



# The Trust Framework

**Ewoud de Kok**

Chairman Dutch Edtech, Board Member IEtech, CEO FeedbackFruits

**Cees Plug**

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# Strategic Objectives



Fostering Trustworthy Public/Private Partnerships in Education





## Coalition of the willing

Dutch Higher Education institutions

Dutch EdTech

SURF

Legal assistant by Arthur's Legal (EU)

Supported by Council of Europe | [DCE Programme](#)



Trust Framework

trustframework.eu

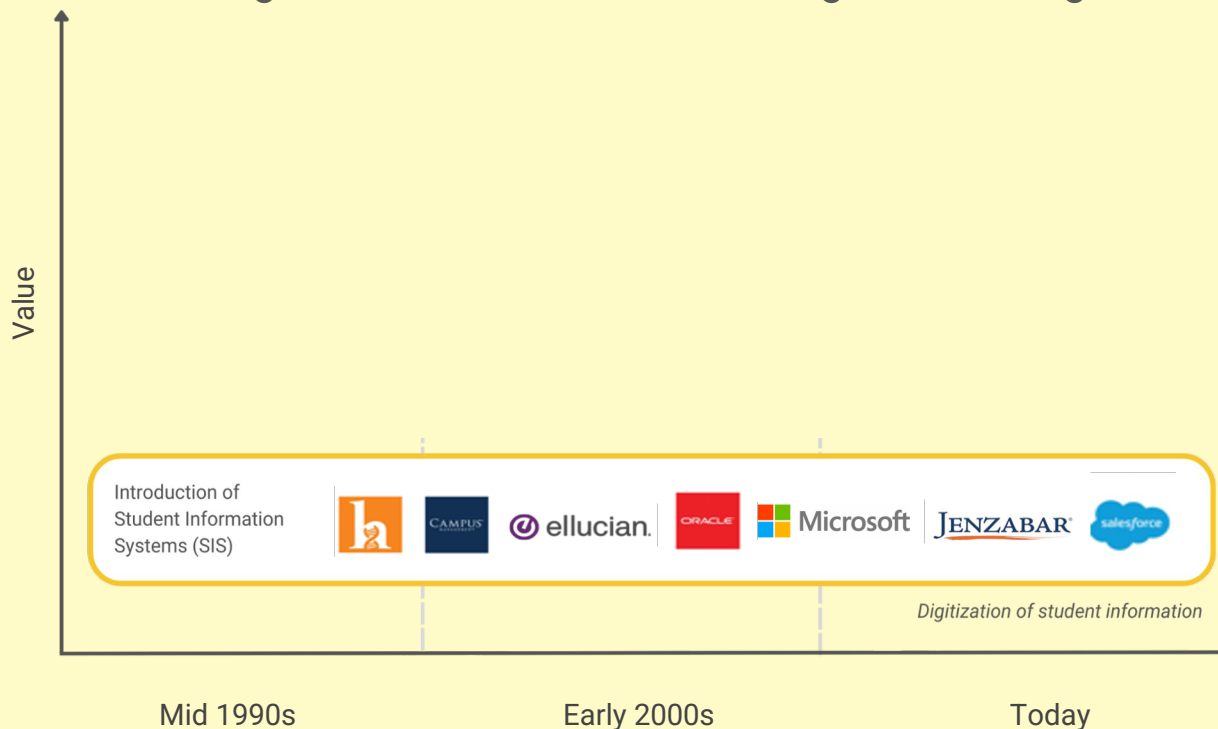
# Context

Digital Transformation of Education.

