A Decade of Leadership, Innovation, and Impact
2004-2014
WHEELOCK RISING


It hardly seems possible that three words could capture the essence of what can only be described as an extraordinary decade of growth and change at Wheelock College. Yet they do.

For more than 125 years, this intimate liberal arts and teaching institution in the heart of Boston’s Fenway neighborhood has attracted tens of thousands of students with its world-class academic programs, professional opportunities, and commitment to service and community. Wheelock’s unique public mission—to improve the lives of children and families—sets it apart from the city’s other distinguished colleges and universities. Its focus is on preparing students who plan to spend their careers helping others.

Jenkins-Scott celebrates her 10th anniversary at Wheelock College in 2014—and what a decade it’s been. Guided by her visionary leadership, the College achieved exceptional growth in the last decade across every aspect of campus life during a time of great upheaval and challenge for higher education in America.

An unprecedented series of institutional initiatives and improvements mark her tenure, such as:

- Strengthening academic offerings, including adding 11 undergraduate majors
- Increasing enrollment of incoming students
- Establishing powerful partnerships and programs tying the College to the community and the world
- Renewing ties with policymakers, community, and corporate leaders
- Investing in new infrastructure to advance learning for a new century
- Conducting an $80 million capital campaign to fund Wheelock’s 7-year strategic plan

Wheelock’s reputation for innovation and leadership has deservedly grown during Jenkins-Scott’s watch. In achievement and in reputation, Wheelock is considered one of the nation’s finest higher education institutions in preparing teachers, social workers, and child life professionals for service to children and families globally.

On July 1, 2004, Jackie Jenkins-Scott became the 13th President of Wheelock College. She received an Honorary Doctorate in Education from Wheelock College in 2003, when she served as the Commencement speaker. As a community leader, public health advocate, and innovative administrator, she has been a nationally known figure for nearly 30 years.

Jackie Jenkins-Scott is a leader, an innovator, and an agent of positive change. Since her appointment as president of Wheelock College, I have seen the institution strengthen its academic programs, broaden its international reach, and expand its civic engagement. When she was appointed president of Wheelock College ten years ago, the late Senator Edward M. Kennedy praised the decision, saying, “Wheelock is lucky to have Jackie leading them into the future.” The University of Massachusetts Boston is proud to count her among our honorary degree recipients.

— Keith Motley
CHANCELLOR OF THE UNIVERSITY OF MASSACHUSETTS BOSTON

2004

2005

2006

- Wheelock was selected by the Council of Independent Colleges as a leadership institution for the new program Teachers for the 21st Century.
- Expansion in Singapore to offer a Bachelor of Science in Early Childhood Educational Studies and Leadership.
- New student/faculty exchange program began with Taiwan.

- The Presidents Community Dinner Dialogues were held with over 100 community leaders and policymakers at the President’s home; these informed the strategic direction of the institution.
- Wheelock held the first Annual Community Dialogue on Early Education and Care.
- Wheelock College’s strategic plan was developed.
- The first Presidential International Service Learning Trip traveled to Guatemala City, Guatemala. (Right: Children at Safe Passage)
- The Presidential International Visiting Scholars program began.
Standing out from beneath the shadow of an impressive set of education grants is challenging for a mission-oriented institution with fewer than 1,500 students. But Wheelock College has a powerful story to tell.

Lucy Wheelock founded the College in 1888 with a commitment to provide quality early childhood education to the children of Boston’s low-income immigrant families. As an early proponent of including kindergarten in public schools, she was a pioneer with a passion that became her life’s work. Wheelock College is living testimony to her ability to shape a vision of the future with the capacity to change and grow.

Wheelock’s influence is widespread and impressive: In 2014, its students and alumni work to inspire a world of good at more than 300 Boston-area schools, hospitals, and organizations, as well as in all 50 states and in 35 countries.

Locally, Wheelock’s impact is also felt in other ways. The College makes a significant contribution to the city’s economy. Student and staff purchases support 105 local restaurants and stores. The College contracts with Boston-based vendors and firms for services from catering to construction development. Over $66 million has been spent with area vendors and on major construction developments in recent years.

But in 2004, Wheelock was at a crossroads. Enrollment was declining. The College had endured an intense accreditation process. An active search was underway for a successor to carry on President Marjorie Bakken’s priorities of academic excellence, diversity, and community engagement. Wheelock faced critical operational and management challenges. And the school had lost some of its visibility locally and nationally.

