Digital Inclusion Toolkit:

Resources and Case Studies from the Digital Inclusion Fellowship

Digital Inclusion Fellowship
Empowering communities to get online

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Introduction

The web is where many of us go to access information and opportunities that improve our quality of life, yet roughly 60 million people in the United States are not yet using the internet. This needs to change.

NTEN believes technology can be a vehicle for social change, but that is only possible when all individuals feel empowered to access and use the internet confidently and comfortably. No organization can achieve this goal alone—we can only accomplish this through sustained work by local organizations, community leaders, and the private sector. That is why we launched the Digital Inclusion Fellowship (DIF), a program that places community advocates with partners for a year to develop local capacity and implement innovative and sustainable digital literacy programs.

Google Fiber and NTEN worked closely to conceptualize and coordinate the Digital Inclusion Fellowship program. In addition to helping design the Digital Inclusion Fellowship and being a programmatic partner, Google Fiber is sponsoring the Fellowship. The sponsorship includes a salary for Fellows, a small grant for each City Host, and payment for NTEN's administrative costs. Google Fiber's local staff, such as the Community Impact Managers, will stay in touch with Fellows throughout their year to find various ways to support their work. NTEN manages the Digital Inclusion Fellowship and provides direct, ongoing support to the Fellows and City Hosts.

During our pilot year, we worked with an incredibly diverse group of partners—from libraries to adult literacy organizations. Each organization had unique needs, a unique project, and unique plans for how to meet their goals. What they all had in common was a steadfast commitment to bridging the digital divide in their communities. For each organization, success took a different shape—from building a local Digital Inclusion Task Force to implementing classes where students could complete digital literacy certifications.

We want to take this opportunity to share some of the successes and challenges Fellows and City Hosts encountered throughout the first year of the Fellowship, with the hope of helping to inform organizations seeking to start or expand their own digital inclusion work. We invited four organizations involved in the 2015 cohort to share their work and future aspirations. Skillpoint Alliance, Austin Free-Net, Martha O'Bryan Center, and the Charlotte Mecklenburg Library have provided both reflections and tactical tips covering their experiences in working on digital inclusion with the support of the Fellowship. They share their expertise on how to make the case for digital literacy as part of your mission, how to integrate digital literacy with other programs, how to assess community needs, how to expand digital literacy programs, how to identify partners around digital literacy, and how to build awareness around internet relevance and digital skills.

Additionally, with the input of Fellows and City Hosts, we have created a toolkit to support practitioners in building digital literacy programs within their organizations and with community partners. The toolkit provides a slew of resources on topics ranging from best practices on volunteer recruitment, to classroom logistics, digital literacy resources, and partnership development. We believe this document can be a key hands-on resource to accelerate the implementation of digital literacy programs in your communities.

Whether you are contemplating a digital inclusion program for your community or are already a leader in your region, we hope you learn as much as we have from this year's cohort. We invite you to join us in exchanging best practices and building a community around digital inclusion.

Leana Mayzlina
Senior Digital Inclusion Manager

MARTHA O'BRYAN CENTER

Building Digital Literacy Programs

The Martha O'Bryan Center empowers children, youth, and adults in poverty to transform their lives through work, education, employment, and fellowship, serving over 10,000 people per year through a wide range of programs.

Martha O'Bryan Center (MOBC) is an anti-poverty nonprofit organization with longstanding history, stretching back to 1894, and deep community roots. The organization operates from the heart of Cayce Place, Nashville's most distressed public housing community. Ninety percent of the neighborhood's population is African American; single mothers head 90% of households; 59% of residents are under the age of 18; the average annual income is under $8,000; and 30% of adults are unemployed. The Center partners with Cayce Place families to open doors of hope and possibility, create a culture of attainment, and positively shape future generations.

MOBC serves over 10,000 people per year through a wide range of programs—from food security, to family support services, to college prep programs, to workforce development. MOBC saw the Digital Inclusion Fellowship program as an opportunity to expand its previous digital inclusion services and to become more consistent, sustainable, and strategic.

Adam Strizich's first task as a Digital Inclusion Fellow was to better understand how digital inclusion could complement MOBC's other programs. "After spending a few months getting to know each program," Strizich said, "I found that they all shared a common thread—that every program emphasizes the formation of strong, personal relationships with program participants. With so many daily challenges facing Cayce Place residents, learning to use a computer is rarely on the top of the priority list. However, accessing social services, excelling in the workplace, succeeding in school, and contributing to the well-being of the community are always at the top of the list."

Robyn Price, MOBC's Senior Director of College and Career, expanded on the importance of digital inclusion work. "MOBC believes that Information and Communication Technology (ICT) is one of the greatest tools human beings have ever known to increase independence and enhance life through education. And now we know that internet access and digital literacy are essential elements to being fully participatory U.S. citizens. The individuals we serve need technological access and know-how to transform their lives."

The Digital Inclusion Fellowship program at MOBC opened a computer lab as its first milestone. The Digital Empowerment Lab (DEL) is an open access computer lab that provides

The Digital Empowerment Lab is not just a computer lab; it is a safe, creative space where community parents and children can share fellowship and begin to realize their dreams using technology.

neighborhood residents with one-on-one digital literacy support. From its launch in October 2015 to June 2016, DEL has served 410 neighborhood resident visits, providing 220 hours of service. Main learning activities in the lab include the following: learning basic computer skills, completing job applications, developing professional email skills, connecting with friends via social media, and practicing typing. Clients receive assistance based upon goals they set for themselves. According to Price, the lab serves many functions. "DEL is not just a computer lab; it is a safe, creative space where community parents and children can share fellowship and begin to realize their dreams using technology."

Through the Digital Empowerment Lab, MOBC has recruited and trained a number of volunteers in both awareness about the digital inclusion movement, and best practices in teaching digital literacy. The training program will be used to teach staff members and additional volunteers moving forward. As of June, 2016, the program has trained 10 volunteers.

To further build leadership and capacity within the DEL, Strizich is supervising paid interns who work 20 hours per week for two months. As part of their internship, they earn Northstar Digital Literacy certificates, giving feedback about the personalized learning pathway, and teaching participants during computer lab hours. Interns are provided with resources to pursue careers in technology throughout Nashville.

