



T3 NETWORK OF NETWORKS WORK GROUP FINAL REPORT

Accelerating the Digital Transformation
of the Talent Marketplace

DECEMBER 2020

U.S. CHAMBER OF COMMERCE FOUNDATION

Table of Contents

Executive Summary	3	VII. “g”overning T3 Network Activity	28
I. Introduction and Context	5	Evolving Leadership	28
The Beginning—Phase 1	5	Concepts in Governance	32
T3 Network Today—Phase 2	5	Recommended Governance Practices	32
T3 Network in the Future—Phase 3	7	Separate Board of Directors	33
II. Market Analysis	7	VIII. Operational Considerations	34
T3 Network Stakeholders	7	Recommended Operational Stages	34
Methodology	9	Envisioned Operations Cycle	35
Value Add	10	Operational Logistics and Overhead	35
Competition	11	Proposed Staffing Model	36
Future Activity	12	Projected Budget	38
Problem Solving	13	Acknowledgments	39
T3 Network SWOT Analysis	14	Appendix A. Overarching Considerations	40
III. Overarching Considerations	12	1. High-Impact Work	40
IV. Operational Vision	14	2. Defining Open	40
Projects to Products and Services	15	3. Maintaining Balance	41
Recommended Product and Service Descriptions	16	4. Representing Membership	42
Recommended Intellectual Property and Licensing	20	5. Tiered Governance	42
Recommended Communications	21	6. Ethics and Equity	42
Recommended Service Model Evolution	21	7. Public-Private Engagement	43
V. Business Strategy	21	8. International Perspective	43
Recommended Business Offerings	21	9. Sustainability	44
Recommended Business Model/Approach	22	Appendix B. Member Research	45
Suggested Revenue Generation	22	Endnotes	47
Sustainable Operations	23		
T3 Network Competitors and Partners	26		
Assumptions and Future Outlook	27		
VI. Organizational Description	27		
Recommended Legal Structure	27		
Connection to the Chamber Foundation	28		

Executive Summary

The T3 Innovation Network (T3 Network) is an initiative whose mission is to convene diverse stakeholders within the talent marketplace and remove barriers to enable digital transformation and innovation, promoting access, agency, and empowerment of individuals with respect to their data. The network is managed by the U.S. Chamber of Commerce Foundation (Chamber Foundation) with support from the Annie E. Casey Foundation, Bill & Melinda Gates Foundation, Educational Testing Service (ETS), Google, Lumina Foundation, Microsoft, and Walmart.

The nascent work of the T3 Network Initiative and its productive momentum has affirmed the need to continue to evolve and keep pace with the requirements of its many constituents, which include not only members but also the general public of learners, workers, and employers. Thus, T3 Network leadership organized a Work Group to develop a plan for transitioning into a member-led “Network of Networks.” This Work Group, known as T3N², met throughout the fall of 2020 to discuss and document thinking on the future of the initiative. The group was tasked with identifying the network’s core value proposition within the ecosystem, promoting both member and humanitarian goals, and establishing an approach for the network to evolve into an independent, self-sustaining entity governed by its diverse membership.

The following report is a synthesis of the cumulative work of the T3N² Work Group. It seeks to answer the question of “What Next?” for the well-established T3 Innovation Network initiative. The product speaks directly to current T3 Network members, potential members, funders, sponsors, and other interested parties. It presents a recommended path forward, highlights organizational considerations, and encourages collective support of this exciting new trajectory.

T3N² leveraged a mixed methodology to shape the path toward this future Network of Networks. In addition to the organized Work Group, it utilized an environmental scan of comparable organizations in the ecosystem, expert interviews, survey research with active participants in the network, and strategic planning tools to synthesize and drive forward a view of the future entity.

Out of this comprehensive approach, T3N² developed several core components for its future plans:

1. A surface-level map of its ecosystem, describing the diverse constituents that come together under the umbrella of the T3 Network;
2. A logic model and scope of work centered on the core value proposition of the organization—its convening power—which translate into a set of key activities for the network: convenings via Work Groups and events, problem/solution identification, broad education/advocacy, shared investment in solutions and prototypes, a showcase of ecosystem successes, and (future) consulting services;
3. A business strategy for an independent entity, which suggests a gradual staged evolution from a grant-funded initiative to diversified revenue streams consisting of sponsorships, member dues (ranging from \$200 to \$25,000), and smaller multiyear grants, with the potential for fee-for-service models in the future;
4. A suggested nonprofit legal organization that can accommodate the described work and business plan;
5. A recommended two-tiered governance structure that transitions, also in stages, from a small consultant leadership team to an elected body representative of network membership; and
6. An operational plan offering a possible staffing model and budget for the emergent entity.

Throughout their work, participating members agreed that the organization's connection to the Chamber Foundation has been particularly impactful by providing a neutral space for members to convene and pursue shared solutions for the common good. In particular, members value the Chamber Foundation's ability to bring employers to the table, along with government and other stakeholders. Garnering commitment from employers and government will serve as a regulating factor for transition of the future organization as it pursues member-supported independence. Thus, the overall strategy of the T3 Network will be to secure engagement of key constituents, add undeniable value to the marketplace through its unparalleled convening power, bring in high-value use cases to solve within the network, and through these activities, create value that incentivizes participation in collective governance for the ecosystem and infrastructure that may emerge.

The following sections describe the viewpoints of participating members and outside experts detailing how that future might be achieved. Specifically, Section I presents a historical look at the organization exploring the perspectives of members and experts who influence the future organization. Section II unpacks market research from within its active and vibrant community. Sections IV–VII describe an operational vision for developing the organization into a uniquely valuable catalyst for the talent innovation movement. Ultimately, the paper offers three key sets of information that (1) define the work of the organization, (2) describe how transformation of its business model and governing structures will occur, and (3) suggest how the organization will sustain itself in the years to come.

I. Introduction and Context

The T3 Innovation Network launched in March 2018 through the combined efforts of the U.S. Chamber of Commerce Foundation and the Lumina Foundation. Centering on digital transformation of the talent marketplace, the T3 Network first focused on exploring the talent marketplace with respect to Web 3.0 technology use.¹ Next, the T3 Network turned its attention toward identifying the most promising opportunities for Web 3.0 technology convergence²—those with the greatest potential to improve the talent marketplace.³

The Beginning—Phase 1

As a result of initial analysis, interoperability emerged as a highlight among these opportunities for improvement within both the private and public sectors.⁴ To help advance the field, the Chamber Foundation and Lumina Foundation convened major stakeholders to frame a vision,⁵ guiding principles, and instantiated four Work Groups to address convergence challenges and identify pilot projects.

T3 Innovation Network-Initial Vision

A public-private, open, and distributed applications marketplace where employers, students and workers, education, training and credentialing organizations, and government agencies can exchange data and information that improve access and opportunity in the talent marketplace and empower the American student and worker (learner).

This vision can best be realized through an open innovation network of major stakeholders in the talent marketplace that embrace a common set of guiding principles.

T3 Network Today—Phase 2

Today, the T3 Network celebrates growth from that initial starting point into a dynamic network of over 500 member organizations representing diverse sectors of the talent ecosystem. The T3 Network is currently managed by the U.S. Chamber of Commerce Foundation with support from the Annie E. Casey Foundation, Bill & Melinda Gates Foundation, Educational Testing Service (ETS), Google, Lumina Foundation, Microsoft, and Walmart. The network centers its work around the broad problem statement:

“People often can’t communicate what they know and are able to do in ways that are meaningful to employers. Yet employers, trying to find the right talent to fit their needs, rely on a person’s ability to communicate the value of their skills and experience. Our talent marketplace is fragmented, preventing an individual’s record of learning from being transferable data. And any data that is collected, is siloed.”⁶

To address this shared concern, the network laid out a few goals for itself, that translate into an operational vision:

1. Define what a competency-based lifelong learner record should be so that all learning counts, no matter where it takes place.
2. Modernize technology and advance data standards⁷ to achieve seamless sharing of data throughout a person's education and career pathway.
3. Empower individuals with a validated record of their skills and competencies in a way that all employers can understand and derive value.

During Phase 2 (between January 2019 and December 2020), the T3 Network brought together innovators creating open tools and resources using competencies and skills, data standards, and linked learning to work for the benefit of all stakeholders. The T3 Network supported eight projects⁸ and produced numerous deliverables in the forms of reports, events, information hubs, and open source technology tools, among others. The T3 Network sought to apply shared and open resources and technologies to address the tactical problem of scaling solutions that improve markets in the talent ecosystem.

Pursuit of these goals also led to an increased focus on Learning and Employment Records (LERs), formerly called Interoperable Learning Records (ILRs), which are defined as follows:

“A Learning and Employment Record (LER) is a digital record of learning and work that can be grouped together with other individual LERs for use in describing [one’s] abilities when pursuing education and employment opportunities. An LER can document learning wherever it occurs, including at the workplace or through an education experience, credentialing, or military training. It can also include information about employment history and earnings.”

LERs are similar to electronic health records (EHRs) and have the potential to improve education and hiring outcomes in the same way that EHRs have improved healthcare delivery. What makes LERs unique is their ability to be fully transferable and recognized across student information, learning management, employer HR, and military systems. LERs go by many names and are also referred to as an interoperable learning record (ILR).”⁹

Concurrently, the T3 Network established and refined several key principles to guide its work. These principles were initially shaped by its membership and later were refined by a dedicated Work Group to serve as core values for the maturing organization as the network begins Phase 3 of its evolution into an independent entity governed by its members.

T3 Network Principles - *simplified*

High-Impact

- Focus on High-Impact Stakeholder Use Cases
- Ensure Value-add within the Talent Marketplace

Innovation

- Promote Web 3.0 Convergence
- Incubate & Accelerate Transformation

Open

- Foster Open Collaboration
- Leverage Open Technical Standards & Protocols
- Utilize Open Competency Frameworks/Taxonomies/Ontologies

Public-Private

- Facilitate Open Data Access in Public-Private Data Infrastructure

Individual Empowerment

- Empower Individuals with their Data
- Enable Self-Sovereign Identity
- Promote Data Management Best Practices

Ethics & Equity

- Promote Ethical Practices
- Advance Equitable Access to Solutions

T3 Network in the Future—Phase 3

As the T3 Network looks ahead, it aims to persist in its work to accelerate the digital transformation of the diverse talent marketplace. It seeks to build upon its prior successes related to preparing guidelines, convening leaders, and innovating ethically to service the talent ecosystem. In doing so, it recognizes that the entity that has formed as an informal network of volunteer participants must evolve to continue to meet the needs of its diverse stakeholders, both domestically and internationally.

As such, it envisions itself gradually evolving into an independent organization that can sustain itself to achieve the aforementioned goals while adhering to its core values. Key drivers of this organizational transformation include (1) the need to manage risk—in particular, to achieve a sustainable fiscal base by diversifying membership accelerating the path to transformative change, (2) the desire to more effectively leverage the talent, insight, and commitment of its members, responding to its members while, at the same time, recognizing the natural tension between the needs of member organizations and those of the greater ecosystem, and (3) a commitment to focusing on the right work at any given point in time.

Current leadership envisions this future organization as one characterized by the following terms: purposeful, lightweight, agile, partnering, convening, focused but not too narrowly so, neutral, open, equitable, enabling of diverse stakeholders, and capable of leveraging technology when necessary.¹⁰ It needs to evolve but maintain an aspect of innovative and experimental roots, while driving forward the work that has already been accomplished. In addition, this evolution includes placing the reins of the organization into the hands of its membership.

The T3 Network recognizes that aspects of sustainability must build upon its existing core competencies, valued product and service offerings, and membership needs. It appreciates its responsibility to a broad and diverse set of stakeholders—some who have a financial stake in transforming the talent ecosystem, and others who have a regulatory or humanitarian mission.

To date, the network has serviced its diverse constituency through meaningful convenings, inclusive of Stakeholder Groups that might otherwise have been forgotten—for example, bringing military concerns to the table with traditional learning and employment players. The T3 Network members found this comprehensive and neutral approach particularly powerful and suggest that T3 Network can leverage its convening power as a core competency for developing future operations around broad education, advocacy, and collaborative problem solving to advance collective goals of talent ecosystem transformation. If the T3 Network focuses on this role and avoids mission creep into the areas currently occupied by compatible organizations, T3 Network members express that the emergent “Network of Networks” will add incredible value to the ecosystem. The T3 Network will serve as a thought leader for the collective good, convening diverse sectors under its umbrella to not only support other organizations and networks but to move the ecosystem forward.

II. Market Analysis

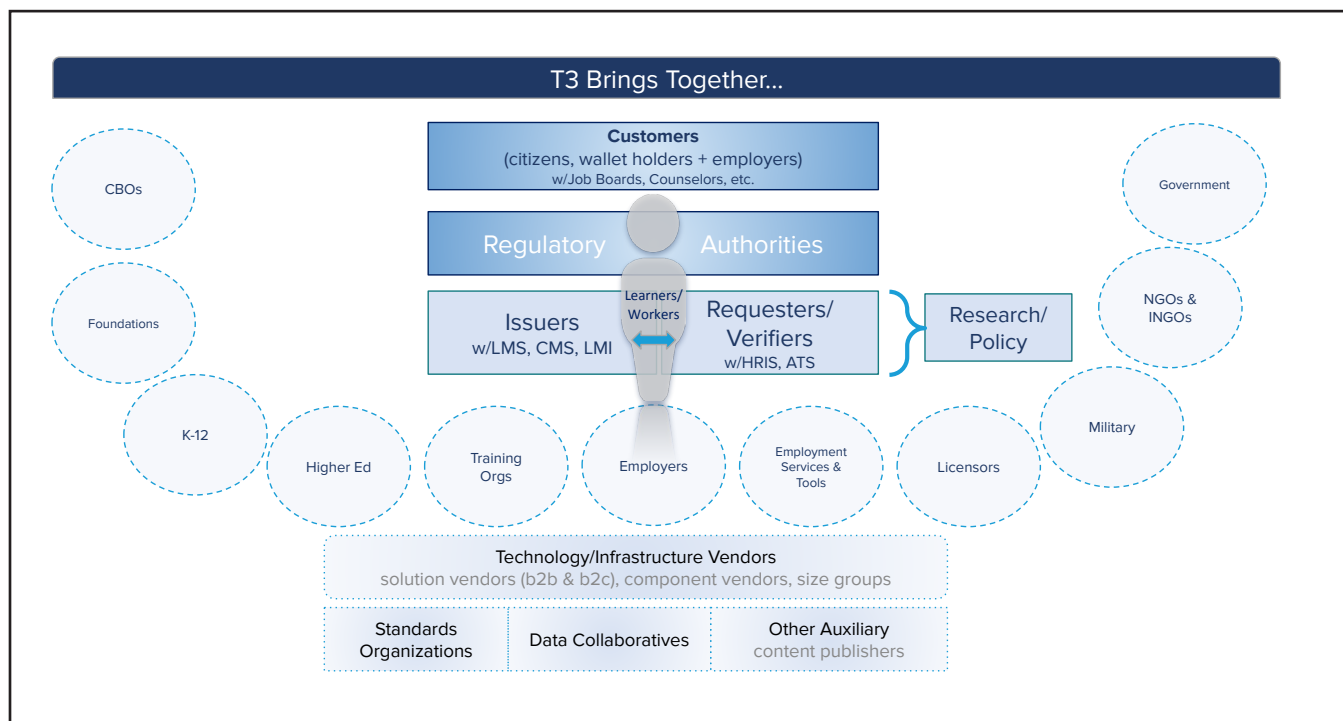
T3 Network Stakeholders

The T3 Network brings together diverse stakeholders from a broad set of verticals within the talent ecosystem. While its membership primarily comprises technology companies and institutions of higher education, it also incor-

porates representation of standards organizations, data collaboratives,¹¹ K–12 organizations, government entities, NGOs, and employers, among others. To date, the T3 Network has depicted its membership based on the major sectors dominant in the talent ecosystem in the United States; going forward, it seeks to proactively broaden its membership to include a more robust representation of employers and international organizations, building public-private partnerships, in addition to growing other segments.

Thus, a broader picture emerges to present the complexity of the T3 Network’s ecosystem. One expert summed it up as a simple triad of exchanges between data stores, people who need to access/verify data, and regulatory bodies that define rules for these exchanges.¹² The T3 Network membership felt strongly about placing the individual (learner/worker)¹³ in the center of their data and acknowledging that the customer is the ultimate regulator of progress—in the case of the T3 Network and the talent ecosystem, that customer base is composed of individuals (learners/workers) and employers.

Yet surrounding this simple view of data exchanges, the T3 Network recognizes that an impressive number of Stakeholder Groups hold a vested interest in the work. These stakeholders range from training and educational organizations to government and licensors to foundations and community-based organizations to employment service providers—each with their own technologies, priorities, and business operations. Each of these Stakeholder Groups can play multiple roles in the aforementioned triad of data exchanges; for example, an institution of higher education can play the “issuer” role when a student has earned a certain credential; it can play a “verifier” role when a new student requests admission; and it can support existing students to curate and demonstrate their skills and credentials as they seek employment, also designing learning activities that result in integrative work that demonstrates their skills, competencies, and knowledge, validated by assertions in their credentials. In addition, researchers and experts on data collaboratives highlight the significant value proposition of data being available for research and evaluation.¹⁴ This exemplifies how complex priorities exist even within a given Stakeholder Group and encourages the T3 Network to continue to operate according to inclusive, collaborative, and solution-oriented approaches.



