

Activity Plan 2014

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This Executive Committee's Activity Plan for the year 2014 follows on from the previous one in implementing the overall vision and strategy for TERENA as was presented to the General Assembly in October 2012¹. The appendix shows the economic implications of those activities which are accounted separately for the 2014 budget. The information is extracted from document GA(13)025. Superscript numbers in this document refer to items in the appendix.

1. Highlights and Priorities for 2014

The 2013 Activity Plan identified three priorities, each one with effects that will extend into 2014. These were:

- a) ensure a significant role for TERENA in the GN3plus project,
- b) enhance services and set up a marketing function to assess user needs and demand, and
- c) improve relationships with the European Union and other stakeholders.

The first priority goal was fully achieved and as a result TERENA plays a very significant role in GN3plus. In the next year TERENA will ensure that its contribution remains of high quality and relevant to the community. To this extent, stronger emphasis will be given to internal project management and coordination across TERENA activities in GN3plus.

The establishment of a virtual marketing team within the TERENA secretariat, the development of tools and methods to support a business-like approach to TERENA activities and the development of new services started slowly and require more work in the final quarter of 2013 and first half of 2014 before an assessment of the effectiveness of this activity can be made.

Relationships with stakeholders have led to extended and more frequent contacts than in the past. However, there is scope for more work and more structured activities, especially with large international user organisations, various data user communities and European e-Infrastructures.

In 2014 the TERENA Secretariat will continue working on last year's priorities and in addition will give priority to increasing the engagement of NRENs with end user organisations,

¹ GA(12)026. The TEC and the DANTE Board of Directors are planning to present a common proposal for bringing DANTE and TERENA under common governance to the October meetings of the GA and NRENPC. That proposal might have an impact on some activities of TERENA in 2014, but due to overlapping schedules it was not possible to take that work into account at the time of writing this Activity Plan.

particularly international users, research infrastructures and producers/consumers of large data sets requiring AAI solutions. In summary, in 2014 TERENA intends to focus on:

- a) the provision of high-quality and relevant contributions to the GN3plus project in line with its contractual commitment and in synergy with the requirements of the TERENA community;
- b) supporting the dialogue with user organisations, demonstrating the value of TERENA activities and services as well as providing the business case for new activities involving NRENs' international user communities and research infrastructures;
- c) continuing its work in the marketing area with an assessment of the value of this work to be carried out in mid-2014;
- d) consolidating liaisons with the European Union, DANTE and other stakeholders of European NRENs within Europe and beyond.

These priorities provide the framework for potentially new activities that may spin off from existing task forces, projects or collaborations. As was the case in previous years, such activities should have a clear potential for becoming self-financing or even generating a small surplus.

2. Specific Activities for 2014

2.1 Outreach

TERENA will continue its *extensive targeted outreach programme*, will *promote TERENA activities to raise community awareness and involvement, maintain a strong and influential relationship with its members, and increasingly with large international user groups, research infrastructures and other stakeholders of European NRENs.*

Information dissemination and public relations

Sharing information among its members and disseminating information to the wider research and education networking community are among the key functions of TERENA.

The website www.terena.org will continue to be the primary repository for information about TERENA activities, TERENA and community events, publications and news. When relevant, targeted, printed publications will complement the online material. Some effort will be devoted to preparing a project plan for a new website. The plan including time schedule and resource requirements will be finalised in 2014.

Work on reviewing, updating and restructuring TERENA communication materials started in 2013 and will be continued into 2014. A new TERENA brochure for use in addressing communication with user groups is likely to be produced around half-way through the year.

TERENA will continue to extend opportunities to post PeaR community news to a wider range of organisations and to maximise the dissemination impact of its own news through social media. Senior and technical managers of TERENA member organisations will continue to receive TEN, the TERENA Executive Newsletter.

Stakeholder satisfaction survey¹⁶

TERENA will carry out its annual stakeholder satisfaction survey. Results of the survey will be disseminated among TERENA members and feedback will be used to improve TERENA activities.

Contacts with the TERENA members¹⁴

TERENA will maintain regular contacts with representatives of member organisations to discuss interests, views and expectations, as well as to receive input into further developments of TERENA activities.