MOBC has been able to use the framework of personalized pathways in their Adult Education program so that, while participants are pursuing their HiSET, they can also work on Northstar Digital Literacy Certificates. They have been able to provide young adults interested in careers in technology with internships in the DEL, where they can also earn Northstar certifications and then practice teaching fellow residents foundational computer skills. Through the DEL, they are improving their own technology skills, gaining project management experience, and giving back to the community. This allows Strizich and the DEL to serve more individuals with one-to-one attention as the usage of the services offered continues to increase weekly.

"Across the board, MOBC staff now recognize the importance of digital access and know-how. Staff are clearly trying to find creative ways to integrate digital literacy into programming."

Beyond the doors of the Digital Empowerment Lab, MOBC engaged in the ConnectHome Initiative, partnering with a number of locally-based organizations. Through this initiative, 72 parents and children received computer skills training, a laptop, and free internet for one year. MOBC also held a tech fair with door prizes, food, and technology demo stations with the goals of promoting relevance of technology and enrolling families in the program. Finally, Cayce Homes were canvassed, promoting ConnectHome and Martha O'Bryan Center as a hub for teaching digital literacy skills.

The Digital Inclusion Fellowship program work continues at the organization, and the benefits of the program are already being felt. "Across the board, MOBC staff now recognize the importance of digital access and know-how," says Price. "Staff are clearly trying to find creative ways to integrate digital literacy into programming. Finally, support at the DEL has led to many participants from the community in attaining employment! In some cases it is simply using computers, whereas in other cases it includes help completing job applications and completing resumes."

CASE STUDY:

SKILLPOINT ALLIANCE

Expanding Digital Literacy Programs

The Skillpoint Alliance builds partnerships among industry, education, and community, leading to college and career success for Central Texans, while meeting employers' needs for a qualified workforce.

With technology becoming ever more prominent in job searches and requirements, building pathways to digital literacy is practically synonymous with creating access to job opportunities. As a City Host with the Digital Inclusion Fellowship program, Skillpoint Alliance in Austin, Texas is working to help community members master technology skills that will support them in becoming more competitive in the job market.

Dulce Gruwell, the organization's Program Lead, designs and implements workshops and program courses: "Our workforce course is geared towards equipping participants with relevant, applicable, and competitive technology skills they need to succeed in their careers."

The organization recognized a great and growing need for digital literacy programs within its community, a need greater than its small staff could meet alone. Collaboration was key. In partnership with the City of Austin's Housing Authority (HACA), as well as NTEN's Digital Inclusion Fellowship program, Skillpoint Alliance developed its Lab Apprenticeship Program—a train-the-trainer program that would allow the organization to expand its reach and support more Housing Authority residents. Skillpoint chose a train-the-trainer model because it provided more opportunities to teach a larger number of community members while developing digital ambassadors in the community.

The Lab Apprenticeship Program provides training to public housing residents on job skills, project management, and facilitation of adult education. The apprentices, in turn, provide training and assistance to other housing residents to use computer labs and get connected. The Digital Inclusion Fellow, Naymar Prikhodko, trains and supports the tech leaders, from foundational learning, to ongoing technical assistance and check-ins. The program begins with an intensive, three-day training on lab management skills for all participants. Once emerging trainers have built a foundation of understanding, it is time to get them facilitating a lab of their own, with assistance and constructive feedback from Skillpoint staff. Monthly trainings and workshops provide additional opportunities for trainers to stay current with up-to-date tech best practices and professional lab management experience. Skillpoint Alliance staff are also

Through their Empower program, Prikhodko and Skillpoint staff have also worked with schools in lower income neighborhoods to help parents use technology to be more meaningfully engaged in their children's academic lives.

available to trainers through ongoing technical assistance and guidance by phone, instant messenger, or email.

In addition to training and employing tech facilitators, the Lab Apprenticeship Program helps HACA's residents learn basic digital skills that will allow them to more effectively search for employment opportunities and build tech skills that can translate to the workplace. The lab apprentices are able to provide assistance to residents who are looking for jobs (e.g., what websites to go to, how to fill out an application, or even create an email so they can apply), and finding government and community resources (e.g., applying for food assistance).

As a Digital Inclusion Fellow, Prikhodko created and delivered trainings within the Lab Apprenticeship Program on a number of topics—technological facilitation, professional lab management, business and social etiquette, and multicultural competency. This is a project Prikhodko takes pride in. As Gruwell notes, "Naymar's passion and dedication for serving others leads her to go above and beyond to develop Digital Inclusion professionals. Several of her program participants have already developed learning material for digital literacy, have started facilitating basic-computer workshops, and are now more active members in their communities."

Such dedication has gone beyond supporting digital literacy efforts of Housing Authority residents. Through their Empower program, Prikhodko and Skillpoint staff have also worked with schools in lower income neighborhoods to help parents use technology to be more meaningfully engaged in their children's academic lives. Prikhodko assisted with recruitment for the Empower program by engaging in various community meetings and fairs to invite targeted audiences to participate. In-person community engagement is critical because courses like Empower serve participants who are not online or have limited access to the internet.

Throughout the 2015-2016 school year, Prikhodko facilitated bilingual workshops tailored to over 100 parents. "Several of these parents continued their digital literacy training in our six week proficiency course and strengthened their everyday technology skills," according to Gruwell. "Thanks to Naymar, we reached more parents last school year, had parents enrolling in our other courses, and have identified that the school workshops need to continue."

"We are now serving over 50% Hispanic participants in all our courses. I'm hopeful school workshops and digital inclusion initiatives will only continue to grow in Austin!"

Courses like Empower are now in big enough demand that there are wait lists for interested participants. While digital proficiency classes are currently only offered quarterly, Skillpoint hopes to provide more, perhaps involving volunteers in facilitating classes. They would also like to provide courses beyond Austin's city limits. Gruwell noted that, "In the past, we had students drive 20+ miles to our courses. We know there is a need of our classes in the surrounding cities."

As far as Skillpoint Alliance is concerned, working with parents and Housing Authority residents is only the beginning. Gruwell shared that they are taking their aspirations for digital inclusion to the airwaves, with Prikhodko's help. "Throughout 2015, Naymar and [Skillpoint Alliance] program staff assisted us with our Digital Inclusion segments on TV, radio, and in print. These segments with El Mundo Newspaper, Radio Mujer Austin's 'Nuestro Mundo Radio Show,' and Univision Media promoted Empower courses. But they also discussed the importance of digital literacy and access, and—most importantly—have supported us in bridging the digital divide with the Hispanic community, which is the most disconnected in the United States. Thanks to this support, we are now serving over 50% Hispanic participants in all our courses. I'm hopeful school workshops and digital inclusion initiatives will only continue to grow in Austin!"

