How often are salaries, who's hiring, etc. updated?
The labor market information included in Bendable Career Collections is updated quarterly. The data that we display on the platform is provided by Burning Glass Technologies.

Is the content entirely provided locally or do you provide some content? Do you bring in content from other cohorts that you deem worthy to share?
Although our focus is on hyper-localizing Bendable for your communities, there is a good chance that some of the content that is currently part of the Bendable South Bend catalog could become part of the Bendable Maine catalog.

In some cases, this would be free content available from partners such as GCFGlobal, Khan Academy and LRNG.

In other cases, the State Library (based on your input and the input of other stakeholders) may decide that Bendable Maine would do well to include content from some of our other partners (such as Study.com, Penn Foster and Cell-Ed), where course seats cost money. Some number of these online seats would need to be paid for in advance, either with public or philanthropic dollars, in order for the content to be made free to the individual learner. (If all of these pre-paid course seats are used up, we would expect to find public or private funders eager to purchase another tranche of seats. After all, this means that a lot of people are learning—a good problem to have!)

Would each library in Maine be able to have their own unique front page, or would we be sharing a front page as a state?
We don't yet know the answer to this. A big part of our early exploration with you and other stakeholders will be to figure out how to think about the different regions of Maine, so as to ensure that residents in every part of the state can discover and access content on Bendable that is inviting and exciting (aka "radically relevant") to them. As we decide the best way to organize things (by geography? communities of interest? some other arrangement?), that will, in turn, inform the design of the Bendable homepage (or homepages, as the case may be).

What is the approximate ratio of free to cost based resources in the collection?
In South Bend, more than 90% of the content is free to the end user (though, as noted above, course seats from certain national online content providers have been purchased with public or philanthropic funds).

The library in South Bend has elected to have Bendable individual users pay for certain local learning resources (constituting about 10% of the total content in the catalog), but we have worked with the library to make sure that these are relatively inexpensive. For instance, the latest watercolor painting workshop at the Forever Learning Institute, which is geared toward seniors in South Bend, costs $55; an online course on computer skills in the workplace from Indiana University South Bend’s extension program is $115.

Ultimately, it will be up to the State Library (again, with your input) to decide your own policy as to whether to include items on Bendable Maine that carry a fee from the provider. Note that any
resources that require a fee to the end user will be clearly marked to help residents make informed choices.

Can our many local and statewide learning resources already offered through libraries (Udemy, Linked-In Learning, Google Partners, Pronunciator, LearningExpress, Kanopy, etc.) into this platform?
The short answer is yes. We should be able to integrate any existing library resources into Bendable Maine that the state would like to include.

The one caveat is what Jamie mentioned during our session: The State Library sees the development of Bendable Maine as a good opportunity to review all current learning resources and eliminate those that aren’t working or are redundant.

In short, we’d love to take the best of the learning content you’re already offering and help even more people discover it through Bendable Maine while, at the same time, filling in any gaps and ensuring that we create a full learning ecosystem that meets our goals of being truly lifelong and universal.

How are results listed on the home pages etc? Most recently added? Most relevant? Will we be able to re-order the results?
In South Bend, members of the Bendable team from the Drucker Institute meet weekly with the Bendable point person from the St. Joseph County Public library to plan the homepage.

This cadence helps to ensure that the content being displayed is timely and topical. And timeliness makes a big difference.

For instance, in the wake of the January 6 insurrection at the Capitol in Washington, we topped the homepage with a Community Collection titled “Discerning fact from misinformation online.” It garnered 119 clicks that week—nearly nine times more than the next-most-opened Collection. As the weather started to warm this spring in South Bend, we featured a Community Collection called “Getting started as a gardener.” That week, 93 users explored it, an impressive showing.

“It’s the combination of pushing trusted learning content along with its relevance to our community’s day-to-day life that brings more value to our patrons and translates to more engagement,” says Norah Alwalan, who oversees the library’s Bendable outreach. The actual updating of the homepage is done by the Drucker Institute’s Bendable team. It is one of the editorial services that we will provide (along with doing the final edit and polish on Community Collections, building Career Collections with local employers, ensuring that all course descriptions have a common voice and adhere to Bendable style, etc.).

A final point: Although we think we have a strong model in South Bend, we aren’t locked into any particular process for Maine. If the community feels there is a better way to organize the homepage (or multiple homepages, depending on how things shake out) for Bendable Maine, we will work with you to make that happen.

Are there typically lots of pop-up ads in the free content available via Bendable?
No. The free content providers we have partnered with—GCFGlobal, LRNG and Khan Academy—are all mission-driven nonprofit organizations. Their sites don’t have advertising.

**What are Bendable’s privacy practices around patron data? Do you collect/retain personal info or track analytics?**
Bendable complies with the California Consumer Privacy Act (CCPA), and we are FERPA compliant for students who are over age 13.

More importantly, we will work with the State Library to ensure that Bendable Maine’s privacy policy is aligned with your privacy policies.

