4 Documents:

1. Letter to Shel
2. InCommon Steering's Role in Trusted Identity in Education and Research
3. Executive Director Job Description
4. Governance and Operating Principles

To: Shel Waggener, Senior VP, Internet2
From: InCommon Steering
Re: Concerns about the NET+ PAG document from June 24

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On 24 June, Kevin Morooney and Jack Suess were on the Net+ PAG call where you presented the Identity initiatives and shared this document with the Steering Executive committee on the InCommon Steering Exec call held later that day.

We can say that we are generally supportive of the initiatives listed; however the Steering Exec Committee has a profound concern that we didn't have prior communication with you on this matter before it was shared with the NET+ PAG. In particular, we left the Internet2 spring member meeting with the understanding that Steering would be taking on responsibility for overseeing and guiding plans and activities in Trusted Identity in Education and Research (TIER). As a group, we have been working very hard to present a proposal to you, now planned for mid-July, that will do that; however, while we were working on this proposal we would expect that you would be working closely with Steering on major decisions in this space; particularly ones that make commitments to projects and/or that may have budget and revenue commitments for InCommon, or the members of the federation.

Pursuant to the budget initiatives you outlined in your document, Steering would like to have a deeper discussion with you about how best to use the funding identified to move forward on making Trusted Identity in Education and Research a reality. This is a key responsibility assigned to us in the InCommon Charter. In not working with us first, Internet2 is behaving in a manner inconsistent with the article of incorporation for InCommon and places the Steering Committee members in a very difficult position of being charged with overseeing, leading and guiding InCommon's development efforts and growth opportunities, but being prevented from fulfilling that charge. Most importantly, we need and want to be a partner with you in working with the community to to find the resources -- both direct and indirect -- necessary to make TIER a reality.

Respectfully,

The InCommon Steering Committee

InCommon Steering's Role in Trusted Identity in Education and Research

Background

As background, higher-education, through a variety of efforts under the auspices of Internet2, EDUCAUSE, and InCommon have been working on the challenges of identity and access management (IAM) since the late 90's. These efforts were amongst the first of any sector to realize the importance that identity would have in our organizations. While not complete, these grassroot efforts have led to efforts across the globe to advance IAM and have helped *demonstrate* the critical role Identity will play in shaping the future delivery of IT enabled services, including education. Today, mainstream organizations such as Gartner, Forrester, IBM, and Oracle all highlight the importance of IAM in the enterprise, and by extension to the cloud. Similarly, we have seen the rise of mega-scale Internet services such as Facebook, Google, and Microsoft that now have extended their infrastructure to support 3rd party applications. These providers, often referred to as social network providers, now form the basis for providing authentication to thousands of 3rd party cloud applications and hundreds of millions of users. In higher education, tracking by many surveys indicates that at least 25%, or over 1000 institutions, are now outsourcing their email to Google or Microsoft. While these third-party services such as Google, Microsoft, and Facebook are used heavily by students, faculty, and staff in higher education these services lack the strong privacy and security controls necessarily to meet the full range of needs of higher education, especially large research universities.

Through the auspices of the InCommon Technical Advisory Committee (TAC), an effort was launched to look at today's identity landscape. Their report, issued in June 2013, highlights the following, *"Institutes of higher education and research are complex, highly dynamic, non-hierarchical organizations where people often have multiple simultaneous roles and relationships. Off-the-shelf identity and access management solutions do not generally meet the needs of higher education and research. In a very real sense, higher education is leading the creation of identity management solutions because it has to."*

The TAC report identified the following drivers for universities:

- Massive Open Online Courses (MOOCs);
- Inter-institutional research collaboration in the United States and internationally;
- Large and specialized resources in support of research (compute clusters, telescopes, data from instruments, *etc.*);
- Library and other information retrieval systems, including e-learning tools;
- Grant administration systems;
- ERP systems for human resources, financials, and student enrollment, *etc.*; and
- Systems for operational efficiency in multiple administrative areas, such as parking, benefits, prescription management, *etc.*.