Crucial decisions regarding Wheelock’s future awaited its next leader. Enter Jackie Jenkins-Scott, then President and CEO of Boston’s Dimock Community Health Center, which serves the needs of Boston’s most vulnerable populations.

“Jenkins-Scott possesses those qualities—and Wheelock needed a leader with them. Wheelock College has always known that improving the lives of children and families isn’t easy. In difficult economic times, it becomes even tougher. With her healthcare roots, Jenkins-Scott is not your traditional college president. Indeed, her ascension to the presidency—transitioning from Dimock to Wheelock—marks her as an academic pioneer. Yet a passion for education and improving the lives of young people always informed her life and work, making her a perfect fit with Wheelock’s core values.

“I was very taken with the mission of Wheelock College. It is a mission that aligns extremely well with my own values and my belief in institutional transformation,” says Jenkins-Scott.

Her nontraditional background and embrace of Wheelock’s mission and values—coupled with an inclusive management style and a talent for innovative thinking—make her uniquely qualified to help the College thrive in a century of new challenges. Like Lucy Wheelock before her, Jenkins-Scott is tough enough to be an agent of change.

Running a college today is no longer just about improving teaching and research. College presidents must juggle community outreach, fundraising, legislative relations, corporate relations, and more. Jenkins-Scott believes that leaders with nontraditional backgrounds possess these and other skills required to help smaller institutions innovate and move forward. “We must innovate, or risk falling behind,” she says.

No one has to explain the meaning and impact of ‘service’ to communities to Jackie Jenkins-Scott. In the decade that Jackie has been at Wheelock, her leadership and investment in service programs has been essential to our students and to the lives of those with whom we serve...

And in serving as an Advisory Board member for the national AmeriCorps program, Jumpstart, each year Jackie has seen over 50 undergraduate students work with Boston Early Childhood programs to prepare preschool children to learn to read. That means that hundreds of children have received a Head Start-like program to get them ready for Kindergarten... Finally, and almost more important, through service with Wheelock on a local, national, and international level, our students recognize how Wheelock’s community partnerships set the stage for a future as effective, knowledgeable, and culturally aware professionals.

— Barbara (Bobbi) Rosenquest ASSOciATE PROFESSOR OF EARLY CHILDHOOD EDUCATION
A Time of Innovation and Transformation

On July 1, 2004, Jenkins-Scott took office as Wheelock’s 13th president—and immediately set to work.

Jenkins-Scott knew it was a time of “great pressure on public sector support for education and social services,” the twin pillars of the College’s mission. The coming decade promised to usher in a very challenging environment for the nation’s colleges and universities. Economic, demographic, social, and technological changes would soon alter higher education, including:

- Declining numbers of high school graduates (particularly in the Northeast, Wheelock’s primary recruitment area) after a long period of growth
- Growing pressure on retention and completion rates caused by an uneven state of college readiness among entering students
- Rising student debt triggered by revenue declines and the increasing cost of providing a high-quality education
- Integrating and teaching new technologies poised to revolutionize how ideas are exchanged and students learn

Wheelock—and Jenkins-Scott—would have to be tough enough to adapt to these trends and others reshaping academia.

Developing an innovative plan to transform Wheelock into a 21st-century college was her first move. Jenkins-Scott quickly kick-started this process. To succeed, the Wheelock community needed to rally around its new president and her management approach. Collaboration is one key to Jenkins-Scott’s success as a leader; as is servant leadership (the idea that true leadership means serving others). Both would help her unify the campus and wider community and inspire a decade of innovation and transformation at Wheelock.

Jenkins-Scott asked Trustees and the entire campus community to engage in an innovative strategic planning and visioning process. The goal: to achieve consensus on a strategic vision for the future of Wheelock College by the end of her first full year.

Mindful of the college’s role in the broader community, she hosted more than 100 Massachusetts community leaders and policymakers at her home as part of the President’s Community Dinner Dialogues, a series of discussions to gather their perspectives on the expectations and hopes for Wheelock College. These insights helped inform the strategic direction of the institution.

Much would need to be done, but by July 2005, Wheelock was ready to kick off a 7-year strategic plan with a clear path for revitalizing and growing the College as a learning community. This student-centered plan called for adding and renovating targeted infrastructure, developing programs that meet the needs of today’s learners, attracting and retaining faculty that will captivate the minds of Wheelock students, while offering scholarships to those with academic ability and limited financial capacity.