Another layer of complexity comes from the fact that in addition to that of formal institutions of education—for example, at the K–12 and postsecondary levels—there exist many different kinds of skills and competency data in various, perhaps nonstandardized formats. This includes those that are already organized into competency frameworks and registries and those that are decentralized, existing in digital and/or paper formats. The organizations that maintain this data are also all stakeholders in T3 Network activities and any emerging technologies.

Forming the foundation of this complex set of players interacting around LERs are a multitude of organizations that must contribute to the infrastructure of digital transformation. The talent marketplace will require these suppliers to share their products and services and enable digital transformation to occur at scale. One technologist described it as requiring “day 1 critical mass.”¹⁵ Among these players, and equally diverse as those that will play “roles” within the digitized talent ecosystem, are technology companies of multiple sizes and business models, standards organizations, and data collaboratives, as well as a number of auxiliary players that do not neatly fit into one of the aforementioned groups—for example, content publishers have a role in shaping standards frameworks that will need to align to promote interoperability of digital solutions built to service the talent ecosystem.¹⁶

These components, along with a core of skills and competency data, will serve as enabling forces for the T3 Network to realize its aforementioned goals to promote (1) skills and competency as the new currency, (2) seamless sharing of data, and (3) learners/workers empowered with their own data.

Methodology

Several steps contributed to the strategy for the future T3 Innovation Network organization and ecosystem. As aforementioned, recommendations emerged from the following activities: leadership interviews, an environmental scan of comparable organizations, expert interviews, survey research with active network participants, and strategic planning tools.

Leadership Interviews. First, current T3 Network leadership—both the U.S. Chamber of Commerce Foundation representatives and consultant experts—were interviewed individually to set an initial vision for the future “Network of Networks.” These perspectives provided a backdrop for pursuing further strategic and competitive analyses.

Environmental Scan. In parallel, and informed by ongoing conversations, an environmental scan was conducted and over 20 successful organizations were analyzed for best practice identification. Specifically, these organizations were analyzed for key attributes related to membership engagement, value delivery, sustainability, sound governance, and ethical and equitable practices. Results were tabulated in a chart, and generalizations were drawn from the data to inform interview questions with T3 Network Expert Reviewers. Sampled organizations included the following:

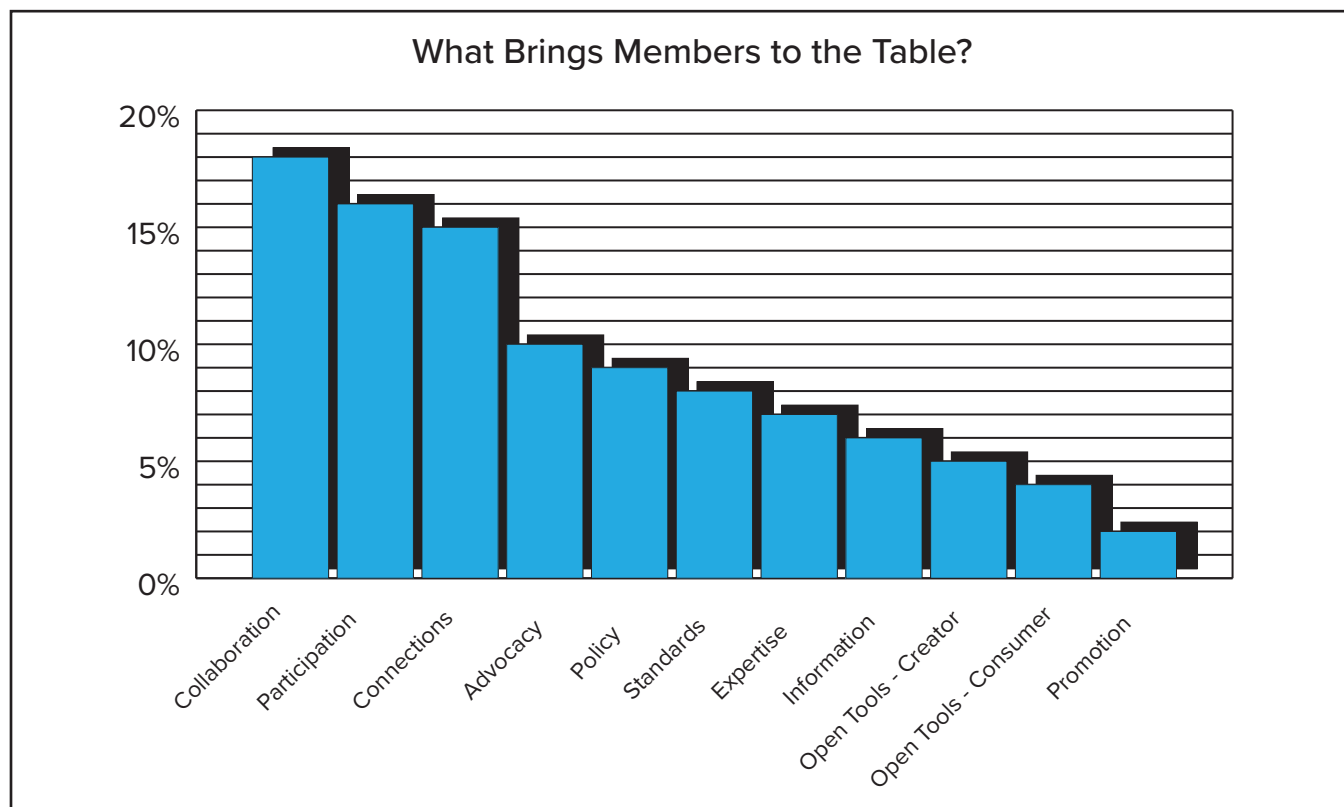
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| • ACORD | • GS1 US | • Public Health Foundation |
| • Apache Foundation | • HCL Foundation | • R Foundation |
| • Carequality | • IEEE | • Schema.org |
| • CARIN Alliance | • IMS Global Learning Consortium | • Sovrin Foundation |
| • Creative Commons | • Learning Economy Foundation | • Trust over IP |
| • Enterprise Knowledge Graph Foundation | • Linux Foundation | • Velocity Network |
| • European Commission | • Postsecondary Electronic Standards Council | • W3C Foundation |
| • Free Software Foundation | | |

Expert Reviewer Interviews. As aforementioned, based on the data obtained through the environmental scan, over 30 industry Expert Reviewer interviews were conducted to lay the foundation for future organizational plans. Expert Reviewers had been identified by T3 Leadership from within a variety of disciplines to inform the planning effort. These experts also participated in the Work Group and offered independent feedback on artifacts produced during the planning process.

T3N² Work Group. The heart of research activities undertaken include convening the T3N² Work Group (for T3 “Network of Networks”), which consisted of over 100 stakeholders who volunteered to contribute to the planning efforts for the future organization. This Work Group convened three times over the fall 2020 timeframe to brainstorm, offer feedback, and share perspectives on the project. In particular, the first Work Group issued a survey that asked members to describe the value they obtained from T3 Network participation, suggest the future work activities of the organization, and offer contributions to the emergent Network of Networks. Much of the evidence driving this report stemmed from the data collected during that initial Work Group. The T3N² Work Group meetings also prompted a number of volunteers from the membership who donated their time thinking through standards issues, sustainability, business models, collaboration, ethics concerns, and a number of different topics that emerged during the project.

Synthesis. Together, these research activities culminated in the following report. Market research conducted during the Work Groups shaped recommendations for future network activities and sustainability plans (See Appendix B for more information on T3N² survey activity). Highlighted features of studied organizations were vetted with Expert Reviewers, analyzed with respect to data gleaned from the Work Group activities, and carefully applied to build the unique governance model identified for the organization in Section VII. Lastly, additional online research was conducted to fill gaps remaining within the business model.

Value Add



When asked to contemplate the T3 Network's future, Expert Reviewers unanimously stated that the organization needs to clearly understand and articulate its value proposition and ensure that members are bought into that picture.¹⁷ Experts advised that members will contribute if they see the T3 Network adding value beyond the scope of what they could achieve independently, and it was critical for the network to identify its true unique value add.

Data collected from the first Work Group survey revealed that the T3 Network's unique value proposition is its convening power—the ability to assemble multiple, potentially siloed, groups around a shared topic, remaining a neutral facilitator of dialogue and solution identification. In particular, members are interested in the T3 Network's ability to bring employers to the table to facilitate barrier removal, joint development opportunities, and broad education and adoption.¹⁸ Specifically, members advised that the top three reasons they come to the table with the T3 Network is to participate in Work Groups, collaborate, and connect with one another. This response is slightly tempered in that the data was collected via a Work Group meeting, which could skew the results toward an interest in Work Groups and social arrangements; however, the sample represented a large and engaged portion (approximately one-fifth) of T3 Network total membership, such that the survey results remain actionable.

That said, if T3 Network social experiences do not translate into tangible benefits for the member organizations, the network will struggle to survive.¹⁹ This benefit realization is time-sensitive; it most likely will coincide with when member products, such as LERs, enter the market, which may be as early as 2021 according to some predictions, or later, according to others. The Sovrin Foundation, intended to provide governance for a public service utility network enabling self-sovereign identity on the internet, provides a meaningful case study for recognizing that value to membership does not immediately translate to contributions to the organization—the organization moved to a volunteer-only operation with no paid professional staff in 2020 in order to remain sustainable and match the pace of development of the overall market. Thus, the T3 Network has been advised to move slowly, shoring up its business model and affirming its value add to the industry (including evidence of members' return on investment) before attempting to move toward an independent Network of Networks.²⁰

Competition

In addition, the T3 Network must be careful not to compete with its membership; activities that member organizations are able to perform should remain off limits for the central organization. Instead, the T3 Network should direct its work toward shared benefits for its members and then showcase its members' achievements.²¹ Members viewed the T3 Network as an incubator of ideas but not a developer, based on the input of its members,²² and highlighted the need for the T3 Network to appropriately and transparently engage members to execute network developments.²³ This concept particularly applied to standards development and new technologies.

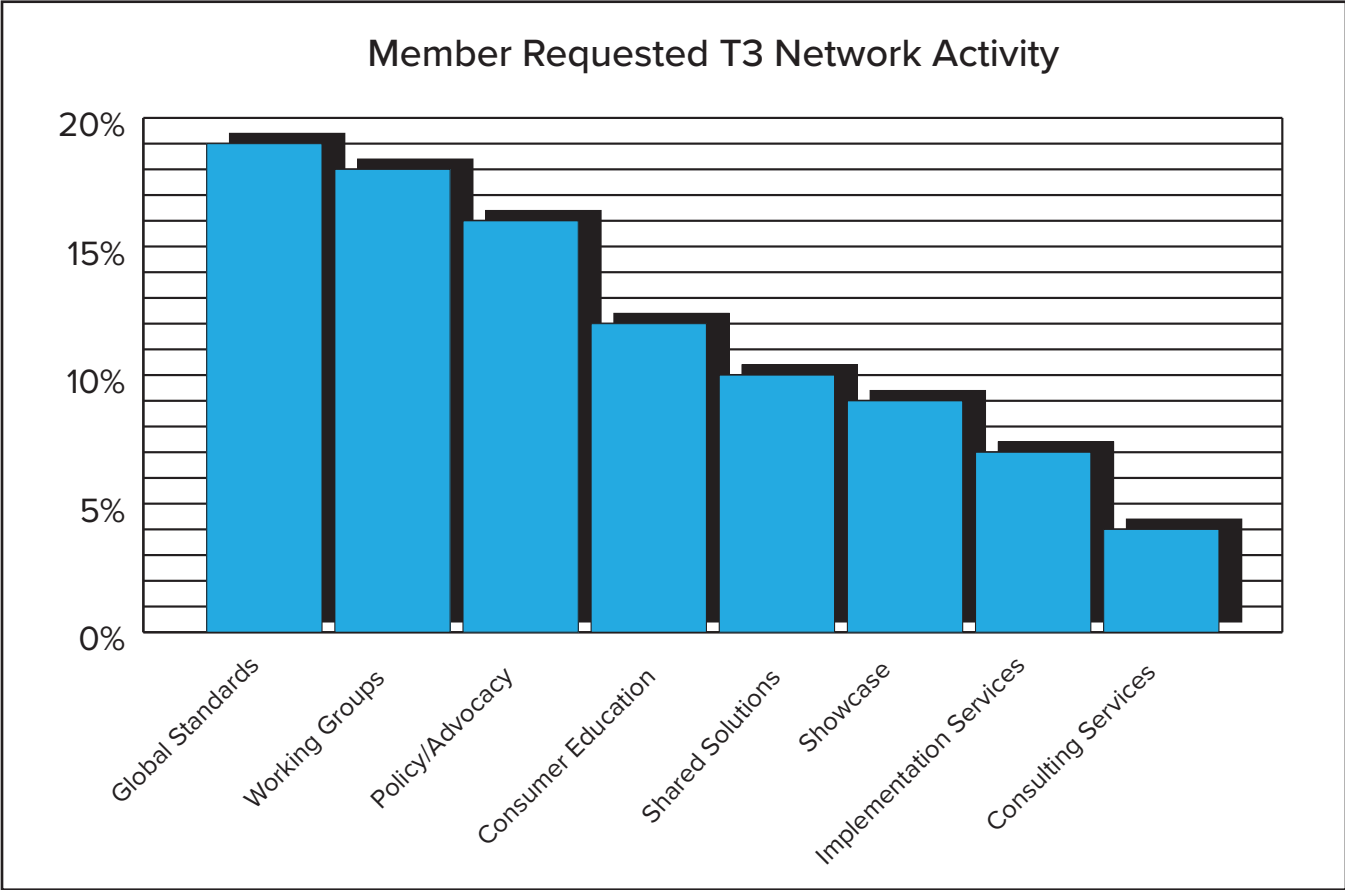
The rationale for this suggestion is twofold: (1) members highlighted the dangers of attempting to be experts in areas that are not within the organization's core competency, and (2) members highlighted that if the T3 Network does overstep its boundaries as a thought leader and delve into execution, it could cannibalize the members it intends to support. On the former point, members highlighted that standards development organizations like W3C and IMS Global took 20 years to perfect their processes.²⁴ Also, the T3 Network, being in the business of innovation, does not have the bandwidth, membership, or governance structure to maintain an ongoing standard. Similarly, in the technology space, the T3 Network does not have the infrastructure and in-house technical expertise to maintain open source products; there is significant complexity associated with building a business model around open source technology.²⁵

That said, experts did highlight that where gaps in the infrastructure exist, such as tools for making skill and competency frameworks accessible and machine actionable, the T3 Network does have a role in leading the community to fill those gaps.²⁶ Additional experts clarified that the issue for the T3 Network will become managing member participation in equitable and transparent ways²⁷. Whereas in the past, T3 Network leadership may have swiftly selected vendors and consultants based on past experiences and referrals, going forward, open procurement

methods will be necessary to promote equity and transparency with respect to T3 Network deliverables and positions. Such process transformation will enable the organization to transition from its current model of operating to a member-driven organization that reflects a common set of core values.

Future Activity

Thus, in shaping the future of the organization, the first order of business became understanding how current members perceived and benefited from the network within the talent marketplace. As aforementioned, the T3 Network conducted a survey within its Work Group that captured approximately 90 responses (roughly one-fifth of the T3 Network’s total membership). When asked what activities the T3 Network should offer going forward, stakeholders centered on two primary topics; 93% of responses listed one of these two activities as their first choice for the work of the future T3 Network: (1) Work Groups that enable members to identify common challenges and solutions, and (2) Global Standards, both in showcasing existing standards and in informing the development of additional needed standards to maximize interoperability both domestically and internationally.²⁸

