

Activity Plan 2012

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The 'Rules and Regulations' of the TERENA association state that the Executive Committee shall each year present an Action Plan for TERENA for the next financial year. The current document contains the TERENA Executive Committee's Plan for the year 2012.

1. A rapidly changing environment requires new strategies

The international research and education networking community is facing a rapidly changing environment. New user expectations, new technologies and new service offerings by commercial companies result in challenges for the portfolios and business models of National Research and Education Networking organisations (NRENs).

In 2010 the European Commission created a GÉANT Expert Group with the task to articulate a 2020 vision for European research and education networking and identify an action plan for realising this vision. In its report¹, the Expert Group mentions a large number of challenges for NRENs. They include: very low-cost and very high-capacity bandwidth opening the way to new applications, increasing significance of mobile networking, very low-cost and very high-volume data storage, new approaches for security and trust, the 'greening' of information and communication services, and cloud computing. The Expert Group states that the situation is critical and that Europe risks losing out.

This sense of urgency was felt already earlier by several European NRENs. They reassessed their service portfolios and plans for the future, and formulated new strategies. Also the TERENA Executive Committee undertook activities in 2010-2011 to develop new strategic directions for the TERENA organisation. Inputs for this work were obtained from a stakeholder satisfaction survey, direct contacts with the TERENA members and other sources. In October 2011 the Executive Committee presented to the TERENA General Assembly a document² about activities and strategic directions.

In that document the TERENA Executive Committee formulated four strategic goals and a number of actions that the TERENA Secretariat will undertake in order to meet those goals:

¹ *Knowledge without Borders*, Report of the GÉANT Expert Group, October 2011

² *A Strategy for TERENA*, document presented by the TERENA Executive Committee to the TERENA General Assembly in its meeting of 26-27 October 2011 (ref. GA(11)019)

- I. Increase and demonstrate the value of the organisation for the members
 - Add value by being more proactive in leading activities
 - Promote TERENA activities to raise community awareness and involvement
 - Ensure TERENA is the catalyst for activities that aggregate community demand
- II. Develop and strengthen relationships with members and stakeholders
 - Undertake regular satisfaction surveys and act on the findings
 - Make frequent and direct contacts with the members, soliciting feedback
 - Establish and maintain a stronger and influential relationship with members and stakeholders
 - Maintain an organisational structure and culture that enables efficient knowledge management and dissemination
- III. Ensure the long-term sustainability of the organisation
 - Create sustainable funding models that include diverse income streams
 - Develop mid-term financial scenarios and strategies to deal with them
- IV. Establish and maintain a position of influence for the TERENA community
 - Develop and maintain close relationships with influential policy makers such as the European Commission and other appropriate bodies
 - Undertake more intercontinental collaboration and coordination activities
 - Maintain an extensive targeted outreach programme
 - Develop and consolidate a strong and coherent role for TERENA

Implementation of these actions has partly already started and will partly start in 2012, and they are therefore reflected in the more detailed activities that are listed in the later sections of this Activity Plan for the year 2012.

2. A good reputation leads to increasing requests but resources are limited

The large stakeholder survey that was carried out towards the end of 2010 showed that respondents were very satisfied with TERENA and its activities. Also in the bilateral contacts with the TERENA member organisations, which have intensified significantly during 2011, often strong support is expressed. It is therefore not surprising that TERENA receives more and more requests to undertake new activities for the benefit of its members and the research and education networking community at large. At the same time, TERENA's resources are limited. Setting priorities is therefore inevitable.

TERENA's financial situation remains a matter of concern. Following the many requests from the membership, TERENA activities have grown over the past years. Membership fees were increased only to compensate for ongoing inflation, and were then frozen at the 2008 level in the years 2009-2011. This has only been possible because almost all of TERENA's core activities are now co-funded by the European Union through the GN3 project. EU funding is project-based and therefore always for a limited period. The prospects for a GN3plus project in 2013-2015 look good and the report of the GÉANT Expert Group makes a plea for continued EU funding, but the longer-term prospects remain uncertain. More generally, it is not healthy for an organisation to be dependent on a single, temporary source for more than 30% of its income. It is against this background that the Executive Committee chose *ensuring the long-term sustainability of TERENA* as one of the strategic goals.