Three phases:

1. Digitization
2. Digitalization
3. Digital Transformation

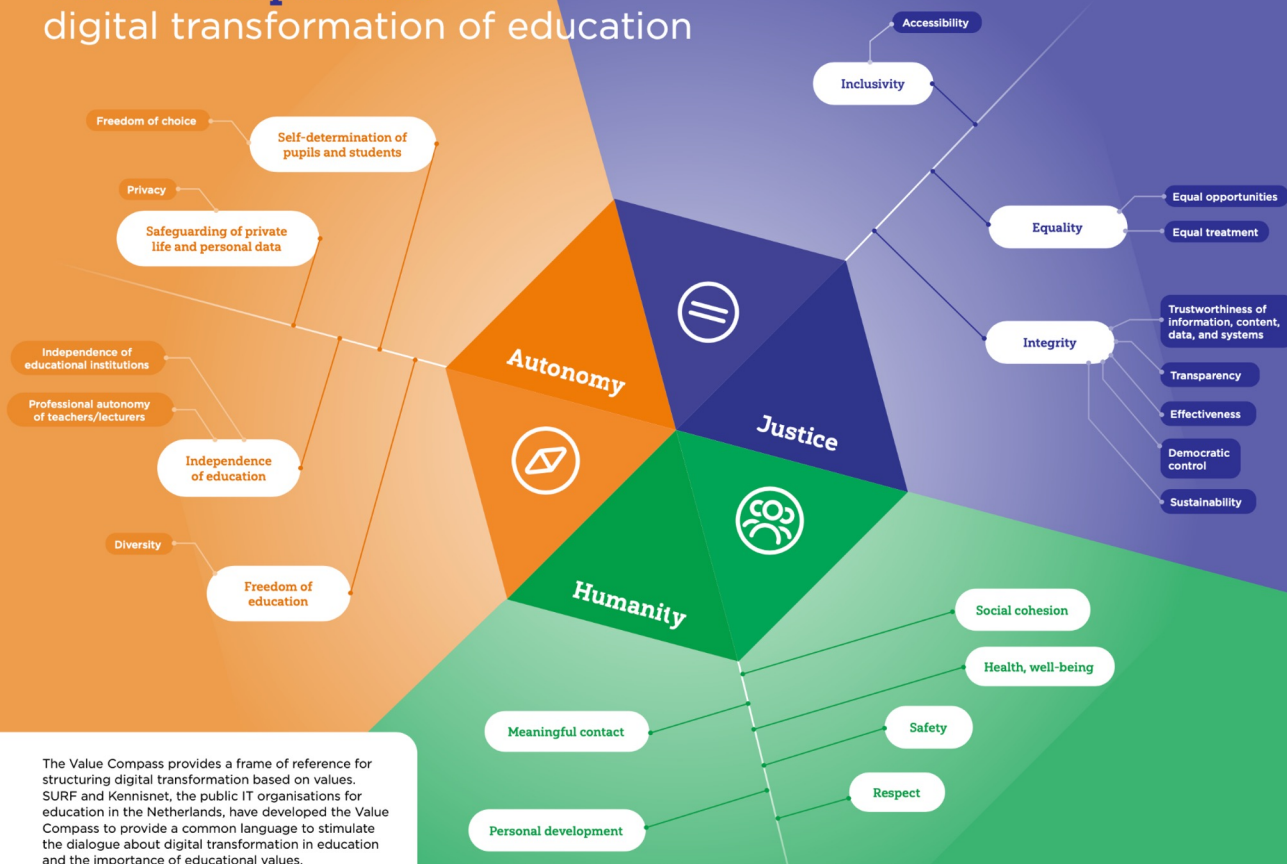
## Digital Transformation of Teaching and Learning



On one side:

# Public Values

## Value Compass for digital transformation of education



The Value Compass provides a frame of reference for structuring digital transformation based on values. SURF and Kennisnet, the public IT organisations for education in the Netherlands, have developed the Value Compass to provide a common language to stimulate the dialogue about digital transformation in education and the importance of educational values.