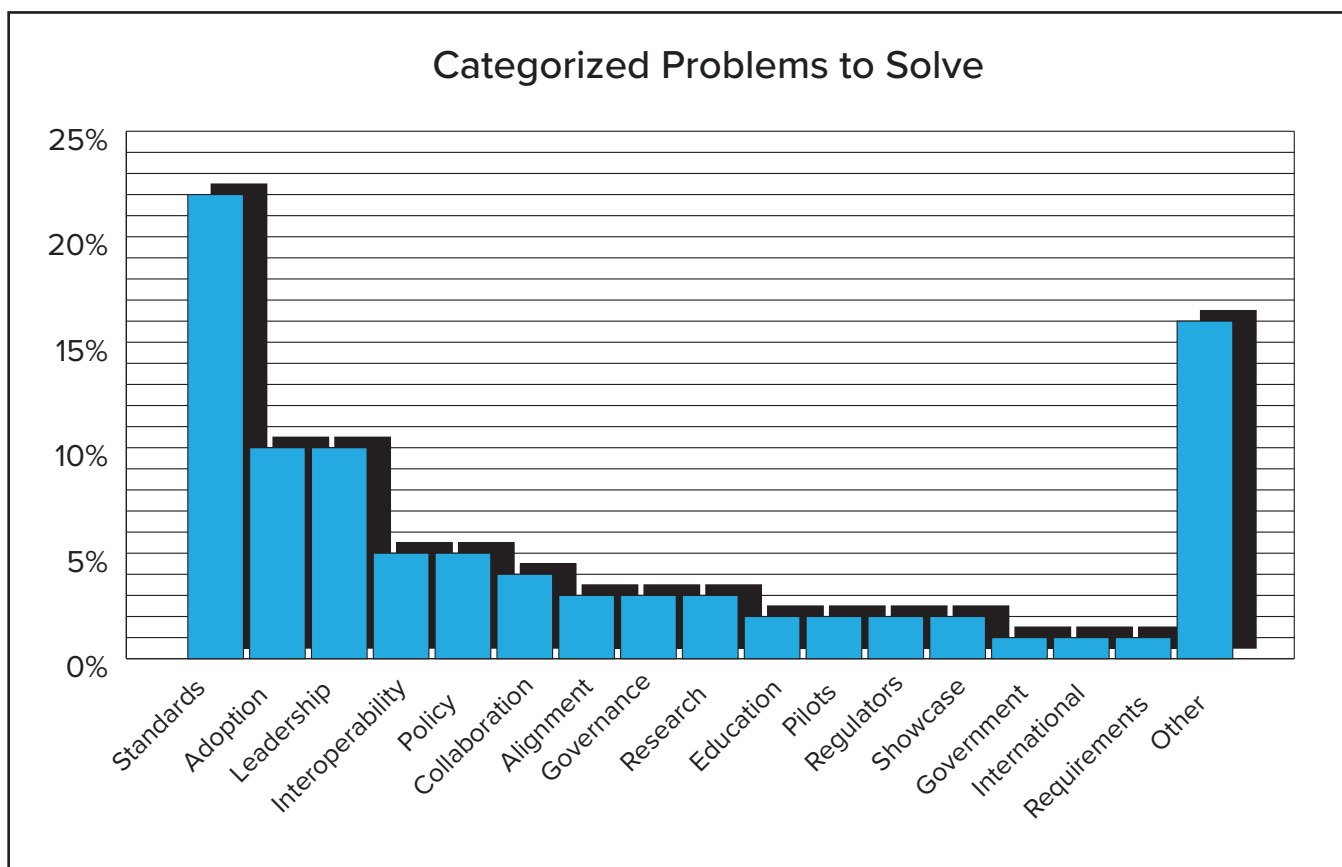


Problem Solving

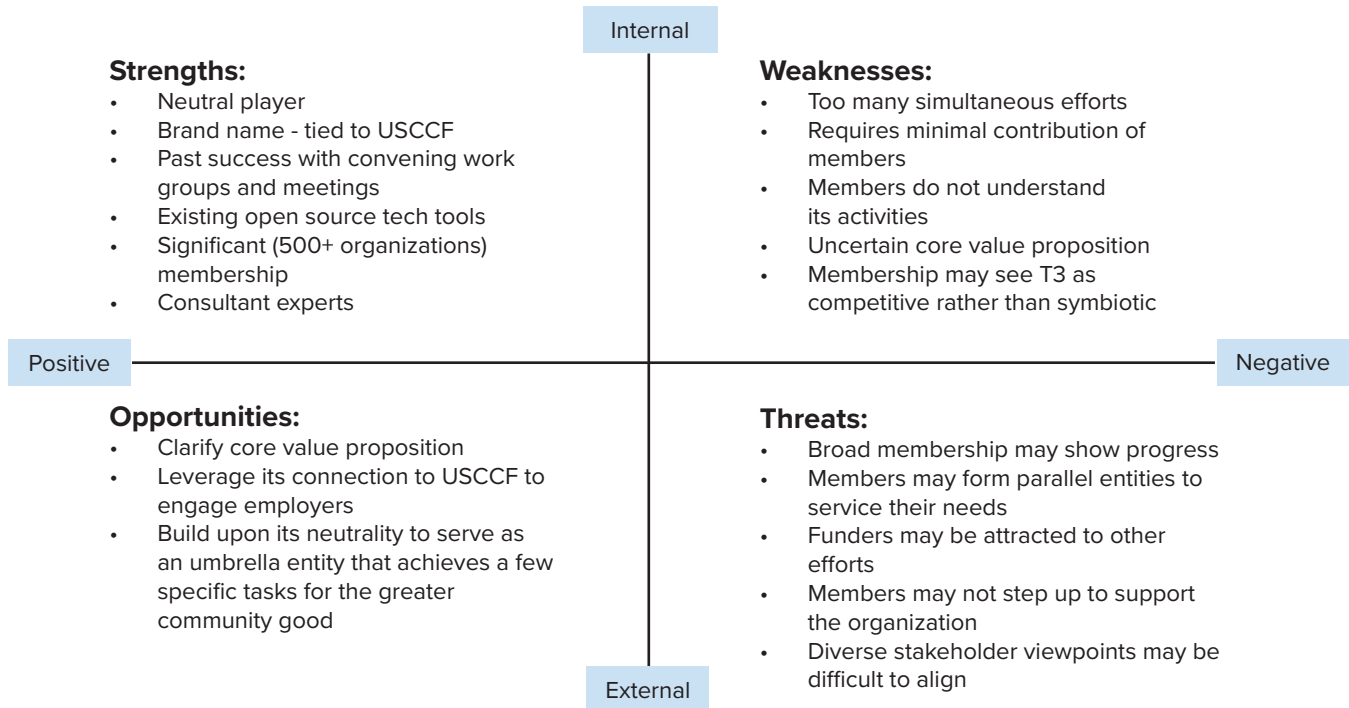
In addition, respondents identified a number of additional opportunities for the T3 Network to contribute to barrier removal for member organizations. An open-ended question of what problems members wanted the T3 Network to solve was hand-coded to present a picture of the T3 Network's member priorities. These grouped responses resulted in a broad range of issues from standardization and interoperability to policy, regulation, and government to broad education and end user adoption.

At the same time, T3 Network stakeholders expressed a desire to narrow the focus of the organization and consolidate work efforts. This will help members better manage their discussions and their meeting schedules. It will also enable the T3 Network to better ensure high-impact efforts by focusing on a limited scope of work deemed most important to members.

In response to these requests and given the strong support for convening Work Groups to tackle a broad variety of issues, the T3 Network is proposing an initial shortlist of Work Groups. These include three Standing Net-Work Groups aligned to the major components of LER infrastructure along with two Carryover Work Groups that require completion of their current activity and a gradual transition to the future state. These Work Groups are further discussed in Section IV.



T3 Network SWOT Analysis



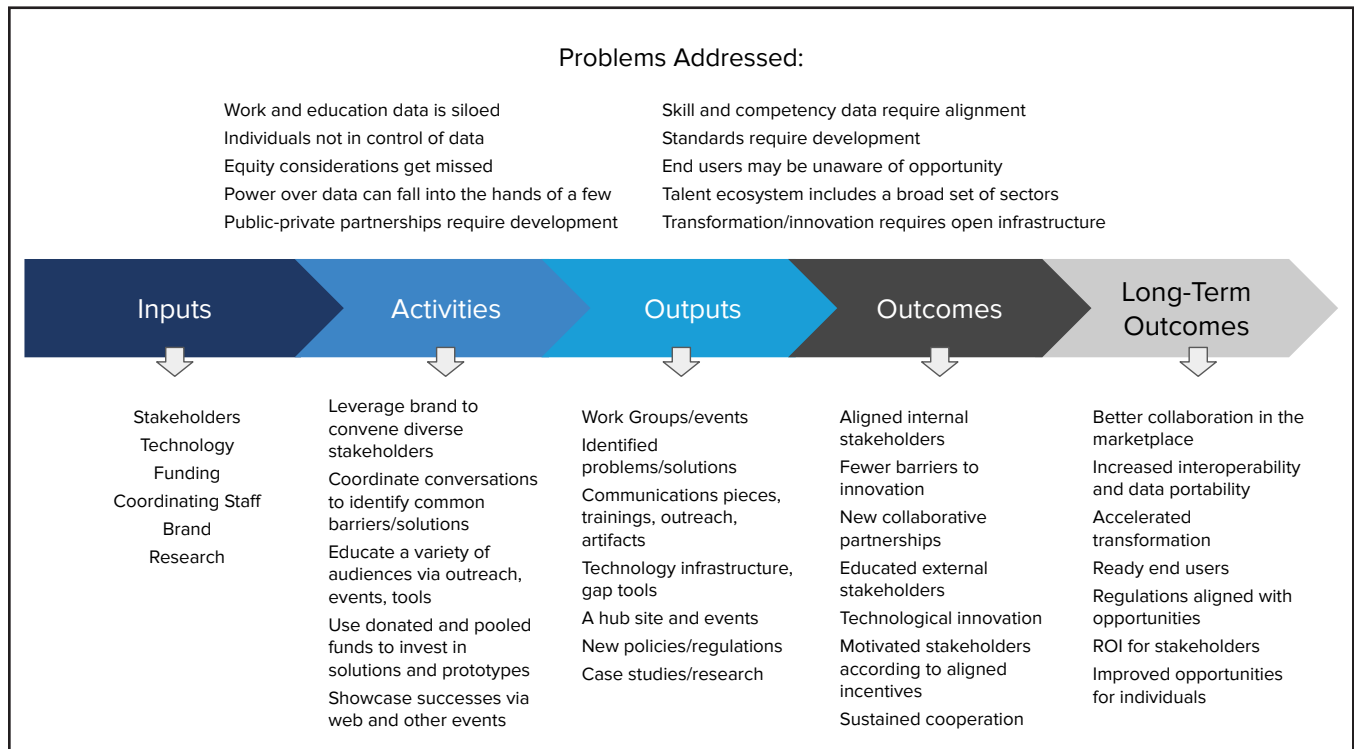
III. Overarching Considerations

As T3 Network leadership initiated discussion of the T3N² Work Group to plan Phase 3, a few key concerns drove their conceptualization of the future Network of Networks. These key topics entailed achieving impact, defining the principle of “open,” balancing power within the organization, engaging membership in decision making, minimizing top-down governance, fostering ethical practices and equitable approaches, promoting public-private partnerships, inviting an international perspective, and driving sustainability. These concepts are each described in Appendix A.

IV. Operational Vision

The T3 Innovation Network seeks to build upon its current capabilities and membership into a future Network of Networks that best serves its members and accelerates the transformation of the talent marketplace. To impact the ecosystem in this role, the T3 Network recommends using its remarkable resources—its members, technology, funding, coordinating staff, and its brand—and research to produce Work Groups and events; identify problems and

solutions; develop communications pieces, trainings, and outreach artifacts; build tools to fill gaps in the technology infrastructure; create a new resource hub site to inform and coordinate; shape new policies and regulations; and produce impactful research. The T3 Network of Networks Logic Model, developed by the T3 Network membership in the second T3N² Work Group, appears below.



Projects to Products and Services

In prior years of the T3 Network, the actual work has consisted of eight cross-functional projects, each with a unique set of deliverables that contributed to the ecosystem. Most of these deliverables were informational pieces (Work Groups, events, webinars, reports), but the organization also produced three gap-filling technology tools to fuel innovation:

1. **Data Ecosystem Schema Mapper (DESM)**—Provides semantic mapping of data standard schema properties and classes to support LERs and other uses, with future tools to help keep data standards mappings current and enable international learner records standards harmonization; also, enables any organizations to participate and map their standards.
2. **Competency Framework Extraction Module (CFEM)** —An open source solution to convert competency framework documents (e.g., PDFs) to machine-actionable data by extracting competence definitions from bindings such as PDF and Word.
3. **Open Competency Framework Collaborative (OCF Collab)**—Makes competency frameworks readily discoverable and retrievable by humans and machines by developing a membership trust network of open registries. Uses a meta-model interchange technology to make internode communication possible

between trust member registries that format their data differently. The meta-model interchange uses DESM mappings to output competencies in multiple standard formats that are used by the participating registries.

To maintain alignment with the needs of the T3 Network membership, the organization’s focus should shift slightly to a new set of activities and align with the problems that membership wishes for the T3 Network to help them solve. The primary service recommended for the T3 Network to offer is convenings of members around key topics to identify barriers and work to advance common solutions. To do so, the T3 Network must take responsibility to bring the right players to the table; it should have a recruitment effort to help ensure that diverse stakeholders are represented.

In addition to these specialized Work Groups, the T3 Network should complete its emerging toolset to benefit the ecosystem, looking to its members to enable these tools to remain open and available. Current tools will require gap-filling development, piloting and market research, as well as launch activities. From there, the T3 Network may evolve additional services to enable the organization to capture any revenue streams available through the new infrastructure. It must also clearly demonstrate how these tools contribute to the technology ecosystem powering innovation, Web 3.0 convergence, and digital transformation.

Recommended Product and Service Descriptions

Standing Work Groups. Work Groups are the heart of T3 Network membership and participation; however, the former T3 Network organization was perceived as having too many small groups that were hard to manage. The future vision for the Network of Networks is to consolidate the organization’s focus on the three major groups necessary for the LER infrastructure and then address specific topics via Task Groups as needs emerge. These new Work Groups can be called “Standing Net-Work Groups.” If additional chartered Issue-Centric Work Groups or Net-Work Groups become necessary, these can evolve on an ongoing basis—the future T3 Network governance should have an avenue for incorporating additional chartered Work Groups that coalesce around a member issue or group or that address new scope presented by members or funders.

Many key stakeholders and funders have an interest in addressing specific problems and use cases that have implications for one or more infrastructure networks and/or may require participation of additional networks. Using the Standing Net-Work Groups, the T3 Network anticipates the ability to offer foundations and similar sponsoring entities, organized structures, and cross-network convenings—with standard approaches, workflows, and supportive governance—to facilitate solutions for these high-value issues and use cases. Such work could be performed within the Standing Net-Work Groups or via a sponsored Issue-Centric (e.g., ethical applications in artificial intelligence (AI)) or Use Case-Centric (e.g., skills-based hiring) Work Group. The T3 Network expects to have the flexibility to take on multiple such challenges each year to leverage and help solve the problems of its constituents. Future T3 Network capabilities might similarly support a sponsored “innovation challenge” within the network, in which members come together to develop groundbreaking solutions that are decoupled from one organization’s business model.²⁹

LER Standing Net-Work Group. For the first row in the table, the recommended LER Standing Net-Work Group, membership clarified that this group should be expanded to include international pilots. In addition, the LER Net-Work Group is advised to conduct discussion around three critical subtopics:

1. **Interoperability**—Ensuring that T3 Network member solutions are interoperable and in accordance with T3 Network values—including internationally; future possibility to involve testing and certification.
2. **Individual-Level Data**—Addressing issues regarding individual-level data faced primarily by LER collaborators at the intersection of individual empowerment and pooled analytics.
3. **Adoption**—Broad education and promotion of innovation with end users, in partnership with other initiatives and supported by T3 Network staff as a service to the organization.

	Title	Focus	Expected Participants
1	Learning and Employment Records (LER) Networks	Addressing critical issues relevant to bringing LERs to market: adoption, policy, regulation, and coordinating support and best practices for LERs	LER Pilots Interested T3 Network Members + Learners/Employees
2	Data and Technology Standards Infrastructure Networks	Raising awareness of existing standards, harmonizing standards, and facilitating the development of emerging requirements ³⁰	Standards Organizations DESM Participants + Visitors
3	Competency and Skills Infrastructure Networks	Engaging employers, educators, learning scientists, assessment developers, etc., and ensuring that the skills and competencies of learners match up with employers and their tools	Skills and Competency Networks OCF Collab Participants + Visitors

Throughout these discussions, government and international themes should be cross-cutting all discussions to foster true public-private partnership at a global scale. It will also be important to maintain an orientation toward research and development to capitalize on the value of such activity.³¹

Several of the aforementioned subtopics were viewed by members as having importance that superseded that of the LER Standing Net-Work Group's scope. In particular, the description under the topic of interoperability was viewed as something needed T3 Network-wide; similarly, members believed that if the individual-level data conversation was not a stand-alone Work Group, the ideas might get lost within the other LER priorities. As the T3 Network evolves, the organization will keep track of these mission-critical subtopics to help ensure that network member priorities do get met.

In addition, the LER Standing Net-Work Group may evolve into a trust ecosystem, in which governance for interactions may be required. The Trust over IP Foundation offers guidance for developing this specialized governance model, and the LER Standing Net-Work Group will be encouraged to explore its application across the ecosystem.³² As practices are adopted, they may spill over into the overarching governance structures of the future entity to ensure consistency and harmony throughout the organization.³³

Data and Technology Standards Standing Net-Work Group. For the Standing Net-Work Group centered on Data and Technology Standards Infrastructure, members highlighted that the focus should be on raising awareness of existing standards and coordinating cooperation across the standards bodies to harmonize standards and inform new standards, as necessary. It was noted that this group should contribute to building interoperability conformance suites and collaboration with government agencies and others to run these tests.

Skills and Competencies Standing Net-Work Group. Lastly, for the Skills and Competencies Infrastructure Standing Net-Work Group, current T3 Network leadership highlighted the need for the inclusion of its emergent tools designed to make skills and competency data machine actionable and to enable skills and competency frameworks to be linked, searchable, and presentable in multiple languages via a registry network. The latter tool, referred to as the OCF Collab, may have revenue opportunities down the road and will require a unique governance structure to function as a trust network, in line with the aforementioned Trust over IP model. Again, this Net-Work Group is expected to address the emergent governance needs as a subtask within the Work Group, along with additional

needs for the OCF Collab: a home, hosting, maintenance, and incentives for framework registries to stay plugged in to the OCF Collab network.³⁴ Members also highlighted the opportunity for the OCF Collab to gain participation on an international scale.³⁵

Due to the current technological engagements, the Skills and Competencies Standing Net-Work Group should continue to house a Technical Work Group (TWG) to advise on these developments. While in the future the TWG may evolve to an organization-wide advisory group on technical issues to address topics related to credentials, digital identity, standards, and innovation, for continuity, T3 Network leadership believed that the best place for this group to immediately rest is with the products it developed.