At the same time, as described above, the rapidly changing environment makes it necessary for research networking organisations to reassess their portfolios and create new services. In some cases that can be done more cost-effectively by collaboration at the European level, and TERENA will facilitate this. Eventually such new initiatives may lead to additional *income streams* for the organisation, but initially investments will need to be made. The TERENA

Executive Committee has therefore included in its budget proposal for 2012 a budget line of 50,000 euro to get new joint European initiatives and services off the ground.

3. New directions in 2012 following on from the strategic goals

While the past growth of TERENA activities is largely the result of requests from the membership, the stakeholder survey made it clear that the community is also looking for guidance and leadership from TERENA. Therefore it is one of the strategic actions to *add to the value of the organisation for the members by the TERENA Secretariat being more proactive in leading activities*. TERENA should also be *the catalyst for activities that aggregate community demand*. TERENA also wants to develop more and closer collaboration with commercial organisations in order to foster cooperation, innovation and the tailoring of services.

A European cloud initiative will be one of the initiatives in 2012 in which these strategic actions will come together. TERENA will gather NRENs and possibly other organisations in Europe to jointly develop a European cloud initiative, based on national research and education cloud infrastructures and/or joint procurement of cloud services from commercial suppliers that meet the requirements of the sector. This initiative is based on earlier discussions in TF-MSP and TF-Storage, as well as in the TERENA Technical Advisory Council and the TERENA Technical Committee, while also the ASPIRE foresight study addresses the adoption of cloud services.

TERENA also aims to provide guidance to its membership and *establish and maintain a stronger and influential relationship with members and other stakeholders* by providing advice and consultancy to organisations for the development of their strategies and services. The ASPIRE study will provide input to the community as a whole, but the TERENA Secretariat may also assist organisations individually.

The strategic action to *enable efficient knowledge management and dissemination* has different aspects. On the one hand, the TERENA Secretariat will put better systems in place for collecting, collating, analysing and disseminating information. On the other hand, the training activities organised by TERENA will be expanded to support better knowledge dissemination.

Ensuring the long-term sustainability of the TERENA organisation is a goal that will take a number of years to achieve. TERENA will undertake a more proactive and extensive business development programme. This will include analysis of the members' requirements and of developments in the networking services sector and the future role of NRENs. *Creating sustainable funding models and developing mid-term financial scenarios and strategies to deal with them* will be part of this business development programme. Developing additional *revenue streams* to complement the income from the membership fees is a long-term action, but a start will be made in 2012.

Many of the actions that the TERENA Secretariat will undertake in order to meet the four strategic goals formulated by the Executive Committee follow on from earlier TERENA activities. They are listed in the next section.

4. Specific plans for 2012

4.1 Outreach

Highlights

- The results of four ASPIRE studies will be published
- Social media will be added to TERENA's communication and information sharing tools
- A new stakeholder survey will be carried out
- Bilateral contacts with TERENA member organisations will be intensified further

TERENA will *maintain an extensive targeted outreach programme, promote TERENA activities to raise community awareness and involvement, and establish and maintain a stronger and influential relationship with members and stakeholders*. These strategic actions are addressed by a number of outreach activities.

Information dissemination and public relations

TERENA will reinforce its active approach to public relations about the activities of the association.

The TERENA website is an important platform for information sharing. It provides information about all TERENA activities, but also, for example, a calendar of events that are of interest to the research networking community and links to news items from that community. Social media facilities will be added to the website to enable modern forms of communication and information sharing. Printed materials will be used to disseminate information at relevant events.

News from the organisation is published in the form of short announcements ('TERENA News') and 'TERENA Features'. These are published on the TERENA website. Together with news items from the community they are also sent to the TERENA news distribution list as a weekly newsletter. The monthly TERENA Executive Newsletter will be continued as a publication for a closed target group: the general managers and middle-management staff of the TERENA member organisations.

Stakeholder satisfaction survey

One of the strategic actions is to *undertake regular satisfaction surveys and act on the findings*. The stakeholder satisfaction survey that was carried out towards the end of 2010 provided important information about the appreciation of the TERENA activities and organisation by the stakeholders in European research and education networking. A similar survey will be carried out in 2012, and the experiences from 2010 will be used to improve on the questions to be asked. The findings will be analysed and disseminated, and used to improve the portfolio of TERENA activities.