On the other side:

# Shareholder Value

**2020 EUROPE EDTECH 100**

**Holon IQ** [www.holoniq.com](http://www.holoniq.com)

**UPSKILLING**

- AMBOSS, Capaball, CoachHub, IMMERSIVELABS, jolt, KEN HUB, LEE, Shaw Academy, ornikar, The Power MBA, SALES IMPACT ACADEMY, Sharpist, Unow, TOUCHSURGERY

**LANGUAGE LEARNING**

- +Babbel, Busuu, Global EXAM, Lingoda, Lingokids, lingumi, MEM RISE, NOV★KID, speaky, speexx, tandem

**MANAGEMENT SYSTEMS**

- enroly, klass, satchel: Sdui, STUCCOMM, Teacherly, tiney, UNIBUDDY

**JOBS & INTERNSHIPS**

- Campusjäger, Intern Group, WhiteHat, VIRTUAL INTERNSHIPS, HeySuccess

**DIGITAL LEARNING ENVIRONMENTS**

- 360Learning, appscho, hownow, CENTURY, klaxoon, LearnUpon, WAP, LearnWorlds, OBRIZUM, Quipper, studytube, WESCHOOL

**LANGUAGE LEARNING**

- XR, VOICE & CHAT: blippAR, MEL Science, uptale, SoapBox Labs, VIRTUALSPEECH

**TUTORING & HOMEWORK HELP**

- BRAINLY, docstiy, I= Eedi, GoStudent, MyTutor, StudySmarter, SENECA, sofatutor, superprof, Tutorful, SCHOOLMOU

**STEAM & CODING**

- Complete Mathematics, pi-top, sparx

**MOOCS & BOOTCAMPS**

- CO D&M, code institute, CAREERFOUNDRY, Growth Tribe, edex academy, Future Learn, le wagon, MIRIADAX, OPENCLASSROOMS, SIMPLON, Strive, KOKOROE

**ASSESSMENT & VERIFICATION**

- BCDiploma, PROCTOREXAM, Quiz?lize





## Framework objectives

Anchor public values in  
public private collaboration

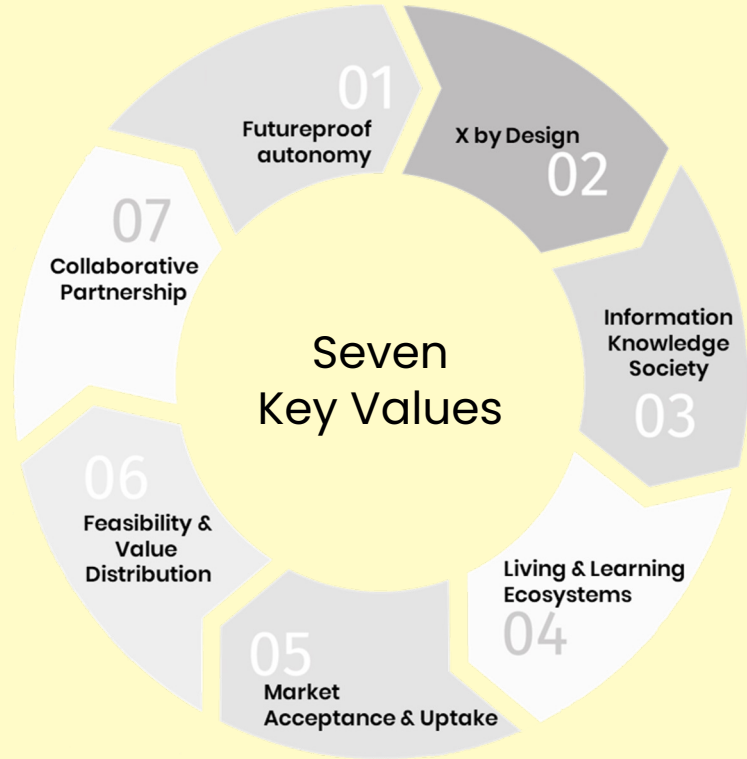
Accelerate innovation

Mitigate dependencies



# From Values to **Action**

Trustworthiness, like ethics in general, doesn't have to be abstract. We believe in taking a pragmatic approach to fostering trustworthy partnerships.





# Three Fundamentals

## **Design Principles**

for Edtech Founders

See 14 design principles that can be useful when founders want to incorporate public values into their startup.

[See Edtech Principles](#)

## **Procurement Principles**

for Edtech Buyers

See the principles Edtech buyers can use when evaluating or buying Edtech Solutions.