Carryover Work Groups. In addition to the above, the T3 Network identified two current Work Groups that would need to persist into 2021 but then merge with the aforementioned Standing Net-Work Groups. These were labeled “Carryover Work Groups” and appear in the chart below:

The first Employment and Earnings Records Standards Carryover Work Group was requested because leaders did not want to prematurely end this work. The second Work Group served to create a space for the Data Collabora-

	Title	Focus	Expected Participants
4	Employment and Earnings Records Standards (Ends in 2021)	Address enhancement of unemployment insurance (UI) wage records and other administrative records and related surveys important to public-private data collaboratives and federal/state data collection systems	Standards Bodies Government Interested T3 Network Members International LER Pilots
5	Data Collaboratives (Ends in 2021)	Carryover Work Group to address issues regarding individual-level data and related topics until Standing LER Net-Work Group matures and can incorporate Data Collaboratives membership to address shared interests	Data Collaboratives Interested T3 Network Members

tives to continue to meet until future structures within the Standing LER Net-Work Group had matured enough to be able to factor in these experts in a mutual exploration of individual-level data. Again, both Carryover Work Groups are expected to be obsolete by the end of 2021.

Addressing Standards. As standards represented a significant priority for T3 Network members, special care should be taken to convene standards organizations within the Standing Net-Work Group dedicated to Data and Technology Standards. This convening will encourage collaboration and mapping across the standards, also recognizing their unique differences and applications; participation with the DESM tool will be important for this group.³⁶ Many parties highlighted the need to showcase and educate stakeholders on existing standards, so the T3 Network currently has plans to include a showcase that addresses this request within its planned website/resource hub. In addition, as needs for new standards emerge, the T3 Network anticipates that this collaborating body of standards will help steer the conversation and guide the emergence of a standard. As such, the T3 Network anticipates playing the role of catalyst and incubator, relying on the standards organizations’ participation to carry forward development. Being a member of the T3 Network should provide unique access to the high-value use cases prioritized by the ecosystem.

One concern from members entailed the idea that members would have to join two groups to participate in new standards development—first, the T3 Network, to participate in cross-sector conversation around various emergent

standards; then, when any emerging standards are handed off to the standards organizations for codification and maintenance, interested members would then have to join a second organization to continue to participate in the development of those standards.³⁷ Since the T3 Network of Networks believes strongly that its aforementioned role is to remain neutral and not compete with existing standards organizations, it intends to serve as an incubator, but not a developer of standards. It expects that within the Standards Net-Work Group a process will evolve for handling emergent standards, including special consideration for T3 Network members that wish to continue to be involved with a particular standard.

Addressing Policy. To address members' interests in influencing policy to support their innovations and developments, it is recommended that the T3 Network begins to engage policy and advocacy experts in a small brain trust to advise the organization. Because this is a new space for the network, this group should first evolve in connection to the board, building a small committee of advisors in early 2021 to help map out a plan with the LER Network to develop and advocate for a clear and impactful policy agenda. There are two different schools of thought regarding the readiness of T3 Network members to define a policy agenda: (1) independent experts encourage a formal process to flesh out what are the use cases and the policy barriers for implementing technology to service those uses;³⁸ and (2) LER Networks state that they are already aware of their policy issues, as they have already researched and encountered the barriers.³⁹ Based on the differing opinions present among stakeholders in the space, it will be critical for the T3 Network to pursue a discussion within the LER Standing Net-Work Group to identify regulatory barriers and begin shaping a plan for removing these barriers through policy enhancements. In addition, an opportunity exists to help government agencies codify expectations from the LER community that promote interoperability and individual-level data.

Addressing Technology Gaps. Most T3 Network members did not highlight the network's role as a producer of new technologies. Many explicitly stated that the T3 Network should not be in the business of developing technology, with one expert specifically highlighting the cost to maintain and manage open source technology;⁴⁰ instead, the network was advised to leave technical innovation to its members. However, a few consulted experts painted a different picture—one highlighted the need for the T3 Network to fill gaps in the technological infrastructure, deemed an important role for the T3 Network to play. Another expert suggested that since most companies build on their existing business models and product offerings, truly groundbreaking innovation may be out of reach for them, and the T3 Network might accelerate innovation by sponsoring innovation challenges or its own innovation LER that pulls from multiple teams to experiment and break boundaries.⁴¹ Since the T3 Network has already engaged in three forays into technical innovation and open infrastructure building, it will be important for the T3 Network to complete these developments, launch them, and study their results to determine where technological developments are an appropriate arena for the T3 Network's efforts. If additional gaps emerge, the T3 Network can work through a formal procurement process with its members to ensure that development efforts are an equitable and shared win.

Showcasing Achievement. T3 Network members were in strong alignment that showcasing members' achievements that are relevant to the network's central goals is an important role for the T3 Network. Members envisioned this in three categories: showcasing the standard that technologists could apply in their work, showcasing innovation and developments as these emerge from organizations within the network, and, to some extent, showcasing the groups that emerge to foster collaboration and shared work that is tangential but out of scope for the future T3 Network. The T3 Network imagines offering a feature on its website/resource hub that enables this attention for its members. The website/resource hub could also feature vendor-independent requirements and high-value use cases to drive future innovation and promote interoperability, even offering guidelines for developing such requirements.⁴² In addition, the T3 Network plans to periodically organize events that enable its members to present their work—not only to the T3 Network community, but also to the external audiences of government, employers, and end user learners/workers.

Leading Broad Education. T3 Network members called for broad education on the mission of the T3 Network

and the role of LERs in workforce transformation. This pertained to not only the education of regulators and policy makers, but also that of end user consumers—individuals and employers. Similar to policy, the T3 Network will work with its LER community early in 2021 to understand LER Networks' go-to-market strategies. Through a dedicated Task Group within the Standing LER Net-Work Group, the T3 Network plans to develop a detailed plan for its education and outreach campaign, which will target specific audiences with tailored messages in easily accessible language.

Recommended Intellectual Property and Licensing

Factors regarding intellectual property and licensing need to be considered at two levels: the governance of the talent marketplace ecosystem the T3 Network is stewarding and the new legal entity that will transition from the Chamber Foundation. These considerations include copyright policy, patent licensing, specifications and protocols, and contributions of source code and are expected to cascade from its principles of openness and collaboration, and its continued evolution into a diverse Network of Networks, including private-public, nonprofit and corporate partners, and entities outside the United States. Moving forward, the principles of openness and sharing for the ecosystem it governs must be balanced with the reality of ensuring sufficient revenue generation for the ongoing sustainability of the operations of the T3 Network and protections for corporate entities bringing preexisting patents or trade secrets to the community through Work Group participation.

With respect to copyright policy, there is an important distinction between traditional copyright in which the creator provides a license to exercise a right to a single person or organization, and a license where that creator declares the right to exercise to anyone or even dedicates the work to the public domain. Examples of copyrightable works include reports, articles, blogs, photos, and websites, and note that while source code can be copyrighted, it will be discussed separately below. Most copyrightable creations in diverse global networks use the open copyright license Creative Commons Attribution 4.0 International License, as it reduces friction for distribution and allows others to tweak and build upon the original work, even commercially, as long as the creator is credited. Thus, it can be envisioned that this license becomes the default for copyrightable works moving forward at both the governance and operational levels.

While copyright protects the expression of an idea, patents protect inventions of new processes. The series of steps in an algorithm, for example, can be patented to protect the unique process associated with machine learning, thus excluding others from making, using, and selling the claimed invention. With respect to patent licensing of inventions created other than source code, the T3 Network should identify a set of approved patent licenses for Work Groups to choose from as best fits its unique objectives. Examples of patent licenses include RAND-Royalty-Free, Open Web Foundation 1.0, and W3C. And, regarding trade secrets held by corporations participating in Work Groups, due to their inherent market value, there would be no expectation of sharing this confidentially held information.

It is not anticipated that the newly formed entity for the T3 Network will develop source code as part of its operations; however, Work Groups might. Open source licenses allow software with source code to be made publicly available so that users can freely use, modify, and enhance the software. This shared development structure results in higher-quality software and constant improvements at lower costs, and simplified license management. For communities with mission-aligned goals, benefits include the ability to pilot solutions without the barriers of vendor fees or lock-in, readily learn from others in the community, and distribute the burden to tighten vulnerabilities. Thus, the T3 Network should select a shortlist of open source licenses and allow Work Groups to select the license that best fits its objectives. The T3 Network anticipates that Work Groups will select differing open source licenses based on the goals of the project.

While data are considered facts and not copyrightable, compilations of data are recognized under database rights in the European Union, United Kingdom, and Russia, though not in the United States or Australia. Data sharing is

typically covered by well-specified policies and agreements with participating members. Relatedly, privacy considerations when considering data-sharing policies must be attended to, especially with the goal of building toward a global infrastructure. Thus, the T3 Network should understand the degree to which its policies align with the European Union’s General Data Protection Regulation, which is broadly compliant within legal frameworks across the globe and has become a model for many countries’ national laws, including Chile, Japan, Brazil, South Korea, Argentina, and Kenya.

As the T3 Network transitions to its new legal entity, it will need to be clear and transparent in its policies and expectations regarding intellectual property and licensing, and data sharing.

Recommended Communications

A central aspect of proposed T3 Network operations will be strong communications.⁴³ The T3 Network plans to bolster its communications resources to support not only publications, web infrastructure, marketing, and events, but also policy and broad educational interests of the network. In the initial years, this will likely involve part-time communications staff leveraging a formalized working agreement with the U.S. Chamber of Commerce Foundation; however, this arrangement may evolve to dedicated personnel and a contracted communications agency. Such operations will evolve with the needs of the T3 Network membership.

Recommended Service Model Evolution

The described service model for the future T3 Network will evolve in three primary stages.

- Stage 1 will entail current operations and represent a time period of unfreezing according to Lewin’s theory on change management.⁴⁴
- Stage 2 will be a transitional period, in which the work conducted, the business model, and the governance frameworks shift to accommodate the future goals and objectives of the organization.
- Stage 3 will represent the commencement of and refreezing into future state operations, in this case, anticipated to be a “Network of Networks,” operating through a member-led entity separate from the U.S. Chamber of Commerce Foundation and sustainable through diversified revenue streams.

The next few sections (V. Business Strategy through VIII. Operational Considerations) explain how this enterprise transformation might occur. Appendix C offers a Gantt chart depicting the evolution of T3 Network activities and listing potential milestones entailed in this transition.

V. Business Strategy

Recommended Business Offerings

The primary business offering of the future T3 Network of Networks has been described as Work Groups to identify shared problems and organize solutions. These convenings enable organizations participating in the ecosystem to collaborate in ways that would otherwise be out of their reach. Solutions emerging from these groups are expect-

ed to take the forms of policy/advocacy, broad education for consumers and regulators, standards incubation, and gap-filling technologies. In addition, the T3 Network will consider evolving to offer specific services to its members to support advancement of the ecosystem. Current ideas include showcasing member developments, matchmaking for members, and later implementation and consulting services to advance the ecosystem. These will be further described in ensuing sections.

Recommended Business Model/Approach

The model that is recommended for the T3 Network of Networks to adopt over time is a hybrid membership/sponsorship model, with fees for services phasing in as valuable to its constituents. The T3 Network already has a member base of over 500 organizations. To date, the T3 Network has been an organization that members have been able to join for free; this has been made possible through the support of the U.S. Chamber of Commerce Foundation and its funders.

Members express that they have already benefited from the connections formed through T3 Network activities, and the T3N² Work Group survey data confirmed this value, offering direction for the T3 Network to strengthen its value proposition to members. Thus, the T3 Network of Networks strategy will be to parlay the benefits that members are currently receiving for free into a stronger service model that members will be willing to contribute toward. For example, T3 Network members currently do not vote on issues, despite their participation in T3 Network activities. The intent of the T3 Network evolution is to not only grant members decision-making power within the organization, but also provide critical collective benefits. Shaping policy will have an impact on the entire community, but it is expensive for a single organization to pursue. The T3 Network will bring economies of scale to this and similar activities, such as convening employers or other stakeholders for broad education. Filling infrastructure gaps is another example of a shared benefit that no single member could independently achieve due to the level of collaboration required.

As such, the T3 Network intends to move from an exclusively grant-funded organization to a membership model in which the organizations benefiting from the work of the T3 Network pool their resources to continue receiving T3 Network benefits. It is important to note, however, that this shift to membership dues will not immediately translate into sustainability. Many organizations that are dependent upon membership dues struggle, especially in economic downturns.⁴⁵ Thus, it is recommended that the T3 Network rely on a mixed-funding approach that will include membership dues, sponsorship/grants, and fees for services—consulting, matchmaking, and/or implementation services, when and where viable. Thus, financial plans will feature a gradual shift away from sole reliance on grant funding, placing ownership of the T3 Network into the hands of its members. The potential for revenue-generating services is described in ensuing sections.

Suggested Revenue Generation

For the portion of the revenue composed of member contributions, the T3 Network should adopt a sliding scale for annual dues payments to ensure that organizations can appropriately share the cost burden required for mutual benefits. Every effort must be made to keep the overall dues structure simple for organizations to follow and to handle special considerations in a transparent way. Based on comparative models, members can expect dues to range from \$200 to \$1,000 for small organizations to \$25,000 for large organizations, based on the organization's total revenue.⁴⁶ The Business Committee, in the short term, will have the responsibility of setting and managing all dues payments.

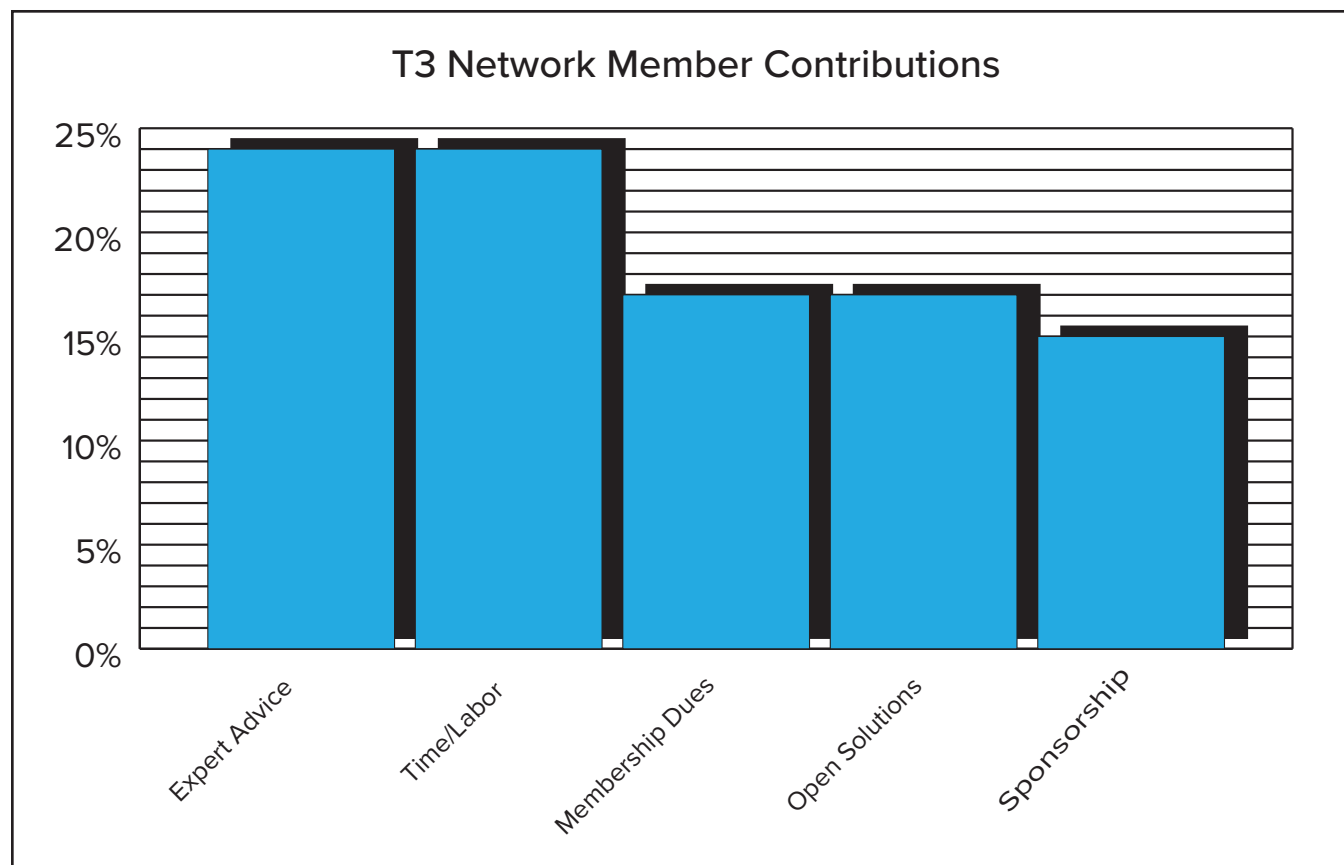
Special consideration will be provided to nonprofit entities, emerging for-profit entities, and individuals, as these groups may have different financial constraints. Such deviations will occur on a case-by-case basis, with recommendation from the Business Committee and approval by the board. If a prospective member does not have the ability

to pay the dues, then there will exist an alternate route to membership in which the member contributes to the organization the equivalent of 40 hours of work over the course of the year. This is similar to the way in which the Decentralized Identity Foundation opened its membership for free to small- and medium-sized organizations.⁴⁷ The difference is that the T3 Network first has to establish a paid membership base before it can assume that it has the financial security to offer services for free to a subset of participants.

Furthermore, it is recommended that all members be required to have at least some level of contribution to the network.⁴⁸ If a nonmember wishes to participate in a Work Group but cannot afford dues, that individual will be encouraged to reach out to the Work Group Chair expressing the individual's interests and qualifications and request to be an invited expert to the Work Group. This is similar to how W3C Foundation makes its work accessible to all.⁴⁹ The Ethics and Equity Committee of the T3 Network governance structure must work with the Governance and Business teams at all times to help ensure that membership policies reach the highest standards.

