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everywhere



# ANNUAL REPORT

2021



ANNUAL REPORT 2021

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A LETTER

# FROM THE DIRECTOR



In addition to our personal and professional equity work, we have spent this last year inviting students into our work.

**JESSICA ROWLAND WILLIAMS, PH.D.**  
**DIRECTOR OF EVERY LEARNER EVERYWHERE**

# IN 2021

we've seen tremendous strides in how institutions are prioritizing digital learning transformation while also grappling with the realities of systemic injustice and other inequities laid bare by the pandemic.

While instructors report an increased positive perception of digital learning and more frequent and embedded uses of digital resources, there are also challenges arising in this changing landscape. Instructors have voiced growing concerns about equity and moral issues related to the use of digital tools, there is growing demand for improved faculty development, disparities in access to technology and broadband persist for students and instructors, and instructors are regularly reporting a loss of student engagement in digital learning spaces. In our pursuit of “getting back to normal”, we’ve all had to grapple with the growing awareness that our “old normal” was leaving too many students and faculty on the sidelines yet our “new normal” is still unfamiliar territory.

As a dynamic network of partner organizations, our mission is to help faculty and institutions use digital learning technologies to create equitable learning experiences that better serve students who have been systemically marginalized—in other words, we help faculty and institutions to navigate this uncharted territory where digital learning meets equity and racial justice. Our network works to build and promote digital learning solutions that center the affective, interpersonal, and situational needs of students who have been marginalized by 1) positioning Black, Latinx, and Indigenous students and those who share their lived experiences as experts and incorporating their voices into all aspects of our work and research 2) providing the field with solutions, tools, and services that support race and equity-conscious implementation of digital learning tools and 3) collaborating across network partners who share our equity-focus, advocate for racially- marginalized communities and value diversity in the network representation.

This year our network has prioritized increasing our knowledge and capacity for equity and racial justice work along with centering equity and racial justice in our [resources](#) and [services](#). Some of the highlights of our work include: creating a rubric to evaluate the language we use and about how we can better serve the students and institutions our network supports; engaging in a series of professional learning workshops with leading scholars such as Dr. Shaun Harper, USC Race and Equity Center Executive Director, [Dr. D-L Stewart](#), Chair of the Higher Education Department in the Morgridge College of Education at the University of Denver, Tanya Williams, [Authentic Coaching and Consulting](#) and Bari Katz, [Bari Katz Consulting](#); completing intensive courses in document accessibility; and designing a series of service tracks that center equity in digital learning implementation. In addition to our personal and professional equity work, we have spent this last year inviting Black, Latinx, Indigenous, first-generation, and poverty-affected students into our work. This year the network introduced the [Students Fellows](#) program to provide students with a meaningful and paid internship experience that also provides network partners the opportunity to collaborate with and learn from students.

I am excited about the future of our work as we continue to guide faculty and institutions as they navigate introduce digital learning tools into post-secondary learning spaces where the student population is more diverse than it has ever been and long-held notions about best-practices in teaching and learning are being questioned and challenged. Our work is difficult and uncomfortable, but it is necessary if we are to live up to the promise, we make to each other as colleagues and as advocates for students. As we look towards the future, Every Learner will continue to ask the hard questions, to hold ourselves accountable to the equity principles in our mission, to provide resources and support for faculty and institutions on the frontlines, and to advance the important work of centering equity and racial justice in digital learning.

*Jessica Rowland Williams, Ph.D.*

# ABOUT THE NETWORK

The Every Learner network was formed in 2017 to advocate for equitable outcomes in U.S. higher education through advances in digital learning.

Our partners have expertise in evaluating, implementing, scaling, and measuring the efficacy of education technologies, curriculum and course design strategies, teaching practices, and support services that personalize instruction for students in face-to-face, blended, and online learning environments.

Our collaborative mission is to help institutions use new technology to innovate teaching and learning, with the ultimate goal of improving outcomes and opportunities for Black, Latinx, and Indigenous students, poverty-affected students, and first-generation students.



