Picking Up Steam Since 2016

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.



- lnaugural cohort of CCC presidents and chancellors – self-named the "Wheelhouse Warriors" – convene at UC Davis for the first annual CEO Institute on Leadership
- (D) Associate Degrees for Transfer: Early Effects on Degree Completion in CA Community Colleges
- S James Irvine and College Futures foundations invest in Wheelhouse

2017



🛞 CEO Cohort 2 convenes at UC Davis

2	Community	The PROPERTY and PETRALS OF REPUBLIC CONTACTLY COLLEGE MALETY
Wheelhouse	College Ouality	Results Our results show considerable differences across compares in both short-term and
The Center for Community College Leadenthip and Research	The Promises and Pitfalls of Measurement	Inogere trees student extremests. Much of these afferences is accounted for by students impact, namely 11th grade into scores, proceedings and the student students, evelopy grades, high school quadrup, and preve differences. However, trees after controlling for three impact, our or method boots that impaction afferences between adjusces students. They also procedu-
Teccench Brief	POLICYMAXERS AND HERRIN EDUCATION LEADERS have long sought to the conditions and matters of protoconduct institutions that mediate before	a very different less through which to consider "college quality". Figure 1 shows two hos plots of the distributions of transferable sams its year one access the andiges before a plotting for samples topols (the bloc hos on the left), and
takith 2018	namely student success. But any examination of entromes must take into access educational backgrounds of the students encoding in these ordeges. Ignoring the students brancistic collecer must confirmal collecer effectiveness with students' to	a due adjusting for topats (the gold hose on the sight). The hos in the plot screens, "impair," the 25th is 17th presentities of units while the state lines represent the 12th and 90th presentities of units. Formula for their them that the entremes- plement of a state. Formula the first them the entremes-
EACE NO.47 Interne Cooper Integra Dramer	characteristics. This brief examines whether there are significant differences in student oute	transforded satisfy to your oneity considerably reduced once we account for student imputs. Second, we mate that there remains important differences in outcome common on one of the induction of the induction time.
Rahad Karlannian and Isramster Indexed Seals Institut Indexes in Jacobistics	above cancerna i transient community courge sparse, think is the algory by higher education in the U.S. and includes 114 campones. Our results show con differences around the statistic statistic entropy of the statistical data and the statistic statistic statistics and the statistic statistics.	60.00 Microbio personal personal personal for a door 3.60 units (a hille over one transformble conver).
CARD OF ADVISORS	in some assessments to account as the the educational and life represents the bring with them when they result in college. Nevertheless, also controlling for inputs, our results show that important differences in college quality an still be expected.	Assume dear sharly Destination of same processing to include with a the forty year.
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Internation Englands Connaction Ensemin, Canton Canton Connecting Callinger Distance With Ensem	Determining a "school effect" has long been done in E-12 research. Most assum that the school traff account for less than 20 percent of the variation is student of with traffic constraints on "smarth" accounting for first rest from her to be	k fash
headart, Jacabero Tanzin, Jaliania Cammanly Calagon Maard Bush	the effects of colleges on higher education entromes. Pervises work in college has keeply focused on the relationship between the institution a stademi attende	
Vesilieti, Conumen Biar Callege ary Caliza Vesilieti anti CEO, Cammunity Inferencianase of California	their subsequent degree completion and earnings after graduation. But it is clear disentangle the true effect of what happens in college from the self-selection of st bits specific institutions, because students are net randomly noted into higher e	
bian W. Harris Damarker Emerica, Salikenia Cammunity Callergen	institutions. Clime, they choose their colleges. Other times, and particularly in the TOPUNES	and a to the
Inspire E. Handen Damarlen, Yako Cammuniy Callege Inkoa	> Membying successful community > With inputs accounted to; inde categorizequires numced analysis colleges show wide version in	A far Alpine
ner Ernerine, UC Sects School Universitien neuen Einstellenen	This accounts for the "repuls" students, disclered access acress say nee bring with them to the campuses where they exist. campuses, our thicke comparison.	Figure 2 has idential place for the scher three concerns we look at zero- probability for proteining to your two, completing a degree or confidence, and transforming to a four-year college. What is the mangeal target of heing at a more effective college?
de E. Binner de E. Binner an Parciant, Administrative Services, anno Calinar	> Quality analyses that account for student characterizes your college rankings that look very different from the student star measures of college ou rankings that look very different from the student from the student star the student from the student star the student star measures of college the student from the student star the student star measures of college the student s	Het Our estimates industre that going from the 20th to 90th percentile of compact quality in accounted with a 17 percent interaction in student in another units around, 22 percent instances in the emobilities of interaction and the emobilities of the emobil
	were considered, one college in this wanton in student inputs accisi analysis jumped up by 7% initiation of colleges. of this while ancient disperse by 48	transforming to a forar year college, and a 27 present increase to the probability of degrees certificate completion. Those are, indired, powerful differences in the entrouses advices by undergo a three colleges.
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O Community College Quality: The Promises and Pitfalls of Measurement