Sustainable Operations

Since T3 Network sustainability is based on the contributions of its members, it was important to assess whether its members are willing to contribute to network operations. This would enable the organization to make predictions regarding its financial viability and long-term sustainability. On the T3N² Work Group survey, members offered feedback regarding their willingness to contribute to the organization, with expert advice and time and labor comprising 50% of those contributions offered; membership dues and sponsorships comprised 18% and 12% of offerings, respectively. This is very much in line with Sovrin Foundation's estimates that approximately 15% contributed financial-



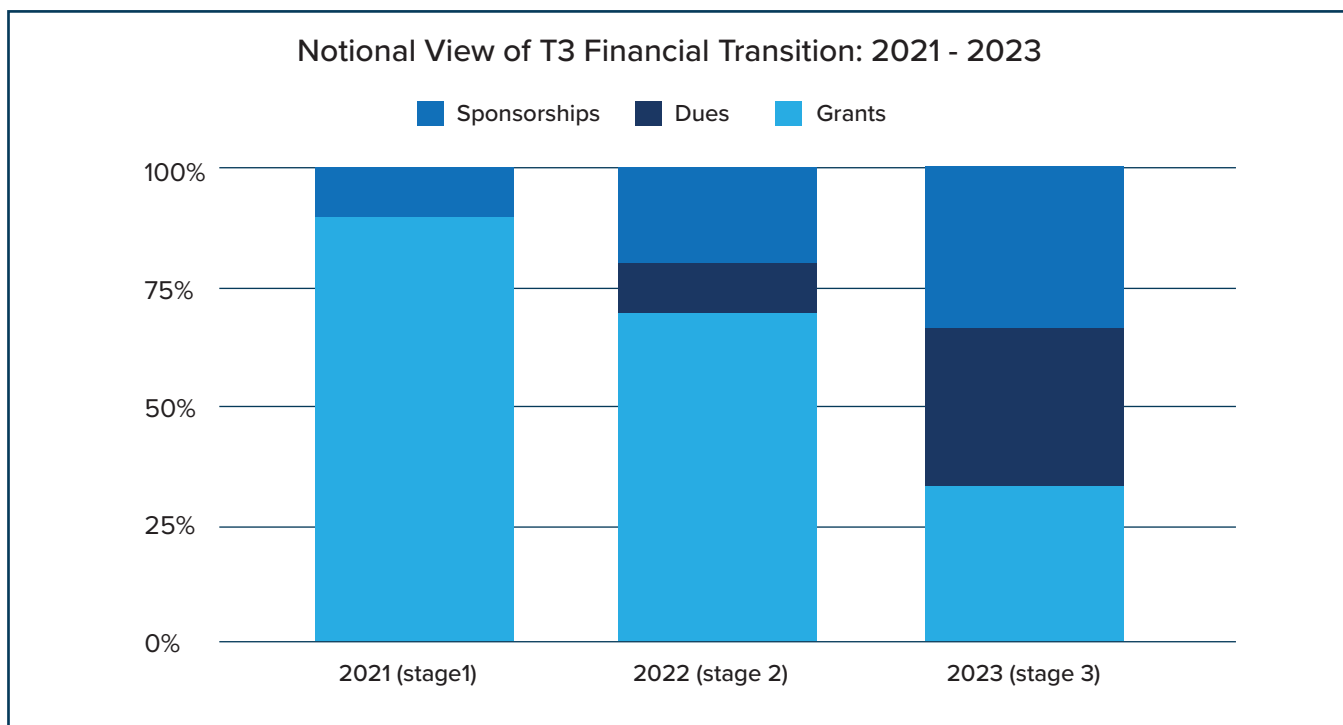
ly to the organization.

Members also offered a number of suggestions for how the emerging T3 Network of Networks could develop sustainable revenue streams—these ranged from greater clarity and focus of its value proposition to an expansion of its recruitment efforts, to technology and revenue opportunities, to pursuing lean operations. The T3 Network will draw upon all of these ideas to create a future entity that can best serve its members and survive within a rough COVID-19 climate.

Gradual Transition. To ensure a gradual transition of the organization, the T3 Network would begin with operational planning in late 2020 and lead to a build-out of operational processes in 2021. This includes fine-tuning revenue models, governance models, and additional key structures related to governing a member-driven organization. Mid-year, the network would present its refined operational plans and open up a call for founding members. Members would pledge contributions based on their organizational size, and/or become founding sponsors of the organization if they contribute larger, multiyear contributions. The objective of opening up this channel early is to gauge commitment to the network, and, more important, the value that the T3 Network delivers to its members.

Monies pledged during this foundational period (approximately 5–6 months) would be organized with the intent to create a separate entity by the end of 2021, with strict operational plans for the 2022 program year. Exceptions would be made for sponsorships made separately toward specific 2021 events. That said, new entity launch will be delayed if pledged support is not present from the T3 Network’s anticipated membership, and work plans will be accordingly adjusted.

The aforementioned foundational member contributions and sponsorships would only represent two legs of the anticipated funding triangle. The third leg would continue to be grant contributions, orchestrated by the U.S. Chamber of Commerce Foundation, which has fueled the T3 Network to date. Since many experts recommended that the T3 Network delay spinoff from the Chamber Foundation as much as possible,⁵⁰ the future T3 Network will move gradually toward member and sponsor support, while shoring up existing operations through transitional giving pledg-



es from its current major donors. The T3N² Work Group recommends that T3 Network leaders, working with the Chamber Foundation, secure three years of transitional grant funding to help float the emerging organization. The transitional grant funding should be required to be matched by member and sponsor contributions, and it should be planned to cover 30–50% of operational costs. This will enable the fledgling organization to gain a foothold as an independent organization while decreasing its reliance on current funding streams.

Overall, the T3 Network will work with the expectation that within three to five years of its incorporation, the emergent entity is self-sufficient in its core operations, leveraging grant funding only for special projects that may emerge from its Work Groups. Meeting this expectation may, however, require that the organization shift some of its operational model toward greater contributions of volunteers or that it lean more heavily on sponsorship support. Financial projections are further discussed in Section VIII, Operational Considerations.

Member Contributions. As aforementioned, member dues can be envisioned as ranging from \$200 to \$25,000 per entity. Dues will be based on organizational size; however, the lowest-price tier must not be cost prohibitive for an individual to join (the organization would also provide alternate paths, as described in Section V, Business Strategy – Suggested Revenue Generation, for those unable to contribute financially). Similarly, the highest tier of dues should be low enough that large organizations can still contribute to the T3 Network via sponsorship and donations, since member dues are not tax deductible like donations. Below is a chart of how these tiers may be distributed across the T3 Network membership, along with an example projection of what dues revenue might look like based on T3 Network’s current membership. This notional view illustrates how with 15% of the T3 Network’s 500 members contributing financially (that’s 2–2.5% across each of seven tiers), the organization can generate enough revenue to cover one-third to one-half of its operational expenses. The Business and Ethics and Equity Committees (further described in Section VII) will be tasked with testing initial assumptions and developing a more refined model to meet community needs.

Notional U.S. Organizational Dues Revenue (Dues to be scaled to international economies/ currencies)	Notional Tiered Dues	Notional Income at 2–2.5% Participation
\$250,000 or less	\$200	\$2,500
\$250,001 to \$1,000,000	\$1,000	\$10,000
\$1,000,001 to \$5,000,000	\$5,000	\$20,000
\$5,000,001 to \$10,000,000	\$10,000	\$100,000
\$10,000,001 to \$50,000,000	\$15,000	\$150,000
\$50,000,001 to \$100,000,000	\$20,000	\$200,000
\$100,000,001 or more	\$25,000	\$312,000
	Total	\$795,000

Sponsorship. In addition to member dues, sponsorships will be a way to fund the activities of the T3 Network of Networks. Members fondly recalled events hosted by Google and LinkedIn, encouraging the T3 Network to pursue sponsorships as a means to fund not only various events held by the network, but also future developments.⁵¹ For

example, the T3 Network can envision a future in which a Standing Net-Work Group wishes to develop a particular technical solution to be shared by the membership; such a development or project could be sponsored by a few of the larger players to benefit the whole. The sponsor's recognition could appear next to the entry point for the Task Group dedicated to the effort, and when the final product is delivered, it could be showcased via the website/resource hub with the sponsor's recognition, again. Similarly, there is opportunity for co-creation of technology, collaboration around research, and even joint investments in which several member organizations pool funds to bring an idea to life. The T3 Network of Networks will use its Standing Net-Work Groups to elicit ideas for these types of collaboration opportunities.

It is also important that within the names and foundations brought together by the network, there are many tiers of potential engagement for for-profit organizations that seek to make connections.⁵² One thing the T3N² Work Group cautioned against, however, is the potential for the T3 Network to become a pass-through entity.⁵³ The talent transformation landscape is already complex, and there is already significant overlap and confusion within the ecosystem.⁵⁴ Instead, the unique value of the T3 Network and its leadership by the U.S. Chamber of Commerce Foundation is its ability to make connections to employers; thus, the network must make employer engagement possible in meaningful and informed ways, of which sponsorship is one form.⁵⁵ That said, T3 Network advisors believe that sponsorships will be a very feasible revenue stream for the new entity.

Matchmaking. Several T3 Network members inquired about a matchmaking service—matching organizations to qualified vendors, and/or matching organizations that wish to participate in LER pilots or other development activities. While it may not be in the best interest of the T3 Network to develop dedicated matchmaking events as its service offering,⁵⁶ it may be a meaningful offering within the T3 Network's existing events—such as the annual meeting or other dedicated planning events. In addition, the T3 Network can offer an ad hoc matchmaking service, similar to the way Gold Key Service identifies, vets, and arranges meetings with potential partners.⁵⁷ For example, the T3 Network could offer a service in which its internal staff forges up to five connections for a flat sliding-scale fee: \$1,000 for small businesses (under 50 employees), \$3,000 for medium businesses (50–249 employees), or \$5,000 for large businesses (250 or more employees). The exact details of such a service would be firmed up by the Business Committee working in partnership with the T3 Network administration.⁵⁸

Consulting. Many members also suggested that T3 Network staff could offer consulting and implementation services to the membership. For the latter, the T3 Network currently expects that once its core technology infrastructure tools are fully developed, members and nonmembers may request support to come aboard the trust network of skills and competencies or to implement the T3 Network's open resource tools for mapping standards to those of collaborating organizations. The T3 Network can envision assisting with future applications to be conceptualized and created atop of currently emerging T3 Network infrastructure. In line with T3 Network core competencies, the T3 Network would provide these future services (with its tech partners) at an appropriate fee for service. In addition, individual members may want to engage the T3 Network for its expertise, particularly within its core competencies of convening stakeholders, facilitating work groups, conducting broad education, and informing policy. As the T3 Network gains more traction in the ecosystem and refines its member-oriented service offerings, it will continue to seek opportunities to offer specialized revenue-generating services to sustain the organization and reduce its dependence on dues, sponsorships, and grants.

T3 Network Competitors and Partners

The T3 Network has a number of would-be competitors in the landscape; however, its intent is to be additive in nature rather than competitive. Since the T3 Network came about to fill gaps in the talent ecosystem, its fundamental services should, by definition, not overlap with existing productive services already existing in the talent marketplace. The T3 Network's current leadership attests that if the T3 Network is no longer serving a distinct purpose in the landscape, it should cease to exist.⁵⁹

Instead, the T3 Network plans to partner with a number of organizations under its umbrella to reach collective goals. As prominent examples, it can partner with standards organizations to develop any emergent standards and the network can partner with skills and competency organizations to develop any needed infrastructure. There also exist a number of K–12 and higher education membership organizations that the T3 Network can align with to best achieve its mission while avoiding duplicate efforts.⁶⁰ In addition, the T3 Network plans to partner with existing U.S. Chamber of Commerce Foundation initiatives, such as the Job Data Exchange (JDX) and Talent Pipeline Management (TPM), to satisfy demand-side objectives of the network.

Assumptions and Future Outlook

The T3 Network must acknowledge several assumptions made during its planning. First, these plans are based on the assumption that no new competitors emerge within the landscape to render the role of the T3 Network irrelevant. The plans are also based on the assumption that the U.S. Federal Government does not decide to take a more central role in convening stakeholders and advocating for developments related to LERs. In addition, from a tactical standpoint, these plans assume commitment of at least 15% of the currently named T3 Network members to becoming contributors under the new structure. Lastly, these plans assume that the U.S. Chamber of Commerce Foundation and its key funders maintain an interest in the work of the T3 Network and are willing to support the pivots necessary to secure the future of the organization.

VI. Organizational Description

Recommended Legal Structure

Based on the activities and the business model of the future T3 Network of Networks, the organization will likely branch off from the U.S. Chamber of Commerce Foundation within two years and establish itself as a 501c3 corporation. There are several considerations to this eventual direction:

1. The organization does not anticipate heavy lobbying activity; members describe the activity needed by the organization as broad education, advocacy, and policy shaping. These activities are unlimited for charitable organizations. Lobbying activities would be limited to 10–20%, according to IRS regulations, and would be conducted using non-philanthropy funds.
2. The organization anticipates dependence on membership dues and sponsorships. Membership dues are a common source of funding for charitable organizations, and T3 Network activity does not quite constitute that of a trade organization. Becoming a 501c3 should help enable tax-deductible contributions in the form of sponsorships.
3. Most examples of successful organizations paralleled in the landscape have adopted a 501c3 model. Some have opted not to incorporate as a separate entity at all, and instead behave as a center for exchange housed by several of its founding institutional members.⁶¹
4. Choosing to branch off as a separate entity may enable security for the T3 Network as it helps its parent organization to more easily manage funds and operations.

Connection to the Chamber Foundation

The T3 Network will stay connected to the U.S. Chamber of Commerce Foundation as long as feasible and safe for the fledgling organization. The Chamber Foundation is valued for its convening power, gravitas, neutrality, and connection to employers. Many members do not want the Chamber Foundation’s presence and guiding hand to disappear. In addition, members believe additional work must be performed to fully engage employers; until the business community is sufficiently represented in the ecosystem, it is recommended that T3 Network remain with the Chamber Foundation.

Thus, the U.S. Chamber of Commerce Foundation will continue to participate in the T3 Network of Networks by supporting the organization throughout the transition and retaining an interest in the future entity. This means that the Chamber will likely be a member via the Articles of Incorporation of the entity and have several rights with respect to it: the Chamber Foundation will have the right to appoint a representative of the Chamber Foundation to the Governing Board; that representative will have a reserved seat on the Board of Directors; The Chamber Foundation will have the right to secure any assets for the future organization, should the organization elect to disband; and the Chamber Foundation will have the right to relinquish its role with the organization with proper notice to the future entity Board of Directors. This model was used for the establishment of Carequality, incorporated in Virginia as a subsidiary organization of the Sequoia Project,⁶² and it may be used to add stability to the future T3 Network of Networks.

VII. “g”overning T3 Network Activity

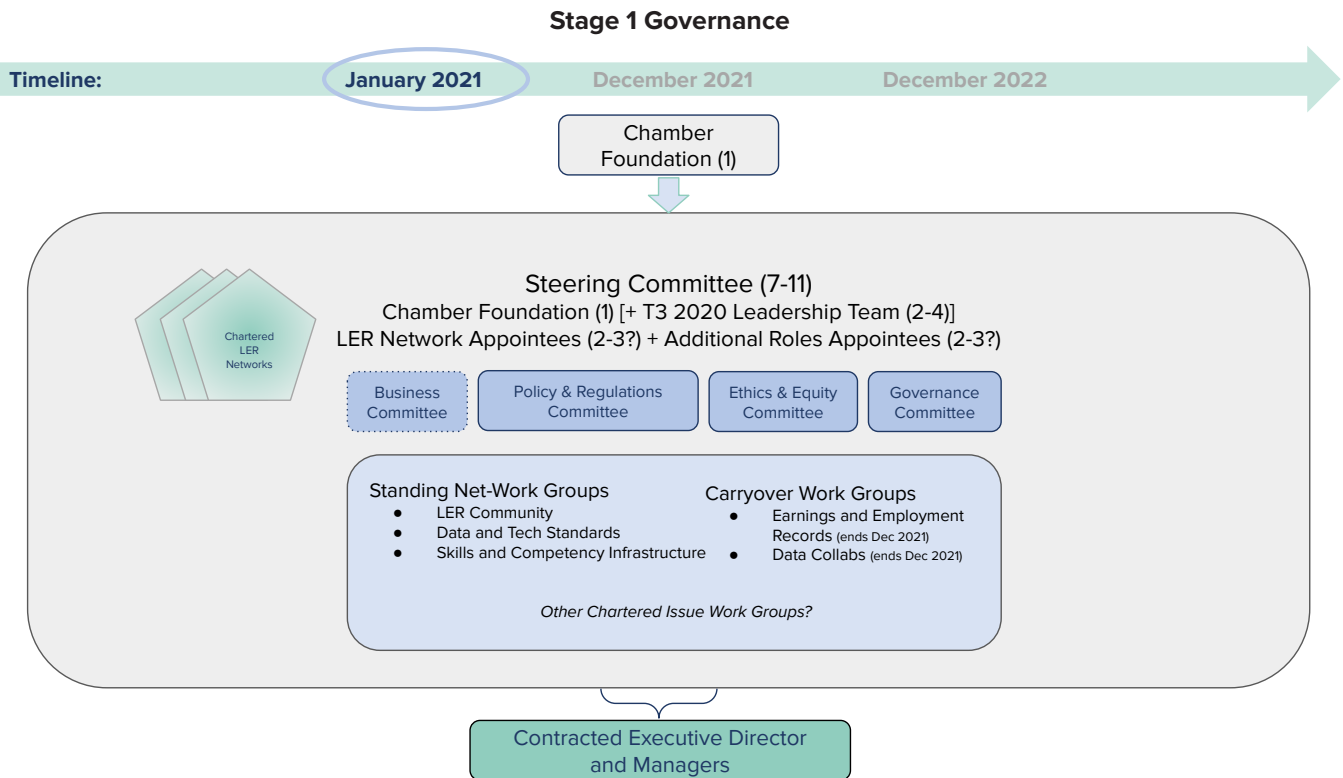
The T3 Network’s evolution into a Network of Networks will depend upon a clear path toward governance that smoothly transitions from the current state, in which a few consultant leaders work with the U.S. Chamber of Commerce Foundation to guide T3 Network activities, toward a future state, in which leadership of the Network of Networks is governed by its members. This evolution will occur alongside the transition of the T3 Network’s work and new business model. It is important to note that throughout the upcoming sections, the T3 Network refers to governance with a proverbial lowercase “g” to demonstrate that its priority is not to develop control mechanisms over its membership; rather, its intent is to enable leadership of the T3 Network to reside in the hands of its members through formalized structures that help ensure its core principles—including that of ethics and equity—are sustained.

