Appendix E: Big List of Support Ideas

COSLA 2012 Fall Meeting (October 16, 2012)

Preface

At the COSLA Fall Meeting, we held a session on Digital Literacy and State Library Supports. Together we brainstormed a wide range of possible supports or resources that state libraries might provide to advance public library efforts to increase digital literacy in their communities. Captured here is the full list of ideas brainstormed by the group and includes ideas for consideration as well as work already underway. The information is organized by support categories with sub-themes (you may recall the exercise we did with color coded notecards). We hope these ideas can foster further idea development and conversations in your state.

Technology Capabilities and Training Facilities

Partnerships/partner facilities

- Schools/Community Colleges
 - Partnerships with community colleges and private colleges, especially when public training can be scheduled during college breaks
 - Work with local community colleges and high schools with training labs, use their facilities after hours
 - Partner for adult education
- Workforce
 - Working with Workforce Commission to locate computers in libraries to increase their capacity and to offer additional training when workforce offices are closed
 - Partner with workforce to collaborate on training
 - Partner with Workforce Solutions for sites outside the library
- Identify partners who could support or provide capacity
- Library services need to be offered outside of libraries. Take the service to the community.
- Partner with State Library Association
- Use partner agency facilities.
- Evening and weekends use wireless business (eg Starbucks, for the library to set up and promote training)

- INS
- Churches, YMCA, Boys and Girls Clubs
- Seek out other local partners who may have training labs.
 Work with other agencies in adult educations and adult literacy.

Video conferencing

- We are deploying videoconferencing equipment in 7–8 libraries and will use Google Hangout. Why not develop training that can be done live across broad geographic areas with regular calendar of training events. We could coordinate this with Google. (VT)
- Looking to expand video conferencing to more libraries through grants
- Installed videoconferencing equipment in 38 nonmetropolitan areas
- Use of statewide videoconferencing for not just library staff, but patrons for computer training.

Mobile and fixed labs

- Purchasing another round of discounted laptops (through ARRA) to libraries including 2 sets of training laptop that move to training sites
- LSTA subgrants for computers lab and public access equipment
- Through BTOP grant NYSL have 5 mobile labs and also video conferencing at 35 sites in upstate.
- Encourage existing labs to expand their areas.

- ARRA funds used to install computers at rec centers; community college.
- Community Centers—mobile labs
- Web on Wheels bus
- Mobile computer labs and techs available regionally.
- Libraries with tech labs—especially BTOP PCC libraries
- Laptops on carts for training options.
- Mobile computer lab to send around state (like OH does)!
- Libraries in Michigan have mobile training labs. State library helped with purchase.
- Mobile labs with new technology, tablets, ipads, smartphones, travel to all libraries (current LSTA grant)
- BTOP project is taking staff and mobile equip out to libraries to train end users
- Anoka County (LSTA grant) established workforce training grant lab (collaborated with school district and county agencies).
- Supplying iPads and laptop funds for libraries to purchase so that training is not limited to library specific locations.
- Provide or develop joint procurement of mobile training lab equipment.
- Preloaded tablets
- Tried to do tablet labs but we were turned down by the agency that expressed concern that tablet labs were frivolous.

Petting zoos

- Technology "petting zoos" particularly for mobile device and ereaders
- "Touch and Feel" boxes for staff to become comfortable with features of various equip
- Offered LSTA grants to put e-readers for staff in libraries to learn how they work

Other ideas

- Bring your own device (BYOD) days
- · Hand held devices for training
- Maybe Edge will help—need to know the capacity needed
 —number of IT staff needed to support. How many more do we need?
- What KSAs (knowledge, skills and abilities) are needed for staff—sample job descriptions
- Construction design for buildings—recommended space