[See Procure Principles](#)

## **Collaboration Principles**

for all stakeholders

See the legal deployable principles that can be used to protect the trustworthiness of the collaboration in agreements between the Edtech Vendor and the Public Institution.

[See Legal Principles](#)



# Three Fundamentals

**Design Principles**

for Edtech Founders

**To Build**

[See Edtech Principles](#)



# Example of Design Principles for **Edtech Founders**

## **Design Principles**

for Edtech Founders

See 14 design principles that can be useful when founders want to incorporate public values into their startup.

[See Edtech Principles](#)

## Trustworthy Business Model

- **Revenue model transparency**
- **Avoid tie-in terms**

## Trustworthy Product

- **Data Privacy and Security**
- **Interoperability and Integration**
- **Autonomy for the educators**

## Trustworthy Business Operation

- **Impact Assessment**
- **Support & service**



# Example of legal principles for all stakeholders

## Collaboration Principles

for all stakeholders

See the legal deployable principles that can be used to protect the trustworthiness of the collaboration in agreements between the Edtech Vendor and the Public Institution.

See Legal Principles

### 33 Deployable Principles:

This v2023 release consists of thirty three (33) Deployable Principles ('DP'): DP.01 through DP33.

Deployable Principle ID	Brief Description / Use Case	Key Values	Deployable Principle												
<b>DP.01</b>	<b>No Harmful Terms</b> No terms, codes, policies, documents or other parts of any contractual arrangements should be harmful to learners, teachers and other users.	1.A, 1.B, 1.E & 1.F	Terms can only be applicable when those are beneficial, and neither harmful nor (otherwise) materially detrimental to learners, teachers, other users, and society at large. <table border="1"> <tr><td></td><td>Design Phases</td></tr> <tr><td>✓</td><td>Pre-Procurement Phase</td></tr> <tr><td>✓</td><td>Negotiation Phases</td></tr> <tr><td></td><td>Implementation Phases</td></tr> <tr><td></td><td>Operation Phases</td></tr> <tr><td>✓</td><td>Accountability Events</td></tr> </table>		Design Phases	✓	Pre-Procurement Phase	✓	Negotiation Phases		Implementation Phases		Operation Phases	✓	Accountability Events
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✓	Pre-Procurement Phase														
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	Implementation Phases														
	Operation Phases														
✓	Accountability Events														
<b>DP.02</b>	<b>No 'Take It or Leave It' Arrangements</b> Any 'take it or leave it' arrangements set by providers should be avoided.	1.A, 1.B, 1.E & 1.F	Any take it or leave it arrangements set by providers are not acceptable. <table border="1"> <tr><td></td><td>Design Phases</td></tr> <tr><td>✓</td><td>Pre-Procurement Phase</td></tr> <tr><td>✓</td><td>Negotiation Phases</td></tr> <tr><td></td><td>Implementation Phases</td></tr> <tr><td></td><td>Operation Phases</td></tr> <tr><td>✓</td><td>Accountability Events</td></tr> </table>		Design Phases	✓	Pre-Procurement Phase	✓	Negotiation Phases		Implementation Phases		Operation Phases	✓	Accountability Events
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<b>DP.03</b>	<b>No Unilateral Change</b> No unilateral change of any terms, codes, policies or other documents that are part of a	1.A, 1.B, 1.E & 1.F	No unilateral change of strategic, tactical, operational, service or (other) legal terms. <table border="1"> <tr><td></td><td>Design Phases</td></tr> </table>		Design Phases										
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# Call to Action

*Why we are here today*

Expanding the coalition of the willing  
in European context.