Evolving Leadership

T3 Network leadership will evolve in three stages. Currently, those stages are anticipated to last 6–12 months, with exact timeframes shaped by market determinants.

Proposed Stage 1—Steering Committee. The current Chamber Foundation representative and current consultant leadership are joined by 2–4 appointed representatives of the T3 Network membership. These appointed representatives are appointed based on three sets of criteria: (1) past participation and support of the mission, (2) representation on one of the three emergent Net-Work Groups, and (3) ability to uphold governance best practices, including the T3 Network core principles. Current leadership will use a formalized scorecard method to identify and select initial appointees.

Proposed Additional Stage 1 Committees. A few key committees are planned to help develop the T3 Network governance and operations. These committees will constitute a small brain trust to guide T3 Network-wide decision making in the early stages. Each committee should consist of Steering Committee members and invited experts necessary to guide T3 Network development during the early stages. The Executive Director should participate in each committee in order to ensure alignment and execution of key tasks.



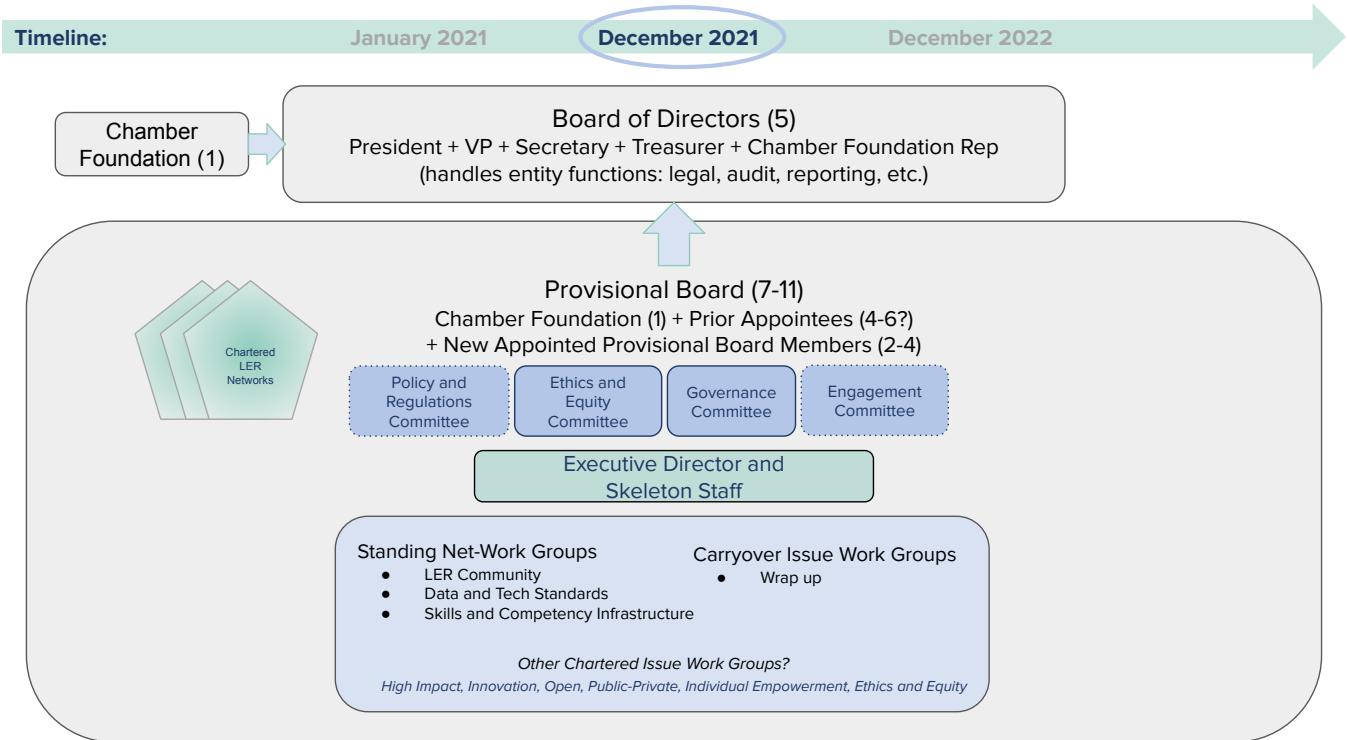
Initially, planned committees include (1) the Business Committee (includes Legal), (2) the Ethics and Equity Committee (anticipated to have veto power over the Steering Committee, in the event that a decision violates T3 Network Core Values), (3) the Governance Committee (evaluates the efficacy and efficiency of overall T3 Network governance, collects member feedback, and shapes course corrections—including updates to the organizations’ bylaws—to ensure that the T3 Network adds stated value to the ecosystem),⁶³ and (4) the Policy and Regulations Committee (expected to evolve into a Task Group within the Standing LER Net-Work Group, as this member group had most requested policy/advocacy work). In approximately six months, the Governance Committee should assess and course-correct the T3 Network’s emergent governance.

Proposed Stage 2—Provisional Board. The hybrid board of consultant and appointed members is envisioned to evolve to an all-member appointed board (with the U.S. Chamber of Commerce Foundation retaining a seat). This would enable the T3 Network to evolve to a model where leadership rests in the hands of membership but is not yet subject to popular vote. The rationale behind this gradual transition is twofold: (1) the network aims to ensure knowledge transfer by the current consultant leadership team, and (2) the network aims to test leadership in the hands of its members in an initially controlled way until organizational articles of incorporation and bylaws are in place. Once the organization has been formalized as a separate entity, the T3 Network must operate according to the rules set by that future organization, which is planned to include election of a board by its members.

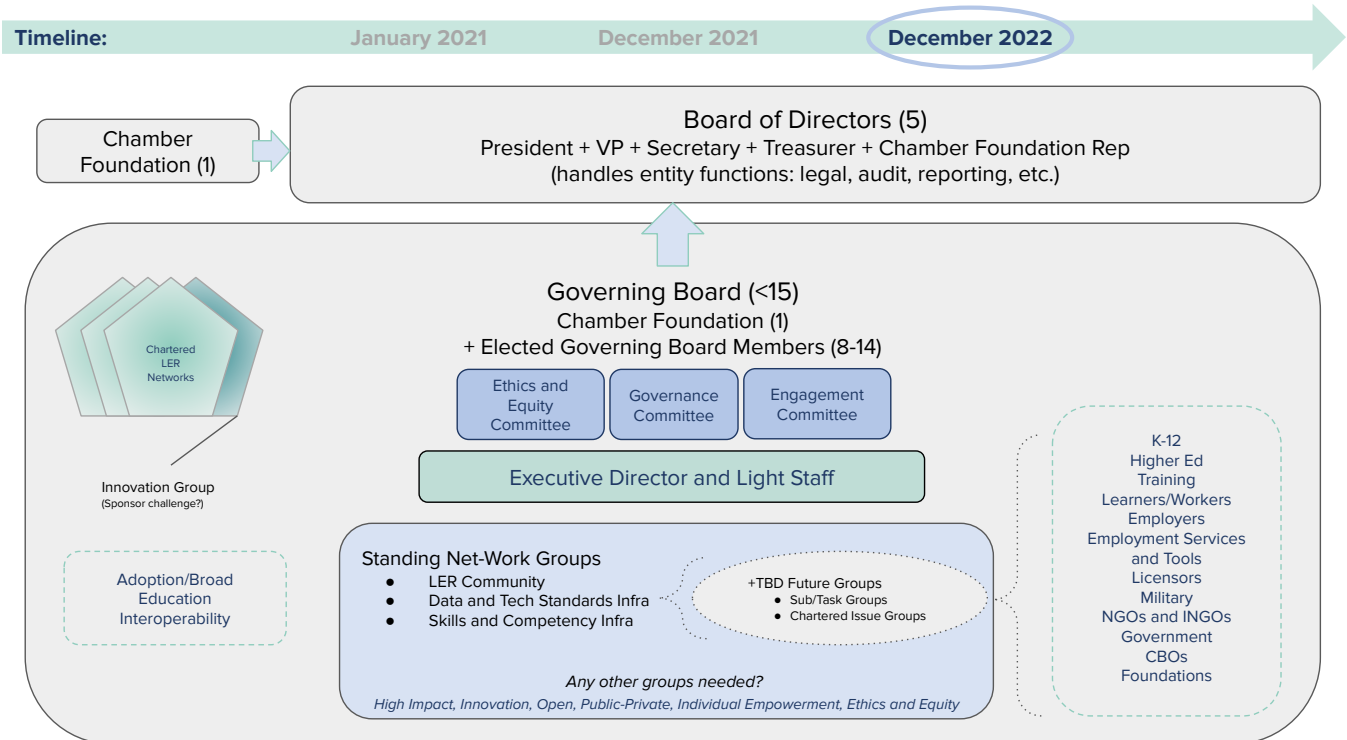
Chart of Committees		
Title	Focus and Future	Expected Participants
Steering Committee	Thought leadership that governs the work of all T3 Network—Evolves to Governing Board	Appointed and Elected Members
Business Operations Committee	Builds out business operations and paves the way for T3 Network Sustainability—Evolves to Board of Directors	Executive Director Legal and Business Experts
Governance Committee	Ensures that T3 Network governance constantly self-assesses and course corrects—Permanent Committee	Governance Experts Systems Engineer ⁶⁴ Talent Analytics/Research/Evaluation Experts ⁶⁵ Steering Committee Chair and Vice Chair Executive Director
Ethics and Equity Committee	Ensures that the T3 Network appropriately addresses issues of ethics and equity—Permanent Committee	Ethics, Equity, and Diversity Experts Steering Committee Chair and Vice Chair Executive Director
Policy and Regulation Committee	Influences policy and regulators, where necessary, to clear the way for positive innovation, while managing associated legal issues—Evolves to LER Task Group	Policy Experts LER Pilot Reps Executive Director Steering Committee Members
Engagement Committee	Engages government and employers across T3 Network activities; as use cases and priorities emerge, bringing the right government players to the table—Evolves in Stage II	Government Agencies LER Pilot Reps Steering Committee Members TBD

Proposed Stage 2—Committees. As depicted in the chart of committees above, an Engagement Committee should be stood up once the T3 Network has achieved basic operations. The purpose of this additional committee is to encourage T3 Network’s effective engagement of public sector entities and employers (a significant proportion of which are small businesses⁶⁶), since these ties are essential to the T3 Network’s future activities and will require a dedicated campaign. This committee intends to leverage the Chamber Foundation’s connection with employers, including through its Talent Pipeline Management initiative, to convene and effectively engage the necessary cross-sections of the market. The committee can also manage the engagement of relevant membership organizations to keep T3 Network activity relevant and avoid duplication of other efforts. Evolution of the Engagement Committee will likely occur as the Policy and Regulation Committee sunsets and transitions to a Task Group within the Standing LER Network Group, which will help keep the number of committees to a minimum.

Stage 2 Governance



Stage 3 Governance



Proposed Stage 3—Governing Board. As the T3 Network evolves to a separate legal entity, a governing board for the T3 Network as a Network of Networks must be officially established. It is recommended that this eventually consist of up to 14 elected members by the T3 Network membership plus the one appointed Chamber Foundation representative; however, in its initial years, subsets of the board will transition frequently to enable course correction. In addition, it is expected that certain seats will be designated for critical demographics within the membership. For example, it may be required that each of the Standing Net-Work Groups is represented at all times. It may, in the future, be required that different regions of the country and/or the world be represented and/or that a neutral expert technologist be present on the board. Composition of the board should be managed by a Governance Committee (with input of the T3 Network membership), who will craft bylaws for the organization in such a way as to help ensure that the T3 Network maintains its integrity and efficacy at all times.

Proposed Stage 3—Committees. As the T3 Network organization continues to develop and starts to transfer its assets and operations to an independent entity, the T3 Network anticipates evolving the Business Committee into a business-focused Board of Directors, grown out of the Governing Board. Evolving and reducing the number of committees once the new entity is stable will help reduce the clutter within T3 Network operations (long-term committees to only include (1) Ethics and Equity, (2) Governance, and (3) Engagement), while ensuring that key topics are addressed.

Concepts in Governance

There are several drivers of this phased evolution, which must be enumerated to understand the logic in this approach:

- 1. Agility.** The T3 Network has accomplished a significant amount in a short period of time due to its leadership from the U.S. Chamber of Commerce Foundation and a small leadership team. To keep the organization lightweight and nimble, a smaller leadership team is recommended.⁶⁷
- 2. Knowledge Transfer.** The T3 Network wishes to help ensure knowledge transfers from its existing leadership and facilitators to the new leaders that will emerge from its membership.
- 3. Course Correction.** In the early years, T3 Network governance should have opportunities to learn from current operations and make course corrections. Thus, appointments to governing structures should be time limited with rotations staggered to ensure a continuum of institutional knowledge while permitting change within leadership structures.⁶⁸
- 4. Appropriate Representation.** The T3 Network acknowledges its diverse stakeholders and wishes to achieve plurality within its governance structures. To ensure adequate representation, it anticipates that several roles will need to be designated; this may even include addressing the representation of different political parties or protected groups.⁶⁹
- 5. Consensus-Based Decisions.** In Section III, Overarching Considerations, this paper discussed the importance of balance, representation, and equity. Along with those beliefs of the community came the concept that decisions are best made by consensus. This does not mean that decisions require 100% of votes in favor of the outcome, but that dissenters are acknowledged and attempts are made to address their concerns. Apache Foundation provides an excellent example of this approach, and the T3 Network will benefit from adapting its voting practices—for example, the idea that a dissenting vote must be accompanied by an explanation or alternate solution.⁷⁰

Recommended Governance Practices

In addition to the practices highlighted by the three stages of future T3 Network governance, when the T3 Network has incorporated as a separate legal entity, it will adopt a number of practices to create an environment for effective and efficient governance of the organization:

1. **Staggered Terms.** Once the full and representative governing board is established, the T3 Network plans to adopt an approach that includes staggered terms. This will help ensure that institutional knowledge is preserved as board members turn over. To achieve this, the T3 Network is currently anticipating three-year terms in which one-third of representatives turn over annually.
2. **Annual Evaluations.** The T3 Network intends to stand up a Governance Committee that will evaluate T3 Network governance performance on an annual basis for the first three years of operation (then moving to every two years). This will enable the Governance Committee to course-correct and ensure efficiency and efficacy.
3. **Tiered Governance.** The T3 Network recognizes the deep and specialized expertise of its members. Thus, rather than attempt to govern each facet of the organization, its plan is to govern the overall direction of the organization while enabling most decisions to occur at the Work Group Level. Every Work Group—Standing Net-Work Groups and other Chartered Net-Work Groups—will have a basic governance framework that flows down from the overall organization. In addition, each Work Group can design as part of its charters more specific rules and procedures as necessary for its unique operations. Specifically, these charters should be subject to review and approval by the Governance Committee and the Ethics and Equity Committee before seeking approval from the Governing Board.

Aspects that should flow down from the central organization:

- Charter framework
- Chair requirements
- Membership requirements (necessary for legal purposes)
- Voting procedures (unless an alternate approach is approved with the charter)
- T3 Network principles

Aspects that are anticipated to be flexible, per the Work Group's specific needs, include:

- Additional structures/committees
- Sub-Work Groups (provided that these remain in line with the chartered mission)
- Specialized governance structures (for example, a Trust over IP Framework)
- Enhanced intellectual property protections

It is important to note that effective governance features may similarly flow up from the Work Groups to the entity-level governance. Finally, charters should also have work plans, timelines, and budgets to ensure consistency and stability across the network.

Separate Board of Directors

Another recommended unique feature for the future T3 Network is to keep the content of the organization functioning separately from the business of the organization. This model was leveraged by Carequality, and it is a unique way to enable key figures to focus on their areas of expertise.⁷¹ The Steering Committee, which should evolve to a Governing Board for a future entity, should have the freedom to focus on the needs of the ecosystem without the distraction of basic business functions like the annual audit, business filings, etc. Instead, the Governing Board should elect a few roles—U.S. Chamber of Commerce representative, President, Vice President, Treasurer, and Secretary—to serve separately as the organization’s Board of Directors. The business-oriented Board of Directors might initially evolve from the Business Committee to be stood up to help the organization establish itself.