Contacts with the TERENA members

TERENA's contacts with its member organisations have intensified in recent years; this trend will be continued, as it is one of the strategic actions to *make more frequent and direct contact with the members, soliciting feedback*.

A series of bilateral meetings between TERENA member organisations and members of the TERENA Executive Committee and Secretariat staff that was started in 2008, was succeeded by a round of phone meetings with each of the member organisations that took place between mid July and early October 2011. The purpose of these talks is to discuss at the management level the interests of the member organisations, their views and their expectations of TERENA. One or two similar rounds of phone meetings will be held in 2012.

TERENA Secretariat staff accept invitations for participation in national and regional networking conferences, to disseminate information about TERENA's activities, encourage participation in those activities and discuss possibilities for further collaboration.

TF-CPR

Public Relations officers from research and education networking organisations in Europe meet in TF-CPR, TERENA's Task Force on Communications and Public Relations. The TERENA Secretariat will continue to support this task force and actively contribute to some of its specific activities.

Partner Services Promotion

Building on the good relations between PR officers of research networking organisations, TERENA coordinates support for actions to promote the deployment and uptake of services at a local level through national promotion actions. This Partner Services Promotion task in the GN3 project had a rather slow start in 2009 and 2010, due to its restriction to GN3 services, which are very limited in number, and the need to obtain the commitment of NRENs to such actions. The work was intensified in 2011, leading to more concrete results, and this will continue in 2012. The work will focus on the promotion of the uptake of eduroam, federations in the context of eduGAIN, and different forms of connectivity services. In the second half of the year, TERENA will evaluate the success and effectiveness of these efforts, and will develop plans on how to follow up, possibly in different forms, after the end of the GN3 project.

TF-MSP

TF-MSP, the Task Force on Management of Service Portfolios, will continue its successful work. The support that the TERENA Secretariat gives to TF-MSP is co-funded by the European Union through the GN3 project. TF-MSP offers an important forum for NRENs to exchange information about their services and the ways in which those are organised, and to discuss possibilities for collaboration in service creation and provision. This will provide important input to plans for new TERENA activities in line with the chosen strategic directions. The terms of reference of TF-MSP will be revised in February 2012.

TERENA Compendium

The production of the 2012 edition of the TERENA Compendium of National Research and Education Networks in Europe will be financially supported by the European Union through the GN3 project. As in recent years, it is planned to publish the Compendium at the end of the calendar year.

Networking Development Support

Addressing the digital divide in research networking between countries and regions in and around Europe remains an important topic. Aspects of digital-divide problems receive attention in various TERENA activities. The Networking Development Support activities, TERENA's work in support of research networking organisations and activities in the less advanced regions in Europe and the Mediterranean, will be continued, financially supported by the European Union through the GN3 project. Workshops, training courses or other activities will be in synergy with other TERENA activities.

ASPIRE study

The ASPIRE foresight study started as part of the GN3 project in April 2011. In the final months of 2011, four sub-studies are started that address the adoption of cloud services, the integration and use of mobile device connectivity, middleware and managing data and knowledge in a data-rich world, and the future roles of NRENs, respectively.

The results of the ASPIRE sub-studies will be published in the summer of 2012. Actions will be undertaken to disseminate the study results widely and to promote that the findings and recommendations are taken into account in the planning of new activities of the European research and education networking community at the intercontinental, European, national and local level.

4.2 Technical Programme

Highlights

- A larger budget will be available to get new initiatives of strategic importance off the ground
- Participation in EU-funded studies or projects with a view to preparing the ground for new TERENA activities will be pursued
- A new programme of activities on end-to-end light path services will be started

TERENA traditionally has a limited annual budget to support new small projects. If appropriate, it is investigated if such projects can be funded jointly from TERENA's own resources and from contributions by TERENA member organisations and others. Although usually small in size, projects that are funded in this way can be very important when they serve to get new initiatives off the ground that may lead to new TERENA activities or services, in line with TERENA's strategy to diversify its portfolio and attract new forms of revenue.

In 2012, this budget will be increased from 5,000 euro to 50,000 euro, while widening the scope to the support of new initiatives in line with TERENA's strategic goals, not necessarily limited to projects of a technical nature.

