2018 ANNUAL REPORT

ASCN

Promoting knowledge development
to support institutional change in
higher education

ascnhighered.org

ANNUAL REPORT **ASCN**

Dear Colleagues,

Thank you for contributing to a successful year for the Accelerating Systemic Change Network (ASCN). This annual report provides an overview of ASCN activities, highlights our milestones and accomplishments, and includes some of our vision for the future. Some highlights from 2018:

- Our numbers continue to grow -- we now have more than 360 members and subscribers, an increase of more than 100 in the last year.

- We are preparing to host the 2019 Transforming Institutions Conference in Pittsburgh, PA, in April 2019. We received more proposals than we could accept and are looking forward to an exciting and interactive conference related to higher education change.

- We offered seven webinars in 2018 on topics including: an introduction to change leadership; a toolkit for change agents; evidence-based leadership; and sustainable change development. The Change Leaders Working Group has developed a webinar series, the Change Cafe, that will continue in 2019.

- The 2nd Annual ASCN Systemic Change Institute (SCI) as held in July in Philadelphia, PA. Four teams attended this year's Institute and continue to work with their mentors throughout the year.

- Following feedback received at our 2018 Steering Committee Meeting in January we revised and refined ASCN's goals.

- Our working groups continue to meet and develop new projects, including a survey of critical resources related to theories of change (Guiding Theories); a quarterly newsletter and webinar series (Change Leaders); a survey of measurement tools related to indicators for measuring undergraduate STEM education developed by the National Academies (Demonstrating Impact); and an annotated list of critical resources related to the focus of the working group (Aligning Faculty Incentives with Systemic Change).

The work of ASCN in 2018 was supported by a National Science Foundation five-year grant of $905,141; by a Leona M. and Harry B. Helmsley Charitable Trust's three-year grant of $794,612, and by a National Science Foundation Travel Grant of $45,517.

This past year was a year of growth, and we want to thank you for your support. We are looking forward to continued collaborations, new beginnings and further success in 2019!

Sincerely,
Charles Henderson, Andrea Beach, Linda Slakey, Scott Simkins,
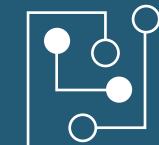Kate White, Jaclyn Rivard

Hub Leadership Team

Steering Committee

Working Group Leaders

HUB Staff

Systemic Change Institute Staff

SERC Staff

Hub Leadership Team

1. **Charles Henderson,** Western Michigan University

2. **Andrea Beach,** Western Michigan University

3. **Linda Slakey,** University of Massachusetts-Amherst

4. **Scott Simkins,** North Carolina A&T State University

Steering Committee

5. **Marilyn Amey,** Michigan State University

6. **Maura Borrego,** The University of Texas at Austin

7. **David Bressoud,** Macalester College

8. **Mark Connolly,** University of Wisconsin-Madison

9. **Anthony DePass,** Long Island University-Brooklyn Campus

10. **Susan Elrod,** University of Wisconsin-Whitewater

11. **Noah Finkelstein,** University of Colorado at Boulder

12. **Adrianna Kezar,** University of Southern California

13. **Kelly Mack,** Association of American Colleges and Universities

14. **Cathy Manduca,** Carleton College

15. **Emily Miller,** Association of American Universities

16. **Karen Paulson,** Pennsylvania State University-Main Campus

17. **Karl A. Smith,** University of Minnesota-Twin Cities

18. **Gabriela Weaver,** University of Massachusetts-Amherst

19. **Lorne Whitehead,** University of British Columbia

20. **Julia Williams,** Rose-Hulman Institute of Technology

Working Group Leaders

Working Group 1: Guiding Theories
Mark Connolly, University of Wisconsin-Madison
Susan Shadle, Boise State University

Working Group 2: Costs and Benefits
Scott Simkins, North Carolina A&T State University
Lorne Whitehead, University of British Columbia

Working Group 3: Change Leaders
Stephanie Chasteen, University of Colorado at Boulder
Robert Hilborn, American Association of
Physics Teachers
Julia Williams, Rose-Hulman Institute of Technology

Working Group 4: Demonstrating Impact
David Bressoud, Macalester College
Pamela Brown, CUNY-New York City College of
Technology
Archie Holmes, University of Virginia-Main Campus

Working Group 5: Equity and Inclusion
Audrey Boklage, The University of Texas at Austin
Anthony DePass, Long Island University-Brooklyn
Campus

**Working Group 6: Aligning Faculty Work with
Systemic Change**
Christine Broussard, University of La Verne
Emily Miller, Association of American Universities

Hub Staff

Kate White, Research Director, Western Michigan University

Jaclyn Rivard, Data Analyst, Western Michigan University

Caroline Ray, Project Coordinator , Western Michigan University

Systemic Change Institute Staff

Maura Borrego, The University of Texas at Austin (Director)

Andrea Beach, Western Michigan University

Audrey Boklage, The University of Texas at Austin

Susan Elrod, University of Wisconsin-Whitewater

Charles Henderson, Western Michigan University

SERC Staff

Cailin Huyck Orr, Associate Director

Mitchell Awalt, Geoscience Assistant

ASCN at Conferences

Members of ASCN presented ASCN-related work at various conferences and meetings this year, including the 2018 Understanding Interventions Conference, the 2018 AACU/PKAL Transforming STEM Higher Education Conference, and the NISOD International Conference on Teaching and Learning Excellence.