CASE STUDY:

THE CHARLOTTE MECKLENBURG LIBRARY

Leading a Digital Literacy Network

CHARLOTTE MECKLENBURG

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Founded in 1903, the Charlotte Mecklenburg Library has 20 locations and serves over 1.1 million people.

The Charlotte Mecklenburg Library in North Carolina has 20 locations that serve over 1.1 million people. The mission of the library is to create a community of readers and to empower individuals with free access to information and the universe of ideas.

The library is active in the digital inclusion efforts in Charlotte and Mecklenburg County in a variety of ways. Staff are an active part of the leadership of the Charlotte Digital Inclusion Steering Committee, Digital Charlotte, where connections and partnerships are vital to the digital inclusion efforts. Those partnerships and connections are utilized on a practical level as staff in their 20 locations work with customers in classroom and one-on-one settings. In order to develop more sustainable programs, the library joined NTEN's Digital Inclusion Fellowship program in 2015, bringing Ruben Campillo on as a Fellow.

Campillo will tell you that his job is to "ensure that no single point of failure prevents people from being online, and that our community's ability to access and use the internet is as consistent and strong as the internet itself, because what good is the internet if you can't get to it?"

Throughout this year, Campillo has been supporting the Library in developing impactful and sustainable digital inclusion programming for underserved communities in the Charlotte area. To this end, Campillo has created and implemented "DigiLit101," a six-session course to teach basic digital literacy to members of the community. The course addresses a new topic each session, building on the subjects covered in previous weeks. Students are expected to attend at least five of the six classes in order to pass the course. Graduates of the class are provided the opportunity to purchase a low-cost computer in order to take advantage of their digital skills once the course is completed.

After teaching pilot classes at Hickory Grove and Scaleybark branches with 16 students, the Library worked to refine the curriculum based on feedback from instructors and participants. In the winter of 2016, the Library launched the full-fledged program, serving 183 students at 17 locations over the course of the year. The class was also offered in Spanish to better serve Spanish-speaking communities in the Charlotte area. Adding to the list of innovations piloted by Campillo, Library staff recruited

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and trained local and corporate volunteers to support students throughout the course. Companies such as AT&T committed to providing volunteers to offer one-to-one tutoring to DigiLit 101 participants, helping build a community around digital inclusion.

Dana Eure is the library's Associate Director of Lifelong Learning and has been working with Campillo. As she describes it, "The DigiLit101 curriculum is a multi-session curriculum that teaches basic computer skills and ways for students to apply those skills to best meet their digital needs."

The Charlotte Mecklenburg Library provides a wide variety of programs to a large, diverse community. With about 25,000 programs serving over 325,000 people annually, digital inclusion is just one aspect of their mission-based work—3rd grade reading proficiency and economic mobility are other examples of top priority goals. The number and breadth of these programs provide significant partnership opportunities, as Eure explains: "When we tackle more than one community issue at a time, it not only maximizes resources, but also draws greater attention to the issues and helps put a spotlight on solutions that are being implemented."

"Because the Charlotte Mecklenburg Library has been offering free public computer [access] and classes to the public for over 20 years, we knew that our target audience for the DigitLit101 classes would primarily not be current library customers. Partnerships were an important part of helping to identify and recruit students that were truly in need." Campillo and library staff have been expanding the reach of their digital inclusion program far beyond their front doors by engaging partners such as: Renaissance West Community Initiative, International House, Latin American Coalition, Hope Haven, the YMCA, and Charlotte Bilingual Preschool. On occasion, the Library partnered with another Digital Inclusion Fellowship City Host, Urban League of Central Carolinas, to provide digital literacy training for community partners.

Building a solid partnering foundation with shared goals is critical to the success of the digital inclusion program. Any possible partnership started with a meeting to outline shared goals, to identify the specific roles of each program partner, and then to build a framework. Many of the workshops that

The Fellowship program allowed the library an opportunity to develop a more comprehensive course covering a number of topics and building some core competencies that bring participants from tentative to confident.

Campillo teaches are on site at partner organizations' facilities, so consistent communication is key throughout the program.

Campillo counts the program a tremendous success. "We have young parents who are trying to improve their technical skills in order to get a better job; retired grandparents who are eager to learn about the most recent technology in order to stay in touch with their grandchildren; and people who feel like technology has just moved too fast and that what they thought they knew is no longer applicable. No matter what their knowledge level or experience, they share one thing in common: an eagerness to learn that is inspiring."

Of course, the library was engaged in digital literacy work before joining the Digital Inclusion Fellowship program in 2015. Prior to joining the program as a City Host, their digital literacy classes were for the most part one-off classes provided to customers of the library who took the initiative to sign up. The Fellowship program allowed the library an opportunity to develop a more comprehensive course covering a number of topics and building some core competencies that bring participants from tentative to confident.

Not only are partner organizations and participants supportive of the program, but employees of the Charlotte Mecklenburg Library have bought into the program, as well. In Eure's words, "Staff have really rallied around this concept—especially since they can see the impacts on the students from session to session—and have been very excited about the program and their involvement. They can see first-hand that digital literacy is a need in our community and are excited that they are a part of the solution."

Following are a few tips for building similar programs in other organizations:

- **Utilize resources at hand.** There are many different digital literacy curricula available, so no need to start at ground zero. Use and modify what is available.

- **Partnerships are essential.** Many organizations with similar missions are likely serving the same or similar people. Work with them to maximize resources and reach.

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- **Formalize what you can.** Fully document curriculum, volunteer processes, and partnership agreements. The more that is in writing, the easier it is to expand your program.

- **Stay focused.** Know what you want to accomplish. There is so much that needs to be done, but you have to stay focused on the project at hand if you are going to be successful. It is important to note other needs and issues, but stay focused.

- **Measure outcomes.** Your project should be designed so that impact can be measured. Know what change in behavior or knowledge you want to achieve with your program and devise a way to measure it before you begin.

AUSTIN FREE-NET

Building a Digital Inclusion Movement

austinfree.net

Austin Free-Net exists to provide technology training and access to the community, fostering skills that enable people to succeed in a digital age. Our vision is a world without digital barriers.