The TAC report noted the importance of IAM in the community led effort by EDUCAUSE to identify the the key issues in 2013, over half of EDUCAUSE's Top Ten IT Issues for 2013 require identity and access management, these include:

- 1 - Leveraging the wireless and device explosion on campus;
- 3 - Developing an institution-wide cloud strategy to help the institution select the right sourcing and solution strategies;
- 5 - Facilitating a better understanding of information security and finding appropriate balance between infrastructure openness and security;
- 6 - Determining the role of online learning and developing a sustainable strategy for that role;
- 7 - Supporting the trends toward IT consumerization and bring-your-own device; and
- 8 - Transforming the institution's business with information technology.

The TAC report concluded with the following summary, "*A well-integrated, robust identity management infrastructure is crucial to the success of progress on these issues. Universities require ERP-class identity management systems in order manage identities from multiple sources; perform identity proofing and registration; authenticate users during online sessions; maintain accurate and timely identity information; administer affiliations, groups, roles, and permissions; provision users into applications; and support audit and certification activities*."

A key recommendation of the report is the following: "*Not only must each university operate an enterprise identity management system for its community members, but organizations and service providers must simplify the integration of their identity and access management systems and federate their services internationally to enable the rich ecosystem of Internet-accessible services that has only begun to grow. Failure of these IDM systems means the unavailability of hundreds of services to users.*"

The TAC report reviewed over fifty non-commercial initiatives in the identity space. These projects spanned the gamete from major projects run by a single institution to projects funded under the Apache foundation. Of the fifty projects, I have noted seven that have noted are critically important to the long-term goals of TIER, these include the following:

- the CIFER project (Community Identity Framework for Education and Research) developing an open source IAM for higher education;
- the Shibboleth Consortium, developing the reference implementation for SAML-based assertions in federation;
- REFEDS (Research and Education FEDerations), coordinating the work of community norms and interfederation;
- NSTIC (the National Strategy for Trusted Identity in Cyberspace), driving adoption of privacy and security standards;
- Kuali RICE, building scalable middleware web services that can be used across applications;
- Internet2 NET+, through the NET+ initiative driving cloud based adoption of services in higher education; and
- InCommon, overseeing federation and trust services in the United States research and education sector.

The initiatives listed above have the **potential** to impact the way that students access educational resources used for instruction and services, the

way that faculty conduct research and scholarship, and the way that staff, especially IT organizations, utilize and provision a variety of technology services. We highlight the word potential because as things stand today, it is unlikely that without coordination, such a large set of disperse and disjoint activities can align themselves to deliver results quickly and cost effectively. Trusted Identity in Education and Research (TIER) is the acronym that Internet2 and InCommon are using to discuss this evolving and wide set of identity initiatives taking place in higher education.

InCommon, because of its current base of members (371 institutions and 547 total participants across higher ed, government, and commercial services as of 7/1/2013), is uniquely positioned to work across the TIER landscape to align efforts in building this rich ecosystem of Internet-accessible services called out for in the Identity Landscape document.

The remainder of this document highlights why InCommon is the right organization to organize these efforts and what changes would be necessary for success.

Why Should InCommon Organize TIER?