- allocated to this per size of library
- Demonstrate usefulness of tablets. Google Chromebook project in CA
- Recent deployment of Google used computer to libraries and adult education sites (VT) Establish an umbrella org with a variety of venues
- Network for distance/multi-venue training
- Staff of trainers
- Provide trainers with devices so they can take it to the client training session (1:1). Works well when the library doesn't have enough space or computers or client can't come to the library.
- Funding assistive technology (LSTA)
- Training by Skype. Especially specific just in time training.
- State dollars (through SLA) with regional library telecomm aid to support line (internet access_ per eligible library building (member regional public library system to open 20 hrs/week. (MN)
- Use of public library computers after hours.
- Presently, webinars only. Nothing more. Woefully behind the game here!
- Seek all/any funding for libraries to get them equipment.
 Complete the grant on their behalf! Make it easy to get equipment.
- Have a site where training can be archived and viewed asynchronously
- Virtual users exploratory group (VUE)—use of mobile devices
- DAZEL—Developing Arizona Electronic Libraries—ereaders, local content
- EGG—Exploring Grants Group. Webinar series to help develop LSTA grants, rural staff
- BTOP grant in Michigan, increased PPCs
- Maybe libraries can deploy staff/trainers to other places where there are labs—community colleges, ISDs, etc.

Digital Literacy Trainers and Coaches

Volunteers

- Volunteer trainers
- Utilize volunteer programs where people go online to find volunteer opportunities (most likely urban areas)
- Support volunteer logistics
- Tips and ideas on how to get volunteers to commit to this work

- Tap into groups of volunteers already active in communities, like SCORE
- Contact civic groups (e.g. rotary) and business to recruit volunteers
- Use United Way's Raise Your Hand campaign to recruit volunteer trainers.

Retired volunteers (librarians and others)

- · Utilize retired librarians
- Retirees as "second half of life" volunteers
- Involve retirees through senior citizen organizations

Shared trainers/shared lists of qualified trainers

- Create a public list of "certified" trainers who are willing to travel
- Traveling trainers
- Recruiting and training trainers who can serve multiple libraries "circuit riders"

Student volunteers/workstudy (schools, community colleges)

- Work-study students from nearby college as tutors
- Partnerships with library and information schools for support to staff
- Teen mentor programs to provide 1:1 help (partner with high schools). Queens Public Library has done this.
- Teen trainers (Library Trustees Association initiative)
- Student interns
- · Recruit library school students.
- Get student volunteers from local schools. Student senior programs.
- Work study program at local colleges to provide student trainers
- · Enlist teenagers to teach library staff
- Use students required to do community services as volunteers
- Partner with local schools for teen volunteers to teach basic skills to seniors. In our state, A+ students (college bound program) must acquire community service hours. Some of our public libraries are doing this successfully—senior love it and the students are (surprisingly) patient tutors!
- Community college (Technical college). Technology (IT) students. Tutoring for credit

 High school service club members as volunteer trainers (e.g., Key Club)

Partnerships

- Collaborate with Department of Education
- Partner agency—tribal libraries (work on how-to that expands program availability)
- Partner w/and utilize community college outreach services
- Partner with network of community colleges
- Partnerships with community colleges for trainers. Community colleges tend to be very community oriented.
- Targeted partnerships with vested groups, county workforce boards, state Department of Labor
- Maybe in state government there is another area (IT or somewhere) who might have trainers available that we could help deploy to libraries for training trainers.
- Make lists (by categories) of potential partner agencies who could provide trainers—this could help local librarians identify and approach potential new partners.
- Partner with other agencies/orgs etc
- Partner with other anchor institutions to recruit and manage volunteer trainers.
- · Use Educational Broadcasting facilities
- Partner with Council of Digital Inclusion (WA)

Webinars/Virtual Training

- Webinars
- Webinars, especially for special needs like online unemployment application done by workforce board
- · Recorded training sessions
- Virtual training via collaborate for training labs
- Use videoconferencing to distribute one trainer to many locations
- Virtual tutors—provide statewide license and platform to provide the service

Train the trainer

- Promote training of trainers among libraries
- Train trainers—large scale deployment like "Project Compass" model
- NYLA is rolling out a 3 year train-the-trainer—training library staff to train users in digital literacy skills. Standard curriculum/state library is a partner
- PLA project identifying train the trainer curricula