Fast forward to 2014: Thanks to the strong leadership of its Trustees, community and campus stakeholders, and president, Wheelock finds itself in a position of institutional, financial, and community strength that ensures the continuing viability of its mission for years to come.

How did Wheelock get there?

2008

- Secretary of State and Former Sen. John Kerry delivered the Commencement address, to the Class of 2008. He stressed the advancing threat of global warming as an example of an opportunity for young people to develop initiatives that can ameliorate climate change while also providing new opportunities for employment.

  “I urge you—carve out some time in your life to be a citizen. Don’t just vote. As you graduate, continue to find a way to be a part of your communities and take part in a cause. Find a cause greater than yourself that captures your imagination, and go after it.”
  — John Kerry
  Secretary of State and Former Senator

- The Passion for Action Scholarship Program was announced. (Above: Classes of 2014 to 2017.)

2009

- Located on the Riverway, the Campus Center became the newest residence hall on the Wheelock Campus, and the newest building on campus in 40 years.

- The Communications and Media Literacy major and the graduate program in Nonprofit Leadership were launched.

- Elementary Teaching in the Bahamas.

-位于河畔的校园中心成为 Wheelock 校园内最新的宿舍楼，也是 40 年内建成的最新校舍。

- 传播学与媒介素养专业和非营利领导力的研究生课程成立。

- 为巴哈马国家的初等教育提供服务。

- 毕业班从 2014 年到 2017 年。

- Guillermo Caballero

CLASS OF 2014

President Jackie Jenkins-Scott represents what colleges need in a president, a dedicated individual who makes time to be around students. In the last four years, I have seen President Jenkins-Scott in many places where students will congregate, in the café and hallways, just to talk to the students. I tell my friends from other institutions that I was talking to Jackie the other day (she lets us call her by her first name!) then I tell them she’s the president of the College and their mouths drop. I laugh because this is normal for many students at Wheelock. I have had many conversations with the president and I appreciate the time she takes to connect with the students. Truly, one who makes time for students at such a high level in an institution is dedicated to their work for the students.

— Guillermo Caballero
CREATING A COLLEGE for the 21st CENTURY

To lay the foundation for a “new vision” of a thriving 21st-century institution, the strategic plan required a major capital campaign. The $80 million Campaign for Wheelock represented the largest fundraising effort in the College’s history. Its objective was to provide significant new resources enabling Wheelock to pursue a future of growth and innovation while maximizing its impact on society.

Transformation was in the air even as the campaign kicked off in 2007. In the works were new programs (environmental studies, juvenile justice, and public policy) and new degrees such as Master of Science in Educational Studies to expand academic offerings and meet the needs of students and society. To harness the power of the digital revolution, course registration went online, as did certain classes and degree programs.

Partnerships with Suffolk Law School, Massachusetts General Hospital Institute for Health Professionals, and the Massachusetts School of Professional Psychology have been implemented, providing exciting new venues for student fieldwork. The innovative Aspire Institute at Wheelock College— with a mission to develop ground-breaking solutions to educational and social problems through community/faculty collaboration—opened its doors.

Wheelock deepened its commitment to making the Commonwealth a better place to live by actively working with state and local policymakers as well as community and corporate leaders. Achieving this goal meant:

- Establishing the Office of Government & External Affairs and Strategic Partnerships
- Developing venues for engagement, such as the President’s Community Dialogues, Legislative Breakfast Series, and Local and National Policy Dialogues
- Expanding access to government and corporate grants and partnerships

But the story doesn’t end there. All Wheelock students complete community-based field work to graduate. In 2012–2013, this translated to an estimated 220,000 service hours to the community at hundreds of Boston-area organizations. As part of its strategic plan to better serve its students and the community, Wheelock constantly explores opportunities for service and civic engagement that align with its core mission. Examples include:

- Revitalizing the Mattahunt Community Center in partnership with the City of Boston and the Mattapan community
- Hosting two Youth Symposiums for hundreds of Boston elementary, middle-school, and high-school students to learn leadership, mentoring, and self-respect
- Reinvigorating the award-winning Wheelock Family Theatre, which makes live theatre accessible to over 35,000 people annually through school and community partnerships and educational programs

Indeed, Wheelock’s community service excellence is now recognized at the very highest level: In 2013, the College was named to the President’s Higher Education Community Service Honor Roll with Distinction. Wheelock is one of 100 colleges in the nation to earn this award. This was the school’s third year on the Honor Roll, and the second time it has been recognized with Distinction.