The Change Dashboard: A Tool for Conceptualizing Change Projects to Advance Campus STEM Reforms

Presented at the 2018 Understanding Interventions Conference and the 2018 AACU/PKAL Transforming STEM Higher Education Conference

We presented the Change Dashboard, a tool used at the ASCN Systemic Change Institute, in two workshops in 2018. Charles Henderson, Linda Slakey, and Inese Berzina-Pitcher presented the Dashboard in a workshop at the 2018 Understanding Interventions Conference. Charles Henderson and Kate White presented the Dashboard in a pre-conference workshop at the 2018 AACU/PKAL Transforming STEM Higher Education Conference. In both workshops participants learned how to use the Change Dashboard to plan for successful and sustainable change. Many commented that they plan to use the Dashboard to set collaborative project visions and guide team conversations in the future.

Materials from the workshop at AACU/PKAL are available here: bit.ly/ASCNDash18

Aligning Faculty Work with Systemic Change

Presented at the 2018 AACU/PKAL Transforming STEM Higher Education Conference

Emily Miller and Christine Broussard, leaders of Working Group 6, presented *Aligning Faculty Work with Systemic Change* at the 2018 AACU/PKAL Transforming STEM Higher Education Conference. In this workshop, they introduced ASCN and the work of their working group, received feedback on the materials they have developed, and engaged participants in discussion and reflection about how faculty work is assessed. Their materials include a matrix that captures strategies being advanced at institutions to evaluate teaching (incorporating evidence beyond student course evaluations) and a curated, annotated resource list on aligning faculty incentives with systemic change.

Materials from this workshop are available here: bit.ly/ASCNWG6-AACU18

Uniting Faculty and Administrators in Shared Learning Experiences to Advance Equity and Inclusion Change Interventions

Presented at the NISOD International Conference on Teaching and Learning Excellence by Andrea Beach

Andrea Beach presented "Uniting Faculty and Administrators in Shared Learning Experiences to Advance Equity and Inclusion Change Interventions" at the 2018 National Institute for Staff and Organizational Development (NISOD) annual conference. This interactive presentation introduced case studies as a powerful tool for creating dialog and shared learning experiences between faculty and administrators, particularly to support diversity-focused change interventions. Using insights and examples from a national workshop that took place in Summer 2017 with the goal of advancing dialog on equity and inclusion in undergraduate STEM education, she presented the case study approach used, described its implementation, and reflected on challenges encountered in using case studies as catalysts for change.

Materials from this presentation are available here: bit.ly/ASCNNISOD18

2018 Systemic Change Institute Summary

The 2nd Annual ASCN Systemic Change Institute started with a three-day workshop in Philadelphia, PA, in July. Participants from four institutional teams engaged with research on institutional change and developed strategies for their projects. Many participants appreciated the time spent with their teams to synthesize information and plan for next steps. We received positive feedback on the workshop, the Dashboard, and the mentors.

The Systemic Change Institute is designed to support campus change agents in using institutional change strategies to advance STEM change projects to greater scale and sustainability. Each year we invite campus teams to bring existing projects, envisioned or started, that they need help bringing to scale or longer-term sustainability. Institute participants learn about the national context and drivers for change, theories and frameworks of change, and the logistics of managing change projects to advance them to scale and sustainability. The Systemic Change Institute is a year-long commitment from ASCN to support teams, and a commitment by teams to work with mentors toward achieving project goals.

The 2018 participants have continued their one-year Institute experience by meeting regularly with their mentors and scheduling a site visit for the mentors to visit their campuses.

Here are some quotes from our 2018 participants:

- [Our mentor's] input has dramatically changed how we view this project. We started with a fairly small focus. [She] showed us how our project could have a much bigger impact than we originally envisioned.

- [The Dashboard] was an excellent device to help clarify our goals and tactics.

- [Our mentor] did a great job of asking appropriate questions and providing organization to our thoughts/ideas, as well as providing suggestions.

- It was helpful to be guided through the process by the layout of the Dashboard.

The 2018 teams represented the following institutions:

- Clark College

- Johnson County Community College

- Sam Houston State University

- The University of Texas at Austin

We are currently accepting applications for the 3rd Annual ASCN Systemic Change Institute, which will be held in Austin, TX, June 13-15, 2019.