TERENA Secretariat staff is open to invitations for participation in national and regional networking conferences, to disseminate information about the activities of TERENA, to encourage participation in those activities and discuss possibilities for further collaboration.

TF-CPR⁸

Public Relations officers from research and education networking organisations in Europe meet in TF-CPR, TERENA's Task Force on Communications and Public Relations, whose Terms of Reference are due for renewal in September 2013. The TERENA Secretariat will continue to support this task force and actively contribute to some of its specific activities. It also contributes to the PR work of the GN3plus project, and the GEANT PR Group will continue to meet back-to-back with TF-CPR meetings.

TF-MSP⁸

TF-MSP, the Task Force on Management of Service Portfolios, will continue to offer 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. In addition, TF-MSP provides a suitable environment for the discussion of strategic matters such as sustainability, business modelling, pricing and contractual matters.

Compendium of National Research and Education Networks in Europe⁸

In 2013, a new database of the Compendium of National Research and Education Networks in Europe has been developed. This database will be populated in 2014 and the functionality will become available to the Community. The survey for the 2014 edition will be based on the new *Common NREN Information Model* that has been developed together with TERENA's sister organisations from other parts of the world. The analysis will be carried out during the summer with the aim of publishing the Compendium report at the end of the calendar year. The Compendium might also be the cornerstone of a new Global Compendium report that is currently being discussed with the sister organisations.

Networking Development Support⁸

TERENA will continue to support the development of research and education networking organisations with activities to improve their digital inclusion. Specific activity in the less advanced regions in Europe and European close neighbouring countries will be financially supported by NA4/T4 of the GN3plus project.

In line with complementary training and outreach work of the secretariat and depending on the availability of project funding, such as ELCIRA, collaboration with peer organisations in supporting developments in emerging regions will continue in 2014.

2.2 Technical Programme

TERENA traditionally supports innovative ideas by allocating a limited budget for projects and new initiatives in line with TERENA's strategic goals, not necessarily limited to projects of a technical nature. TERENA has many years of experience in running projects that are jointly financed by other organisations (including TERENA member organisations). As part of this work, TERENA has been supporting software outputs for the community in a variety of ways – from offering contractual and licensing arrangements to hosting solutions and promotional work. In 2013 and as part of its 'Greenhouse' plan, TERENA has been looking at formalising the support it is able to offer software projects and outputs, to maximise their potential for the community. The results of this work will be implemented during 2014.

European Union funded Projects

TERENA participates in **GN3plus** activities and tasks. Preparation for the **GN4¹⁵** project will involve some consolidated effort by the members of the TERENA staff during 2014.

TERENA will continue to be involved in the **ELCIRA¹⁰** (Europe Latin America Collaborative e-Infrastructure for Research Activities) project until the end of the project in the 3rd quarter of 2014, with the role of assisting partners in Latin America in the deployment of federated services (eduroam and eduGAIN) and a collaborative service platform.

The task of TERENA in the **DCH-RP¹¹** (Digital Cultural Heritage Roadmap for Preservation - Open Science Infrastructure for DCH in 2020) project has not started yet. The work, to

produce a set of recommendations for user authentication and access control system(s) that would be most suited for the Digital Cultural Heritage, will be carried out in 2014.

The draft Excellent Science Work Programme 2014-15 of the European Union mentions a specific call for proposals, which is currently expected to be launched at the end of 2013, for the "deployment and promotion of a pan-European identity federation for researchers, educators and students, in compliance with existing identity inter-federation efforts". TERENA aims to build on its competencies and existing AAI activities, such as REFEDS and eduGAIN, to work together with NRENs and major data consumers, including libraries and eResearch organisations, in responding to this call. If the proposal is successful then TERENA will play a significant role in the resulting project.¹⁷

Task Forces⁸

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, but differ in scope. There is no intention to extend the mandate of TF-Media beyond its end date in 2013, whilst TF-NOC intends to continue for the whole of 2014 with a view on transforming itself into a more permanent and less deliverable-oriented construct²..

To ensure synergy across task forces, not limited to technical ones, TERENA will continue to provide a coordination mechanism encouraging task-force chairs and secretaries to exchange information via email and meetings as well as by organising joint task force meetings when appropriate.