# MEET OUR NETWORK PARTNERS



## ASSOCIATION OF CHIEF ACADEMIC OFFICERS

“ As a member of the ACAO Board and the liaison to the Every Learner network, I have been able to lead my own institution and provide advice to other institutions on how digital pedagogy can become a high impact practice that allows chief academic officers across the country to help all of their students to persist to graduation and obtain a college degree.

– Laura Niesen de Abruna, Ph.D., Past President and Chair of the Nominations Committee of the Association of Chief Academic Officers

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## ASSOCIATION OF PUBLIC AND LAND-GRANT UNIVERSITIES

“ Being a part of the Every Learner Everywhere network has provided APLU with the opportunity to collaborate and partner with like-minded organizations that are committed to promoting equity and fostering technological innovation in higher education. Our service to students, faculty, and institutions is enriched through these collaborative partnerships. We work better when we work together.

– Megan Tesene, Ph.D., Director of the Personalized Learning Consortium at the APLU

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## ACHIEVING THE DREAM

“ Achieving the Dream and Every Learner Everywhere are committed to identifying and addressing the inequity that has been deeply etched into higher education’s system, structures, policies, and practices. Both organizations recognize the power and potential to transform higher education for Black, Latinx, Indigenous, first-generation, and poverty-affected students by intentionally centering equity in teaching and learning. Working with Every Learner has afforded dynamic field-facing opportunities to build community college faculty’s capacity to implement student-centered digital learning strategies in response to their course-level disaggregated student outcome data

– Ruanda Garth-McCullough, Ph.D., Director of Program Development, Achieving the Dream, Inc.

# MEET OUR NETWORK PARTNERS



## DIGITAL PROMISE

“ Without our membership in the Every Learner Network, we wouldn't have been able to engage in the type of postsecondary work we're currently doing. Our collaboration with APLU, ATD and WCET gave us access to an extended network of higher education institutions that made it possible to find fantastic partners for a research-practice partnership to increase equity in digital learning through gateway course redesigns. Leveraging the resources and expertise of our Every Learner partners, the research-practice partnership with a cohort of five, mostly minority-serving, institutions is creating more equitable digital learning experiences for over 12,000 learners.

– Korah Willey, Ph.D., Learning Sciences Researcher at Digital Promise

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## EDUCAUSE

“ EDUCAUSE is proud to collaborate with the 12 partners in the Every Learner Everywhere Network. It is an honor and a pleasure to work at the intersection of equity and digital learning with such a diverse set of organizations. Together, we are working to serve institutions to provide a better educational experience and improve outcomes for Black, Latina/o, Indigenous, and poverty-impacted students.

– Catherine Yang, A.B., Vice President, Digital Communications and Content, Educause

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## INTENTIONAL FUTURES

“ As a partner in the Every Learner Network, it has been an honor to work with incredible change agents for equity and justice in higher education. As we co-developed some of our favorite assets such as the Getting Started with Equity Guide and the IMPACT Framework, we have formed close partnerships throughout the network and the field at large. Working with the Every Learner Fellows has also forced us to consider how we engage with students and ensures we are centering their voices and experiences in the work we do throughout the network and when we are directly engaging with institutions.

– Tia Holiday, M.Ed., Associate Director, Education and Postsecondary Education Lead, Intentional Futures

# MEET OUR NETWORK PARTNERS



## ISTE/EDSURGE

“ Targeting the essential intersection of equity and digital learning, the Every Learner Everywhere network continues to provide faculty and leaders critical insight for meaningfully advancing equitable opportunities and outcomes at higher education institutions today. Especially in light of widespread instructional shifts - to online, blended, and hyflex models - accelerated by the COVID-19 pandemic, the professional development and assets created and distributed by Every Learner could not be more timely. Honored to be a network partner, the opportunity to launch the Expert Network brought a fresh lens to critical issues in higher education today for ISTE, and offered us the opportunity to work with exceptional leaders in the DEI space.

– Brandon Olszewski, Ph.D., Director of Research ISTE | International Society for Technology in Education

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## ONLINE LEARNING CONSORTIUM

“ One of OLC’s core values is the creation of equitable and sustainable pathways to online, blended and digital learning that focus on quality. Our commitment to Every Learner Everywhere affords us the ability to contribute to a shared mission and vision for access to education in partnership with our colleagues and thought leaders across the field. Through these meaningful collaborations, the Every Learner network is driving generative change work within digital learning environments that prioritizes countless students and educators who’ve historically been left behind within higher education.