For more information visit: bit.ly/ASCNSCI2019

An example of the feedback participants provide and receive from each other as they develop their Dashboards.
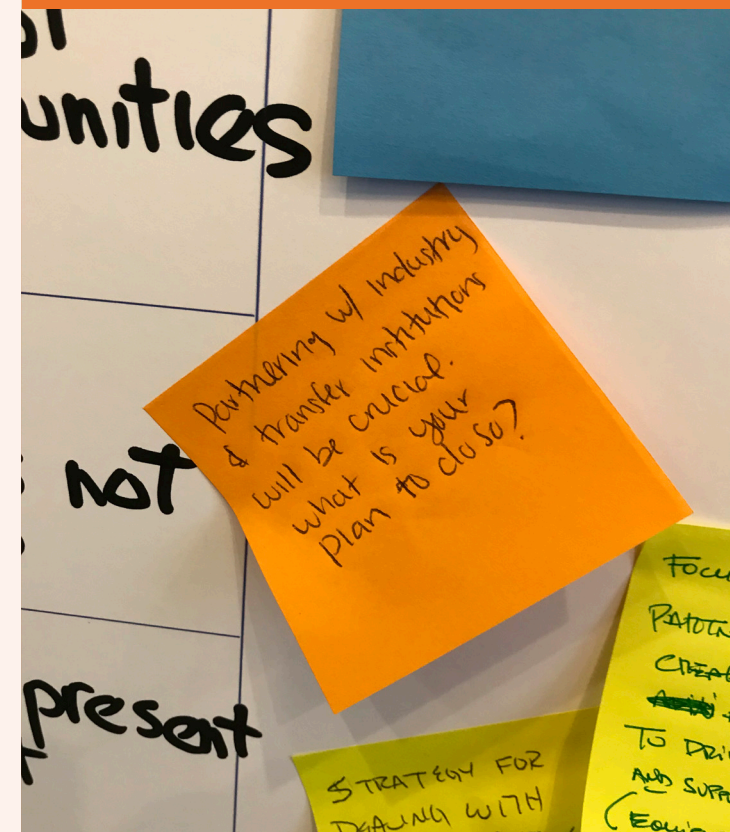
ASCN Goals

These goals were revised by the ASCN Hub in early 2018 with feedback from the Steering Committee.

ASCN Vision

The Accelerating Systemic Change Network (ASCN) will serve as an open, interdisciplinary, professional network and intellectual home for individuals and groups in a broad range of disciplines who are engaged in creating and/ or studying change in higher education. The ultimate vision of ASCN is that students in every institutional setting experience teaching that aligns with what we know about how people learn, and that draws in and supports all students. ASCN will help integrate what is known and soon to be discovered about organizing, leading, and evaluating change efforts to maximize the individual and collective efforts of network members.

ASCN Mission

Establish a community that generates, curates, and propagates knowledge to support pedagogical, curricular, and culture change in higher education.

ASCN Goals

Goal 1: Establish a community for change agents and researchers who are actively involved in producing knowledge about change.

Hub Activities:
- Sub-goal H1.1: Active recruitment of members, including researchers and change agents
- Sub-goal H1.2: Active engagement of members through conferences, website, social media, and other methods of communication
- Sub-goal H1.3: Support efforts of working groups to share what they are doing with one another
- Sub-goal H1.4: Legitimize scholarly work on systemic change

Working Group Activities:
- Sub-goal W1.1: Build a sub-community among people interested in their particular theme
- Sub-goal W1.2: Consider how to share what they are doing with other ASCN working groups

Goal 2: Generate and curate knowledge about promoting, supporting, and accelerating change.

Hub Activities:
- Sub-goal H2.1: Create an effective and sustainable support system for working groups of ASCN

Working Group Activities:
- Sub-goal W2.1: Address key questions regarding institutional change in higher education, initially defined as the six areas of our working groups, by identifying needed work and planning for progress

Goal 3: Propagate knowledge about promoting, supporting, and accelerating change

Hub Activities:
- Sub-goal H3.1: Propagate knowledge that advances systemic change broadly through such avenues as conferences, the SCI, and our web presence

Working Group Activities:
- Sub-goal W3.1: Propagate knowledge around the working group topic by supporting Hub-led activities, publishing and presenting findings, and other activities

Year in Review | Systemic Change Institute and Revised ASCN Goals

Working Groups

The ASCN working groups have met many times in 2018 and active membership has grown for each group. Each group has developed an individual vision for their group's projects and engagement with membership. This development has been exciting in 2018, as each group has continued to develop an identity and vision. The ASCN Research Director, Kate White, has met regularly with the working group leaders and worked closely with each group as they develop these projects.

Much of the work of the network occurs within these working groups, and each group focuses on one specific aspect of systemic change. The groups are:

Working Group 1: Guiding Theories
Working Group 2: Costs and Benefits
Working Group 3: Change Leaders
Working Group 4: Demonstrating Impact
Working Group 5: Equity and Inclusion
Working Group 6: Aligning Faculty Work with Systemic Change.