Other ideas

- Virtual training good—but needs to be coupled with 1:1 live tutoring
- Need transportation for tutors/trainer/volunteers to get to libraries
- · Local experts hired by libraries
- Get Learner Web adult literacy (Portland State University).
 Designed for use with on-site literacy tutors.
- Check in with Brainfuse and or Tutor.com to lower virtual tutor costs
- Link to other literacy efforts (ESL, ABE)
- Get state legislature to support money for program expansion—link to economic development, job improvements.
- Advertise/promote existing online training resources such as Learning Express Library (to Library staff)
- Canned training delivered when needed
- Website plus in-library courses (MN)
- Northstar Digital Literacy Standards (http://digitalliteracyassessment.org) (MN)
- Modules of self-direction train to have curriculum on the web (1/2 there)
- Have graduate of training volunteers train peers
- Requiring training by library staff—all involved
- Create technology boxes with different "brands" of different types of technology for hands-on learning
- Programs that use mentor relationships in public libraries to help at-risk kids use technology. Seeded with equipment money to kick start.
- Kits of new technology equipment with online or written training. Ipads, kindles, nooks, smartphones, etc.
- Need ready reference online content (Bold Visions) for all labs to use
- Needs assessment tool for the public, quantify the need in each area, determine capacity needed, when have we

- reached saturation?
- Database of community spaces available for training—how do we get equipment there.
- How practical to get money for mobile laptop labs?

Training Offerings

Partnerships

- · Partner with extension service to provide training in libraries
- Partner with expertise of Continuing Education forum
- Work with partner organizations to either add existing programs to archived training available for videoconferencing sites
- Partner agency coordination (Adult Education)
- Reach to partners at state level to explore how to work together/increase offerings
- Work with community colleges to develop internships for computer coaches
- Work with Workforce Commission to offer cross training to users searching for work
- Office for Refugees as a partner, providing trainers; we provided guidelines for trainers
- Proactive collaboration with community colleges
- Convene other potential partners to determine current activities
- Compile full list of local offerings
- Targeted training partners (churches, adult ed programs, workforce, elder care facilities, youth connections).
- · Housing authorities
- Continuing Education staff member works with 1) MN Learning Commons (Dept. of Ed and other state depts); 2) Technology Literacy Collaborative (www.tlc-mn.org)
- Not-for-profit groups that train for hire and grow skills in unemployed workers.
- Also partnered with a statewide consortium on ebook series webinars at same time—aiming for topic saturation

Use and promote existing materials

- Don't reinvent the wheel. Bold Visions meeting already addressed this, Create Ready Reference online content.
 We need online national info as a true lure organized by public content, staff content, staff conversations. Keep the conversations separate from tools.
- Identify training packages developed elsewhere (other state agencies (orgs, other SLAs) and package them for local library use
- Research and document full possible curriculum. Catalogue it with metadata.
- Create a portal that both provides information and points to information information compiled by others
- Compile and distribute lists of organizations in the area offering free digital literacy training (for staff info and to distribute to interested patrons)
- Packaged curriculum that can be used by face to face trainers
- Establish standard online training resources (eg. Goodwill)
- Pre-developed "cheat sheets" libraries or the public can use
- Use state-developed resources/BTOP projects. Pool all info into one shared portal (CO Tech/Digital literacy training website)
- Choose 3 outstanding curricula packages and make them available wholesale to orgs and libraries across the country.
- Make sure self paced curriculum is promoted
- Create awareness of PLA resources
- Discuss and share at COSLA level who already has content
- Start an online discussion to find out modules of current activity in state
- Perhaps @MichiganWorks offices training focused around applying for unemployment or job applications could be deployed. By them or by social service orgs with people trained by library staff.

Curriculum development

- Try to offer seminars or narrow specific topics to keep training fresh and keep people engaged.
- Curricula needs to be diverse and multi-lingual (basics to complex)
- Modules of self-instructed curriculum online for patrons or train-the-trainer in Spanish and Navajo
- NY has an approved digital literacy curriculum. Worked with statewide taskforce and NYS BB council to develop "It's Available Online" Digital is the website. Being used in train the trainer sessions.

- Consider YouTube as a training platform—especially for higher level topics—because so many people are already turning to YouTube for other kinds of training.
- State library can/should create modules—OR coordinate/ gather and serve training already developed by some libraries. State library as coordinating entity.
- One page handouts, tip sheets
- Library Guide page on training materials
- Develop joint curriculum with local high schools and local colleges for use in libraries.
- At state level, develop training aids that can be provided for download to the local level.
- Gather a group of interested trainers to design content.
- Call for area students and scouts to develop and deliver new offerings

Self-paced learning

- Is there a self-paced software program that we could all be using to hone continuity of effort? WJ used to offer this and we need it again.
- Limited self-paced training is available through our statewide database suite but is not robust. Have not been impressed with other products. Teaching basics needs to be done in person.
- Statewide license for online patron training modules.
- Self-paced training online for more specialized topics. Eg. Government, health.
- Learning Express online computer skills training available to all residents of the state.
- Access to training online. Learning Express Library delivered on PAC and mobile devices.
- YouTube videos demonstrating various skills (widgets) which could be accessed via local websites.

