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
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
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.

From 2017 to 2020, Wheelhouse has convened **71** Fellows from institutions serving over **1.3 M** students.
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
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

**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

**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

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**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.
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.

2019–21
$800,000
The Bill & Melinda Gates Foundation invested in communications and capacity for leadership development and research in developmental education reform and other topics. College Futures re-invested in our research network and overall capacity.

2018
$950,000
The Institutional Effectiveness Partnership Initiative and the Irvine and College Futures foundations re-invested in our work.

2017
$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 2018. The James Irvine Foundation invested in our CEO institutes and surveys. College Futures Foundation supported our Scholar Network and key research projects.

2016
$320,000
UC Davis 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.

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 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

“...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