In South Bend, we collect the following personal information: names, email addresses and library card numbers. We also receive reports of learner data from third-party content providers. We have tiered roles in our admin suite that allow for restrictions and specifications of individuals who can access users' personal information and learner progress data. We also gather certain information automatically and store it in web server log files. This information includes web requests, Internet Protocol (“IP”) address information, unique device identifier (e.g., UDID, MAC Address, etc.), browser type, referring / exit pages and URLs, number of clicks, domain names, landing pages, pages viewed, web beacons, page activity, and other such information. We analyze this data using our own analytics, Google Analytics, and other similar third-party services. We use these log files and analytics to improve and administer the Bendable digital platform, to analyze trends and to gather anonymized information about the learner experience.

**How much is the fee each year? Is $800,000 going to Bendable over a few years?**
The full price tag is $1.5 million, which will be paid out in phases to the Drucker Institute as various deliverables and milestones are met. This total includes $200,000 for pre-paid course seats.

Once Bendable is launched, the price to maintain the license for Bendable is $15,000 a year, plus the cost of any pre-paid course seats in the Bendable Maine catalog.

**If a lot of the actions on this platform are user driven, are there moderators who are monitoring content that is being created and dispersed?**
While the community has a big hand in deciding what content is included on Bendable and even helps to create some of the content itself (via Community Collections), the platform is not open-source. Everything that winds up on Bendable Maine will go through the State Library and the Drucker Institute’s editorial team to ensure that the highest quality is being maintained.

**What kind of analytics will be available to see what is being used and how? Especially with regards to return on investment?**
The Bendable Drucker team currently tracks statistics across 13 different areas (through Google Analytics, along with a few add-ons put together by our own software developer and key performance indicators passed on by our content providers). Each is organized under one of our four main strategic goals:
• activating learning;
• driving a depth of learning;
• cultivating in people a habit of learning;
• and ensuring that Bendable is inclusive of the whole community.

The data we analyze includes the number of residents coming to Bendable—both for the first time (activating learning) and returning (cultivating the habit of learning). We keep an eye on, among other things, how often these users are signing up for a Bendable account, giving them full access to the platform, and how often they are leaving Bendable for one of our content providers’ sites.

We pay close attention to how much progress they are making through these providers’ courses, as well as through Bendable Career Collections—employer-backed learning pathways intended to prepare people for some of the most in-demand jobs in their area.

We analyze the types of resources that people are accessing through Bendable, be it to gain new work skills or to otherwise enhance their lives (by taking a class on, say, personal finance) or to fulfill a passion (like music or art). This goes to our theory that if people tap into Bendable for all sorts of reasons, it will help instill the habit of learning.

In addition, we pull information from our account sign-ups and parse which zip codes Bendable learners are from. This reflects our desire to reach the entire community, especially those areas that have traditionally been underserved.

All of this data—as well as other metrics that are sure to be developed as we build Bendable Maine—will be shared with the State Library.

In addition, we have worked with the consulting firm FSG to build out a longer-term evaluation framework for Bendable, which includes various outputs and, more importantly, outcomes that we hope to reach. If you’d like a copy of the framework, just email Rick at Rick.Wartzman@cgu.edu.

As part of its work (and under a direct grant from the Lumina Foundation), FSG has already conducted a developmental evaluation of our early results in South Bend. You can find that here.

Is the "Need Help" section an overlay of a Google search?
It is not. Bendable employs an online service called Aunt Bertha that specializes in connecting people to local social care providers.

What’s more, Bendable can provide other ways for people to find the help they need. In South Bend, for instance, a staffer at the local workforce board has put together a Community Collection called “How to find a new job when you're out of work.” A Goodwill case worker has authored a Community Collection called “Getting back on your feet after hard times.” And the United Way’s Velshonna Luckey, who was part of our panel during the librarians’ Zoom call, has created a Community Collection titled “How to care for yourself in order to care for others.”

As you can see, we believe that one of the most important things that people can learn is how to take good care of themselves and find the help they need.
How will input for collection development be solicited from Maine libraries? I'm curious how the input will be gathered - is that something that's been decided yet? Or is that something we'll discuss down the road a bit?

Over the coming months, the Drucker Institute/State Library will be sending out surveys, as well as engaging in various in-person design workshops and planning meetings with stakeholders all over the state, including local libraries.

But if you ever feel like your voice isn't being heard in the development of Bendable Maine, please don't hesitate to reach out to us directly. Between the State Library staff and the Drucker Institute team (including three soon-to-be-hired Bendable fellows, who will be based fulltime in Maine), we will make sure that someone gets back to you quickly!

Is Bendable named for South Bend? Do we get a more “Maine” name?
The name “Bendable” is, in part, a nod to South Bend, our first community of lifelong learning. But it is also meant to connote the concept of resilience—the way that people can use learning to bounce back in their lives.

All of the communities in our network—South Bend, Maine and others to come—will be part of the Bendable family.

Can we get some of that excellent Bendable merch you are wearing?
Stay tuned! The State Library will be asking shortly for shirt sizes from all of our local library friends.