

# Action plan Acceleration Zone 'Acceleration of educational innovation with EdTech'

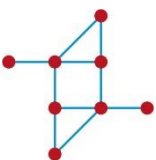
Leader: Timo Kos

## Challenge and ambition

Developments in educational technology (abbreviation: EdTech), have been important accelerators of innovation in teaching, learning and managing educational organisations and facilities in the last decades. The pace of development and adoption of new technologies in traditional (higher) education institutions has been relatively low though compared to other sectors (e.g. FinTech, MedTech). Many EdTech innovations, both from start-ups as well as from mature EdTech companies, fail due to (s)low adoption rates. The education markets are known for their high entry barriers due to dense and complex laws and regulations, complex internal bureaucracies, lack of standardisation and risk aversion by support organisations. This causes high entry costs for new EdTech providers that want to enter these markets, high development costs for incumbents EdTech providers, and high costs and fail rates for institutions experimenting with new EdTech products and services. Educational innovation with EdTech therefore remains scattered, often lacking a satisfactory fit with the needs and expectations of students and teachers, and at considerable financial risk for early adopters because educational innovations are hard to embed or do not scale. As a consequence, many innovators have quit and providers have shifted their innovation and development efforts to other sectors. Incumbent EdTech providers therefore lack sufficient competition and incentives to continuously innovate and improve their products and services to meet the needs and expectations of our students, teachers and educational organisations.

It is the ambition of this zone to change this situation, and make The Netherlands a fruitful breeding ground, and preferably a leading European beachhead, for (starting) EdTech providers and their educational innovations. By pooling resources, knowledge and (applied) research regarding the EdTech market and EdTech adoption strategies and policies we can reduce risk and costs associated with educational innovation with EdTech, and increase the pace of educational development and innovation within our institutions.

This acceleration zone intends to achieve this by creating a 'Dutch EdTech Incubator' to increase the pace of innovation and business development in the EdTech market, and designing strategies, policies and tools for lowering entry barriers into the Dutch educational market (including pre-school, K12, vocational, higher and corporate education and training) and increase the speed of adoption, embedment and scalability of educational innovations in Dutch higher education institutions.



## Programme and scope

### Programme line 1: set up Dutch EdTech Incubator

The higher education institutions that participate in this programme line will combine the strengths of their start-up incubators, entrepreneurship programmes, and educational innovation programmes (e.g. Teaching Labs, Living Labs, Educational Research Groups), and thereby create an internationally competitive 'EdTech ecosystem' in order to accelerate the pace of EdTech development and adoption in Dutch education. The Dutch EdTech Incubator will be a network and provide a series of programmes that facilitate and support development and testing of new products and services by EdTech start-ups and mature EdTech companies for the whole education market in The Netherlands, by providing access to students and teachers, access to educational research(ers) for evidence informed product development, and access to HE institutions to find launching customers.

### Programme line 2: Adoption and scaling-up of EdTech innovations

The higher education institutions participating in this programme line will share organisational best-practices to create strategies, policies and tools for adoption, embedment and scaling up of EdTech innovation in higher education institutions. We will do this by jointly evaluating the EdTech market and providers, structurally sharing lessons learned and thereby lowering the fail rate of experiments and pilot programmes undertaken in educational innovation programmes. This will increase the success rate of these experiments and pilots, and reduce the development costs. Furthermore, we will develop workshops for professionals in educational support, IT, legal, and procurement to differentiate between early stage, maturing, and mature EdTech companies, and handle the associated risks of working and partnering with them in each of these stages.

## Goals for 2023

### Programme line 1: Dutch EdTech Incubator

- 100+ EdTech start-ups or innovations supported
- 10+ EdTech start-ups or innovations successfully adopted by Dutch HE institutions
- 5+ Living Labs for experimentation and piloting with EdTech innovations

### Programme line 2: Adoption and scaling-up of EdTech innovations

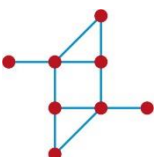
- 10+ HE institutions have implemented 'adoption and scaling-up' policies and tools
- 5+ HE institutions have adopted and implemented an educational innovation strategy including collaboration with EdTech providers

## Deliverables for 2019

1. Create **animation** about EdTech and innovation strategies (what is it and what's the challenge?).

### Programme line 1: Dutch EdTech Incubator

1. Re-run the LDE-CEL [EdTech validation lab](#) (see attachment 2), and expand it to an EdTech Incubation programme on national level by partnering with more start-up incubators, such as ACE (HvA), Startlife (Wageningen) and Utrechtinc (UU).



2. Organise **hackathons, challenges and other entrepreneurship activities** to stimulate Dutch ('home grown') EdTech start-ups by students, PhDs, and educational staff that can participate in the EdTech Incubation programme.