2016

making



A series of conversations between

Harold Levine, then-dean of the

a new initiative to support CCCs

UC Davis School of Education, and

Brice Harris, then-chancellor of the

California Community Colleges, hatches

through leadership development and

independent research for decision

S UC Davis and the Hearst Foundations

College Leadership and Research

provide seed funding for what becomes

Wheelhouse: The Center for Community

- Susanna Cooper joins as executive director, Michal Kurlaender as lead researcher, and Deborah Travis as director of the new CEO Institute on Leadership
- Sirst research brief, *Tough Job if You* Can Keep It, explores CEO tenure and challenges to institutional leadership stability across the CCCs

😤 Wheelhouse Scholars Network is born as 15 CCC-focused research affiliates convene in Berkeley for first annual collaboration retreat



- S CA Community Colleges Chancellor's Office (Institutional Effectiveness Partnership Initiative) invests in Wheelhouse
- D Talk to Me: What Community College Trustees Want From Their CEOs

2018



D Influential analysis of wide variability in financial aid take-up statewide: Money Left on the Table: An Analysis of Pell Grant Receipt Among Financially-Eligible Community College Students in California



Scholars Network expands (now 23) and convenes at UCLA to share research and explore collaboration on transfer, financial aid and other topics



🛞 CEO Cohort 3 convenes at UC Davis

2	Who's On Line 1?	 Brokadni Barr Brokadni Barr Brokadni Barr Brokadni Barr Brokadni Barr
Wheelhouse the Carter for community College anderstip and recent	The Delicate Juggling Act of Community College CEOs By Search Cooper and Materialian	The law is a critical, the set optimum is a solution optimum is a solution optimum in the set of extreme to good works going on in community colleges, and a space is a law of a darking years and the set extreme to good works going on the community colleges.
	IF YOU ARE THE CEO of a California community college or college district, a typical memory in a typical aformous might look and foil something like they	but the larger environment is going to 'disrupt' us.
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Who's on Line 1? The Delicate Juggling Act of Community College CEOs

2019



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S Bill & Melinda Gates Foundation invests

Why do Some Students Fail to Receive Pell Grants? Survey Evidence from California Community College Financial Aid Directors (left)

Starting off on the Wrong Foot: Math Misalignment and STEM Outcomes in California Community Colleges

26 scholars gather in Berkeley to share research featuring on topics including guided pathways implementation,



barriers to financial aid and transfer and the efficacy of co-requisite courses



🚭 Los Angeles Community College District Chancellor Francisco C. Rodriguez joins Wheelhouse to direct CEO Institute as Chancellor-in-Residence (left); Cosumnes River College President Edward Bush joins Wheelhouse as senior fellow



- (B) CEO Cohort 4 convenes both remotely and at UC Davis
- COVID-19 pandemic begins in March

2020

- Wheelhouse adapts leadership development and research in response to the pandemic and national racial reckoning
- 🛞 Wheelhouse Wednesdays convene CEOs during crisis leadership period – Constance Carroll, Eddie Cole, Michael Crow, Monica Lozano, Eloy Ortiz Oakley, Eduardo Padron lead sessions



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Reflections from California Community Col Anti-Blackness and Implicit Blas hylidwel Burn, Suseria Coope, Mitter Surgenzer and Frances	lege Leaders on Racism, o C Manyori vim Anni Mane Namos
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D Turning on a Dime: California Community College Transformation in Response to COVID-19 (left)

> Toward a More Perfect Institution: Reflections from California Community College Leaders on Racism, Anti-Blackness and Implicit Bias

🖰 45 scholars and funders gather remotely in multi-day research retreat featuring new inquiry on Associate Degrees for Transfer, Student Equity Plans, incarcerated students and student parents





O A Portrait of Student Parents in the California Community Colleges: A New Analysis of Financial Aid Seekers with Dependent Children



🛞 During the pandemic, Wheelhouse supports CEO Cohort 4 across a two-year period

2021

\$ Lumina Foundation invests in	٦
Wheelhouse	

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What Evidence Are CEOs Looking For?		opportunity and participation.	
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🔘 Leading as Myself: California Community College CEO Reflections on Personal and Institutional Growth Across a Year of Racial Reckoning (left)

> Third of three equity-focused analyses of dual enrollment in CCCs: A Foot in the Door: Growth in Participation and Equity in Dual Enrollment in California







S Funder base expands through individual donations and contracted research/evaluation

🛞 CEO Cohort 5 convenes at UC Davis

and UCLA



First annual Wheelhouse Summer Scholar awards made to support CCC-related research by 12 doctoral students; symposia convened to feature their scholarship



2022

Wheelhouse







VOLUME 7, NUMBER 3

Baccalaureate in California: The Experience of West Los Angeles College







- Pandemic-Period Enrollment and Persistence in California Community Colleges
- S Institute for Education Sciences (US Department of Education) awards Wheelhouse \$3 million for pandemic recovery research(partnership with California Education Lab, CCCCO and PPIC)
- 8 45 academic and CC institutional researchers convene at UC Davis for professional development and research collaboration focused on AB 705 implementation

CCRC COMMUNITY COLLEGE RESEARCH CENTER



National Student Clearinghouse" Research Center

Ø Wheelhouse partners with Community College Research Center and National Student Clearinghouse Research Center to convene national Accelerating Recovery in Community Colleges network



Funding Incentives for California Community Colleges: Impacts of the SCFF on Financial Aid Receipt