Funding for the secretariat support of individual task forces as well as for the coordination work is available from the NA3/T4 task of GN3plus.

Trusted Cloud Drive Pilot Project

The Trusted Cloud Drive (TCD) pilot project resulted in an open software product. The current TCD Version 2.0 acts as a thin privacy protection middleware on top of any personal data storage applications. To support ongoing community development, TERENA will maintain the code of the TCD software platform on Github. The GN3plus SA7 cloud activity considers TCD as a valuable software component to be introduced to any data storage cloud stack, and may decide to include it as background in its service offering.

Open Educational Resource Pilot Project

The Open Educational Resource (OER) portal is a project which originated in the context of TF-Media. The pilot is meant to provide a European-level, open-source metadata aggregation broker/portal that harvests metadata from national and Europe-wide repositories of education media objects whilst leaving such content in their original source domain. Work on OER will continue in 2014 as a small stand-alone pilot project, with input from former TF-Media participants. OER addresses similar needs as consolidated Massive Open Online Courses (MOOC) tools. It is envisaged to involve EUNIS experts on MOOC in this work.

REFEDS⁴

REFEDS addresses the needs of identity federations in the research and education sector worldwide to collaborate on policy issues, particularly those concerning inter-federation collaboration of SAML-based federations. 2013 was a year of significant expansion for REFEDS,

² This can be seen as an experiment towards the establishment of TERENA Special Interest Groups to support community building without the constraints currently imposed by the rules of TERENA task forces.

with the publication of the REFEDS Discovery Guide, joint work with GÉANT on a Policy Template for federations and the launch of the REEP and MET services. In 2014, REFEDS will focus on embedding the REEP service, on assurance and operational profiles for federations, on supporting the move towards greater production use of inter-federation tools and on continuing its ongoing work with a range of eResearch groups, including FIM4R, which are implementing federated solutions.

2.3 Services

TERENA has a consolidated role in providing services such as TCS and Trusted Introducer to its members and the community. By establishing an "experimental" marketing function during 2013, TERENA started to enhance its approach to services and, as mentioned at the beginning of this document, will continue that work until an assessment of its value will be carried out in mid-2014.¹⁶

- a) The main focus of the marketing team work will be:
 - a. Demonstrate the value of TERENA activities for its members;
 - b. Address the needs of user organisations and research infrastructures;
 - c. Provide business cases supporting the procurement and expansion of the next generation of the TERENA Certificate Service and the Trusted Introducer service;
 - d. Provide a business case for the establishment of a training and consultancy function for NRENs;
 - e. Evaluate a proposal for the wider security of the eduroam trademark and the exploration of either licencing this to vendors (as a revenue stream) or exploring revenue streams to make the service sustainable;
 - f. Extend the adoption of information management tools/CRM to increasingly more areas of TERENA secretariat work.

This work will be complemented by promotion plans, which will involve TERENA's communications staff.

A number of new services have been piloted in the past few years. Besides the services which are part of the existing portfolio – each one described in the following paragraphs of this section - new ideas or requests for piloting specific services may arise in 2014. Although at this moment TERENA does not envisage starting new services, it will continue to pay attention to community demand and when relevant, and within the scope of available resources, will support the spin-off and piloting of new community services and initiatives.

Trusted Introducer service²

Trusted Introducer (TI) is part of a portfolio of services defined under the terms of reference of TF-CSIRT. TERENA intends to continue its role as a clearinghouse for the service, which provides listing, accreditation and certification of Computer Security Incident Response Teams (CSIRTs). The current outsourcing contract for the TI service will expire and a new procurement will be carried out in 2014.

CSIRT training⁷

As in previous years, TERENA plans to organise a number of TRANSITS-I and TRANSITS-II training workshops, where possible in collaboration with other organisations, and will continue licensing the courses to organisations willing to deliver them and respecting the licensing conditions. Thanks to an MoU signed with FIRST in 2013, TERENA expects a broader number of international TRANSITS-I courses to be licensed. In addition it plans to gradually develop the TRANSITS-II courses into separate stand-alone modules and explore separate charging models with the goal of adding flexibility in TERENA's offering, but also positioning TRANSITS-I as the foundation course for all the others.