– Angela Gunder, Ph.D., Chief Academic Officer, Online Learning Consortium

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## SOUTH BY SOUTHWEST EDU

“ It’s been powerful for South by Southwest EDU (SXSW EDU) to be a part of the Every Learner Everywhere Network. Every Learner’s passion and commitment to equitable outcomes in U.S. higher education through advances in digital learning aligns squarely with SXSW EDU’s fundamental belief that education has the power to change the future and contribute to a more just, equitable and inclusive tomorrow.

– Ronald Reed, Founder & Executive Producer, SXSW EDU

# MEET OUR NETWORK PARTNERS



## TYTON PARTNERS

“ Accelerated by the pandemic, institutions of higher education are prioritizing digital transformation and grappling with how to address systemic racism and other inequities that have been exacerbated and laid bare. The work that Every Learner Everywhere and its network partners are doing to enable institutions, faculty, and staff to develop capacity to deliver high-quality, digital learning that closes equity gaps is both unique and critically important. We value the role we are able to play alongside network partners to help institutions implement sustainable and impactful strategies to improve outcomes for students.

– Kristen Fox, M.A., Managing Director, Tyton Partners

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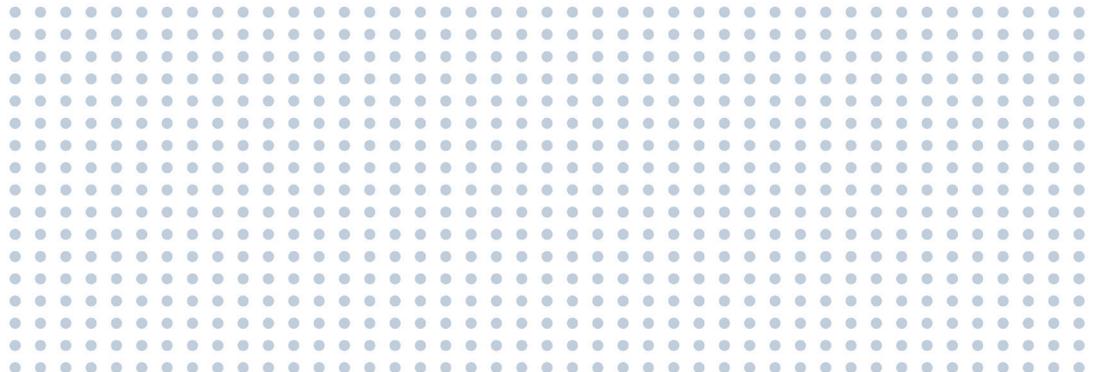


## WCET

“ Every Learner Everywhere has become an important voice and thought-leader in the field of digital learning. All of their works remind those of us in higher education about the times when we fall short in meeting students’ needs. Every Learner highlights the role that digital learning plays (or aspires to play) in overcoming the barriers faced by Indigenous, Black, LatinX, poverty-affected, and first-generation students.

– Russ Poulin, M.S., Executive Director, WCET & Vice President for Technology-Enhanced Education, WICHE

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# IMPACT

Despite the continuation of pandemic conditions on teaching and learning, Every Learner network partners provided services and thought leadership to faculty and institutions at higher levels than in previous years.

<p><b>600</b> Institutions*</p> 	<p><b>All 50</b> US States +1 Territory (Guam)*</p> 	<p><b>14</b> Countries*</p> 
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## Services

### CONSULTATIVE ENGAGEMENTS



**2019: 21**  
**2020: 28**  
**2021: 37**

### WEBINARS

**2019: 6**  
**2020: 8**  
**2021: 14**



### SUMMITS AND WORKSHOPS



**2019: 1**  
**2020: 5**  
**2021: 17**

### NUMBER OF PARTICIPANTS IN ALL EVENTS:

Some engagements span across multiple years, so participants are counted in both years when that happens; without duplication in services there are 5,463.