The people at Austin Free-Net believe that a world without digital barriers is possible. To make their vision a reality, Austin Free-Net has been working since 1995 to provide free adult one-on-one computer training, in which students get help learning computer basics by achieving the goals they set for themselves. They also provide free public access to underserved communities at multiple sites in Austin, Texas averaging over 100,000 computer logins per year.

According to a recent study by the City of Austin and University of Texas, 55,000 Austin households (8% of the population) are without a broadband connection. The need for targeted outreach in Austin is great. Digital Inclusion Fellow Daniel Lucio was tasked with stewarding public campaigns to engage new clients about the importance of broadband internet service and to bring them into the fold of digital literacy programming in Austin.

As a former political organizer, Lucio employed his grassroots outreach experience to meaningfully engage Austin residents in bridging the digital divide. Lucio recognized that his was a nontraditional approach: "An outreach manager might scoff at the idea of going door-to-door; but when you know where your target population is, you know how they communicate, you don't have a budget for advertising, but you have some very dedicated volunteers, this is a pretty good option."

Juanita Budd, Austin Free-Net's Executive Director, described Lucio's direct outreach work in the following terms: "He created a volunteer-driven door-to-door community outreach program which has reached over 1,800 households in under-connected communities of Austin. To do this, he recruited and trained volunteers, and also worked with community leaders—including city council members—to identify target communities." Canvassed communities were selected by the City of Austin's Digital Inclusion profiles, which mapped the districts' internet usage. Communities with the lowest internet connectivity and usage were targeted and canvassed.

Here is Lucio's summary of their canvassing efforts: "I was pleasantly surprised that we had a 30% contact rate on our first run. That's more than double what you might get hitting the doors for your favorite primary candidate, seriously. On top of that, the conversations that volunteers were having at the door

were qualitatively better than canvassing at a traditional community outreach event. Nothing was rushed, folks talked about personal experiences, and real connections were made. I could go on about the benefits we are already seeing with this program, but here is the short version of our takeaways so far: solid numbers to report on outreach progress; client referrals for our programs; happy volunteers; and great feedback on how to further develop our service program for the community."

The canvassing effort facilitated over 500 conversations about digital access. In addition, Austin Free-Net got 100 referrals of people who were interested in benefiting from one-on-one help from trainers. Volunteers took that information to help them enroll in class-based programs as well as one-on-one help in labs.

To further elevate the profile of the needs and ongoing work surrounding digital inclusion in Austin, Lucio coordinated the city's first Digital Inclusion Day, complete with a mayoral proclamation and community resource fair.

The mayor's office stepped up and worked with Austin Free-Net to draft a mayoral proclamation; engage with city councilors; and post the event on the city's website. This...was crucial to helping Austin Free-Net recruit partners, secure resources, and attract community members to attend.

The City of Austin adopted its Digital Inclusion Plan in 2014. One tactic identified in the plan for building digital awareness was to host a Digital Inclusion Day. Austin Free-Net was a key partner in making that event a reality. The mayor's office stepped up and worked with Austin Free-Net to draft a mayoral proclamation, engage with city councilors, and post the event on the city's website. This lent the event more legitimacy, which was crucial to helping Austin Free-Net recruit partners, secure resources, and attract community members to attend.

Attendees of the Digital Inclusion Day community fair had the opportunity to visit with more than 25 community organizations; learn about computer classes and summer youth programs; and receive free one-on-one guidance on using internet and computer services in a lab. The community fair enticed more than 300 local residents to talk with partner organizations, including:

- Latinitas, which has programs for young women in school covering topics from media to coding, with an emphasis in empowerment through digital technology;

"As water and electricity was in past centuries, the internet is the new vehicle that will revolutionize our world and the way we work."

- Girl Scouts, which has a digital literacy merit badge; and

- Capital Idea, an organization that pays people to go back to community college to pursue technology and health careers.

Digital Inclusion Day included a computer lab, which allowed the opportunity to engage with community members one-on-one to offer specialized help. Participants' questions covered a range of topics, from help finding and securing jobs online to connecting with people via social media. Lab volunteers spoke English and Spanish, as well as a handful of other languages. Lucio learned that there is a demand for assistance in Arabic, which was a surprise to event organizers; they hope to be able to meet that demand at future events.

Beyond door-to-door canvassing and Digital Inclusion Day, Lucio has worked directly with the City of Austin to help convene and facilitate the Digital Empowerment Community of Austin. According to Budd, "This workgroup has focused on identifying and creating some long term strategies and projects to address Austin's digital divide. Pending review by Austin's Community Technology & Telecommunications Commission, these strategies will be incorporated into the city's digital inclusion strategic plan."

The work carried out by Austin Free-Net in the first year of the Digital Inclusion Fellowship has provided the groundwork for expanded training programs, coordinated digital inclusion work at the city level, and a real-time way to track progress in removing digital barriers and achieving Austin Free-Net's mission. This can't come soon enough, as far as Budd is concerned. "As water and electricity was in past centuries, the internet is the new vehicle that will revolutionize our world and the way we work."
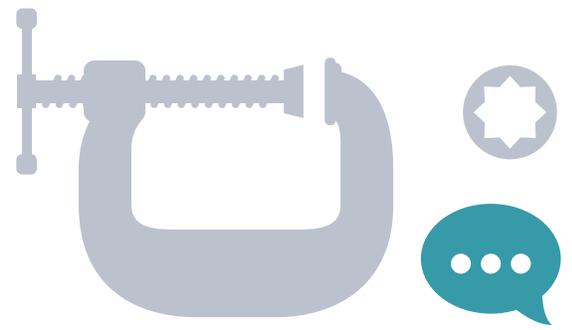
DIGITAL INCLUSION TOOLKIT