# Type of Edtech

1. Big tech v.s. scale-ups
2. Horizontal v.s. Vertical
3. B2C v.s. B2B v.s. B2G
4. Competition v.s. Partners

The collage displays a wide array of Edtech companies and categories:

- UPSKILLING:** AMBOSS, Capaball, CoachHub, IMMERSIVELABS, Jolt, KEN HUB, L&S, Shaw Academy, Fornikar, The Power MBA, SALES IMPACT ACADEMY, Sharpist, Unow, TOUCHSURGERY.
- LANGUAGE LEARNING:** +Babbel, Busuu, Global Exam, eiten Languages, Lingoda, Lingokids, lingumi, MEM RISE, NOV\*KID, speaky, speeex, tandem.
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- MANAGEMENT SYSTEMS:** enroly, klass, satchel: Sdui, STUCCOMM, Teacherly, tiney, UNIBUDDY.
- JOBS & INTERNSHIPS:** Campusjäger, Intern Group, WhiteHat, VIRTUAL INTERNSHIPS, HeySuccess.
- DIGITAL LEARNING ENVIRONMENTS:** 360Learning, appscho, hownow, CENTURY, klaxoon, LearnUpon, WAP, LearnWorlds, OBRIZUM, Quipper, studytube, WESCHOOL.
- 2020 EUROPE EDTECH 100:** A graphic featuring the number 100 and a map of Europe, with the logo for Holon IQ and the website www.holoniq.com.
- LEARNING CONTENT & RESOURCES:** azoomee, BibliU, Blinkist, boclips, causaly, Euclidat, kartable, lalilo, moovly, Morressier, Perlego, Studydrive.
- XR, VOICE & CHAT (continued):** Complete Mathematics, pi-top, sparx.
- MOOCS & BOOTCAMPS:** CO DSM, code, CAREERFOUNDRY, Growth Tribe, evergarden, Future Learn, le wagon, MIRIADAX, OPENCLASSROOMS, SIMPLON, Strive, KORORDE.
- ASSESSMENT & VERIFICATION:** BCDiploma, PROCTOR EXAM, Quiz?ize.



# Initial focus of the framework

Start with coalition of the willing, bottom up.

1. Start-up / Scale-up fase with a vertical B2G model:
  - a. Still founder controlled
  - b. Architecture still flexible
  - c. Still hungry, little vested interest
  