Under its strategic plan, Wheelock intentionally expanded its global reach. This global spin helped raise its profile both nationally and internationally with prospective students. Notable achievements in this arena include:

- Hosting its first-ever international conference on education, health, and human rights, drawing 800 participants from 43 countries
- Creating the International Service Learning Program and International Visiting Scholars Program
- Expanding reach into Bahamas, Bermuda, Ghana, Greece, and South Africa
- Expanded bachelor’s and master’s programs in Singapore to include in excess of 3,330 students.

Wheelock’s global partnerships and programs serve to deepen student engagement in its touchstone mission of service while preparing its graduates to be citizens of the world. Says Jenkins-Scott: “We will continue to bring the world to Wheelock and Wheelock to the world. Our commitment to globalization is in keeping with Lucy Wheelock’s vision for the future of the College.”

2010

- At the request of then Mayor Thomas M. Menino and the City of Boston, the Wheelock College/Mattahunt Community Center (MCC) partnership began. With support and guidance from the Mattahunt Wheelock Community Advisory Board, the MCC officially reopened in 2011 and is now a thriving, sustainable community hub that offers a growing roster of academic and recreational services and activities driven by community needs and priorities.

- “The tremendous progress made at the Mattahunt Community Center in the past year by the Mattapan Community. City of Boston, and Wheelock College has energized the area and serves as a successful example of a public-private partnership. However, the work does not stop here. Through this partnership, we need to continually serve more children and families.” — Thomas M. Menino

Former Mayor of Boston

- The Boston Globe found that Wheelock College had the most diverse faculty when compared with all other institutions. “Wheelock College is without peer in diversity with a tenured and tenure-track faculty that is 23 percent Black and Hispanic.”

- The National Center for Race Amity was established through a founding grant from the W.K. Kellogg Foundation.

- Wheelock received recognition for community service from the President’s Higher Education Community Service Honor Roll.

- A second Youth Symposium was held, featuring Charles J. Ogletree, Jr., Hill Harper, and Latoyia Edwards.

2011

- Wheelock Family Theatre celebrated 30 years of professional, affordable theater for all families.

- Wheelock developed a new strategic plan to help reach the full measure of the College’s potential.

- The Wheelock Center of Excellence for Military Children and Families was launched.

2012

- Two new student clubs that celebrate the diversity among students were created: The Black Student Union and La Herencia Latina.

- This year saw the launch of a Master of Social Work degree program in Worcester and the College’s Political Science and Global Studies program.

- Wheelock was invited to participate in the President’s Interfaith and Community Service Campus Challenge, and the Office of Spiritual Life was created.

- Wheelock accepted into the Eastern College Athletic Conference (ECAC).

- Wheelock is one of two colleges in Massachusetts selected to partner with the Boston Teacher Residency as part of a $15 million Teacher Quality Grant from the U.S. Department of Education.

The Boston Foundation and its Board of Directors is extremely fortunate to have Jackie Jenkins-Scott serve on our Board. Jackie brings vision and insights born of experience to all of our discussions and decisions and, most importantly, helps us to understand the complexities and contemporary challenges of higher education in Greater Boston. The staff and students of Wheelock College are fortunate to have Jackie guiding their work. The growth and vitality of the College over the last decade stands as a testament to her outstanding leadership.

— Paul S. Grogan

PRESIDENT, THE BOSTON FOUNDATION
With Jenkins-Scott at the helm, the past 10 years have truly been a decade of innovation, transformation, and impact at Wheelock College.

“President Jackie Jenkins-Scott...is one of the best thinkers in education in America, and brings together knowledge, experience, and creativity to keep Wheelock College at the forefront of educational innovation,” notes Massachusetts Governor Deval Patrick.

Jenkins-Scott’s goal of bringing the College together in a shared vision with students at its core is now a reality. Under her leadership, the campus and the greater community share a strong sense of what Wheelock can and should be now and in the future. Together, they have executed a plan to get there.