Working Group 1: Guiding Theories
In 2018 the founding leaders of this working group stepped down. Susan Shadle and Mark Connolly helped grow the group from its beginnings and develop the group's goal of connecting researchers with practitioners through the dissemination of theories about systemic change. In connection with this goal, the group developed a new project this year -- a survey to collect critical resources about systemic change aimed at different audiences. The group intends to create a series of critical resource lists about theories of systemic change for specific audiences. This survey can be found here: **bit.ly/ WG1Survey**

Working Group 2: Costs and Benefits
This group is in the early stages of developing a new project related to supporting leaders as they make decisions about change initiatives. The goal of the project is to create a conceptual checklist for leaders who are assessing new programs or initiatives and deciding whether or not to move forward. The group intends to continue to share ideas about what should be included in such a list and meet in early 2019 to discuss possible directions the project could take.

Working Group 3: Change Leaders
In 2018 the leaders of this working group have developed two exciting new projects: a quarterly newsletter and a webinar series, the Change Cafe.

They sent the first issue of the Change Leaders Newsletter in October, 2018. The newsletter included information on the Change Cafe webinar series, upcoming and recommended events for members, recommended publications and resources, and group member updates. Engagement the newsletter was similar to the typical engagement with ASCN newsletters (see p. 17). The second issue of the newsletter is planned for early 2019.

The Change Cafe series started with two webinars in September and November of 2018. The first, "Change Leadership 101", was hosted by working group co-leader Julia M. Williams and two of her colleagues from the Rose Hulman Institute of Technology, Eva Andrijcic and Sriram Mohan. The second, "Collectively Improving Our Teaching: A department-wide professional development program resulting in widespread change", was hosted by Kimberly Tanner from San Francisco State University. The Change Leaders group will continue the Change Cafe series 2019.

Working Group 4: Demonstrating Impact
The leaders of this group created and distributed a survey requesting feedback on the "Indicators for Monitoring Undergraduate STEM Education" developed by the National Academies of Sciences, Engineering, and Medicine in 2017. The survey asked respondents to indicate whether appropriate measurement tools exist or need to be developed for each of the indicators. It also asked whether they are being asked to measure each indicator. Respondents also provided citations for resources that already exist.

The survey can be found here: **bit.ly/WG4Survey**

In October the leaders and the Research Director met to discuss the results of the survey. The convened a meeting of the active members in November following this discussion and asked for more feedback on the survey report. The group identified three areas in which there seems to be critical need for the development of assessment tools. They decided to develop a second survey, listing these and other findings from this first survey, and to distribute the second survey to ASCN members. The leaders have developed the second survey and plan to distribute it in early 2019. The

goal of this project is to prioritize the areas of need and to determine what audience should be targeted if a larger version of the first survey is developed.

Working Group 5: Equity and Inclusion
Audrey Boklage joined Anthony DePass as a co-leader of this working group in 2018. The group has developed a new project this year: the creation of a "tree of experts" working on projects related to diversity and inclusion in higher education. The group intends to create a visualization of experts and their projects, a network of diversity and inclusion initiatives. They have developed a form for "Expert Profile Submission" that they intend to distribute in early 2019.

Working Group 6: Aligning Faculty Work with Systemic Change
In 2018 the leaders of this group, Emily Miller and Christine Broussard, developed two main projects as well as the vision of their working group. When creating this group, they decided to first develop a product and then invite active members to participate in ongoing or new projects. To that end, they developed a matrix of efforts and strategies intended to incorporate evidence beyond student course evaluations in the summative assessment of faculty members' teaching. In coordination with the Research Director they also created a curated list of critical resources (in two versions: short and annotated) related to the focus of this working group. They presented these materials at a working at the 2018 AACU/PKAL Transforming STEM Higher Education Conference. All materials can be found here: **bit.ly/ASCNWG6-AACU18**

They intend to use the feedback from this workshop to determine the next steps of their projects and to convene a meeting of the group's active members in early 2019.

Year in Review | Working Groups

ASCN Webinars

The goal for the ASCN webinars is to offer a wide range of topics that align with the vision of the ASCN and contribute to learning and sharing knowledge or expertise. Our intention is for the webinars to be part of our mission to disseminate the knowledge and expertise of systemic change scholars and practitioners to the wider higher education community.

We offered seven webinars in 2018. Two were part of the Change Leaders Working Group's new webinar series, the Change Cafe. These webinars covered many topics, including: faculty adoption of STEM education reforms; various approaches to advancing change in STEM higher education; increasing success for underrepresented students in STEM; tools for change agents; and evidence-based leadership. Our webinar presenters are experts in their fields, with many years of experience working on systemic change.

All of our webinars are available to watch on our website. For more information, follow the links listed to the right.