**2019: 916**  
**2020: 2745**  
**2021: 2780**



\* As of November 15, 2021



The Every Learner mission framework brings together digital courseware, learning technology, and sustainability, equity and racial justice in higher education, and evidence-based teaching in gateway courses. The three aspects of the framework aligned in the Expert Network program sponsored by ISTE and offered January - June. This program provided no-cost one-on-one faculty coaching on equitable teaching practices and digital learning. Faculty participating in expert network coaching were also encouraged to join the Every Learner Network community for the weekly Strategies for Success webinar series and Educause Learning labs running January - April. Educause provided 105 faculty with a microcredential for completing the learning labs.

The [Educational Equity through Digital Learning Virtual Faculty Workshop](#) picked up where the Expert Network left off. Running June - August, this workshop offered faculty opportunities to participate in synchronous sessions with national leaders; a platform for peer discussions to expand one's perspective and foster meaningful connections among faculty; and professional coaching sessions to identify and attain a teaching goal through personalized support. There were 67 active faculty throughout the 8-week workshop, and Every Learner issued certificates to 38 faculty for completing all workshop requirements.

*"The direct-to-client coaching provided by the Expert Network and Summer Faculty Workshop served an essential need for higher education practitioners from all walks, including tenure-track, adjunct, and leadership. The high (94%) Net Promoter Score for the Expert Network is a testament to the critical role the one-on-one, on-demand coaching served. Every Learner's enthusiasm for providing coaching at the individual level (rather than just through a webinar series, for example), is appreciated, and ISTE is honored to have supported that work."*

*– Dr. Brandon Olszewski, Director of Research ISTE | International Society for Technology in Education*

Other important services were provided by Achieving the Dream, which developed and delivered a 6-week course, Designing and Teaching an Online Course, with cohorts of faculty who were guided to design or redesign a course using the backwards design planning framework.

Every Learner network partners collaborated on a range of services in 2021. Intentional Futures developed and managed two cohorts of the network's [Student Fellows program](#) in

which network partners invited students to place themselves in the center of their work. The spring cohort of fellows worked with four network partners on a project that was time-sensitive and essential to the partner's work flow. The ATD student fellowship team worked with specialists developing workshops and learning how to facilitate them. The fellows on the Digital Promise team worked with researchers on designing a research survey. Fellows on the Intentional Futures team researched educational technology innovation, and the team working with SXSW EDU helped with planning and ran analytics on the SXSW EDU conference in March.

Fall Student Fellows projects included disciplinary communities of practice with the Personalized Learning Consortium at APLU; global leadership program design, development, and launch with OLC; professional development for faculty on digital Learning and equity with Tyton Partners; and social media strategy with the Every Learner Backbone team.

In June, APLU partnered with ATD and the [Ohio Lighthouse institutions](#), with leadership from Cuyahoga Community College, to host the [Ohio Adaptive Learning Summit](#). This was the last in a series of five regional adaptive learning summits (also hosted in TX, MD, NY, and FL throughout 2019 and 2020) which provided attendees with the opportunity to hear from faculty, instructional designers, students, and courseware vendors on the use of adaptive learning technologies. The Ohio event had a total of 350 registrants from over 70+ colleges, universities, and organizations and focused on adaptive courseware products, quality pedagogy, affordability and accessibility, equity in outcomes, and the faculty and student experience.



*Services to our 12 lighthouse institutions over 5 semesters included 193 sections of 62 courses taught by 432 instructors, (with some duplications across semesters) and enrolling 24,715 students. Most pilot course sections were in chemistry and biology.*

In September, APLU, in collaboration with ATD and OLC, developed and launched its disciplinary communities of practice initiative. These communities bring together faculty and instructional staff in the disciplines of writing, math, biology, and chemistry for a unique opportunity to participate in a series of knowledge-building sessions focused on digital learning and student equity in teaching. The live sessions and digital space are designed to provide structure and introduce important concepts while also empowering participants to identify, share, and develop discipline-specific teaching and learning strategies, with a focus on effective and equitable digital learning and teaching with technology. The theme for Fall 2021 is Getting to know our students: increasing engagement in digital learning environments. The 2021 sessions have drawn 52 faculty from both 4-year and 2-year colleges and representing 43 different institutions.