TERENA is also interested to participate – within the limits of its available resources - in EU-funded studies or small projects that fit in this strategy, and will therefore follow the publication of calls for project proposals or calls for tender that might be of interest, and take *a proactive role in leading such new activities.*

Task Forces

TERENA's Technical Programme is carried out via task forces and internally or externally funded projects. The secretariat functions that are provided by the TERENA Secretariat staff to the technical task forces are co-funded by the European Union through the GN3 project.

Currently, the TERENA Secretariat supports six technical task forces: TF-CSIRT (Task Force on Collaboration of Incident Response Teams), TF-EMC2 (Task Force on European Middleware Coordination and Collaboration), TF-Media (Task Force on Media Management and Distribution), TF-MNM (Task Force on Mobility and Network Middleware), TF-NOC (Task Force on Network Operation Centres) and TF-Storage. These task forces are all very successful, with support and participation from a substantial part of the community.

In 2011, preparations were made for a revision of the terms of reference of TF-Media, which will be implemented at the start of 2012. The overall scope of TF-Media will shift from multimedia technology to applied media for teaching and learning. This could include teaching/learning content and services such as e-learning and distant teaching. However, the technical work items will remain an essential part of the task-force work, with a better defined scope.

The terms of reference of TF-Storage will be revised early in 2012. Following discussions in TF-Storage and TF-MSP, the opportunities to combine the buying power of organisations in different countries is being investigated. NRENs that have already invested in national cloud or storage infrastructures are interested to join forces for undertaking further development work, if possible with EU project funding, in the area of interoperability of different cloud stacks, service brokering, security, privacy, federations and trust. When successful, such plans will have an influence on the future set of work items of TF-Storage.

The terms of reference of TF-EMC2 and TF-MNM will be revised in September 2012. This will be an opportunity to update the sets of work items of these two task forces, also in relation to one another.

TF-CSIRT is an important, well-established forum for information exchange between Computer Security Incident Response Teams and can be seen as an umbrella over other TERENA activities such as the Trusted Introducer service, the TRANSITS training for CSIRTs and in future possibly also other collaborative activities of the European CSIRT community. The organisation of TF-CSIRT and Trusted Introducer meetings will be streamlined through closer collaboration.

It is important to take advantage of the synergies between the TERENA task forces – the task forces mentioned in this section as well as TF-MSP and TF-CPR – and to coordinate their work. Regular meetings of the task-force chairs and secretaries will be organised. Several task forces will organise joint meetings.

REFEDS

REFEDS activities will be carried out on the basis of the second REFEDS workplan, which covers the period from September 2011 until the end of 2012. REFEDS addresses the need of e-identity federations in the research and education sector worldwide to collaborate on policy issues, particularly those concerning inter-federation collaboration of SAML-based federations. The scope of REFEDS is truly global, with active participation not only from Europe, but also from America, Asia and Australia. In August 2010, a new organisational form was established, in which organisations participating in REFEDS provide financial sponsorship to work that is undertaken partly by the TERENA Secretariat staff and partly by subcontracted third parties.

End-to-end service provisioning

Following a series of informational workshops on end-to-end provisioning of services in the years 2008-2010, TERENA organised in 2011 birds-of-a-feather sessions at four large international conferences. This will be followed in the years 2012 and 2013 by a programme of new activities, including sequentially a workshop on light path services for campuses, collecting and piloting potential solutions for end-to-end service architecture design issues aimed at standardisation, a tutorial on light path services following the ‘train the trainers’ model, and collecting use cases and potential business models for end-to-end light path services.

Activity Leaderships in the GN3 project

The TERENA Secretariat provides the leader of the Joint Research Activity ‘Multi-Domain User Application Research’ in the GN3 project.

The TERENA Secretariat also provides the leader of the Networking Activity ‘Status and Trends’ in the GN3 project, which encompasses the production of the annual editions of the TERENA Compendium, the support by the TERENA Secretariat to the technical TERENA task forces, the ASPIRE study, the promotion of best practices in campus networking, and a study of the environmental impact of research and education networks.

4.3 Services

Highlights

- Creation of new TERENA services will be investigated
- The contract for the TERENA Certificate Service will be renewed and the TCS Portal service will be continued
- Participation in the Trusted Introducer service will grow markedly

At the request of its membership TERENA has taken on a role in providing services or acting as a clearinghouse for the provision of services, particularly in the middleware area. These services are of a federated nature, based on collaboration between NRENs, and provided at

the European level either by a commercial party contracted through TERENA or by a team of expert staff members of NRENs and the TERENA Secretariat. Next to the traditional centrally provided services, these federated services have been growing in significance in the past years. They build on existing collaboration between NRENs that is supported by TERENA.