Digital Inclusion Fellows have carried out a wide array of projects within City Host organizations, all with the goal of supporting digital literacy. Through their work, they've developed strategies for ensuring community members across the country feel confident using technology. Here are a few tips and resources the Digital Inclusion Fellows and City Hosts recommend for implementing digital literacy programs.
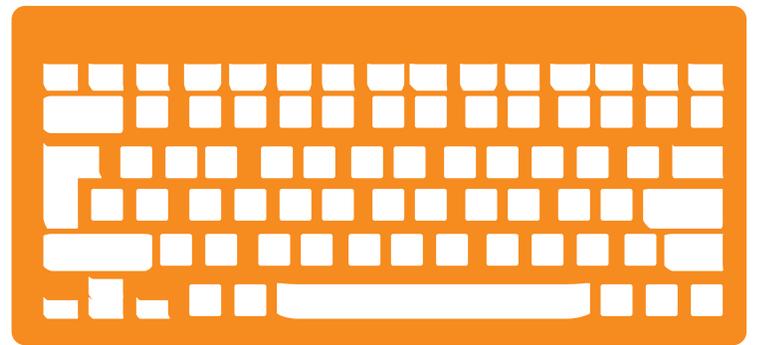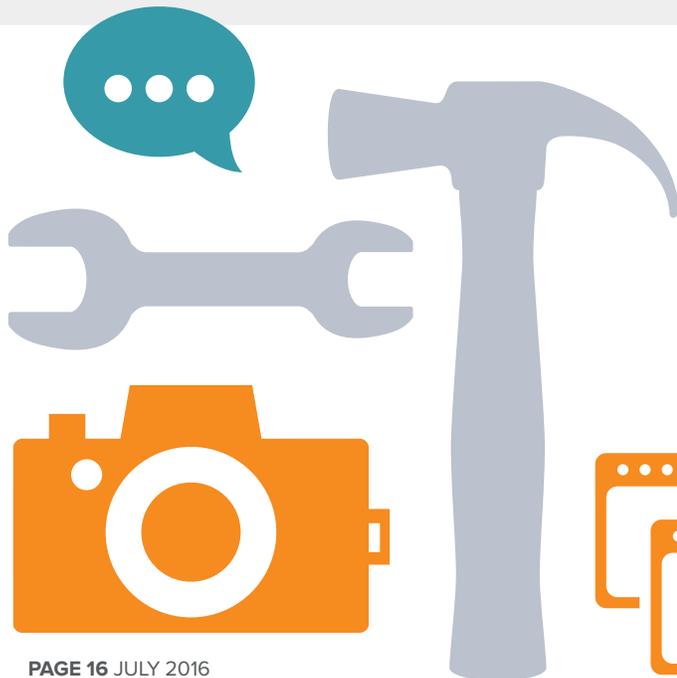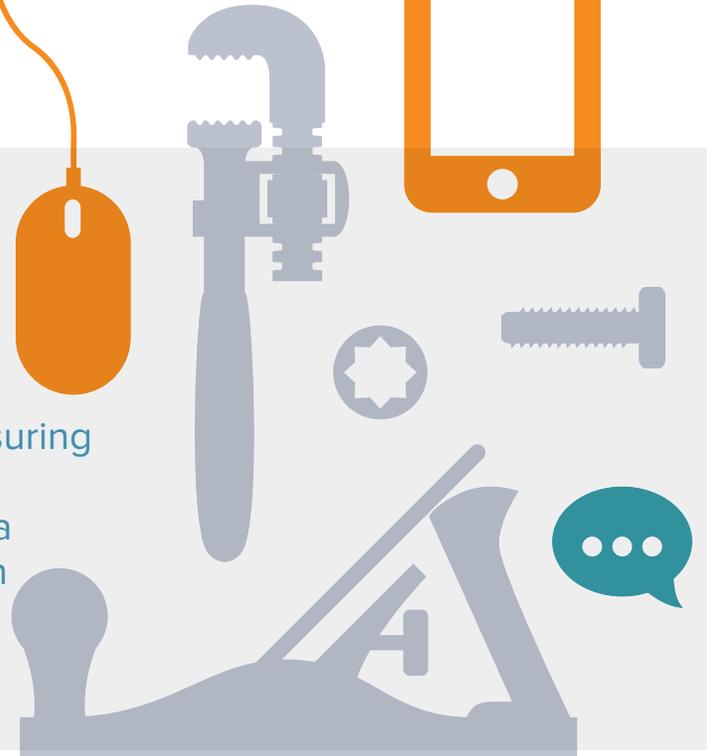
Community Outreach and Engagement

How to recruit, retain, and engage students, volunteers, and partners.

"We did a Phone Bank Digital Inclusion Campaign with Univision and got more than 100 calls the next day after it. [We also] contacted a journalist from El Mundo and she invited us to a radio show, as well as writing two articles about our computer classes."
— Naymar Prikhodko, Skillpoint Alliance, Austin TX

"We created a 30 foot banner for main street in Cayce Homes to promote a tech fair, and posted ConnectHome Promo Flyers in public locations of all geographically central social service agencies. [...] We empowered local community residents to recruit from their personal network in the neighborhood by developing the ConnectHome Community Ambassador program. We also created an FAQ sheet for staff and participants."
—Adam Strizich, Martha O'Bryan Center, Nashville TN

Recruiting Students

TIPS:

- Ask for outreach support through partner organizations where digital literacy trainings are being conducted; the organizations already have a contact list of clients who may be interested.

- Hold "Tech Fairs" in which students can sign up for an upcoming computer class. Computers can be raffled off to encourage participation.

- Meet directly with case managers and service providers to let them know classes are available. They can refer new clients and students via a client referral form.

- Share flyers with case managers, local nonprofit organizations, students, partners, and on social media.

- Organize an awareness campaign via attending neighborhood meetings, canvassing local homes, enrollment events including door prizes and free lunch.

- Speak to staff in your organization and ask them to announce information about digital literacy classes.

- Ask teachers to recommend students/families for programs. Speak to students in the school, invite them to talk to their parents about digital literacy.

- Speak to students from other programs during their classes or one-on-one afterwards.

- Appear on local tv channels, especially those with programming in languages other than English, to speak about digital literacy programs.

- Invite community members to a neighborhood party, and take advantage to share information about digital inclusion.

- Hold information sessions open to the public.

- Attend coalition meetings to share information about available programs.

"Partnering students on projects also created accountability to each other and we see less attrition from students who worked together frequently."
— Daniel Lucio, Austin Free-Net, Austin TX

"We planned our computer classes and assisted lab hours around our literacy classes when we have the most students in the office. We would have a staff member stand outside the class and encourage students to attend."
—Sarah Bell, Literacy Kansas City, Kansas City MO

"My goal for the class was to make it as inclusive as possible, so [...] I allow them to set the classroom norms so they know that they have a say in the class. Also, the students get to highlight their work throughout the semester and they know they will receive certificates at the completion of the class. Lastly, they know that once they make it to the intermediate level, they are eligible to receive the certifications through Northstar."
—DeAndre Pickett, Literacy Action, Atlanta GA

"We developed genuine relationships with participants; these relationships are important as we connected on areas beyond digital inclusion and made digital literacy programs relevant to their needs, likes, and wants."
—Alonso Reyna Rivarola, Salt Lake Education Foundation, Salt Lake City UT

Retaining Students

TIPS:

- Encourage students to actively participate in setting classroom expectations, curriculum, pace, etc.