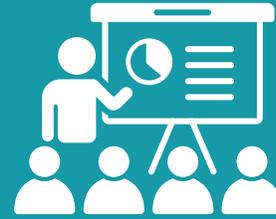
Another community of practice was launched by ATD in October. The Digital Justice Faculty Learning Circle is being offered to participants in the Equity and Digital Learning Research-Practice Partnership (a collaborative project with Digital Promise) that centered on tracking and capturing learnings from culturally responsive instructional practices that affect racial, gender, and economic equity through use of digital learning educational technologies. The digital justice community of practice includes five institutions, three 4-year institutions and two 2-year institutions.

# Thought Leadership



## RESOURCES

2019: 144  
2020: 114  
2021: 47



## CONFERENCE PRESENTATIONS

2019: 18  
2020: 48  
2021: 120



## VIEWS AND DOWNLOADS OF RESOURCES\*\*

2019: 12,298  
2020: 81,189  
2021: 60,296

2019: 43,060  
2020: 250,491<sup>1</sup>  
2021: 113,584

## WEBPAGE VIEWS



## MEDIA MENTIONS



2019: 30  
2020: 171  
2021: 321<sup>2</sup>

<sup>1</sup>These numbers were driven in part by the impact of the Covid-19 pandemic on higher education.

<sup>2</sup>As of November 15, 2021

Every Learner text resources include publications such as guidebooks, case studies, research reports, and toolkits. Our video resources come from webinars, conference sessions, and issue-based expert panels. In 2021, the network made the decision to focus on developing longer publications such as guidebooks that incorporate shorter publications within them such as case studies and worksheets. Despite the change, network partners produced more publications for Every Learner in 2021 than in any previous year.

Publication highlights include [APLU's Improving Critical Courses Using Digital Learning and Evidence-based Pedagogy](#), ATD's Institutional and Discipline Case Study Series, Digital Promise's reports, [Lessons from Remote Learning During COVID-19](#) and [Teaching Practices of Faculty Adopting Adaptive Courseware](#), Intentional Futures' [Getting Started With Equity Guide](#) and the [IMPACT Framework](#), OLC's [Planning for a Blended Future: A Research-Driven Guide for Educators](#), Teaching Online: [STEM Education in the Time of COVID](#), and [The Blended Institution of Higher Education](#), Tyton's [Time for Class COVID-19 Edition Part 3: The Impact of 2020 on Introductory Faculty and Their Students](#) and [Time for Class 2021](#), and WCET's [Research Review: Educational Technologies and Their Impact on Student Success for Racial and Ethnic Groups of Interest](#).

In addition to partner publications for the network, partners collaborated on several high profile publications including [Optimizing High-Quality Digital Learning Experiences: A Playbook for Faculty](#) (APLU and OLC), [Caring for Students Playbook: Six Recommendations for Caring for Students](#) (OLC and ATD), and [Caring for Students Playbook: Getting Started With Key Terms, Challenges, and Approaches](#) (OLC and ATD).