2. Institutions that understand value of trustworthy partners
  - a. Changing relation to vendors

Goal to inspire & protect public vallues

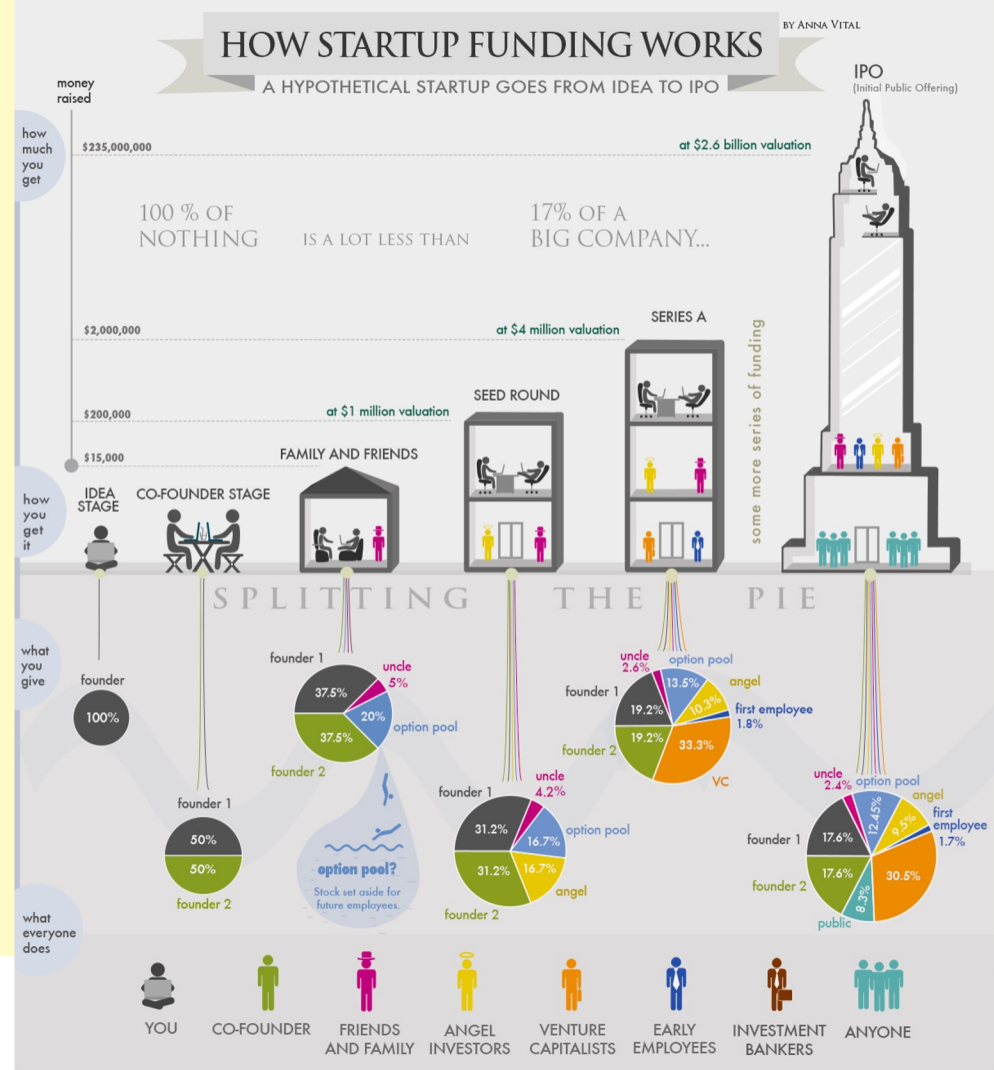


# How startup funding works

1. Founder starts impact driven
2. Traction leads to VC interest
3. Seeds, Series A, Series B
4. IPO, buy-out or Private Equity

## Reflections:

1. Shift from impact value driven to shareholders value driven
2. Private Equity playbook
3. Bootstrapping is an alternative, but harder.





# The Trust Framework |

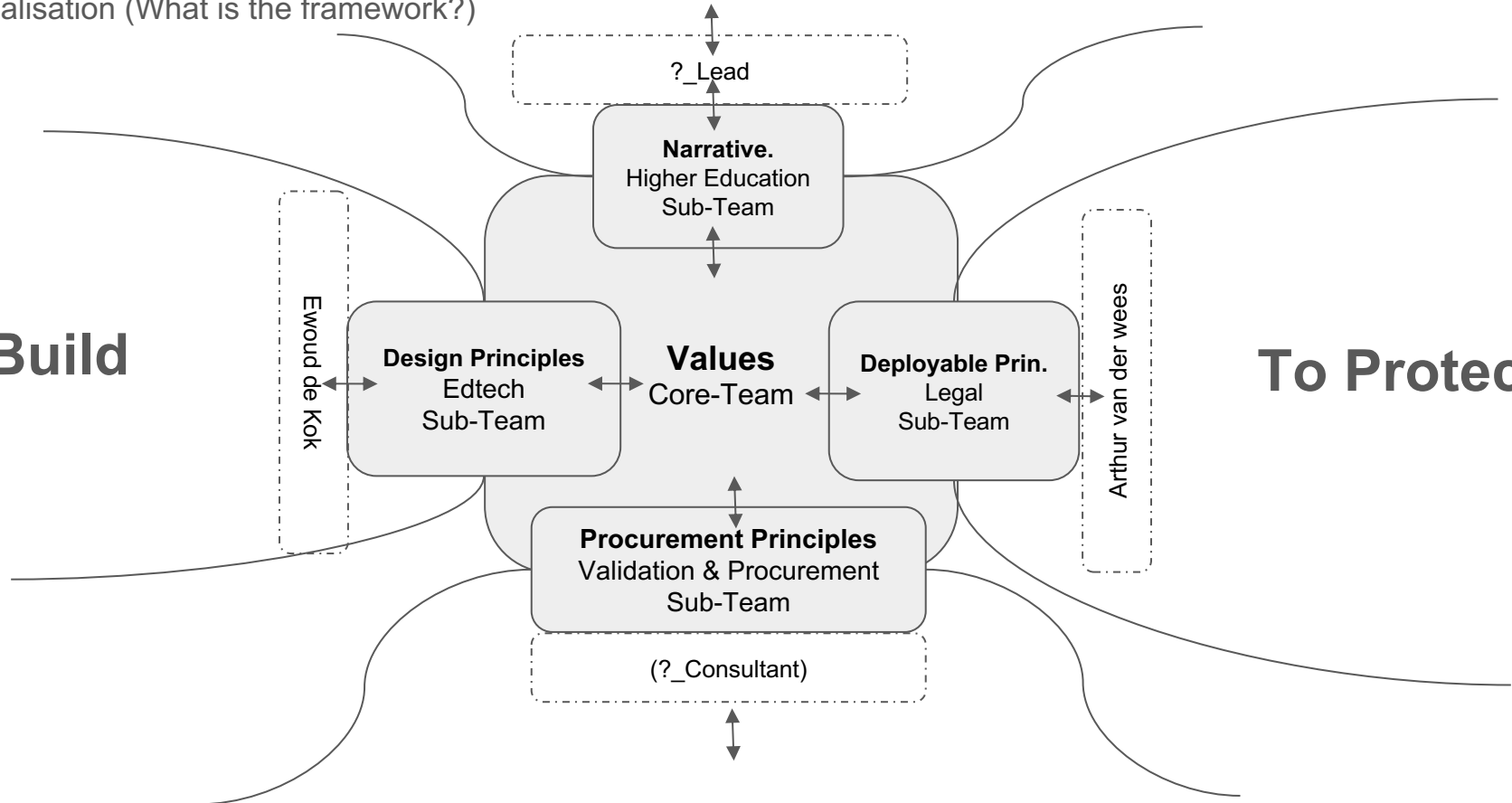
Operationalisation (What is the framework?)

