Innovation and Change Paradigm at Los Rios

Presented by
Dr. Edward Bush, President, Cosumnes River College
Dr. Brian King, Chancellor, Los Rios Community College District
Susanna Cooper, Managing Director, Wheelhouse
The CRC Organizational Change Paradigm

- Inequity informed Equity work
- Fix the College not the Student
- Kill the Pilot
- We have or can creatively create the bandwidth to handle radical change
- Iteration! It doesn’t have to be perfect. It just has to be better. Failing Forward.
- Embrace Ambiguity & Discomfort
- Interrogate ALL Practices & Policies
- Willingness to be first
- Ongoing case making
- Sustained sense of urgency
- People Centered
- A strong belief that the needle can move
- Operate out of Courage and not the fear of…….
• Innovation at Los Rios
CRC and Wheelhouse
A Partnership for Innovation, Research and Leadership Development

Susanna Cooper, Executive Director
In This Presentation

• Quick Introduction to Wheelhouse
• CCC Leadership and Innovation Context
• How CRC Rose on Our Radar
• Research and Innovation Partnership
• Conversation
Introduction to Wheelhouse

• Established in 2016 out of concern about short CEO tenure

• Need for independent research to inform policy and practice

• Twofold, interconnected mission:

  **Leadership Development:** CEOs develop essential capacities/networks

  **Research:** Policy, trends, issues that impact colleges/student success

2017 Wheelhouse Institute on Leadership
Who Supports our Work?

Advisory Board
- Manuel Baca
- Thomas Bailey
- Helen Benjamin
- Thomas Brock
- Edward Bush
- Larry Galizio
- Brice Harris
- Doug Houston
- Harold Levine
- Lauren Lindstrom

Public Resources
- Institutional Effectiveness Partnership Initiative (CCCCO)
- University of California, Davis
- U.S. Department of Education, Institute for Education Sciences

Private Investment
- Bill & Melinda Gates Foundation
- College Futures Foundation
Reach of the Institute on Leadership

- 57 Fellows served since 2017
- 1.2 million students
- Institutions serving: 10,000 - 20,000
- Students served: > 20,000
CCC Leadership and Innovation -- Important Context

2008
- Basic Skills Initiative
- Student Success Task Force

2009
- Associate Degrees for Transfer (ADTs) to CSU

2010
- Online Education Initiative
- SSSP
- Scorecards

2011
- Inmate Education
- Performance measures and annual targets
- BA Pilot

2012
- Student Equity Plans; Institutional Effectiveness Partnership Initiative (IEPI)

2013
- AB 705 Guided Pathways
- Fee waiver expansion
- Vision for Success

2014

2015

2016

2017

2018

2019

2020
- New Urgency for Racial Justice
- Economic Downturn
- COVID-19

Eloy Ortiz Oakley
Brice W. Harris
Jack Scott
Diane Woodruff
Student-Centered Funding Formula
CalBright College
How CRC Rose on our Radar
A Proclivity for Positive Disruption
A Case Study in Significant Redesign of the Student Experience

• Default or “opt-out” scheduling
• Borrowing from the economics playbook
• "Next level” innovation

President Bush:
“This system wasn’t built for the students we serve now. Up to this point, students have been making mostly uninformed choices about their courses. Every step in the process matters—every click, every piece of instruction creates the opportunity for a gap. We lose thousands of student between the point of application and registration for classes.”
A Deepening Partnership for Research and Leadership Development

• Post George Floyd: Survey of California college leaders to capture actions and capacity

• Leadership sessions for college leaders; researchers and the public

From the brief: “Testimonials reveal an understanding that, as difficult as it may be, they carry an individual and collective responsibility to both serve their institutions and, at the same time, to challenge them. If they are successful, the CA Community Colleges have perhaps the best opportunity to eradicate educational inequities and overcome social and racial injustice. They are the institutions best positioned to empower Californians, at scale, in pursuit of education and the economic security that comes with it.”
Wheelhouse supports student success and equity in the California Community Colleges by developing effective, diverse college leaders and by supporting research that promotes evidence-based practices and policies that address the colleges’ most pressing needs.

Follow us on Twitter: @UCDWheelhouse
Questions?