This Board of Directors should work with the Executive Director of the future organization to oversee essential business functions of the organization. This group would also be responsible for managing the performance of the Executive Director with input from the entire Governing Board.

VIII. Operational Considerations

Operations for the evolving T3 Network will be kept as lean as possible, in keeping with the initial vision of current T3 Network leadership. That said, a meaningful evolution of the T3 Network of Networks will require investments to transition three areas of operations:

1. The core work of the T3 Network (i.e., evolving toward fewer Work Groups and member-driven identification of barriers and solutions for the network to pursue),
2. Structures required to govern network activities, and
3. The overall business model of the organization required to pivot the entity into a sustainable future. To accomplish this transformation, it is recommended that the network evolve through three operational stages, as outlined in the business and governance sections of this report (See Sections V and VII).

Recommended Operational Stages

During **Stage 1**, the organization should continue to be housed under the Chamber Foundation and be grant funded; however, this will be considered a foundational period used to maintain current operations while building out enabling features for anticipated greater independence of the network. The T3 Network will focus on streamlining its work to best meet the needs of the ecosystem; also during Stage 1, the organization plans to initiate membership participation in leadership roles and work with small, lightweight committees (Business, Governance, Engagement, Ethics, and Policy) to further define future operations. Such changes will solidify the T3 Network value proposition, such that the organization can determine whether it is positioned for sustainable independence. This first stage is anticipated to last approximately nine months to a year, depending on internal developments and market forces.

The next chapter, **Stage 2**, will serve as an approximately six-month to one-year transitional period in which the network will begin to make significant changes to the business model and organizational structure. Based on learnings developed via committee work during Stage 1, the network should begin to test out new structures and features

necessary for enterprise transformation. By Stage 2, the new Net-Work Groups should be established and future work plans outlined. Membership should be inclusive of the necessary parties to ensure valued public-private partnerships and business engagement. Once work is understood and key parties assembled, in Stage 2, the network will leverage its membership to activate new funding streams, such as sponsorships and member contributions. The ability of the T3 Network to attract new resources will serve as a key indicator of organizational readiness to transition. Pending success, the network will incorporate a new entity and will build out the necessary infrastructure for independent operations. One of these components will be a provisional Governing Board, to serve as the initial leadership team for the emerging organization.

Stage 3 will begin once the new T3 Network entity is sufficiently grounded. During Stage 3, the organization will finalize its transition, begin carrying out network activities under its first elected Governing Board, and operate according to the new business model and service offerings. Stage 3 will essentially serve as Year 1 Operations of the new entity, and the new organization will rely on its governance structures and apply structured measurement practices to continue the path of continuous improvement and achievement.

See Appendix C for a depiction of how activities may occur within these three stages.

Envisioned Operations Cycle

Per current expectations of the network, the recommendation is for the future T3 Network to anchor its operations on the sale of access and expertise. The network is uniquely positioned to enable the varying constituents of the ecosystem to easily reach one another and work cooperatively to advance the future of the talent marketplace. Members will receive the following benefits: participation in unlimited Work Groups, promotion of their products and services via the website/resource hub and via planned events, T3 Network branding, access to grow their networks, and the benefits of shared policy, education, and infrastructure developments. Additional benefits may evolve to include access to expert opinions and funding streams. All activity will rely on incredible domain expertise to execute the future vision.

It is recommended that the organization operate on a calendar year of delivery of stated benefits to its contributing members, and that the entity rely on effective communications to maintain essential aspects of the network's operational cycle. Communications will be used to grow the network and champion the benefits of participating in the network; they will occur within the network to announce events, developments, and similar activities; and they will be used to promote the good work of the network to external parties that may enable innovation and/or realize the benefits of the innovation to come from the network. Thus, a strong communications function, in addition to domain expertise, will be critical to the organization's success.

Operational Logistics and Overhead

To maintain lean operations, the future entity should be decentralized. The T3 Network should maintain a corporate address with the Chamber Foundation but have no ongoing physical presence and a minimal footprint. All employees should work from home on a lightweight decentralized infrastructure. It may maintain an "office" within the Chamber Foundation facilities; the office will be primarily used as virtual office space to accommodate the T3 Network's need for a physical mailing address and for an occasional meeting. Modest rent can be paid to the Chamber Foundation in exchange for use of these facilities. It also can maintain a centralized phone number at the Chamber Foundation, but this number should forward to key leaders of the entity, and all employees will be allocated a stipend to use their personal phones for ongoing business. The entity may also leverage its connection with the Chamber Foundation for technology infrastructure; for example, paying a portion of the cost to maintain communications utilities such as web conferencing, collaborative software tool suites, and related software platforms. Further detail on these potential arrangements appear in the sections to follow.

The operating budget for the organization will evolve with the future organization and entail a number of different arrangements to keep overhead costs of the emerging entity low. The organization will rely on a mix of partnerships with member (and, potentially, nonmember) organizations, shared services with the U.S. Chamber of Commerce Foundation, and paid independent services to support its activities.

Operational Partnerships. Examples of items for which the T3 Network might partner include hosting and maintaining the T3 Network webpage/resource hub and LER Hub; already, the Learning Economy Foundation has indicated a willingness to host the websites as the T3 Network evolves. In addition, the T3 Network currently has two open source products (DESM and OCF Collab) under development, and the hosting of these tools may be negotiated with vendors in exchange for shared revenue from any future implementation services as adoption occurs. Such potential arrangements would satisfy several of the current organization's concerns regarding hosting, access, and technical infrastructure for the emerging Network of Networks.

Shared Services. The T3 Network will likely share essential services with the Chamber Foundation until it can stand up independent functions for the organization. Examples of potential shared services primarily fall under the realm of initial legal and accounting services, as well as some shared IT services. It is anticipated that initial legal and accounting services be donated by the Chamber Foundation to assist with stand up of the new entity during Stages 1 and 2; once the new entity is operational, it will require its own accounting/audit services, as well as legal representation appropriate to its functions—this may entail legal counsel in the areas of business, contract, human resources, and intellectual property law.

In addition, the Chamber Foundation purchases access to a number of shared software platforms such as emailers, web conferencing, online collaboration, and related SaaS (software as a service) tools and sharing these services with the Chamber Foundation will grant economies of scale to the emerging entity. These tools, which essentially constitute infrastructure for communications and marketing, will be best obtained through the Chamber Foundation initially, until a separate organization is established. The future entity may also leverage event-planning services through the Chamber Foundation; however, live in-person events will be kept minimal and the burden could be shouldered by T3 Network coordinating staff.

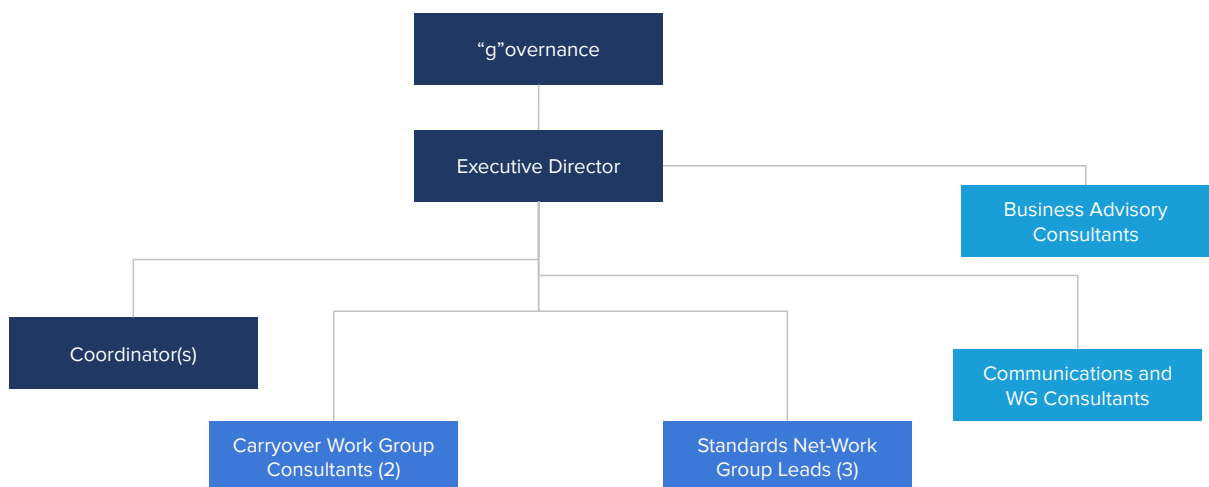
Independent Services. Despite the number of items that the future T3 Network organization anticipates obtaining via partners and shared services with the U.S. Chamber of Commerce Foundation, several additional services are best obtained independently to ensure dedicated resources, the ability to meet timelines, and the ability to establish and maintain a separate brand. For example, facilitation and coordination services would be unique to the T3 Network organization and would best be obtained through contracted services to the organization. Similarly, core marketing and communications services would best be rendered by contracting a communications resource and a graphic designer for special needs, while most ongoing services can be obtained most cost effectively through the T3 Network's connections to the U.S. Chamber of Commerce Foundation. In addition, it is anticipated that the emerging organization will benefit from contracted human resources support (likely, a professional employer organization (PEO)) and bookkeeping/accounting services; these will be set up during Stages 1 and 2 to enable the emerging organization to grow and expand.

Proposed Staffing Model

Based on the aforementioned arrangements and the streamlined Work Groups, the staffing model for the T3 Network should be simple. Responsibility for the entity is planned to rest with the Board of Directors, which essentially will be organized like an Executive Committee of the Governing Board and in which the Chamber Foundation retains a seat. This group will assume fiduciary responsibility for the entity and oversee annual tax filings and audits, reporting responsibilities, and the work of the Executive Director.

Working under Board supervision, are the following roles:

- **Executive Director (ED):** 100% time, responsible for all ongoing operations of the future T3 Network, implementing the vision set by the Governing Board and organizing the work of the Board of Directors. The ED is also responsible for managing contracts, budgets, and human resources on behalf of the organization using outsourced providers. Initially this role is anticipated to be contracted and then evolve to a full-time equivalent (FTE).
- **Coordinator:** 100% time supporting the ED in coordinating activities of the network; this role is second in command in terms of ensuring that daily operations are sustained in the event that the ED is unavailable. This role is also anticipated to begin as a contracted role and evolve to an FTE with the ED. In Stage 2, this role may require 1.5 FTEs to manage the transition to a separate entity.
- **LER Net-Work Group Lead:** 50% contracted time in 2021, with an opportunity for review and future planning; this role requires technical expertise as well as facilitation expertise, although the latter may come from the ED or Expert Facilitator.
- **Standards Net-Work Group Lead:** 20% contracted time in 2021, with additional 2021 budget allocated toward project management for the completion of in-progress technical infrastructure tools.
- **Skills Net-Work Group Lead:** 20% contracted time in 2021, with additional 2021 budget allocated toward project management for the completion of in-progress technical infrastructure tools.
- **Carryover Earnings and Employment Lead:** 10% contracted time in 2021, with the expectation that this work effort will migrate by year end.
- **Carryover Data Collaboratives Lead:** 10% contracted time in 2021, with the expectation that this work effort will migrate by year end.
- **Communications Manager:** likely a contracted resource, estimated at 20% time, and growing with the needs of the organization with a possibility to evolve to an FTE. This role may initially start as a Coordinator/Communications hybrid and eventually split off into two separate roles.
- **Expert Facilitator:** a contracted resource, estimated at 20% time to assist key meetings, particularly related to policy and regulations barrier removal and interoperability concerns, with planning throughout 2021 to get a more accurate picture of what time may be needed in future years. The organization may begin with the Executive Director filling this role.



- **Future Fundraiser:** 20–50% contracted time anticipated beginning in 2022 to ensure that grants and sponsorship revenue streams are maintained at projected levels as the organization stabilizes.
- **Future Policy/Education Specialist:** FTE anticipated for future years once the Standing Net-Work Groups determine via 2021 discussion of existing barriers to innovation within the marketplace.
- **Advisors:** Additional contracted advisors include accountants, attorneys, auditors, bookkeepers, and specialized advisors; these roles will be listed as line items within the overall budget for the organization, rather than included in the organizational headcount.

Based on this outline of a future organization, headcount includes the equivalent of approximately 4–5 FTE equivalents in 2021, with an additional one or two FTEs coming aboard once work plans have been further defined and funded by the T3 Network membership. Since staffing would be the largest expense for the future network, this is considered a very lean proposal to accommodate the highly specialized needs of the current 500-member organization.

Projected Budget

	Cost Year 1	Cost Year 2	Cost Year 3
Workplan Expense	\$525.0	\$106.0	\$87.6
Governance Items	\$24.0	\$4.0	\$4.0
Staffing and HR	\$806.4	\$1,114.1	\$1,176.1
Legal and Professional	\$ -	\$84.0	\$20.0
Management and Overhead	\$16.0	\$140.4	\$134.9
Travel	\$7.0	\$40.0	\$44.0
Unforeseen Expense	\$110.3	\$119.1	\$117.3
Total Expenses	\$1,488.7	\$1,607.5	\$1,583.9
Total Revenue	\$1,500.0	\$2,025.0	\$2,275.0
Net	\$11.3	\$417.5	\$691.1
		<i>*Estimate available for Work Group projects</i>	<i>*If business model succeeds</i>

**Note that additional expenditures to support policy/advocacy, broad education, and infrastructure expansion are expected in Stages 2–3 as the Work Groups identify goals; these will increase expenses and decrease net revenue.*

As described in Section V, which overviews the anticipated business model of the future T3 Network of Networks, organizational revenue is planned as three primary funding streams. These include (1) grants, which currently fund all T3 Network operations; (2) member dues, which would entail an evolution toward a member-driven organization; and (3) sponsorships/donations, which enables the T3 Network to efficiently engage large organizations for the benefit of the ecosystem and for the development of shared infrastructure. An assumption that approximately 15% of the roughly 500 current members of the T3 Network will contribute, leads to the following operational model for Stages 1–3 of the T3 Network’s evolution.

The Work Plan described in Section VI, which covers recommended future activity for the Network of Networks to best service its membership, will entail the depicted expenses. That the T3 Network will evolve gradually through the stages and will need to invest in itself to build out the new entity. Such investments will lead to additional costs in Stage 2 that begin to stabilize in Stage 3. That said, however, all cost projections will vary in the work that the organization elects to accomplish in any given year. Policy/advocacy work can run upwards of several million dollars per year, as can efforts to develop further technological infrastructure. The activities and costs of the T3 Network will be tightly coupled as the organization matures.

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We would also like to thank all remaining T3N² Work Group participants for their willingness to come to the table and offer ideas for paving the T3 Network’s way forward.

Appendix A. Overarching Considerations

1. High-Impact Work

Over the past few years, the T3 Network has pursued high-impact opportunities clarified by member-defined use cases, as illustrated by the organization's core principles. This practice should continue into the future, and by streamlining the work of the network, the organization will be better positioned to accommodate solving for such high-value use cases in the future—whether these evolve from government or within one of the Work Groups, foundations, or other sponsors.⁷²

Similarly, when asked about the future of the organization, T3 Network leadership explain that they strongly believe the T3 Network should not exist for the purpose of creating another organization in the landscape; rather, they stress the importance of work adding value to the ecosystem and solving meaningful problems to advance the goals of the T3 Network's members. Quite simply, participants at all levels agree that if the T3 Network is not solving mission-critical challenges in the marketplace, it can dissolve its assembly and discontinue operations.

2. Defining Open

T3 Network members continuously stress the importance of being “open,” a term that was identified as a core principle at launch several years back and continues to resonate strongly with the community. “Open,” however, can be interpreted in varying ways and thus is important to distill to ensure a shared understanding and vocabulary. Three areas of “open” emerge related to the T3 Network—open source licensing related to legal intellectual property rights, open norms of operational practice, and open with respect to membership.

Within the technology community, the label “open source” means that a developer can access the source code; however, the more comprehensive definition of “open” specifies 10 additional criteria to be met pertaining to the right to redistribute, derive works, apply the license in a nondiscriminatory and fair way, and remain technologically neutral.⁷³ Open software is often conflated with the idea of the software being free; and while most open source software is accessible at zero price, the ideology behind free software speaks more toward human liberty. For example, the Free Software Foundation promotes that software should respect users' essential freedoms to run it, study and modify it, and to redistribute copies with or without changes to it.⁷⁴ Deeper discussion of open source licensing is provided in the intellectual property section of this report.

Similarly, T3 Network members frequently use the word “open” to describe the social nature of the organization, referencing the organization as being an open professional body in which discussions and products are accessible to all who wish to participate. Thus, transparency and sharing are norms that become operationalized under the principles of open, and drive member expectations. As the T3 Network evolves, it must continue to factor in responsive governance structures and operational practices that respect its core principles.

Interviews and Work Group activities explored the issues and implications of open membership to the T3 Network. Within that discussion thread, participants emphasized that open membership could have some limitations. One expert advised that the organizations that best endure are the ones that actively encourage members to contribute effort, so it is a community organization as opposed to a top-down orchestration of the work.⁷⁵ While members generally concurred that software developed should be released under open source licensing they were also comfortable with membership dues being a part of the T3 Network business model, as long as these are appropriate to the

size of the member organization.⁷⁶ Other experts argued that while they would expect to have access to the source code, they would deem it completely appropriate to have to pay a member fee or other service fee for implementation support.⁷⁷ These experts also suggested that T3 Network might develop materials behind closed doors, such that a “restricted openness” is held for a limited time to members, and subsequently transition and open up to nonmember access. When other members raised the issue of access being cost-prohibitive to certain nonmember groups, it was agreed that having alternate paths to membership would be necessary to satisfy the network’s overarching principle of openness.⁷⁸ Additional explanation of how these mechanisms might work are described in Sections V and VII.