- Students with near perfect attendance can be eligible for a phone, to be raffled upon the end of the course.

- Schedule follow up calls to students who stop attending.

- Offer the opportunity to purchase a subsidized laptop or tablet to all students who graduate from the class.

- If both a parent/guardian and their student complete two digital skills classes, they receive internet access for 12 months at no cost and one free laptop computer.

- Build relationships with your students so they are personally invested.

- Send reminder texts ahead of classes.

- Provide free food and childcare to encourage participants to come.

- Seek partnerships with ISP's that allow you to provide free internet access to those who graduate from your program.

- Provide opportunities such as volunteering or interning for other organizations looking for help with digital literacy classes as a means of deepening their commitment to the issue.

- Partner students with each other so they have a support system and also feel accountable not only to the instructor, but their fellow classmates as well.

"We send out a monthly newsletter to all volunteers that highlights important schedule announcements, professional development opportunities, and student/volunteer success stories. Program staff directly manage the volunteers serving in their department to ensure support, communication and troubleshoot questions/ concerns. We also send our semester surveys to get a pulse on their volunteer experience and make adjustments as necessary. In addition, we also celebrate our volunteers throughout the year including: first day of classes, volunteer appreciation week, and on their birthdays."
—Kate Boyer, Literacy Action, Atlanta GA

Recruiting Volunteers

TIPS:

- Market volunteer opportunities through social media channels and website.

- Reach out to local companies to find out whether they provide time for their staff to volunteer in the community. Share with them any collateral you have to recruit volunteers.

- Identify local universities and colleges, and contact the departments that may have overlap with your organization's mission (social work, psychology, etc.), as well as career services and internship offices.

- Find out about local job/volunteer boards where you can post the call for volunteers.

- Send volunteer opportunities to organizational partners.

- Tap into your organization's already existing volunteer network, as well as the staff, offering your program as a new opportunity for engagement.

- Use national volunteer organizations such as HandsOn to spread the word.

- Be aware of and responsive to volunteer schedules, capacity, and needs.

"Volunteers have been instrumental in our outreach programs, such as door-to-door canvassing and volunteering at our digital resource fair."
—Daniel Lucio, Austin Free-Net, Austin TX

Engaging Volunteers

TIPS:

- Provide volunteers with a high level of responsibility; placing your trust makes them feel needed and relevant.

- Make sure you actually have a need before you recruit; if you end up having a class with 5 students and 10 volunteers, your volunteers may feel disenchanted.

- Train volunteers to be class assistants, lab monitors, and trainers; they can help exponentially expand your programs.

- Invite volunteers to participate in outreach events and campaigns; they can be some of your organization's best champions.

- Send volunteers regular updates about your organization, professional development opportunities, and announcements so they can feel connected to what's happening.

- Provide multiple channels for volunteer feedback, from anonymous surveys to periodic check-ins.

- Act on feedback you receive from your volunteers; they are often the ones closest to the participant experience.

- If available, get support from a volunteer coordinator, who can be the focal point for all volunteer activities.

- Share success stories with volunteers; there's nothing better than hearing how they are contributing to transforming lives.

- Celebrate and thank your volunteers at every opportunity.

"Libraries are important partners because we tend to have overlapping clients, and we can refer individuals to each other for digital-specific assistance."
—Sarah Bell, Literacy KC, Kansas City MO

"All of the partners we worked with were selected because their approach to their work was similar to ours: asset-based. All the partners approach their work with the best intentions and assumptions of the community as leaders and knowledge-holders."
—Alonso Reyna Rivarola, Salt Lake Education Foundation, Salt Lake City UT

Selecting and Engaging Partners

TIPS:

- Develop or identify a partnership filter to prioritize partners who align with you in regards to mission, values, shared outcomes, capacity, and sustainability.

- Work with partners to co-create a logic model for the joint plans, in order to guide program implementation.

- Involve partners in developing your program strategy; respect their knowledge and experience rather than coming to them with an already-defined plan.

- Discuss data sharing, program marketing, and outcomes previous to launching joint programs, to make sure partners are aligned.

- Attend local digital inclusion coalition and committee meetings, taking advantage of those spaces to scope out potential partners, learn who else is working in this field, and seek synergy around objectives.

- Reach out to existing organizational partners to discuss new opportunities for collaboration.

- Invite (potential) partners to attend community outreach and awareness events so that they can both promote their programs and get to know your community.

- Start a conversation with Digital Inclusion Fellows and City Hosts in your city. What can you offer them and vice versa?

- Support partners by offering cross-promotion, referrals, and volunteers for their events.

- Seek out media partners who can help spread the word about your program and have an audience that overlaps with the community you are looking to serve.

- Identify private sector partners that may be able to donate items for raffles and other gifts for program participants.

- With both private and public sector partners, provide clear "wins" for them that make the case for partnership.

"I took time to meet face-to-face with any program staff that would take the time to meet with me. I developed and standardized some key questions to ask every organization and also made sure to catalogue anyone I had a conversation with. These meetings proved invaluable when creating partnerships down the line."
—Daniel Lucio, Austin Free-Net, Austin TX

- Honor and capitalize on human relationships; friends of friends, networking events, and personal relationships can be great starting places for fruitful partnerships.

- Ask your program participants about other organizations whose services they receive. Reach out to those organizations to seek out potential synergy.

- Invite partners to casual conversations, lunches, and coffees where you can build relationships and discuss shared needs and goals.

- Introduce and connect your partners to your network (leaders in your organization, media outlets, etc.); it's a win-win for all involved.

- Keep track of the partners you meet with and contacts you've built, sharing them with the rest of your organization.

Classroom Management and Development

How Fellows developed workshops, lesson plans, and kept learning.