Faculty Adoption of STEM Education Reforms: From Constraint to Possibility
Presenter: Dr. Cassandra Volpe Horii (Founding Director, Center for Teaching, Learning, and Outreach at the California Institute of Technology; President-Elect of the POD Network in Higher Education)
Attendance: 67, Watch online at **bit.ly/webFASTEM**

Developing and Sustaining Effective Partnerships to Advance Change in STEM Higher Education
Presenters: Marilyn Amey (Mildred B. Erickson Endowed Chair and Professor, Department of Educational Administration, Michigan State University), Sarah Rodriguez (Assistant Professor, School of Education, Iowa State University), and Lucas Hill (Assistant Researcher, Wisconsin Center for Education Research, University of Wisconsin - Madison), *Attendance: 37, Watch online at* **bit.ly/webDSEP**

Creating a Unified Community of Support: Increasing Success for Underrepresented Students in STEM
Presenter: Elizabeth Holcombe (Research Assistant at Pullias Center for Higher Education, University of Southern California), *Attendance: 36, Watch online at* **bit.ly/webUCSS**

The Change Maker's Toolkit: Preparing Faculty and Administrators to Make Academic Change Happen
Presenter: Julia M. Williams (Interim Dean for Cross-Cutting Programs and Emerging Opportunities, Rose-Hulman Institute of Technology), *Attendance: 19, Watch online at* **bit.ly/webCMTK**

Change Leadership 101, A Change Cafe Webinar
Presenters: Julia M. Williams (Interim Dean for Cross-Cutting Programs and Emerging Opportunities, Rose-Hulman Institute of Technology), Eva Andrijcic (Assistant Professor of Engineering Management, Rose-Hulman Institute of Technology), and Sriram Mohan (Associate Professor of Computer Science and Software Engineering, Rose-Hulman Institute of Technology), Attendance: 23, *Watch online at* **bit.ly/webCL101**

Using an Evidence-Based Approach to Develop a Culture of Shared Leadership for Change
Presenters: Susan Elrod (Provost and Executive Vice Chancellor, University of Wisconsin - Whitewater), Judith Ramaley (President Emerita and Distinguished Professor of Public Service, Portland State University)
Attendance: 31, Watch online at **bit.ly/webEBL**

Collectively Improving Our Teaching: A department-wide professional development program resulting in widespread change, A Change Cafe Webinar
Presenter: Kimberly Tanner (Professor of Biology and Director of the Science Education Partnership and Assessment LaboratorySan Francisco State University)Attendance: 17, *Watch online at* **bit.ly/webCIOT**

The ASCN Web Space

This was the second year of our five-year contract with the Science Education Resource Center (SERC) at Carleton College. SERC provides the online platform for the ASCN community with funding from the Helmsley Charitable Trust. They have also been contracted to build and support the website for the 2019 ASCN Transforming Institutions Conference.

The major areas of SERC's charge include:

1. Hosting the network website, including both public pages and private working areas on its servers;
2. Providing use of the Serckit tools for community authoring of online resources;
3. Supporting meetings and webinars;
4. Supporting the use of these tools by members;
5. Developing other pages and resource collections.

January-March
Due to the great work done in 2017, we started 2018 with a well-developed site. Mitchell Awalt and other members of the SERC team continued to support ASCN blog posts, webinars, and team member activity. In this period they set up the web space for the 2018 Steering Committee Meeting and the 2018 Systemic Change Institute. There were three webinars held in this period and new pages were developed for each one (including main, registration, and evaluation pages). They also continued to support and maintain the working group workspaces and email lists and the ASCN publications collection.

April-June
SERC assisted with the creation of the Demonstrating Impact Working Group's Indicators Feedback survey. This survey can be found on that Working Group's page. They also continued to maintain and update the Systemic Change Institute web space and facilitated revision of the ASCN Mission and Goals page. The Mission and Goals were revised to reflect the updates to the Goals following the 2018 Steering Committee Meeting. Finally, they created a Save the Date page for the 2019 Transforming Institutions Conference and continued to support the ASCN webinar series.

July-September
The main activity during this period was the creation of the site for the 2019 ASCN Transforming Institutions Conference. This included building the site with all necessary pages (e.g., Index, Overview, Pre-Conference Workshops, Call for Proposals, Travel and Accommodations, Registration, Stipend Application, Receive Updates, and About ASCN) and many varied forms (e.g., proposal submission forms, form to receive updates, etc.). The planning committee for the conference started regular meetings in this period and provided feedback on the website many times. The conference website is here:
  bit.ly/ASCNHigherEdTI2019

October-December
The regular work of supporting the ASCN web presence has continued in this period. Mitchell Awalt continues to work closely with ASCN staff to maintain our online presence. There were three webinars held this fall, and new pages were developed for each one. A new page for the Guiding Theories Working Group's Survey of Critical Resources was created and published in November. The Equity and Inclusion Working Group has also developed a submission form for Expert Profiles that will be published in 2019.