A further expansion of this set of services will help NRENs to address the challenges posed by their rapidly changing environment. This is one of the areas where the TERENA Secretariat will *add to the value of the organisation for the members by being more proactive in leading activities*. It will *ensure that TERENA is the catalyst for activities that aggregate community demand*, and in some cases this may lead to new TERENA-organised services as described above. Eventually this may also contribute to the *diversification of TERENA's income streams*.

Trusted Introducer service

TERENA will continue its role as a clearinghouse for the Trusted Introducer (TI) service. The TI provides listing, accreditation and since September 2010 also certification of Computer Security Incident Response Teams (CSIRTs). In 2011 TERENA signed a contract with a new provider for the provision of the TI service in the period from September 2011 until August 2014. This is expected to lead to a further improvement and growth of the service, while the financial arrangements should gradually make it possible to cover the full costs of the service from the fees paid by the participating CSIRTs.

TERENA Certificate Service (TCS)

The TERENA Certificate Service is provided by Comodo CA Ltd. under a three-year contract with TERENA that will expire in June 2012. Currently 26 TERENA member organisations are subscribed to the service, and the full costs of the service are covered by the service fees paid by these organisations. It is planned to renew the contract with Comodo for a further year.

TCS Portal service

Following a small TERENA project that ended at the end of April 2011, a TCS Portal service was launched that provides a centralised web portal service for issuing TCS personal certificates. The portal is provided by Tilburg University under contract with TERENA, while the necessary software maintenance and development has been outsourced to a small company in Norway. Currently nine TERENA member organisations are subscribed to the service. The current phase of the service will end in June 2012, at the same time as the current contract with Comodo for the TERENA Certificate Service. It can be expected that the TCS Portal service will be continued, and will eventually become an integral part of the certificate service offered by TERENA.

TACAR

The TACAR[®] (TERENA Academic Certification Authority Repository) service is being maintained by the TERENA Secretariat. Since its launch in 2003, TACAR has become a trusted on-line repository of trust anchor certificates, related certificate policies and certificate practice statements registered by Certification Authorities run by organisations in the academic community. The service is being used by the eduPKI service. Further expansions can be implemented if requested.

eduPKI

The eduPKI service is one of the services in the GN3 project and the eduPKI work is led by TERENA. The service was launched in 2011. It provides a PKI for other GN3 services, using TACAR as the repository of trust anchors, offering a Policy Management Authority for the validation of PKIs of NRENs, and a 'catch-all' PKI provided by DFN for users in countries where no appropriate PKI service is offered by the local NREN.

eduroam

The TERENA Secretariat will continue its role as part of the Operational Team of the European eduroam® confederation service, which is funded through the GN3 project. The GN3 project has organised eduroam federations in Europe in a confederation with strict rules, but arrangements with countries outside Europe were initially only informal. This has been addressed by the creation of a Global eduroam Governance Committee under the auspices of TERENA, in which the different continents are represented. The Compliance Statement that has been developed by this Committee provides a basis for new countries joining eduroam, and it is expected that more countries will roll out eduroam in the coming years, in Africa, Asia and Latin America.

eduGAIN

The TERENA Secretariat contributes to the eduGAIN service in the GN3 project, which offers a tool for the collaboration and development of identity federations in Europe and beyond. In this, TERENA will work with complementary activities such as Partner Services Promotion, REFEDS and the EuroCAMPs to provide training, development and promotion of federation and interfederation to the community.

NRENum.net

TERENA ensures coordinates the NRENum.net service, which combines telephone numbers and the DNS (Domain Name System) technology to simplify the way that VoIP (Voice over IP) calls work. The service is growing, with potential interest from other continents. It will be continued in 2012, while ideas for possible additions to the core service will be studied.

GLIF secretariat

Since 2005, TERENA has been contracted to provide secretariat support functions to GLIF (Global Lambda Integrated Facility). The TERENA Secretariat will continue this role and will be involved in the organisation of GLIF working-group meetings and of the annual GLIF workshop. Since the beginning of 2010, the direct and indirect costs of this work are fully covered by financial sponsorship from GLIF participants.