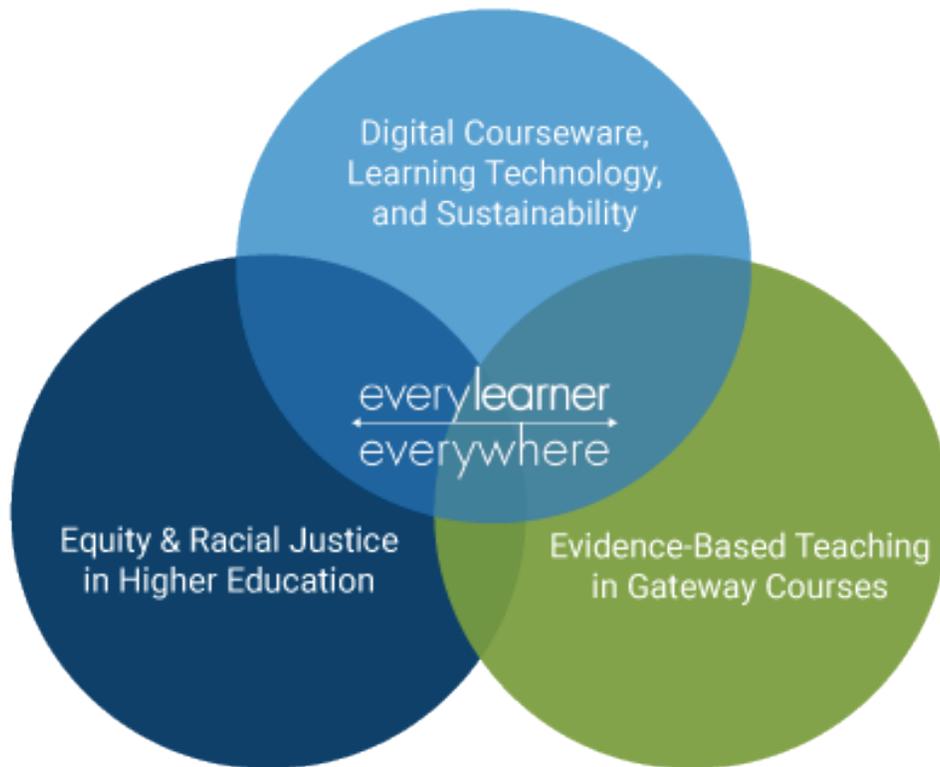
The [OLC Innovate Conference](#) took place in March and featured sessions led by APLU and ATD. In April, Educause held a series of learning labs around facilitating equitable and inclusive student learning online. Digital Promise and Tyton Partners presented their student survey and research findings at the May 11 ACAO Town Hall, "Leveraging Digital Technology to Better Serve Minoritized Students".

In June, twenty-five speakers representing eight network organizations presented at the [ASU Remote Summit](#). Several sessions at the September [OLC Accelerate Conference](#) featured network partners including Digital Promise, WCET, and the Every Learner backbone team. The [EDUCAUSE Annual Conference](#) in October featured sessions led by Digital Promise, OLC, and Jessica Rowland Williams with the Student Fellows. The [WCET Annual Meeting](#) in November featured many Every Learner network partners, student fellows, and staff during the pre-conference session on adaptive learning and post-conference on data analytics.

Finally, OLC helped the network define its Unique Value Proposition (UVP) through the Craft the Story project after a robust field scan and analysis. The Craft the Story project was completed in the first half of 2021 by an Innovations Working Group subcommittee organized by OLC, WCET, Educause, and ISTE/Ed Surge. Our engagement across the network and in the field sought to enumerate the value of the network for subsequent amplification. The Network UVP contains three distinct work streams:

1. Thought leadership at the intersection of equity and digital learning,
2. Professional learning and community engagement on evidence-based teaching practices, and
3. Strategic directions for institutions driving equitable digital transformation.

# EVERY LEARNER FRAMEWORK



## External collaborations

This year also saw the network collaborating with external partners on key projects including:

- [Student Leaders Speak To College Presidents, CEOs, and Policymakers](#) with GlobalMindEd
- [Reaching and Teaching Every Learner Everywhere](#) with the University Professional and Continuing Education Association
- [Digital Learning and Socially Just Design](#) with the Gardner Institute's Socially Just Design in Postsecondary Education Series
- [Episode 45](#) of the In the Margins Podcast from Diverse Issues in Higher Education.



# MEET OUR STUDENT FELLOWS



The Every Learner [Student Fellowship](#) is a five-month-long, project-based internship that enables students to work on an interest- and skill-aligned project and develop meaningful professional relationships with a variety of partners. Fellows serve as project managers or provide project support on a single project during their time in the program. Fellows also serve as co-designers of the Fellows program to shape their experience and the experience for future Fellows. At the end of the fellowship, Fellows present their learnings in a formal presentation to the network.

## 2021 Student Fellows

Ariana Castro, Georgia State University  
Asia Almarales, Valencia College  
Barbara Gooch, Volunteer State Community College  
Christa Elrod, Georgia State University  
Destiny Adams, Georgia State University  
Eeman Uddin, Georgia State University  
Je'Von Franklin, University of Mississippi  
Jonathan Dabel, University of Mississippi  
Kiara Alexis Williams, Georgia State University

Kimberli Bruso, Kennesaw State University  
Kristina Shiann Tucker, Oregon State University  
Manuella Jan Louiza J. Alarca, Valencia College  
Mark Lannaman, Georgia State University  
Timmy Thongkham, Morehouse College  
Venus Rodriguez, Kennesaw State University  
Vickiana Supriana, Valencia College



Student fellows at the Civil Rights Museum in Atlanta, GA. Top row: Dr. Jessica Williams, Director of Every Learner Everywhere, Kimberli Bruso, Kiara Alexis Williams, Timmy Thongkham, Asia Almarales, Christa Elrod, Manuella Jan Louiza J. Alarca, Eeman Uddin, Mark Lannaman, and Barbara Gooch. Bottom row: Jonathan Dable, Tynan Gable, Strategist at Intentional Futures, Destiny Adams, and Ariana Castro.

