Chapter 16
"But I Know How to Google":
Motivating Volunteers in an Information Literacy Module

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EXECUTIVE SUMMARY

An up-front analysis is crucial to ensuring a need is learning-related and the resulting intervention actually meets that need for learners. The current case study explores how two instructional designers adopted a systems approach for their performance analysis, with a major focus on learner analysis as a means to understand the underpinnings of the social system within the client organization, which more clearly revealed potential motivations of the learners. As a result, the two designers delivered an eLearning module that 1) combats an actual gap in knowledge and skill, 2) is relevant to the intended audience, and 3) is compatible with the organizational culture and infrastructure.

ORGANIZATION BACKGROUND

It is estimated that one in every thirty children in the United States does not have secure access to permanent housing each year (Bassuk, DeCandia, Beach, & Berman, 2014). According to a 2017 report from the United Nations International Children's Emergency Fund (UNICEF), the United States ranks seventh in economically developed nations' child poverty rates. Among domestic estimates, California consistently ranks among the worst performing states across child homelessness, wellness, and poverty measurements (Bassuk et al., 2014). Children who are exposed to extreme levels of poverty during fundamental development stages are at greater risk for physical, functional, and mental health issues as well as lowered expected outcomes as adults (Gupta, de Wit, & McKeown, 2007).

To combat the serious challenges these youth face, government, and nonprofit agencies have worked closely to provide academic support, temporary shelters, and mental health and counseling resources, among other services. Since the early 1990s, California Coalition for Youth (CCY) has served the central California region with a mission of "provid[ing] strong statewide policy leadership around issues concerning disconnected runaway and homeless youth" (CCY, 2019). To address this mission statement and reach CCY's targeted population of 12–24-year-olds, the organization began operating the California Youth Crisis Line (CYCL) as a 24-hours-a-day, seven-days-a-week emergency response and crisis intervention resource. According to CYCL, the crisis line has helped more than a million youth in crisis over the last twenty-three years it has been in operation, receiving more than twenty thousand calls annually. Callers have been connected with professionally-trained counselors and affordable resources to assist with suicide, depression, trauma, and human trafficking as well as other, more typical teenage issues. Currently, CYCL is the only statewide, toll-free crisis line in California.

As an organization, CCY is split into several departments to best serve its mission, including administrative staff, membership and outreach coordination, an advocacy board, and the crisis line. A nineteen-person volunteer board that includes youth representatives serves in an advisory role to the organization. The executive director reports to the board and oversees the fulfillment of the CCY mission as well as the day-to-day operations. In addition to the executive director, CCY employs seven full-time staff, three of whom work directly with CYCL. Because of limited resources, volunteers are primarily responsible for responding to callers, which

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