Other major work completed in this period included the creation of pages for the 2019 Systemic Change Institute and Steering Committee Meeting, edits to ASCN staff and leadership pages, and creation of new pages for working groups. The private planning spaces for our team members and working groups have been updated regularly, including with regular meeting notes.

Top-Five Most Visited ASCN Blog Posts

1. Mark Connolly, "What Does Systemic Change Mean to You?"

2. Charles Henderson, "What Is Systemic Change?"

3. Inese Berzina-Pitcher, "2017 SMTI-ASCN Workshop on Diversity and Inclusion"

4. Stephen Secules, "Beyond the Diversity Status Quo"

5. Sean Bridgen, "Academic Advising: Leverage Point for Systemic Change Initiatives?"

Year in Review | ASCN Web Space

12605
10552
2244 2735
707 987
201 198

14000
12000
10000
8000
6000
4000
2000
0

Page Views   Visitors   Engaged Visitors   Intensive Visitors

■ - 2017   ▨ - 2018
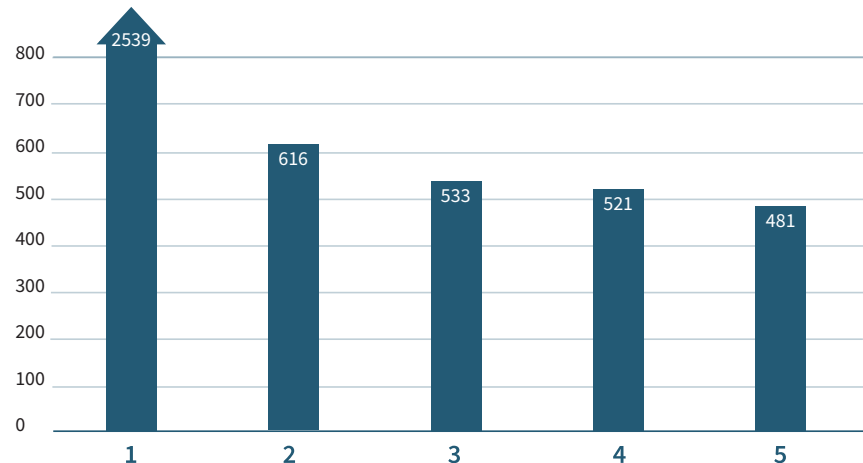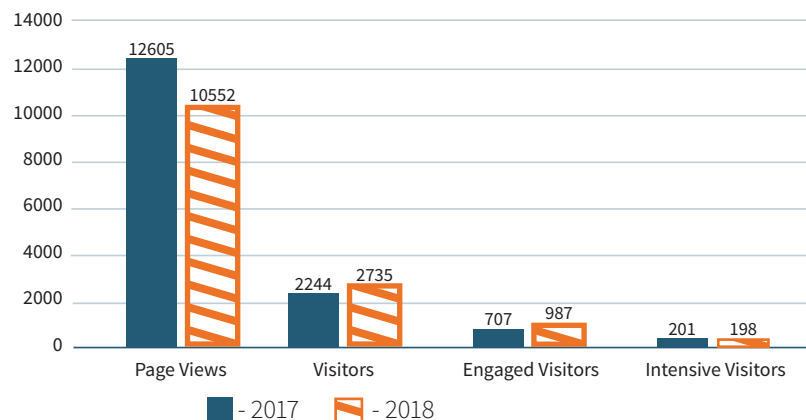
Notes:

- *Page Views*: This is the number of times the page has been opened in any web browser.

- *Visitors*: the number of different people who have viewed the webpage. This number is generally lower than the page view number because individuals often visit a page more than once.

- *Engaged Visitors*: This is the subset of the visitors who were on the page for at least 30 seconds or downloaded a file from the page. In general, this number does a better job of reflecting the number of people who interacted meaningfully with the page. For some pages (e.g. one that acts as a table of contents), a 15-second interaction may be meaningful.

- *Intensive Visitors*: This is the subset of the visitors who visited the page for at least three minutes.

Overall ASCN Website Traffic

Module/Page	Page Views	Visitors	Engaged Visitors	Intensive Visitors	File Downloads	Average Time (s)
All Time Views	29335	5860	2108	552	362	39
2018 Views*	10552	2735	987	198	228	37
2017 Views	12605	2244	707	201	93	40
2016 Views	6198	881	414	153	41	40
2018* Traffic on Major Pages:						
Index page	3753	1818	439	65	0	37
About ASCN	1026	621	206	28	45	33
Working Groups	770	423	145	19	0	46
Meetings	517	332	61	7	0	24
Webinars	646	337	129	18	0	36
Get Involved	157	117	12	2	0	17
ASCN Blog	401	165	71	7	0	33
Syst. Change Inst.	472	270	50	6	0	19
For Team Members	599	189	20	6	0	18
News and Events	168	102	21	2	0	33
Transforming Institutions Conf.	1383	899	418	46	0	41

* January-November, 2018

ASCN Blog

The vision for the ASCN blog is to become a platform to engage scholars and practitioners, including those who are already involved with ASCN work, as well as the wider community of researchers and practitioners who are engaged in or supporting pedagogical, curricular, and culture change in higher education. The blog serves three purposes.\:

1. It informs stakeholders about the work of ASCN by providing updates from the working groups, highlights about resources on our site, information about our meetings and conferences, etc.

