Matthew Weinberg
    - President/Supervisor
- College of the Redwoods
  - Keith Snow-Flamer
    - Superintendent/President
- Compton College
  - Keith Curry
    - President/CEO
- Cypress College
  - Joliena Schilling
    - President
- Merced College
  - Chris Veal
    - Superintendent/President
- Mission College
  - Daniel Peck
    - President
- Moorpark College
  - Luis Sanchez
    - President/Supervisor
- Sacramento City College
  - Michael Gutierrez
    - President
- San Bernardino Valley College
  - Diana Rodriguez
    - President
- Santa Rosa Junior College
  - Frank Chong
    - Superintendent/President
- Santiago Canyon College
  - John Hernandez
    - President
- Southwestern College
  - Marilyn Mandel
    - President
- West Hills College
  - Brenda Thomas
    - President

**FELLOWS COHORT 2017**
- Berkeley City College
  - Rowena Tatarkiewicz
    - President
- Butte- Glenn Community College District
  - Ramesh Yajnik
    - Superintendent/President
- Butte-Sutter Community College District
  - Napa Valley College
  - Ronald Kuff
    - Superintendent/President
- City College of San Francisco
  - Arna Davies
    - Vice Chancellor
- Cuyamaca College
  - G.H. Javaheripour
    - President
- El Camino College
  - Dena Motley
    - Superintendent/President
- Foothill College
  - Thuy Th Nguyen
    - President
- Gavilan College
  - Kathleen Rose
    - Superintendent/President
- Golden West College
  - Omid Pourzanjani
    - President
- North Orange County Community College District/Fullerton College
  - Cheryl Marshall
    - Chancellor
- Palomar College
  - Linda Rose
    - President
- Pasadena City College
  - Rajen Varden
    - Superintendent/President
- San Diego City College
  - Jeannine Whittaker
    - Interim President
- San Jose State University
  - Kathleen Barnes
    - President
- Santa Clara County
  - Angela Garcia
    - President
- Solano Community College
  - Celia Esposito-Noy
    - Superintendent/President
- Solano College
  - Matt Tolman
    - President
- Southwestern College
  - Marilyn Mandel
    - President
- Southwestern College
  - Marilyn Mandel
    - President
- Yuba College
  - G.H. Javaheripour
    - President

Notes: Some CEOs have moved to lead new institutions after participating in the Institute on Leadership; they are listed here in the positions they held at the time of their fellowship. Wheelhouse will convene new cohorts of CEOs and aspiring CEOs in 2023. Many have led or now lead significant statewide policy conversations and innovation efforts.
Our story is one of partnership, persistence and collaboration – people joining forces to support one of the nation’s most important engines of opportunity, equity and innovation: the California Community Colleges and the students they serve.
Picking Up Steam Since 2016

as director of the new CEO Institute on Leadership
then-dean of the UC Davis School of Education,
UC Davis for the first annual CEO Institute on Leadership
President, Cosumnes River College
Director, Institute on Leadership
Lauren Lindstrom
California Community Colleges
President, Cosumnes River College
Director, Institute on Leadership
Lead Researcher

Scholars Network expands (now 23) and convenes Pell Grant Receipt Among Financially-Eligible Community statewide:
of Measurement
calculations indicate that failure to receive Pell Grant aid among seemingly eligible in higher education.1

Determining a "school effect" has long been done in K-12 research. Most research finds across California's extensive community college system, which is the largest system of educational backgrounds of the students enrolling in those colleges. Ignoring the "inputs" colleges requires nuanced analysis instruments that don't consider wide they should take care to avoid blunt With inputs accounted for, individual

Figure 1

transferable units in year one between the campus at the 10th percentile versus the 90th percentile of units. From this figure we note, first, that the distribution in the outcome—

school quality , and peer differences. However, even after controlling for these inputs,

College League of California
President and CEO, Community
BOARD OF ADVISORS

What Evidence Are CEOs Looking For?

Figure 7

and 4.0 for female CEOs). When interim CEOs removed from the calculation, median tenure

AB 705
least one of three criteria to determine course placement:

AB 705

or equal to 3.0) and math placement in college.

STEM Outcomes in California Community Colleges
Survey Evidence from California Community College

Figure 8

and 4.0 for female CEOs). When interim CEOs removed from the calculation, median tenure

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STEM Outcomes in California Community Colleges
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STEM Outcomes in California Community Colleges
Survey Evidence from California Community College

Figure 8
A Growing Body of Research

Wheelhouse publishes digestible and actionable briefs and infographics for statewide decision-maker audiences at all levels of the system, from the State Capitol to local college campuses. In addition to our ongoing bodies of research on financial aid, dual enrollment, leadership practice and COVID-19 impacts on enrollment, recent work published in 2021 and 2022 includes:

- Timely analysis of the Student Centered Funding Formula’s impact on community colleges
- A deep dive into the role of CCC counselors in implementing AB 705
- A comprehensive count of student-parents in CCCs with recommendations to meet their needs
- A stock-taking of CCC baccalaureate degree programs
- A close examination of the pandemic-era shift to online instruction and student services

Building and Supporting an Impact Network of CCC-devoted Scholars

Wheelhouse convenes a statewide network of researchers whose work connects to our mission. Our annual Scholars Retreat brings together research faculty from multiple UCs, CSUs, Stanford, USC and select non-California universities for collaboration, peer feedback and learning. In 2022, we added community college institutional research professionals to the mix.