"You can see a breakdown of what AFN students are interested in <u>learning here</u>. *Our* <u>Dashboard</u> *also gives a more basic breakdown of learning interests, which includes feedback from students in our programs and public labs."*
—Daniel Lucio, Austin Free-Net, Austin TX

"We offer a series of 4 courses: Computer Basics, Office Programs, the Internet and Sharing Safely, and Media and Creativity. Students seem most appreciative of the computer basics course, which lays the foundation for the other courses."
— Mike Byrd, Kramden Institute, Durham NC

Prioritizing Class Content and Topics

MOST REQUESTED TOPICS:

- Email: writing and responding to messages, adding attachments, saving contacts
- Google Hangouts
- Google Docs/Google Drive
- Social media
- School-parent communication programs
- Basic photo editing
- Typing
- Internet Safety
- Microsoft Office: specifically Word, Excel, and PowerPoint
- Resume development
- Job searching and applying
- Topics related to how digital literacy can impact lives, providing practical skills for the real world:
  – Connect with family and friends
  – Get involved in your community
  – Lead a healthy lifestyle
  – Help your child with homework
  – Manage a budget
  – Save money
  – Seek public assistance (food stamps, social security, health care, unemployment, etc.)
  – Develop professionally
  – Enjoy new ways to relieve stress and bond with others
- Online banking
- GED Completion and other educational opportunities
- Job Readiness and Workforce Development

"A big part of our strategy involved recognizing situations in which a person's access was actually better than they realized. For example, some people who attended our courses didn't have internet at home, but could tether their phones to their computers at very low cost so they didn't have to go to the library. Or they'd assume that they needed to buy a new computer because a component or the screen was damaged, or because it was underpowered, and we were able to give them very low-cost solutions (inexpensive RAM, increasing screen resolution and moving windows to bypass a broken corner of the screen) to avoid buying new equipment they couldn't really afford."

—Dustin Steinacker, United Way of Utah County, Provo UT

Complementing Digital Literacy with Digital Access Support

TIPS:

- Provide students with information about affordable access options, including:
  - Compiling instructions on accessing computers at the library
  - Tethering smartphones to computers
  - Creating list of free wifi hotspots
  - Sharing map of free internet public access points

- Diagnose and solve individuals' simple computer issues that may prevent someone from going online with an older/broken device (replacing RAM, improving screen resolution, purchasing a new power cord, etc.)

- Open up the computer classrooms to provide open lab hours so that students are able to have internet access time outside of the formal digital literacy training.

- Partner with local nonprofits that sell low cost and/or refurbished devices. Develop partnership where attending classes facilitates being able to acquire a device.

- Work with local libraries to connect students with hotspot and laptop lending programs.

- Engage organizations such as MobileBeacon and PCs for People to provide hotspot purchase and/or lending alternatives through your own organization.

- Negotiate programs with ISPs to provide free internet access (such as Comcast Internet Essentials or Centurylink Internet Basics) to program participants.

"We learned we needed to have classes that either piggyback on our literacy classes, or at the peak times when students are already at our office."
—Sarah Bell, Literacy Kansas City, Kansas City MO

"Since most of the classes were held at a school, the timing of public transportation was key. We found that a 1:30 - 4:30 class worked best because the student was still at the school and the parent could meet them there for the class and still take public transportation home."
—Susan Reaves, Nashville Public Library, Nashville TN

"The teaching model that I think is most useful is: lecture, activity, discussion. It allows you to teach the class, place an activity to reinforce the lecture, and then provide opportunities for discussion about the lesson and the activity. Following all of this, you should allow time for wrap up, to discuss takeaways, things we can do better, etc. If you have a larger class, having an assistant is helpful. Also, think outside the box with your lessons; you will have unique participants who learn differently, so you must provide individual study plans for those students who may move ahead."
—DeAndre Pickett, Literacy Action, Atlanta GA

Scheduling and Structuring Digital Literacy Classes

TIPS:

- Talk to your potential students to understand their schedules and time constraints.

- Safety may be a concern for some students; as it gets darker earlier in the winter, classes may need to be held earlier as well.

- Limited availability of public transportation may impact students' willingness to attend evening classes.

- For classes held at schools, it's important to find a time that is convenient for parents picking up their children at the school.

- In groups where participants work long hours, making classes available on the weekend may be necessary.

- Provide childcare where possible to allow adults with children to participate fully.

- Be aware of other classes students may be attending at the premises, and bundle them so that they limit their travel time.

- Keep students' goals in mind when deciding the duration of the class. For students who urgently need a professional certification, an intensive one-week class may be ideal. For seniors who are gradually seeking to improve their skills, a once per week class may be just fine.

- Allow the students' input into the schedule and frequency, which will encourage them taking ownership.

- Three hours (with several breaks) seems to be longest amount of time that you can engage students without losing focus.

"We have a curriculum, and the instructors follow it as a guide during classes. Instructors have the freedom to adapt it according to his/her abilities and experience. We encourage instructors to teach the material through guided exercises that allow participants to apply the knowledge and be able to take advantage of all the new skills that they have learned. During the classes, students are invited to create flyers, business cards, personal budgets, look for jobs, fill out online applications, look for educational websites, and so forth. Participants are also invited to use the acquired skills in the tasks that they normally do in their daily life."

—Naymar Prikhodko, Skillpoint Alliance, Austin TX

"1:1 support has been the most successful and also the easiest to track. Drop-in classes are too open for students, but structured lecture is too strict and doesn't fit everyone's needs. 1:1 support seemed to be the best compromise."

—Sarah Bell, Literacy Kansas City, Kansas City MO

Selecting a Curriculum

TIPS:

- Grovo has a self-paced, video-based, 10 module digital literacy curriculum, taking students from basic computer literacy to LinkedIn. It is most beneficial when this is used as a supplement to ongoing class instruction.

- Several organizations in the Bay Area created some modules for different languages back in 2012 for older adults. Each links to an eight-week curriculum with handouts and surveys.

  English
  – Basic Computer & Internet Classes
  – Intermediate Lessons Computer & Internet

  Spanish
  – Computer and Internet Basic Lessons
  – Lecciones intermedias informáticos

  Chinese
  – 電腦及互聯網入門
  – 電腦及互聯網中級班

  Russian
  – Компьютер и Основы Интернета

- OASIS Institute mobile training resources:
  – iOS and Android in English
  – iOS and Android in Spanish
  – Tip sheets for use of mobile devices in English and Spanish

- Drive Your Learning is good for intermediate students

- GCFLearnfree might be one of the best resources for curriculum and tutorials. There are tutorials for several versions of the Microsoft Office Suite, smartphones, and other digital literacy topics

- The DigLitNY curriculum has a trainer portion and a curriculum portion.