2. It disseminates knowledge and expertise of scholars and practitioners by encouraging guest posts that align with the vision of the ASCN, showing clear connection to our work, and contributing to learning and sharing knowledge or expertise.

3. It facilitates discussions about relevant frameworks, articles, books and tools that align with the vision and principles of ASCN.

The ASCN Blog is a place where ideas based on research and evidence are expressed in posts and comments and contribute to the development of new knowledge about change in higher education.

Contributors and Blog Highlights

The ASCN blog was started in December 2016. The blog currently has 26 posts; 5 were written in 2018.

Most of the 2018 blog posts were written by ASCN working group leaders:

- In January, Pamela Brown (CUNY New York City College of Technology), co-leader of the Demonstrating Impact Working Group, asked the blog's audience, "How does your professional organization try to lead positive change? What changes have your professional organization led or you would like to see them lead?" and shared answers from Charles Henderson and David Bressoud.

- In March, Susan Elrod (University of Wisconsin-Whitewater) and Lorne Whitehead (University of British Columbia) collaborated on their post, "Turning on the Thrive Channel to Accelerate Change in Higher Education." They discussed how John Kotter's framing of the "thrive channel" can be applied to higher education, to sustain focus on opportunities and long-term success.

- Elizabeth Holcombe (University of Southern California) contributed a two-post series. In February, she wrote "Integrating across Academic and Student Affairs to Support Underrepresented Students in STEM: Lessons from the CSU STEM Collaboratives," in which she described how integrated programs bridge organizational silos to support underrepresented students in unified communities of support. In March, she shared the challenges and facilitators that her team encountered in "Implementing Integrated Comprehensive Student Programs in STEM: Challenges and Facilitators from the CSU STEM Collaboratives." These posts support her webinar, given in March.

- In March David Bressoud (Macalester College), co-leader of the Demonstrating Impact Working Group, started a discussion "Building on the BOSE Report of Indicators for STEM Education." This discussion resulted in a survey asking for feedback on these indicators, created by their working group.

Blog Views

Overall, the ASCN blog received 7, 241 page views between January and November in 2018. The 2018 post with the most views was Susan Elrod's and Lorne Whitehead's post (168 views).

Newsletter

ASCN News is a monthly, subscription based email newsletter. The newsletter provides a way to maintain contact with the ASCN community, including working group members and supporters.

With the newsletter, we:
1. Communicate directly with ASCN members;
2. Provide updates from ASCN members, the working groups, and events;
3. Share new publications by ASCN members and articles and websites of interest to the ASCN community.

2018 in summary:
- We sent 10 newsletters and 6 other announcements.
- Subscriptions rose from 225 to 364 between January and December.
- Our average open rate is 44.1%; the industry average is 15.6%.
- Our average click rate is 9%; the industry average is 1.6%.
- Most of the time the most popular links from the newsletter bring readers to the ASCN website. This includes links to ASCN events, the ASCN blog and other information.

364 December 2018
225 December 2017
123 January 2017

Mail List Reach
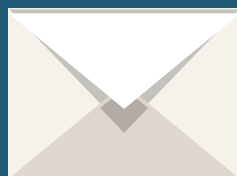
Social Media

ASCN uses two social media platforms (Facebook and Twitter) to engage our community and to reach others interested systemic change in higher education. In 2018 our Twitter following grew from 92 to 371 users. Our top tweet of 2018 (699 impressions) featured the leaders of our Aligning Faculty Work with Systemic Change Working Group, Emily Miller and Christine Broussard, presenting a workshop at the 2018 AACU/PKAL Transforming STEM Higher Education Conference. On Facebook, our following grew from 74 to 101 users, and the post with the most reach in 2018 (323 users) announced the opening of registration for the 2019 ASCN Transforming Institutions Conference.

371 Followers
776 Tweets
3440 Highest Monthly Impressions

Twitter

101 Followers
**214** Posts
2257 Highest Monthly Reach

Facebook

Looking Ahead

This year was our first year of funding with a grant from the National Science Foundation for $905,141. The award ends December 31, 2022. This five-year grant will support the infrastructure of the network, outreach and growth, as well as meetings and conferences.