Webinars

- Webinars (movi)
- Make archives of webinars from BTOP project available online
- · Recorded training and webinars

Train staff

- Train library line staff in use of self-paced training and support of patrons using self paced training
- Train the trainers
- List of essential competencies as a checklist for trainers to cover
- For training trainers, the Boy Scouts have a great online training module for leaders regarding safety that is a good model.
- We are training the trainer on ereaders—staff in local libraries who then train neighbor libraries. Can be deployed quickly and adapted easily for new technologies.

Other ideas

- Define digital literacy broadly and look for innovative offerings to full gaps.
- Reference section of SLA to compile online resources, as part of the training
 - Health literacy
 - Economics/small business resources
- Establish standard assistive device package and joint procurement
- National contract for web software that we all use
- Continue to share best practices
- Learning Management System—provide a statewide license and platform for libraries to use, prime it with common curriculum materials
- Just in time training. Informal training.
- Student support for homework and more
- Classes provided by staff, partners, volunteers
- Community college classes in libraries
- Workshops with subject matter experts regarding Ready to Read rendezvous
- Law in the library day
- Encourage training that supports learner finding appropriate interest/skill level easily
- Monthly public library e-government workgroup teleconference call to discuss training issues
- · Breadth and depth of training offerings
- Training in using hand held devices
- Seems that hands-on in-person training might be helpful for the residents of our state who don't have access to technology, or don't see its relevance. So, I think that small, easily digestible topics would be best in the library. Ask

- high schools for volunteer students to do some classes at libraries
- Target training for specific groups. Workforce enhancement, veterans returning to civilian life, digital storytelling, local history digitization.
- Join WebJunction as a state partner to help library staff to be better trainers
- Computer mobile (rather than bookmobiles) mobile labs

Marketing and Promotion

Resources to get the word out

- Library resource portal—would have an event calendar resource, partners encouraged to post their events
- State-wide public television interstitials
- Posters e.g. Summer Reading Programs, One Book AZ
- Branding on statewide databases
- Billboards, eg. Job help hubs
- · Legislator offices in districts
- WebJunction/Newsletter for training tools
- Feature prominently of website
- Include in newsletters, and friends of the library newsletter (if any)
- Church bulletins
- Talk radio
- Buses, billboards, fast food receipts
- Newspapers inserts (a la Club Digital, "La Opinion" news, CA)
- Training portal (listed partner agencies)
- Impact video
- · Guerilla marketing
- PSAs
- Web on Wheeels bus
- Ad Council Campaign
- Exhibits at events e.g. Digital Government summit; Festivals; Teacher Training Days Use social networking
- Facebook, blogs, electronic newsletters, radio, posters, tv flyers in utility bills such as water bills
- Newsletters (print, electronic)
- Press release to news media
- Working on brochure to be put in government agencies

- Local listervs, blogs
- · Social media, tweets, facebook
- Utility bill inserts
- Incorporate news/activities into ongoing state library updates
- Speaking at civil events (Lions, Rotary, etc)
- Word of mouth
- · Cable companies
- Local newspaper
- Schools
- Listservs
- Final report of BTOP to show impact
- Work with online resource providers (EBSCO, Tutor.com, WorldBook) to promote
- Every offering of train the trainer offers chance for publicity
- Government news web site
- Our agency sends out local press releases on awarded grants—gets good local coverage when it happens, but is spotty.
- Wrote white paper with Intel for distribution

Create templates/shared materials

- At state level, prepare templates for local library use
- Create customizable templates for libraries
- Develop a sample letter to the editor to be used in community newspapers
- Standardized press releases
- PSA scripts
- Create material which can be used by local libs to promote training/raise awareness of value of digital literacy
- State library is providing LibGuides for all public libraries.
 Local libraries are using for their web sites to host training materials and to advertise training.