In November of this year, several of the fall cohort of Student Fellows met in Atlanta for two days of reflection and celebration. For most of the fellows, this was the first time they met each other in person after a year of working together virtually.

# MEET OUR EQUITY COACH



## D-L STEWART

*"I am delighted to serve as the equity coach for the Every Learner Network because it aligns with my intentions and commitments to use scholarship to promote greater equity and justice among and within organizations. I hope that my work with you all will help to affect transformational change in equity and justice organizational strategies and practices. Guided by the T.I.G.E.R. framework, my work aspires to provoke innovation and reimagining how we do what we do. I see great opportunity for that within the Every Learner Network."*

Dr. D-L Stewart is the Chair of the Higher Education Department in the Morgridge College of Education at the University of Denver which occupies the ancestral and present day homelands of the Arapaho, Cheyenne, and Ute Nations and peoples and was founded by John Evans during whose gubernatorial term the U.S. Army perpetrated the Sand Creek Massacre. Over the course of his faculty career, he has focused most intently on the history and philosophy of higher education and the institutional systems and structures that affect the experiences, growth, development, and success of racially minoritized and queer and trans\* students in historically white postsecondary institutions. Dr. Stewart examines these topics through intersectional, critical, and poststructural frameworks that interrogate the multiple manifestations of whiteness and settler colonialism in U.S. higher education.

In addition to over 50 journal publications and book chapters, Dr. Stewart is an author or editor of four books, most recently, co-editor with Elisa S. Abes and Susan R. Jones of *Rethinking College Student Development Theory Using Critical Frameworks* (Stylus, 2019). Dr. Stewart has also received numerous awards for teaching, research, and service, including the 2021 Contribution to Knowledge Award from ACPA-College Student Educators International, the 2021 Margaret B. Hazaleus Award from Colorado State University for mentoring women faculty, and the 2019 Mildred García Award for Exemplary Scholarship from the Council on Ethnic Participation in the Association for the Study of Higher Education.

Dr. Stewart is currently serving as the 2021 President for the Association for the Study of Higher Education. In 2020, Dr. Stewart founded [Radical Insights Speaking, Consulting, and Training LLC](#) whose mission is to transform, initiate, generate, equip, and reinvigorate (T.I.G.E.R.) leaders and organizations toward greater equity and justice.

# WHAT'S NEXT FOR THE NETWORK

Like so many others, members of our network look to the new year as a year of hope, recovery, and reunion. For Every Learner Everywhere, our challenge for next year is to continue to push ourselves to align our work with our values and hold ourselves accountable to our mission.

In 2022, we will pair students with more of our partner organizations through our Student Fellowship to ensure that the voices, perspectives, and experiences of systemically marginalized students are deeply embedded and centered across our work towards the transformation of postsecondary teaching and learning through dismantling inequity in teaching practices.

We will hold ourselves accountable to our equity principles by developing partnerships with tribal colleges and forming an equity advisory board consisting of faculty, administrators, and students from HBCUs, HSIs, and tribal colleges.

We will hold ourselves accountable to each other as colleagues and partners by building out our network capacity with our network reinvestment grant and additional collaborations with external partnerships with organizations that share our mission.

Lastly, we will continue to be a guide for faculty and instructors engaged in removing systemic barriers and inequity in teaching and learning through digital learning tools and innovative teaching strategies.



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[everylearnereverywhere.org](http://everylearnereverywhere.org)



Every Learner Everywhere partners with colleges and universities to leverage technology in pursuit of equity-focused, student-centered, faculty-powered, and institution-driven improvement in teaching and learning.

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