## To Inspire

## To Build

## To Protect

## To Buy



?\_Lead

**Narrative.**  
Higher Education  
Sub-Team

Ewoud de Kok

**Design Principles**  
Edtech  
Sub-Team

**Values**  
Core-Team

**Deployable Prin.**  
Legal  
Sub-Team

Arthur van der wees

**Procurement Principles**  
Validation & Procurement  
Sub-Team

(?\_Consultant)

# Perspectives used to generate principles



**Where did it go  
wrong in the  
past?**



**Good examples/  
Idealist view**



**Expert View /  
Experience**



**Hack the system  
by "evil capitalist"**



# Where did it go wrong in the past?

---



**Where did it go  
wrong in the  
past?**

- 1: Advertising to students (using LTI)
- 2: Blocked by a video-streaming service when discussing terrorism during a group project
- 3: Technology that does not innovate but gets more expensive





# Collaborative Trust Framework

## Seven Key Values v2022.0.1 Rolling Release

Public Education & Private-Public EdTech Trust & Trustworthiness, as Enablers

### 1. Futureproof Autonomy

Freedom (of Choice)  
Digital Literacy  
Digital (Self) Sovereignty  
Dynamic & Evolutionary  
Taxonomy

### 2. X By Design

Functionality & Usefulness  
Safety, Security, Privacy  
Openness & Data Control  
Ethics, Integrity & Resilience  
EdTech, That Works

### 3. Information & Knowledge Society

Human-Centric & Data-Centric  
Human Agency & Identity  
Data Life Cycles  
Data Fairness  
Data Strategy Readiness

### 4. Living & Learning (Eco)Systems

Holistic, Inclusive, Innovative,  
Interoperable & Dynamic  
Risk & Impact Assessments  
Business Continuity, Vendor/  
Data Switching & Portability

### 5. Market Acceptance & Uptake

Student & Stakeholders Awareness,  
Understanding, Appreciation,  
Adoption, Acceptance & Attention  
Appropriate Level of Trust  
Implementability & Consistency

### 6. Feasibility & Value Distribution

Affordability  
Social, Financial, Economic &  
Sustainable Feasibility  
Dynamic Double-Looping

### 7. Collaborative Partnership

Working with, under PPP Leadership  
Interdisciplinary Management  
Co-Accountability  
Room to Improve & Pivot  
Principle of No Surprises

# Deployable Principle 5

v2022.0.1 Rolling Release

Collaborative Trust Framework

Public Education & Private-Public EdTech Trust & Trustworthiness, as Enablers

Title

**Ed-Tech, Not Ad-Tech**

Brief  
Description

Edtech vendors should not be engaging in secondary or tertiary business models, such as Ad-Tech. Unless clearly previously agreed upon, according with the principle of no surprises.