Campaigns/Toolkits

- Work with local university of PR campaign using marketing/ communications students—class project. Created many ideas for US and gave students concrete, real project.
- Fabulous pre-marketing: legislators, businesses, media to advertise the kick-off events for training.
- Creating a marketing manual for how to do marketing.
- Toolkit for local libraries with tips and steps for promoting.

- Doing a marketing campaign for 44 communities (in RFP process) on libraries having videoconferencing equipment for customers
- Statewide campaign would be helpful, but additional resources required to do a good campaign.
- Campaign to parents/guardians via take home flyers to children
- · Coordinated local based marketing

Highlight successes

- Find a couple of individual success stories to pitch to local TV stations. i.e. someone who received training at the library which made a difference
- Highlight successful, local programs to other libraries in the state
- Identify public libraries doing good marketing and get permission to use their ideas statewide

Partnerships

- Bring agencies and orgs together with libraries to plan ahead of time referrals and campaigns leading people to libraries
- Collaborate with public TV for PSAs
- Partner with local foundations/businesses.
- Partner with Cooperative Extension agency (there's one in every county)
- Partner with Employment Development, Workforce Development Boards, Department of Labor
- · Partner with the Department of Labor
- Economic Development councils in counties
- Churches and service clubs
- Build on current training partnerships from BTOP grant
- Cross promotion with partner agencies so training opportunities are highlighted on their web sites
- Work with Connected Texas to involve Intel, Dell and AT&T in providing equip for raffling off to patrons
- Working with labor and small business agencies to train on our Gale databases that support their work
- Collaborate with Department of Education on "postsecondary success"
- Minnesota Librarian on State Workforce Development Council
- MN Learning Commons (MN, dept of Ed, Academic institutions)

- Root out community organizations with email lists that might be willing to help disseminate info
- Collaborate with business groups to get word out to broader audience
- Partner with other state agencies (e.g. commerce, economic development)
- Leverage existing relationships to build momentum in new areas
- Partner with Michigan Association of United Ways to have libraries help residents connect with human services resources.
- · Partner agency outreach materials

Outreach

- Outreach to partners is critical
- Outreach to Workforce Commission
- Outreach to Governor's Committee on People with Disabilities
- Outreach info in MANY different formats, video messages, email, podcasts. Any and all.

Connect2Compete

- Zip code locator tool—important to add content to the databases
- See if you could create subfile from C2C tool to create state or regional tool
- Encouraging library systems to actively participate in C2C project (NY)

Other ideas

- PAForward.org
- Delaware's new library brochure, "Menu boards" includes technology testing, creating a mental model for the public of all libraries have to offer. All major subject domains. So, not only the technology, but in context for what patron is trying to solve, create, etc. Helps with advocacy too.
- Link train the trainer effort to workforce economic development
- Career preparation (elementary+) is a new interest expressed Commerce. We're looking at a possible solution by pooling money across state government for purchase of online databases (a la Career Cruising and Learning Express)
- Primarily local—tied to local programs
- Focusing on getting increased state money for high speed

- connectivity for public libraries
- Market digital literacy training opportunities and value of adoption along with questions.
- Establish umbrella organization with partner anchor orgs to promote directory of training venues, and to promote same

Evaluation and Results

Collecting/Using statistics and successes

- Use the stats we all collect and work with local libraries to help them use their own stats—take advantage of the expertise of state data coordinators
- Develop common measures to easily track acquisition of skills/or change over time. (e.g. "I was a 1, but now a 3 out of 5 on how well I understand digital literacy.)
- Develop standard online survey instrument for those taking classes
- Statewide data warehouse and dashboard system—licensed statewide license to software and platform for use by all public libraries, publishing metrics and benchmarks
- Need a standard reporting tool and data set/definitions.
- Number of PCs available to public in public libraries (produce statistics)
- Number of libraries with wifi (produce statistics)
- Statewide data collections
- Review digital literacy plans with IMLS and develop common success measures
- Develop a set of very clear questions about digital literacy training for our annual survey
- Create info sheets/graphics that indicate how and where training is offered—how many taking advantage. Have questions or annual report related to digital literacy capacity and training and videoconferencing.
- Collect anecdotal info about how library digital literacy training made a difference to a person's life
- Evaluation—qualitative more than quantitative
- Align inputs to outputs and then get at outcomes.