A veteran fundraiser, Jenkins-Scott worked alongside the Trustees in leading the Campaign for Wheelock, which exceeded its $80 million goal. The campaign achieved challenging goals while maintaining financial stability during uncertain economic times. The just-concluded Campaign for Wheelock raised $2 million more than its stated goal and its impact ripples through every aspect of college life, from teaching to learning, enrollment to infrastructure, affordability to innovation.

Two symbols of its success are the new Campus Center and Student Residence, and the state-of-the-art Earl Center for Learning and Innovation, an addition to the existing Activities Center. Dedicated in 2013, the Earl Center is an innovative technology hub and resource for students, faculty, and those in the Greater Boston community who work with children and families. The building is a campaign gift made possible by the generosity of Sylvia Tailby Earl ’54 and her husband James.

Wheelock’s urban gem of a campus encompasses these beautiful new buildings as well as older ones. So the campaign also funded renovations of the Wheelock College Library and Riverway House dormitory. These strategic upgrades provided students with enhanced study and research facilities and modern campus amenities while retaining the character of these beloved buildings.

But the impact of Wheelock’s strategic plan doesn’t end with bricks and mortar. Additional important achievements include:

- Undergraduate enrollment soaring in the United States by 50 percent during the decade
- Wheelock’s first endowed professorship: the Sylvia and James Earl Professor of Technology and Learning
- New scholarship programs to support students and keep a Wheelock education within reach
- As we close this extraordinary chapter in Wheelock College’s 126-year history, the future looks bright.

The College’s more than 19,000 alumni continue to work for a better world for children, families, and communities everywhere, sharing founder Lucy Wheelock’s conviction that “the one thing that makes life worth living is to serve a cause.”

Wheelock remains a mission-focused school with a big presence in the highly competitive landscape of higher education. Known as a leader in and out of the classroom, its reputation for academic excellence and commitment to service resonates not only in Boston but across the nation and around the world with continued presence in Singapore and Wheelock’s expanding global reach.

However, President Jenkins-Scott knows that the years to come will continue to test private tuition-based colleges like Wheelock. Therefore, she is already working on the groundwork for a second century of serving society. She knows this truth: the Wheelock mission never stops.

“If we are doing our work, we are always evolving; we are always growing, always learning,” says Jenkins-Scott. “Our strategic plan is a foundation for a great vision to improve the lives of children and families, a vision to impact society and impact the world. If we believe in that vision, there is no endpoint to our ability to inspire a world of good.”

**BILDING ON GREATNESS**

**2013**

- Held inaugural International Conference: Global Challenges and Opportunities Facing Children, Youth and Families.
- On May 15, 2013, Wheelock College celebrated the grand opening of its newest addition to the Activities Center, the Earl Center for Learning and Innovation. The state-of-the-art learning space for students, faculty, and the Boston community is equipped with the latest technologies for learning. (Above: Mary Ann (Mare) Parker-O’Toole, assistant director of the Earl Center for Learning and Innovation.)
- Wheelock kicked off its 125th anniversary celebration.
- Wheelock creates pathway to law school with Suffolk University Law School.
- Wheelock formed a partnership with the Singapore Institute of Technology to offer a B.S. degree in Early Childhood Education.
- Announced first Endowed Professorship.
- Theatre Espresso joined Wheelock: Artistic Director Wendy Lement became Wheelock Family Theatre Producer.
- Aspire named by the Boston Compact as fiscal sponsor for a $3.25 million grant from the Bill & Melinda Gates Foundation.
- Wheelock College launched a new marketing campaign, asking students: “Are You Tough Enough to Inspire a World of Good?”

**2014**

- The Capital Campaign exceeds its $80 million goal. The successful Campaign was transformative for the College, bolstering student scholarships and financial aid, faculty support, research programs, campus facilities, global reach, and other high-priority needs outlined in the school’s strategic plan.
## A DECADE of PROGRESS

**WHEELOCK COLLEGE BEFORE AND AFTER**

### ACADEMIC YEAR

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### PROFILE OF STUDENTS

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<th>Grad Students</th>
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### SERVICE AND COMMUNITY ENGAGEMENT

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<tr>
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<th>% of first-year students completing field placements</th>
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### ALUMNI

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<th>Number of living Alumni (approximated)</th>
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<td><strong>2003-2004</strong></td>
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### ACADEMICS

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<td><strong>2013-2014</strong></td>
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<td>183</td>
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### ATHLETICS

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<td>63</td>
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<td><strong>2013-2014</strong></td>
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<td>105</td>
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