4.4 Conferences and workshops

Highlights

- The TERENA Networking Conference 2012 will be held in Reykjavik
- Investments are made in modernising the TRANSITS training materials

TERENA Networking Conference 2012

The TERENA Networking Conference 2012 will take place in Reykjavik on 21-24 May 2012. A number of workshops and other events will be held before, after and as part of the conference, including a 'distributed' GN3 workshop.

EuroCAMPs

TERENA regularly organises EuroCAMP (European Campus Architectural Middleware Planning) workshops. Three kinds of events are arranged: Executive EuroCAMPs, Developers EuroCAMPs and Training EuroCAMPs. TERENA will organise at least one EuroCAMP of each kind during 2012. In 2011, fruitful collaboration was established for the Training EuroCAMPs with the Training and Networking Development Support tasks in the GN3 project, and such synergies will be exploited further in 2012.

CSIRT training

For many years, TERENA has been organising TRANSITS-I training workshops for staff members of CSIRTs. Sponsorship for these events has been obtained from various organisations, including ENISA. A more advanced training course was developed and trialled in 2010 and delivered for the first time in 2011. In 2012, TERENA will organise two TRANSITS-I training workshops and one TRANSITS-II workshop, where possible in collaboration with other organisations.

Further investments will be made in the production of new, revised versions of the training materials.

Network Performing Arts Production

TERENA was involved in the organisation of successful Network Performing Arts Production Workshops in 2009 (Trieste), 2010 (Paris) and 2011 (Barcelona). A next event will be organised in 2012 in the United States by Internet2, and will require little support from TERENA. A further workshop in this series may again be organised in Europe, in 2013.

Workshops on new developments

TERENA will generally follow new technical developments. One or two TERENA workshops may be organised on new technical topics to facilitate information dissemination and exchange in the European research networking community. Workshops can also play an important role in actions to get new initiatives or services off the ground.

GN3 training workshops and events

TERENA will continue to contribute to the organisation of the training activities in the GN3 project. In that project, the TERENA Secretariat will also handle the logistics of the annual Project Symposia and – in as far as such events will take place – the Project Management Conventions.

4.5 Memberships and liaisons

Highlights

- Contacts with policy makers and policy making bodies will be intensified
- More intercontinental collaboration and coordination activities will be undertaken

European bodies

TERENA will intensify its contacts with the European Commission and with organisations such as the e-Infrastructure Reflection Group, the e-Infrastructures Policy Forum, the e-InfraNet project and EGI.eu, because of the strategic importance of such liaisons. This addresses the strategic action for the TERENA Secretariat to *develop and maintain close relationships with influential policy makers such as the European Commission and other appropriate bodies* in order to meet the strategic goal of *establishing and maintaining a position of influence for the TERENA community*.

DANTE

TERENA is closely collaborating with DANTE on a number of activities, and if possible will build on these good relations for new initiatives.

Liaison with the campus level

It is important for TERENA to strengthen its ties with networkers at campus level. This will be pursued through TERENA's liaison with EUNIS, and via the national TERENA member organisations.

Intercontinental contacts

One of the strategic actions of the TERENA Secretariat is to *undertake more intercontinental collaboration and coordination activities*. This will build on the existing collaborations with TERENA's counterparts in other continents: APAN, CLARA, Internet2, NLR, CANARIE and the Ubuntunet Alliance.

Intensive collaboration and coordination activities already exist, especially in the middleware area, but also, for example, in studying end-to-end light path provisioning.

The CCIRN, the global forum of the continental research networking organisations, has adopted a new mode of operations in 2011, focussing on the organisation of sessions at large research networking conferences to identify topics for new or expanded intercontinental collaboration or coordination. It is planned to organise a session of this kind at the TERENA Networking Conference in Reykjavik. Such sessions can provide input to more intercontinental collaboration or coordination to be co-organised by TERENA in appropriate fora.

Internet Society and Kantara

TERENA will continue its membership of the Internet Society and of Kantara.

4.6 Association support and Secretariat

The staff of the TERENA Secretariat will continue to support the Technical Programme and the conferences, workshops and knowledge transfer activities. The staff also provides support to the General Assembly and the Executive Committee by preparing documents, arranging meetings etc.