Kezar and Gehrke (2015) estimate that it takes Communities of Transformation (CoT's) five to seven years to develop a sustainability model. Progress toward sustainability for ASCN based on their findings is detailed in the project timeline below. The five typical phases of CoP/CoT development are Potential, Coalescing, Maturing, Stewardship, and Transformation.

ASCN is currently in the middle of the Coalescing phase. In the five years of funding, the goal is to develop this community through the Maturing phase to the beginning of the Stewardship phase.
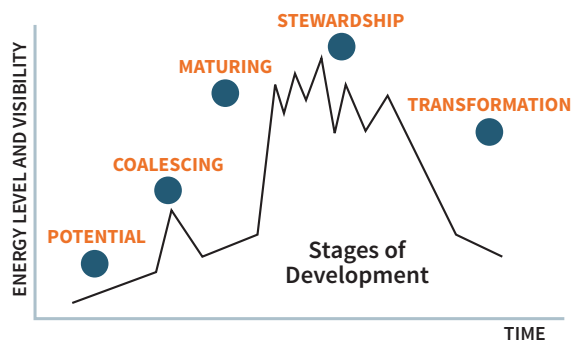
Project Timeline

Year 1: 2018 Summary
Goal: Increase Participation (Coalescing Phase)

During 2018, which has been the fourth year of ASCN activity, we met our goal of increasing participation. However, we want to continue to grow the reach of the network in 2019. Our working groups continued to work together to address network goals and key questions. Some groups met more frequently than others, but all groups are currently engaged in a project as of December. Some have developed deliverables (including critical resource lists, surveys, webinars, and newsletters) while others are in the planning stage of various projects.

We have continued to grow the ASCN online presence, by developing the website and our social media accounts. In 2019 we plan to continue to improve our reach online and to engage more frequently with our members through the ASCN blog. We will also continue to develop webinars, the ASCN newsletter, and other events.

At the 2019 Steering Committee Meeting, which will take place in Washington, D.C., in January, we plan to discuss the major themes that have arisen in 2018, including: working group operations and growth, and next steps for developing the Network. We plan to develop a survey in 2019 in which we will ask our current members about the state of ASCN and their interactions with it.

Year 2: 2019
Goal: Develop an identity (Maturing Phase)

In 2019 we plan to survey our members with the goal of developing a concrete shared agenda and shared sense of identity. Important activities will include synthesizing the work that is in progress in each working group based on their plans, deciding what aspects of the network are currently working well and what needs to happen next for the network to become self-sustaining. These topics will be emphasized in discussions at the 2019 Steering Committee Meeting, Conversations will begin about possible sustainable network structures. Based on decisions made about ongoing structures for sustaining the work beyond the grant period, formal organizational and leadership structure and other key features of sustainable Communities of Transformation such as professional staffing, financial model, strategy, feedback, and assessment of progress (Kezar & Gehrke, 2015) will need to be considered. The steering committee and working groups will continue their work.

The 2019 ASCN Transforming Institutions Conference will be held in Pittsburgh, PA, April 3-5, 2019. We will also host the 3rd Systemic Change Institute in Austin, TX, June 13-15, 2019.

Looking Ahead

Year 3: 2020

Goal: Build strong systems (Maturing Phase)

During year 3, the network will become more systematic about all aspects of network activities that are necessary as the network grows. This will result from the more formal organizational and leadership structure initiated in the previous year and is especially important in order to involve the diverse perspectives of all potential participants. This year will involve more intensified discussions and planning for the network to become self-sustaining. Although fiscal responsibility for the grant funds will reside with the PIs, other aspects of network responsibility may begin to shift to a new organizational and leadership structure.

The steering committee and working groups will continue their work; significant progress regarding addressing key questions and development of project deliverables will be made.

The Annual Network Meeting will take place in Summer 2020.

Year 4: 2021

Goal: Finalize plans for sustainability (Maturing Phase)

By funded year 4 (year 7 of ASCN activity), the community is expected to take responsibility for its own development. Based on the experiences of other networks (Kezar & Gehrke, 2015) it is unlikely that the network will be fully self-sustaining at this point. But, it is very reasonable to expect a 3-5 year plan for sustainability to be in place, including plans for securing additional external funding.

The Annual Network Meeting will take place in Summer 2021.

Year 5: 2022

Goal: Enact plans for sustainability (Begin Stewardship Phase)

Funded year 5 (year 8 of ASCN activity) is the final year of NSF funding. Thus, the community will need to enact its sustainability plan and put the necessary structures in place for the network to continue successfully after the funding period.

The steering committee and working groups will continue their work and will have completed the development of key project deliverables

The Annual Network Meeting will take place in Summer 2022.

References

Kezar, A., and Gehrke, S. (2015). Communities of Transformation and their Work Towards Achieving Scale in STEM Reform. Los Angeles: Pullias Center for Higher Education. Retrieved from http://www.uscrossier.org/pullias/wp-content/uploads/2016/01/communities-of-trans.pdf.

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