Main  
Key Values

Mainly contributes to Key Values 1.C, 2.A, 2.D & 3.C

Suggested  
Deployment

Principle-based, with rule-based baseline; no Ad-Tech and related or other secondary or tertiary data models, value models or (other) business models.

# Deployable Principle 6

v2022.0.2 Rolling Release

## Collaborative Trust Framework

### Public Education & Private-Public EdTech Trust & Trustworthiness, as Enablers

Title

**Responsibility to Innovate**

Brief  
Description

**Innovation should be continuous and proactively organised by the Edtech Vendor. Parties should allow for freedom for all stakeholders to be innovative and further develop. This also includes avoiding vendor lock-ins, exclusivity and barriers to enter.**

Main  
Key Values

Mainly contributes to Key Values 2.C, 4.B, 5.D & 5.E

Suggested  
Deployment

First and second sentences of Brief Description: Principle-based, for in a Preamble, with a reference and some dialogue-based arrangements in a collaborative steering group governance exhibit to a CFA. Third sentence, Principle-based with certain rule-based baselines, is also in sync with current and upcoming DD2030 regulations.

# Deployable Principle 3

v2022.0.2 Rolling Release

## Collaborative Trust Framework

Public Education & Private-Public EdTech Trust & Trustworthiness, as Enablers

Title

**Freedom of Education, Usefulness by Design & Self-Assessments**

Brief  
Description

In order to support and facilitate freedom of education and usefulness by design, stakeholders should frequently self-assess the impact users and implication of technology on pedagogical designs.

Main  
Key Values

Mainly contributes to Key Values 1.A, 2.A, 4.E, 5.A, & 5.B

Suggested  
Deployment

Principle-based, in a Preamble, with a reference and some dialogue-based arrangements in a collaborative steering group governance exhibit to a CFA.  
'Both parties will periodically self-assess said (current, potential and future) freedom and usefulness and related impact and implications, and from time to time discuss those in a collaborative manner'

## Questions to the Audience

“

In your experience, what is the main motivation for Edtech Founders to start an Edtech company?

- 1: Making an impact
- 2: Shareholders Value





## Questions to the Audience

“

Can you describe a negative experience that a public organisations has had dealing with vendors?

What went wrong?



## Questions to the Audience

“

What are key public values that can come under threat working with private companies (that only focus on shareholder value)?



# Roadmap and milestones

- 12 more deployable principles
- 1 Implementation in Vendor Contract
- 5 Vendor Validation Conversations by institutions

6-9 months

- Used in public Tenders by SURF
- Used in public Tenders by EU institutions

2 years

- Inspire EU legislation on Ethical collaborations
- Inspire public institutions outside of Europe

**0.2 Validate and iterate**

**0.3 - 0.9  
Professionalisation**

**1.0 First adoption  
NRENs**

**1.1 Adoption at more  
NRENs**

**2.0 EU level adoption  
and beyond....**

2 months

1 year

2025

- Set-up an open-source community to contribute
  - Worked out deployable principles for all trust components
  - Get adoption at EU (based) institutions
  - Build easy to use (deployable) version for Edtech
  - Subsidy Grant to finance a dedicated team
  - Validate outside of higher education
- Used in public Tenders by other NREN (JISC, SUNNET...)

# Questions to the Audience

“

- 1: Making an impact
- 2: Shareholders Value



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What went wrong?



## Questions to the Audience

“

What are good practices that founders can use to protect their company from potential shareholders value only driven investors?





Thank you



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## Questions to the Audience

“

1: Who represents a Vendor?

2: Who represents a public institution or organisation?



## Questions to the Audience

“

What are good practices that founders can use to protect their company from potential shareholders value only driven investors?