TERENA Certificate Service (TCS) and TCS Portal Service^{5,6}

The TERENA Certificate Service continues to be provided by Comodo CA Ltd. under the current contract that will expire in June 2014. It is planned to renew the contract with Comodo for a further year, taking the contract to its maximum period under contract regulations. Currently 29 TERENA member organisations are subscribed to the service. TERENA will conduct a comprehensive procurement process in the last quarter of 2013 and the first half of 2014 with the aim of providing significant overlap between a future TCS and the existing service to minimise disruption for TCS users. In September 2013, a Strategic Committee appointed by TERENA produced a report with recommendations that will serve as input for the procurement process.

The portal service for issuing TCS personal certificates is provided by Tilburg University under contract with TERENA. Although not all organisations who are subscribed to the TCS service are using it, the TCS Portal service can be considered an integral part of the certificate service offered by TERENA. The result of the TCS procurement process may have an important impact on the portal service and its relation to the general TCS service offering.

TACAR

The TACAR[®] (TERENA Academic Certification Authority Repository) service is being maintained by the TERENA Secretariat. TACAR is the 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 used by the eduPKI service of GÉANT.

eduroam[®]

TERENA provides secretariat support to the Global eduroam Governance Committee (GeGC). The Compliance Statement that has been developed by this Committee provides a basis for new countries joining eduroam. The GeGC is now composed of 11 elected members, namely 3 from Europe, 2 from Asia-Pacific, 2 from North America, 2 from Africa and 2 from Latin America and a TERENA appointed non-voting technical expert.

The TERENA Secretariat will continue its role as part of the Operational Team of the European eduroam confederation service, which is funded through the GN3plus project⁸.

eduGAIN⁸

TERENA Secretariat staff lead the eduGAIN inter-federation service task in the GN3plus project. In 2014, TERENA will work with complementary activities such as REFEDS, Networking Development Support and liaison with partners within and beyond Europe to encourage widespread deployment of identity federations and support for inter-federated collaboration and services.

NRENum.net¹²

The NRENum.net service started as pilot activity and was widely deployed in 2013. Following a demand for firmer global operation and governance TERENA established the NRENum.net Operations Team and the Global NRENum.net Governance Committee. The plan for 2014 is to continue supporting these bodies whilst also supporting technical developments and promoting the deployment of NRENum.net around the globe. Finally, TERENA intends to expand and develop the service also in the context of GÉANT EDUCONF.

GLIF secretariat³

Since 2005, TERENA has been contracted to provide secretariat support functions to GLIF (Global Lambda Integrated Facility). As in 2013 TERENA plans to outsource the GLIF secretariat function, while still retaining overall responsibility and the financial clearinghouse role.

Secretariat support to the User Forum

CERN and other EIROFORUM partners have started an initiative to establish a User Forum for users of international research e-infrastructures. TERENA intends to investigate the opportunity to support the User Forum, with an organisational structure consisting of leadership from the community concerned and an effective secretariat function provided by TERENA.

2.4 Conferences, Workshops and Training

TERENA Networking Conference 2014¹

The TERENA Networking Conference 2014 will take place in Dublin on 19-22 May 2014. As usual a number of workshops and other events will be held alongside the "official" conference programme. In line with the average growth in number of attendees for the last 6 years, TERENA targets a growth rate of 10% also in 2014. In continuity with latest years, a strong emphasis will be given to collaboration with GÉANT and sister organisations such as DANTE, the RIPE NCC, ISOC, etc. Synergy with the marketing team work will be sought in addressing large user groups and attracting them to TNC.

Network Architecture and Operations workshop

In 2014 TERENA aims to organise a 3rd annual Network Architects workshop, back-to-back with a meeting of TF-NOC. This workshop will build on previous "End-to-end service provisioning" workshops and "Network Architects" workshops to support the exchange of information and collaboration on both the operations and the architecture design aspects of networking services for the benefit of the entire TERENA community.

NREN Chief Security Officers workshop

Following TAC and GA recommendations, in 2012 and 2013 TERENA organised small workshops targeting NREN CSOs, which were held back-to-back with TF-CSIRT meetings to discuss and support security demands from NRENs. At the time of writing this document the 2013 event hasn't taken place yet and it is not clear what the follow up will be. If there will be scope for continuing this series of workshops or establishing a new task force or pilot project, then TERENA will need to consider supporting this activity.