### Programme line 2: Adoption and scaling-up of EdTech innovations

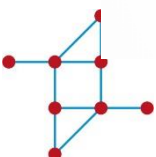
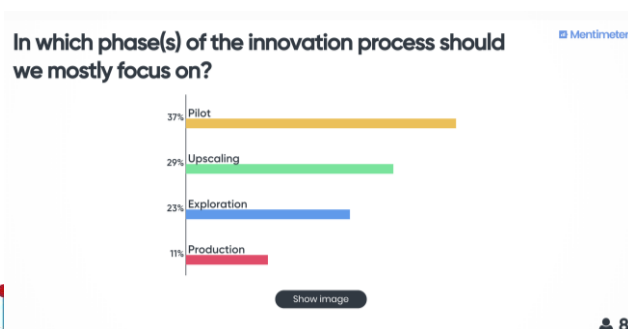
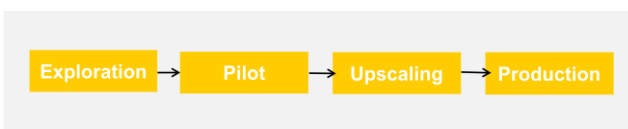
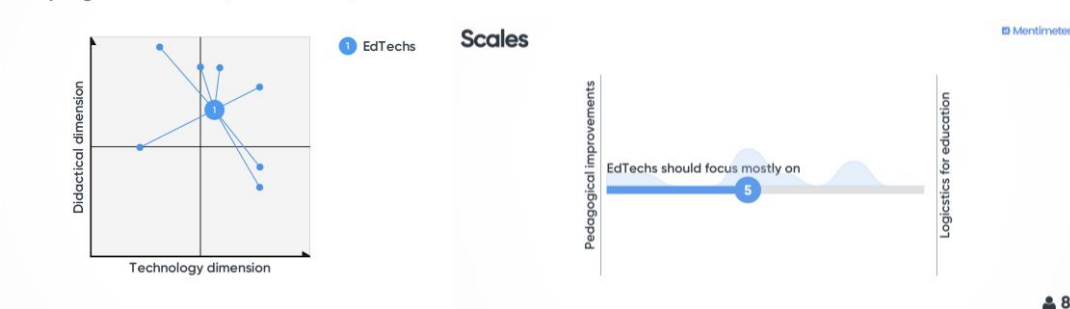
3. Set up **Living Lab** in at least four institutions for experimentation and adoption of EdTech innovations, preferably in collaboration with (applied) EdTech research (link with zone evidence informed)
4. Create **policy framework** consisting of:
  - common language for EdTech & innovation strategies
  - draft policies & tools for organisational adoption and scaling-up

## Way of working

- **Programme 1:** use infrastructure, methodologies and practices of start-up incubators, such as [Lean Launchpad](#) (see also roadmap Dutch EdTech Incubator, attachment 1)
- **Programme 2:** share best practices and ways of working regarding educational innovation in [Living Labs](#) / [Teaching Labs](#) (see also action plan Living Labs, attachment 2)
- **For the team:** bi-monthly meet-ups on location of living labs, digital work environment on Basecamp.

Examples of output first programme team sessions

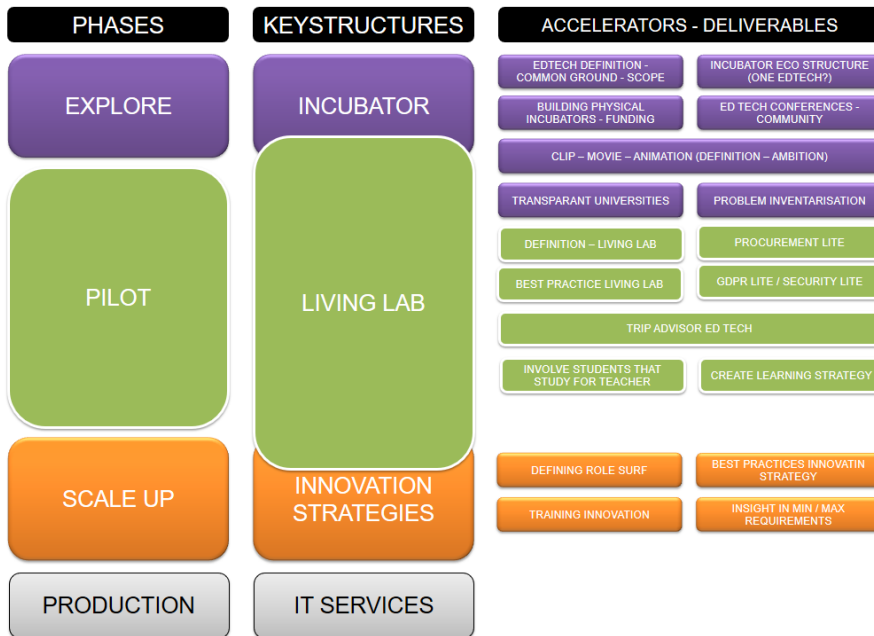
### Scoping our EdTech (innovations)