To cultivate the next generation of CCC scholars, we established the Wheelhouse Summer Scholars Fellowship, a summer stipend to recognize and support doctoral students whose research furthers equitable CCC opportunities and outcomes.

New Research Partnerships Expand Our Reach

In fall 2022, the Institute for Education Sciences (U.S. Department of Education) awarded Wheelhouse and key partners, the California Education Lab, the California Community Colleges Chancellor’s Office and the Public Policy Institute of California, a $3 million grant to assess pandemic recovery efforts in the CCCs.

An important aspect of this project is the formation of a new Research Collaboration Council, comprised of 12 accomplished CCC CEOs who will closely shape our research questions, inform our analysis, and advise on dissemination.

As part of an additional federal award, Wheelhouse will join the Community College Research Center and the National Student Clearinghouse to convene the national Accelerating Recovery in Community Colleges (ARCC) Network so that researchers focused on pandemic recovery can learn from and amplify each other’s work.

“When we needed an external partner to help us evaluate the efficacy of our College Promise Program, we thought of Wheelhouse first. We had worked successfully with Wheelhouse on financial aid and other topics in the past, and it made sense to bring them in as an external partner to help us evaluate the efficacy of this program. Wheelhouse’s thorough and rigorous work has already resulted in positive changes to Promise. We look forward to continued partnership on this project and other areas for improving student success.”

“My engagement with Wheelhouse gave me access to resources, supportive colleagues, and time to make progress on my investigation of the critical role of community college counselors in implementing the groundbreaking reforms of Assembly Bill 705. I was especially grateful for the support to publish research in real time to support knowledge-building in the field.”

JEFF DEFRANCO
SUPERINTENDENT/President, Lake Tahoe Community College
WHEELHOUSE FELLOW, 2019
Meeting New Demands and Opportunities

We are excited about what the future holds for Wheelhouse.

Recognizing the opportunities that lie at the intersection of leadership and equity-focused development and research, we will deepen our work with CEOs in 2023 by engaging them more closely as shapers of our research and practice.

We’ll grow our leadership development offerings to include the new Advancing Leaders Institute, supporting a new generation of equity-minded, student-centered CEOs who reflect the rich diversity of the students they serve.

As California community college leaders focus on post-pandemic recovery and reinvention, we will continue to document, analyze, elevate and inform their work.

“Rowena Tomaneng
President, San Jose City College
Wheelhouse Fellow, 2017

“I was proud to be part of the original 2017 cohort of Wheelhouse Fellows—an important experience for me in my early years as a CEO. We named ourselves ‘Warriors,’ because as a group we recognized in each other our collective willingness to fight for student equity and opportunity. Since then, our professional lives have been fortified because we continue to lean on each other. I’m also pleased to have contributed to Wheelhouse research these past years, and look forward to deepening that relationship as part of its new Research Collaboration Council.”

“Claudia Lourido-Habib
President, Porterville College
Wheelhouse Fellow, 2022

“In addition to the relevant and timely content, the honest conversations with my fellow CEOs, who were so diverse in professional and life experiences, made this an unforgettable institute. The thought-provoking discussions contributed to a new level of understanding of issues and a deep appreciation for our role in the context of the DEI work we do.”

“Lynn Neault
Chancellor, Grossmont-Cuyamaca Community College District
Wheelhouse Fellow, 2022

“I learned so much, not only about the community college landscape at this critical time but about myself as a leader. The care the Wheelhouse leadership team put into the planning of the sessions, accommodations, meals and wellness opportunities demonstrated their commitment to the program and the participants. It was truly a special opportunity to engage with other leaders in a ‘safe space’ and to gain strength from others.”
“The CEO institute impacted my leadership in ways that were tangible, relevant, and grounded in community college students in California. I believe that this institute helped me to understand what is possible in my leadership of Berkeley City College. I feel like I had the opportunity to build community with phenomenal colleagues who inspired and motivated me to keep grounding my authentic voice as a CEO to do good, hard, student-centered, and equity-minded work.”

ANGÉLICA GARCIA
PRESIDENT, BERKELEY CITY COLLEGE
WHEELHOUSE FELLOW, 2022