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.”

**BY THE NUMBERS**

**WHEELHOUSE**

| College presidents and chancellors recruited as Wheelhouse Fellows | 38 |
| Affiliated scholars from 5 California research universities | 9 |

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 Equitexit 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
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.

<table>
<thead>
<tr>
<th>INSTITUTIONS SERVING</th>
<th>STUDENTS IN 2017 AND 2018</th>
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<tbody>
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<td>805,328</td>
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**FELLOWS COHORT 2018**
- Cabrillo College
  - President: Jose Fierro
- College of the Redwoods
  - President: Samuel Yaqub
- College of Siskiyou
  - President: Stephen Schottmiller
- Compton College
  - President: Cheryl McCarthey
- Cypress College
  - President: John Noguez
- Laney College
  - President: John G. Stoddard

**FELLOWS COHORT 2017**
- Berkeley City College
  - President: Joseph Corrigan
- Butte-Glenn Community College
  - President: Samuel Yaqub
- Cerritos College
  - President: Jose Fierro
- College of the Redwoods
  - President: Samuel Yaqub
- Contra Costa Community College District
  - President: Joseph Corrigan
- Folsom Lake College
  - President: Joseph Corrigan
- Golden West College
  - President: Joseph Corrigan
- North Orange County Community College District
  - President: Joseph Corrigan
- Orange Coast College
  - President: Joseph Corrigan
- Orange Empire College
  - President: Joseph Corrigan

**INSTITUTIONS SERVING**
- 805,328 students in 2017 and 2018

**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

**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 YAOUB
PRESIDENT, BUTTE-GLENN COMMUNITY COLLEGE
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 (Kurlander, Carroll and Jackson, 2016)

**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)

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.

- **$950,000**
The UC Davis Office of the Provost and the Hearst Foundations provided seed funding to establish Wheelhouse and conduct the first statewide CEO survey. The Evelyn and Walter Haas, Jr. Fund supported communications and curriculum development.

- **$320,000**
The Institutional Effectiveness Partnership Initiative and the Irvine and College Futures foundations re-invested in our work.

- **$620,000**
The Institutional Effectiveness Partnership Initiative (California Community College Chancellor’s Office) contracted with Wheelhouse to conduct innovative leadership development for CCC CEOs through 2016. The James Irvine Foundation invested in 360° assessment, coaching, statewide survey of trustees, and curriculum development. The College Futures Foundation supported our first annual Scholars’ Retreat and research leading to publication of two key briefs.

- **$250K**

- **$500K**

- **$750K**

- **$1M**

**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.

- **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**
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