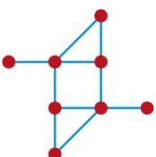


## Identified accelerators

These differ per phase and activity (phasing model designed by Rens van der Vorst/Fontys):

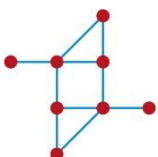


Phase	Structure	Accelerator	Explanation
Explore	Incubator	One definition – common ground – scope	EdTech is for most people only a word. And frankly, maybe it is. To be able to accelerate we need to focus and scope. That means creating a narrow, precise definition on what EdTech is and what it is not. A consistent use of the established definition will help accelerating greatly.  Of course we already have a first idea of what EdTech should be. It is about start-ups in EdTech and R&D of larger companies for all kinds of educational support (from pedagogical to logistics). We will use this sort-of-definition for the rest of this table.
		Incubator Eco Structure	There are some EdTech incubators in The Netherlands. Some are permanent other temporary and they differ. The Netherlands is small enough to have one (virtual) EdTech incubator with a focus on Europe. Universities & large IT-partners should be placed in the eco structure
		Incubator Funding and Buildings – etc...	The facilities for this incubator eco structure should be greatly improved.





			More funding (by all universities/SURF instead of some) – building – better support
<b>Phase</b>	<b>Structure</b>	<b>Accelerator</b>	<b>Explanation</b>
		EdTech Conferences – Community	The EdTech Community has to be built. Conferences, newsletters and so on can greatly help improving the community.
		Animation – Communication	There should be an attractive, easy and fun way to explain what EdTech really is in this programme and what the ambition of the programme are. Think about an animation or something like that.
		Transparency Universities	Universities are not transparent for EdTech. A simple improvement could be having clear contacts for EdTech
		Problem Inventory	What are the problems that need to be solved for universities? How does EdTech know what to address? A structured inventory of problems of universities enriches the talks with EdTech
<b>Pilot</b>	Living Lab	Definition Living Lab	First of all, we need a clear definition of what a living lab is. In our working definition it is an organisational structure in a university that enables EdTech to pilot their products. Sometimes this living lab is accompanied by a physical place (like a teaching lab) but mostly it is piloting in small scale real life situations.
		Best Practices	How do you organise a living lab? How do you evaluate EdTech? How to structure a two – way communication? How to find change agents? How to make sure learning is up to par? Best Practices are to be collected and translated into general guidelines and rules.
		Procurement Light	How to pilot a new product? How to make sure this pilot does not kill a scale-up later? A procurement light procedure should be designed and ready to be used for all universities
		GDPR / Security Light	How to pilot with new EdTech and be compliant with GDPR and Security Rules? A GDPR light and Security light procedure should be designed and ready to be used for universities
		Trip – Advisor for EdTech	How do you know what EdTech initiatives there are? What solutions are there for

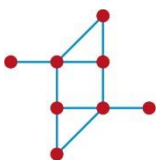


			which problems? What EdTech has been explored? What is piloted? What where the results? A trip advisor for EdTech can help you find the right EdTech and make sure you do not make the same mistakes other universities have.
		Involve students	Many universities educate students to become a teacher for K12 or middle schools. Best practices should include these students and their working field.
		Create a learning strategy	Best Practices should also concentrate on using EdTech as a driver for a learning organisation. How can EdTech help in things like designing learning strategies?
<b>Scale Up</b>	Innovation Strategy	Defining Role Surf	How can Surf pave the way for easier scale-ups in universities. What are the current problems? What are smart – possible solutions (selling to students, LTI, mantle contracts and so on...)
		Best Practices Innovation Strategy	How does having a working innovation strategy in place help scaling up EdTech? What are best practices?
		Training Innovation	How do you train directors/administrators/managers in implementing (parts) of an innovation strategy? Can you offer standard training?
		Min / Max requirements	What are 'real' legal requirements (procurement, GDPR, security)? And what is added by universities themselves? Can you implement best practices to make this distinction and help universities in making better decisions?
<b>Production</b>	IT Services	To be determined	

## Prerequisites for success

Acquire funding for the start-up incubator, a start-up investment fund and applied educational research projects in the living/teaching labs:

- 2M+ fund for Dutch EdTech start-ups (goal 2019)
- 4 times EUR 150K+ for running Dutch Start-up Incubator (goal for 2019)
- 4 times EUR 1M+ deal sealed by a start-up by EdTech investors (through yearly EdTech investors day, goal for 2020)
- 4 times EUR 250K+ funding granted for applied EdTech research projects in Living Labs (goal for 2019-2022)





## List of partners for the EdTech Incubator

- Yes!Delft, TU Delft
- PLNT, Leiden University, Hogeschool Leiden
- Erasmus Centre for Entrepreneurship (ECE), Erasmus University
- Centre for Innovation (C4I), Leiden University
- Teaching Academy and Teaching Lab, TU Delft
- Community for Learning & Innovation (CLI), Erasmus University