Return on Investment / Demonstrate Need

- Need return on investment study—show how digital literacy training translate into money saved or money made by individual or community if digital literacy improves.
- Recent return on investment of impact of regional public library systems—with financial and social impact

(\$1:\$4.62) (MN)

- Return on investment study on community benefit of library services—3rd party calculation
- Demonstrate to local funders how libraries are being used, what topics are of the greatest interest by the public. What are they asking for? Demonstrate the need

Advocacy and Storytelling

Leverage existing programs

- · Geek the Library
- Extensive support for libraries to take Turning the Page training for advocacy at local level
- Present Edge Initiative info at Trustee workshops as a way
 of helping them understand/embrace the library's role as a
 technology center
- Implement customized Turning The Page workshop to build case to extend funding for current BTOP funded trainers/ equipment services.

Trustee training

- · Trustee training with libraries
- · Trustee sessions, info sharing
- Trustee training needed to demonstrate appropriate library role
- Provide digital literacy training to public library trustees they need to understand the need and importance in order to advocate for support from funders.

Toolkits

- Would love to have examples of good toolkits for Digital Literacy advocacy in local communities
- · Local officials tool kit needed
- · Local agency education/benefit toolkit
- Create easy to use evaluation tools

Storytelling

- Use of a marketing firm that could be lured to distill info into a digestible format. I think we don't "do" this very well.
- · Reach out to county and township supervisors
- Newsletter with number of classes and types statewide to legislators.
- Add info to state payroll stubs
- Billboards
- Business outlets
- Inserts
- How to talk about this—sound bites
- Leverage partnerships
- Work with friends groups
- · Work with tribal libraries
 - Standard participant count
 - Count number using/learn with webinars
 - Need a uniform instrument form for count, need to understand how to value the count

Broadband activities

- · Visibility with state level broadband initiatives
- · Meetings with state broadband players
- Broadband summit planned for Spring 2013—could wrap the need for data evaluation and advocacy into that conversation (MI)
- Connect state broadband partners for promotion/evaluation
- Meetings with broadband player state mapping
- Taking lead in broadband discussion
- Hammering away at broadband plan to include libraries some local partnerships may arise from regional meetings (MO)
- Work with broadband providers during legislative session.
 They have lobbyists to help explain importance of

- broadband in all communities. We don't have a lobbyists so very helpful for budget sessions
- Using BTOP grant evaluate to highlight best practices and tools available to public libraries. Written report to be shared broadly/loads of material on website.

Stakeholder Engagement and Partnerships

- · Other agency heads in government
- Working with League of Municipalities, County Association
- Partner with other state agencies
- Work with Chambers of Commerce, unions, etc to establish certification of trainees
- Partner with other adult education organizations to certify trainees
- Work with Secretary of State to do advocacy
- Participation on councils—at the table—as broadband/technology initiatives unfold (e.g Arizona Telecommunications and Information Council)
- Create partnerships with state association of county commissioners appear at their convention to speak or host a booth in the exhibits
- Partnerships with state associations for city and county government.

Other ideas

- Link discussion of digital literacy success to other efforts related to workforce and economic development
- Governor's priorities target digital literacy for economic development prompted discussion groups with department heads across state government and need for one department to take leadership. No \$\$ appropriated yet.
- Offer digital literacy training to legislators both through their local libraries and from us at the start of the legislative session
- Use Menu Board of major subject domain (DE)
- Reference librarians are tracking reference questions by major Dewey category. (Most questions right now are Ebooks and jobs) (DE)
- Target areas with both unemployment and high illiteracy and communicate public library efforts to local powers
- · Director retreats, info sharing
- Snapshot day for advocacy

This Appendix is part of the State Library Guidebook: Support for Digital Literacy in Public Libraries which was created under a grant from the Institute of Museum and Library Services. The guidebook was created in partnership between WebJunction and the Illinois State Library, the Mississippi Library Commission and the West Virginia Library Commission.



WebJunction's vision is to be the place where the library profession gathers to build the knowledge, skills and support we need to power relevant, vibrant libraries. Our mission is to promote learning for all library staff by providing open, affordable online learning communities.



This project was made possible by a grant from the U.S. Institute of Museum and Library Services.

The Institute of Museum and Library Services is the primary source of federal support for the nation's 123,000 libraries and 17,500 museums. Through grant making, policy development and research, IMLS helps communities and individuals thrive through broad public access to knowledge, cultural heritage and lifelong learning.