3. Maintaining Balance

Emerging next in the discussion of openness from a social perspective is the importance of maintaining balance and equal representation within the evolving T3 Network. Although T3 Network principles do not explicitly state it, a balance of power is perceived as essential to maintain equity within the organization and achieve its stated goals for openness. This particularly impacts governance and operations—governance, in that members wish that decision-making power not rest solely within the hands of large and powerful organizations that can easily dominate the space, and operations, in that they must work along more transparent and equitable procedures to ensure that the T3 Network delivers for all of its members.

To date, the T3 Innovation Network has been governed and operated by U.S. Chamber of Commerce Foundation personnel. While this could have been a large disruptor of any balance, most members saw the role of the Chamber Foundation as a neutralizer and mediator among the players.⁷⁹ Members valued the Chamber Foundation’s ability to bring multiple sectors to the table and convene a broad variety of stakeholders to dialogue and problem solve for the collective good. Although a small minority of members expressed a need for the Chamber Foundation to shift its operating structure to one that allows a greater number of organizations to have a leadership voice in the organization, increasing transparency in the Work Groups and ensuring equal opportunity when it comes to contracted roles, they did not negate the importance of the Chamber Foundation in leading the network. Similarly, members expressed concerns that the T3 Network is not ready to migrate from the U.S. Chamber of Commerce Foundation, as most believe the T3 Network should still depend upon the parent organization’s brand, neutrality, and convening power.

One dominant idea emerging from both the environmental scan of organizations and the T3 Network membership is that the simplest mechanism to balance power is that each organization gets one vote, regardless of their financial contribution. That said, only contributing members get to vote on issues and hold leadership roles in the organization unless the governing board agrees otherwise. Also, a participating organization will be able to take part in as many Work Groups as desired, although only one representative will have the ability to vote on behalf of the organization.

In addition, to achieve balance within the organization, the T3 Network will adhere to founding principles of openness to ensure that all stakeholders have equal access to information and progress. Transparency includes making meetings and artifacts produced in meetings public to the T3 Network membership;⁸⁰ it also includes that decisions must be made in open committee or by formal voting process. One way that the T3 Network can achieve this is via a website/resource hub where information is housed; this includes announcements of upcoming meetings and events so all members may participate at will.

Balance will also be achieved by T3 Network learning from the Chamber Foundation’s former practices of adhering to its role as a neutral entity. The governing board will maintain the spirit of a free market and refrain from making decisions that favor one organization over another unless such impacts are a byproduct of achieving a collective goal. An example of this would be procurement of a technical solution; in this case, the T3 Network would develop a formal procurement process that gives member organizations an equal opportunity to compete—i.e., using

a scorecard and approval process to make a decision based on proposals submitted by member organizations. In this example, a free market is maintained, even though the eventual outcome is that a winner is chosen for that particular opportunity and a product or service benefits the entire T3 Network community.

4. Representing Membership

One of the fundamental questions that arises is whether the organization should make decisions through representation or by a full vote of its members. Representation and consensus emerged as best practices for governance;⁸¹ however, others cautioned that large organizations governed by members can be slow and unwieldy.⁸² Conversely, organizations that keep a leadership team light and nimble (as few as four leaders) produce the most success.⁸³ The fact that the T3 Network intends to play in an entrepreneurial space that may demand quick reactions to market forces and, on occasion, provide the innovation that drives the market, lends the organization to pursue a representative form of governance in which a few qualified leaders represent a large and complex membership base.

In prior years, the T3 Network has been led by members of the U.S. Chamber of Commerce Foundation with a small cadre of expert consultants. This enabled the T3 Network to make fast decisions and rapidly implement desired solutions for the benefit of its members. While the T3 Network intends to move away from its current role as benefactor and place the future Network of Networks into the hands of its members, it must make this transition gradually to secure knowledge transfer and stability for the organization. Thus, an evolving representative form of governance emerges as the best choice for the future entity, as explained in Section VII.

5. Tiered Governance

One element initially raised by T3 Network leadership is the concept of multitiered governance that puts decision making into the hands of well-informed groups working on particular problems.⁸⁴ As evident from the complex landscape of stakeholders mentioned earlier in this report, the T3 Network brings together a diverse membership from multiple vertices that may have minimal interactions outside the T3 Network. To manage its diversity, the T3 Network will leverage smaller Work Groups, and even subgroups (called Task Groups), around specific topics. This is similar to the way Linux Foundation presents an overarching governance structure that works in concert with the project layer governance under its umbrella.⁸⁵ As the T3 Network envisions placing the organization into the hands of its membership, convening Work Groups are envisioned to have a second layer of governance to ensure that an appropriately tailored set of working agreements address the unique needs of a given group and guide the discussion and work product for each group.

An additional tier of governance would work in concert with that of the overarching organization; the rules of the overarching governance structure would flow down to each chartered Work Group. This is similar to the way in which Linux Foundation's members sign an overall Intellectual Property Agreement and Membership Agreement that govern those overarching aspects of the organization, while specific charters for each Work Group define the working arrangements around that particular project.⁸⁶ At the same time, defined practices specific to each Work Group would flow upward and gain approval by the overall T3 Network governance structure, adding legitimacy to the lower-tier practices and ensuring adherence to T3 Network core principles.

6. Ethics and Equity

Several experts advocated for the actual application of practices to promote ethics and equity throughout the ecosystem, beyond just the statement of the T3 Network's core values.⁸⁷ T3 Network leadership initiated the idea that the future T3 Network of Networks could have a small Ethics and Equity Committee to review T3 Network decisions and ensure they are in accordance with the organization's values.⁸⁸ This committee could focus on developing an

internal policy for all Work Groups to follow, or it could take a more active role in governance.

One aspect of equity will involve the perspective of giving individuals control of their data through a true implementation of self-sovereign identity using distributed ledger technology.⁸⁹ In addition, technologists will want to avoid the risk of developing technology that misses the needs of a unique set of people and thus requires a technology rebuild.⁹⁰ Across the board, members agreed that adding rigor to T3 Network governance and operations regarding ethics and equity will benefit the community as they seek to innovate.

7. Public-Private Engagement

The T3 Network recognizes that across each domain within its network, and for every problem the network intends to solve, the ecosystem will require public-private partnerships to deliver for its membership. Many of the use cases emerging from the T3 Network Work Groups involve government at the table, particularly as government is a significant player in the U.S. education system and has a vested interest in work attachment, workforce development, immigration and work, and service members and work, among numerous other overlapping roles and expectations.

In addition, government plays a role not only in the data exchanges that the T3 Network wishes to facilitate, but also in regulating how these exchanges are allowed to take place, especially as it comes to the use of individual-level data. Several technologists highlighted that government regulations are written in ways that do not permit their advanced approaches, despite the fact that their technology solves the problems that the spirit of the law seeks to address.⁹¹ In the initial Work Group surveys, many members requested the T3 Network's help conducting broad education and shaping policy to allow technological innovation to proceed—conversations that will require government at the table.

Government also has a vested interest in the research that will evolve around the workforce development space related to the data exchanges facilitated by the future T3 Network of Networks. Factoring in the research and policy angle within the workforce development ecosystem will in itself demand government participation in the organization.

Lastly, interoperability may allow for government participation, both domestically and abroad. Some experts suggest that government agencies can play a constructive role from calling industries to accelerate standards, investing in standards development, and codifying the resulting industry consensus standards in regulated interoperable software.⁹² In addition, those knowledgeable about the European Commission explained that both the Commission and similarly situated international government organizations can only do business with foreign governments, not private organizations.⁹³ Thus, the T3 Network will be limited in its interaction with foreign entities, and it must bring government to the table for key international conversations.

8. International Perspective

As just mentioned, international interoperability will be essential to connecting digital transformation of the talent marketplace to end users. In today's global economy, individuals and businesses no longer operate in a single-country context. The European Commission, for example, seeks to facilitate worker and learner mobility in the EU through the development of Europass.⁹⁴ Similarly, as the T3 Network seeks to add value during the digital transformation of the talent ecosystem, it must adopt an international perspective to meet the needs of its membership, who intend to meet the future needs of workers and employers crossing international boundaries.

In meeting this expectation of an international outlook, experts had several things to say about the T3 Network's approach. One expert advised that international players have to be present in all facets of what the T3 Network activates, with international members in every bucket of its membership categories.⁹⁵ Another expert cautioned that

the T3 Network has already adopted a footprint that is primarily American; it will be difficult to transition the organization to an international scope.⁹⁶ Instead, this advisor recommended that perhaps the T3 Network could adopt an approach that incorporates international affiliates, so the international organizations can work in parallel to the developments as these occur within the T3 Network. In addition, representatives of the European Commission advised that their work with Europass was to stay on the curve, not quite at the innovation levels of the T3 Network.⁹⁷ An expert highlighted that perhaps the most important connection between Europass activity and that of the T3 Network revolves around the topic of interoperability and its enabling standards at the intersections of international data flows.

9. Sustainability

A key concern for the emerging T3 Network of Networks centered on creating a sustainable organization. T3 Network leaders clarified the problem by stating that success is to see an organization that is no longer operating under the wings of the U.S. Chamber of Commerce Foundation and is not financially dependent on the Chamber Foundation within five years.⁹⁸ To achieve this financial independence and a sustainable model, however, the organization will need to factor in several considerations, including value add to the marketplace, member contributions, sponsorship, services offered, and managing relationships with other organizations.

Shared Responsibility. In addition to engaging its members to build the key deliverables required by the Network of Networks, the T3 Network is encouraged to operate based on the contributions of its members. The Network is currently funded by several philanthropic organizations, and the future vision of the T3 Network involves placing the organization into the hands of its members. One expert advisor, who participates in several of these types of member organizations, highlighted that the important factor is that all members have “skin in the game.”⁹⁹ He suggested that whether it be membership dues or volunteer time, it is the participation of members that connects them to the organization, also ensuring that it delivers value to members and is sustainable. This is similar to the IKEA effect described by behavioral economics research, in which people value what they must work for.¹⁰⁰ As such, the T3 Network plans to adopt a model that requires its members to contribute to the organization—financially or otherwise, if a small organization cannot meet the financial expectations of participation.

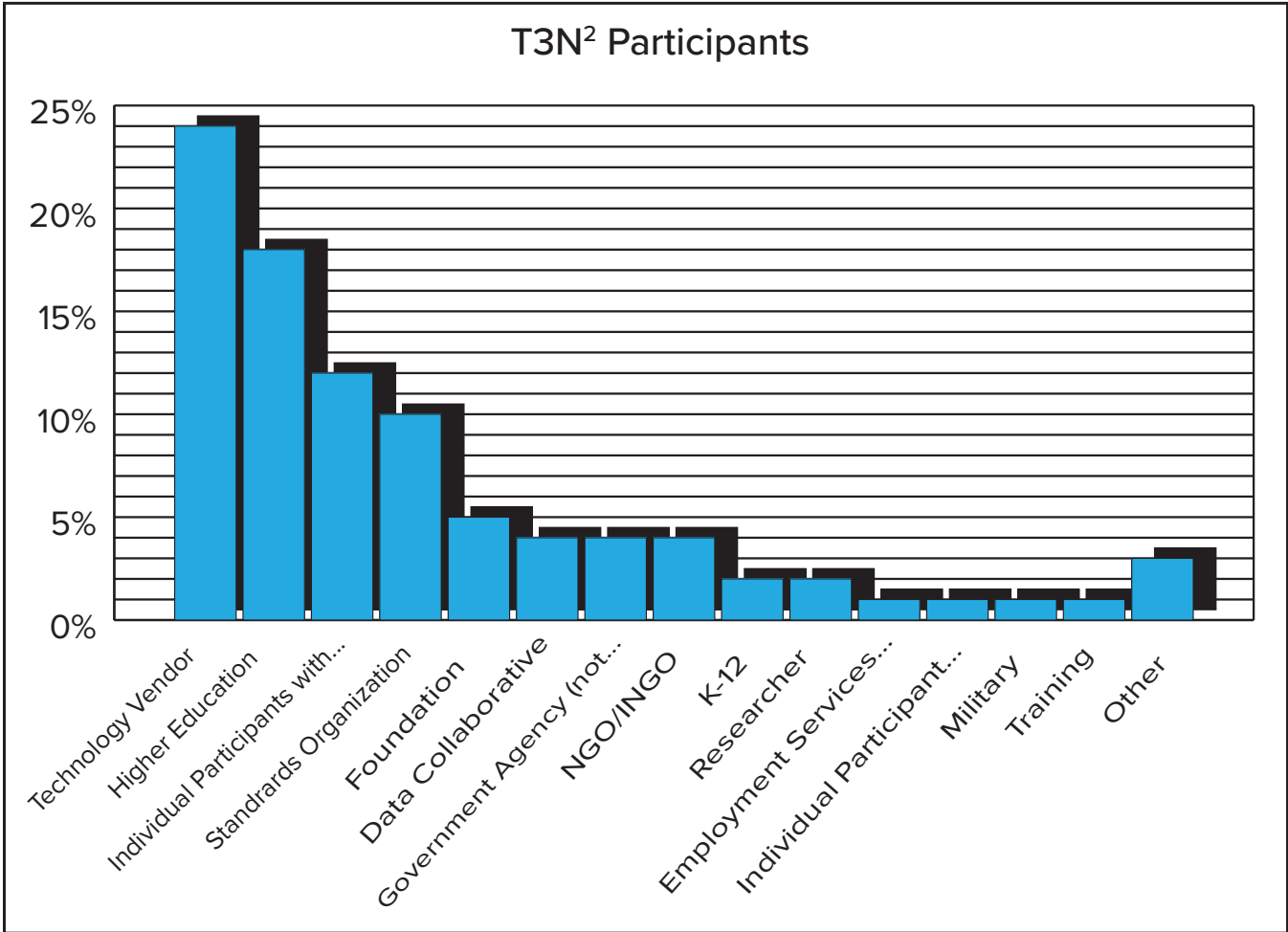
Sponsorship Boundaries. T3 Network members do see an opportunity for industry sponsors, and they expressed willingness to talk to their own organizations about sponsoring the network; however, they noted that sponsorship packages will need to be clearly defined.¹⁰¹ In addition, T3 Network members were quick to clarify that sponsorship benefits should include recognition and marketing privileges, but these benefits should not interfere with T3 Network operations—the voting procedures and seats on the governing board must not be impacted by an organization’s capacity or decision to sponsor.

Leveraging Expertise. While the T3 Network is encouraged not to cannibalize the business strategies adopted by its members, the organization is encouraged to capitalize on its collective expertise, developed through its work in the marketplace, to offer unique consulting services to its members and other businesses. Ideas for potential fee-for-service revenue streams came primarily from the initial Work Group surveys; these suggestions included (1) develop consulting services based on the global expertise that the T3 Network has built within the marketplace, (2) offer a matchmaking service to connect organizations with one another, and (3) build a testing and certification program that certifies products/services as interoperable and in accordance with T3 Network principles.¹⁰² In addition, the T3 Network is in the process of developing three tools as contributions to infrastructure of the ecosystem. At least one of these tools has the potential to become revenue generating to the organization as ideas for skills and competency front-end applications emerge and require assistance implementing T3 Network technologies.

Appendix B. Member Research

Current T3 Network membership consists of approximately 500 organizations from diverse sectors. To gather market research and guidance from within the talent ecosystem, the T3 Network put out an open call to action to join the T3N² Work Group by emailing all members on their listservs and also posting announcements on LinkedIn and Twitter.

The Work Group kicked off with approximately 130 participants, 88 of whom submitted survey responses during the live session. This gave the survey exercise credibility, as the sample size met criteria to provide 95% confidence levels at a 10% margin of error. In addition, because the group was open to members and nonmembers, but required an opt-in to participate, the survey captured a very active and committed cross-section of respondents.



Each respondent was guided through a reintroduction to T3 Network activities and asked to complete a brief 10-question survey as the group engaged in the Kickoff Work Group session. These questions were broken up into sections to answer three central questions:

- “Who are you?”
- “What do you want to see from the T3 Network?”
- “How do we sustain the T3 Network?”

Within these questions were 2–3 multiple choice, multi-select, and open-ended questions geared toward eliciting responses in these areas:

1. What group do you primarily belong to?
2. What brings you to the table as a member of T3?
3. Open response on “Who are you?”
4. What problem(s) do you need T3 to solve?
5. What should T3 do in the future?
6. What is T3 not doing, that it should be?
7. Open response on “What do you want to see from the T3 Network?”
8. What ideas do you have for making T3 a sustainable organization that meets its goals?
9. What would you/your organization be willing to contribute to ensure that T3 endures to achieve its goals?
10. Open response on “How do we sustain the T3 Network?”

Overall, the sample was representative of a broad range of respondents, as depicted below. The depth and breadth of respondents’ feedback has been represented throughout each section of this report, and collective opinions have been combined with additional viewpoints gathered from Expert Reviewers and comparison organizations.

More information about this market research can be obtained by contacting the U.S. Chamber of Commerce Foundation.

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ABOUT OUR ORGANIZATION

The U.S. Chamber of Commerce Foundation is dedicated to strengthening America’s long-term competitiveness. We educate the public on the conditions necessary for business and communities to thrive, how business positively impacts communities, and emerging issues and creative solutions that will shape the future.

The U.S. Chamber of Commerce is the world’s largest business federation representing the interests of more than 3 million businesses of all sizes, sectors, and regions, as well as state and local chambers and industry associations.