Learning About Digital Inclusion

TESTIMONIALS:

- "Organizations like the Council of Economic Advisers ("Mapping the Digital Divide"), the Institute of Museum and Library Services ("Building Digitally Inclusive Communities--A Brief Guide to the Proposed Framework for Digitally Inclusive Communities"), and especially NTIA ("Broadband Adoption Toolkit, May 2013") have been really invaluable for having facts to point to when working with organizations and volunteers, as well as picking up on program strategies"

  – Dustin Steinacker, United Way of Utah County, Provo UT

- "I have noticed that there are many TED Talks that provide a ton of information on the digital divide, particularly in regards to the community which we serve. I also used resources from the Technology Association of Georgia, as well as the emails and workshops that they put on."

  — DeAndre Pickett, Literacy Action, Atlanta GA

- "The LINCS Community is a virtual professional learning space for adult educators and stakeholders. Launched in September 2012, the community has nearly 9,000 members from across the nation. Members create personal profiles and join groups of interest to engage in discussions focused on critical topics to the field of adult education. Topical groups are supported by moderators who facilitate conversation, share relevant resources, and coordinate special episodic events such as guest discussions or expert-led webinars."

  — Susan Reaves, Nashville Public Library, Nashville TN

- The Digital Inclusion and Meaningful Broadband Adoption Initiatives Report by Colin Rhinesmith, published by the Benton Foundation.

- The National Digital Inclusion Alliance is a fantastic resource, especially the group mailing list.

Additional Resources

Here you can find links to curricula, online exercises, and tutorials recommended by Fellows and City Hosts.

Websites

- http://www.seniornet.org
- http://www.libreoffice.org
- AFN Created Resume Tool
- Google Resume Builder
- Andrew Bentley's List
- http://digitallearn.org/teach
- http://www.digitalliteracy.gov
- http://techboomers.com
- http://ctnbayarea.org/resources
- http://lam.alaska.gov/c.php?g=358213&p=2418782
- http://librarytoolshed.ca/allresources
- http://www.gcflearnfree.org/technology
- https://www.denverlibrary.org/ctc-classes
- http://digitalunite.com/
- https://www.getsafeonline.org
- http://www.learnmyway.com/
- http://www.bbc.co.uk/webwise/0/
- http://driveyourlearning.org/
- http://www.gcflearnfree.org/
- http://pbdd.org/peoples-resource-center-training-material
- http://adultedresource.coabe.org/?program-level= adult-basic-education&subject-area=digital-computer-literacy
- http://edtech.worlded.org/
- http://www.myjobscout.org/index.php
- https://www.commoncraft.com/videolist
- https://www.typing.com/
- http://www.sense-lang.org/typing/
- http://www.gcflearnfree.org/computerbasics
- http://www.freetypinggame.net/play10.asp
- http://guides.sppl.org/Northstar/Home
- http://www.ratatype.com/
- www.digitalliteracyassessment.org

Free Video Tutorials

Computer Basic Orientation
Orientation Class
https://www.youtube.com/watch?v=DwsKeoXOa9I

Microsoft Word
Full tutorial Word 2013
https://www.youtube.com/watch?v=SCEfzjTRObA

Microsoft Word
Full tutorial Word 2013 in Spanish
https://www.youtube.com/watch?v=7RfCuR99JEg

Microsoft Excel
Easy Tutorial - Excel 2013 - 19 modules
https://www.youtube.com/watch?v=1mNwJkUYS9A

Microsoft Excel
Complete Tutorial - Excel 2013 in Spanish
https://www.youtube.com/watch?v=F_hh_yfUYoQ

Microsoft PowerPoint
Basic Concepts: Powerpoint 2010
https://www.youtube.com/watch?v=5q484k1JyGY

Microsoft PowerPoint
Videoscribe Effect in PowerPoint
https://www.youtube.com/watch?v=SsTkT4U1MUY

Microsoft PowerPoint
Power Point 2013 in Spanish
https://www.youtube.com/watch?v=C6WeD-FzAZY

Gmail Accounts Tutorial
Create a Gmail Account
https://www.youtube.com/watch?v=cfO_iRv9Jro

Gmail 2014
Gmail Tutorial 2014 - Quick Start
https://www.youtube.com/watch?v=OBI2liYIvdY

Gmail
Create a Gmail Account in Spanish
https://www.youtube.com/watch?v=pqoHM5rQLF8

Gmail
How to use Gmail in Spanish
https://www.youtube.com/watch?v=tj5TMD-Z_pQ

Internet
Internet Navigation in Spanish - Basic
https://www.youtube.com/watch?v=4sIjUH4CsL4

Internet
Use of Internet
https://www.youtube.com/watch?v=-Q08tftUJ30

Google Hangout
How to do a Google Hangout
https://www.youtube.com/watch?v=pmOT-zZfsDs

Operating System
How to use an Operating System
https://www.youtube.com/watch?v=aW5EBe2I2ig

Operating System
How to use Operating System
https://www.youtube.com/watch?v=aW5EBe2I2ig

NTEN: The Nonprofit Technology Network

NTEN is a community of nonprofit professionals transforming technology into social change. We aspire to a world where all nonprofit organizations skillfully and confidently use technology to meet community needs and fulfill their missions.

We connect our members to each other, provide professional development opportunities, educate our constituency on issues of technology use in nonprofits, and spearhead groundbreaking research on technology issues affecting our entire community. To learn more about NTEN visit nten.org.

Digital Inclusion Fellowship
Empowering communities to get online

Digital Inclusion Fellowship

In 2015, NTEN launched the Digital Inclusion Fellowship (DIF) with Google Fiber to blend direct, on-the-ground digital inclusion initiatives with learning opportunities and resources for the entire sector. The DIF model recruits emerging leaders from digitally-divided communities to spend one year working towards increasing digital literacy and broadband adoption in their cities at community-based organizations.

To learn more about the Fellowship and to meet the Fellows, visit nten.org/dif.

Google Fiber

We believe in making the internet faster, better and improving access in Google Fiber cities. In order to achieve this goal, we support programs and partners that focus on community, technology, and the internet. To learn more about Google Fiber's digital inclusion programs, visit fiber.google.com/community.