Workshops on new developments

One of the strengths of TERENA is to act as a convener. As such, it will follow community developments and depending on community interest and relevance may organise – within the limits of available resources – a number of workshops on topics relevant to the work of TERENA. These workshops normally play an important role in actions to get new initiatives or services off the ground.

Training⁸

Besides continuing the TRANSITS-I and TRANSITS-II service offering, TERENA will contribute substantially to the coordination and the organisation of the training activities in the GN3plus project. Subsidiary training requirements from NRENs will be monitored also in relation with the marketing contacts.

2.5 Memberships and Liaisons

European bodies

TERENA will continue, and when relevant intensify, its contacts with the European Commission and with organisations such as the e-Infrastructure Reflection Group, the e-Infrastructures Policy Forum, EGI.eu, PRACE, EUDAT and other e-infrastructure organisations.

DANTE

Restructuring the governance of European R&E networking is currently being discussed by the DANTE Board of Directors and the TERENA Executive Committee. Irrespective of the outcome of that discussion TERENA will continue its close collaboration with DANTE in the GN3plus project and will continue to build on the good relations between the two organisations to ensure closer alignment of activities and priorities. DANTE and TERENA plan to hold regular annual meetings to align and synchronise their respective strategies and activity planning.

CEENet

On request of GÉANT participating NRENs, CEENet is involved in GN3plus activities in the area of Campus Best Practice and Tailor Made Support to Emerging NRENs. Both activities have a strong TERENA leadership. CEENet collaborates as Third Party to TERENA thanks to an MoU which was signed by CEENet and the TERENA Executive Committee some years ago.

Liaison with campuses (via EUNIS) and other user communities

TERENA maintains relations with various communities, including libraries – inter alia thanks to eduGAIN and the AAA study carried out in 2012 -, campuses and other communities. As in previous years, TERENA will liaise with EUNIS and ensure participation at each other's annual conference. In addition, as mentioned in another section of this document, TERENA will endeavour to initiate specific collaborative activities with EUNIS members on MOOC and the OER pilot project.

As a result of the initial contacts with new user groups being undertaken as part of the marketing effort and GN3plus NA4/T3, TERENA will endeavour to involve user organisations in its activities with the view to facilitate bridging those communities and NRENs. Some of these contacts may result in organisations applying for TERENA associate membership.

Global contacts and collaboration

Whilst maintaining a close focus on European developments, in previous years TERENA has intensified its role in global networking. Currently TERENA supports participation of global partners in REFEDS, provides secretariat support to the Global eduroam Governance Committee and GLIF, promotes the global take-up of the NRENum.net service, collaborates with RedCLARA in the ELCIRA project, liaises with Internet2 and actively collaborates in the organisation of workshops and provides a member of the APAN conference programme committee. The Global NREN CEO Forum has shown significant interest in NRENum.net. In 2014 TERENA will continue to enhance its visibility and its influential position in the global research and education networking environment. This will build on the existing collaborations with TERENA's counterparts in other continents, such as APAN, TEIN*CC, CLARA, ASREN and the Ubuntunet Alliance, but also individual NRENs in other world regions, such as AARNet, Internet2 and CANARIE, who are already collaborating very closely in European initiatives.

Internet Society and Kantara

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

3. Appendix: Economic impact of activities

		Budget 2014		
	Ref.			
TERENA projects, workshops and conferences		Contribution from TERENA's resources	Other income	Expenditure
Conference 2014	1	144	378	522
Trusted Introducer Service	2	0	164	164
GLIF	3	0	61	61
REFEDS	4	0	76	76
TCS	5	-26	287	261
TCS portal service	6	0	32	32
CSIRT training	7	3	60	63
GN3PLUS project	8	353	1,058	1,411
Performing Arts Workshop 2013/2015	9	7	0	7
ELCIRA	10	6	14	20
DCH-RP	11	20	25	45
NRENum.net	12	18	0	18
Strategy Development General	13	34	0	34
Member Relations and Contacts	14	13	0	13
New project development	15	152	0	152
Marketing	16	116	0	116
EU funded AAI development	17	65	151	216
TOTAL		904	2,306	3,210