Identity is an enterprise service that cuts across units inside the institution and now, through cloud services and inter-institutional collaboration, extends outside the institution. The picture below shows how IAM is a core activity for any university. In managing identity today, we have moved beyond people and accounts and now worry about the relationship of people to organizations, groups, and their respective privileges associated with the person, their role(s), and the groups they participate in. By its nature, identity, especially provisioning and deprovisioning of services, is tightly interwoven with existing enterprise systems for adding and removing individuals from source systems. With the addition of federation in place, institutions can provide and manage access to local and cloud based (federated) systems and services. What has been missing to date in IAM is the management and application of a robust group and privilege management system. Standalone systems for group and privilege management, such as Grouper or the Learning Information Services (LIS), have been in existence but require institutions to do considerable work in interfacing these systems to their IAM. What is needed for TIER is this functionality fully integrated into the IAM with support for interfacing into the services that matter in education and research.
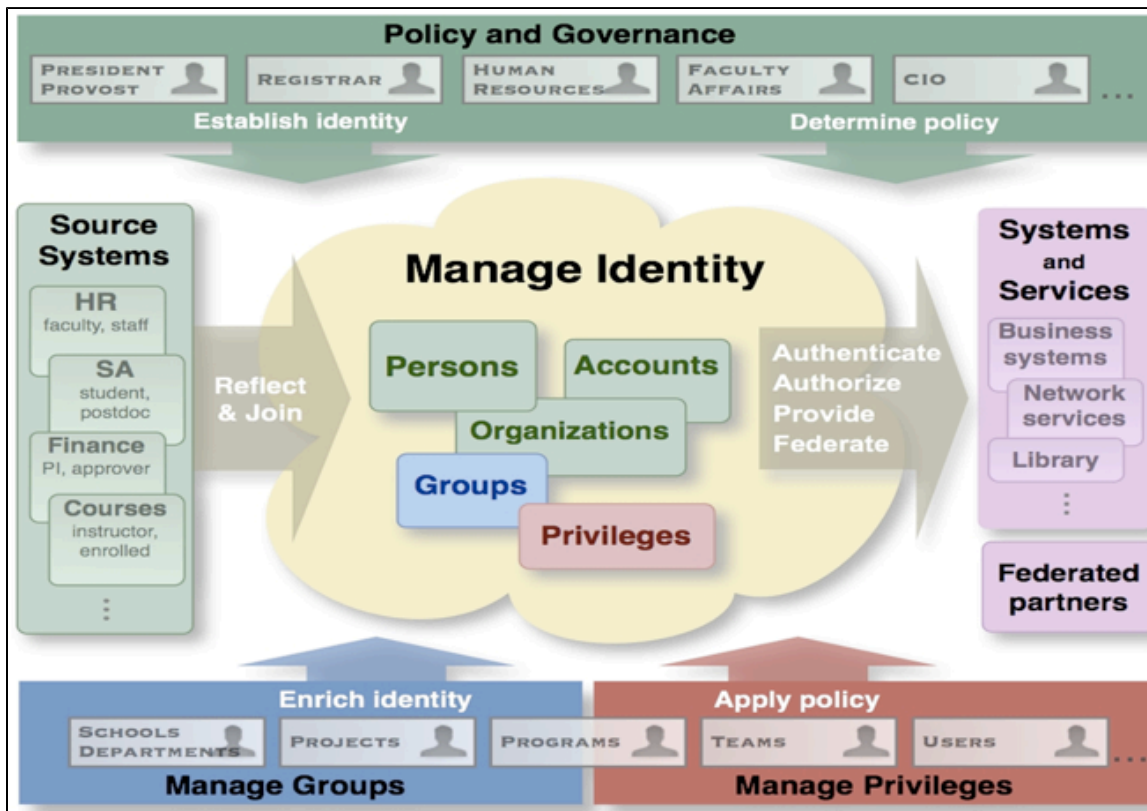
Where InCommon brings strength is it works regularly with vendors, called service providers, and universities to develop and promulgate best practices. As part of that effort InCommon works with our development partners, including commercial affiliates, to provide reference architectures for others to follow.In understanding why InCommon is the right choice for aligning this effort we need to look at the other alternatives.

Kuali certainly has more expertise in the development of source systems and software development in general; however, as a provider of enterprise systems there may appear to be conflicts with other vendors of enterprise systems and the reach of Kuali to vendors and institutions is much smaller than InCommon. InCommon today has only an indirect relationship with Kuali, mostly through the involvement of institutions and staff that are using both InCommon and Kuali Rice. Building a stronger relationship with Kuali, especially in terms of software tools and libraries would be positive for InCommon.

The CIFER project is one of the newer efforts in higher education and is focused on providing a rich set of tools for campuses to use as their IAM system. InCommon is highly supportive of the CIFER project. The CIFER project is focused on developing what many of hope will be a reference architecture for the way Identity and Access Management should be done in higher education. The CIFER project has close coordination with the Kuali RICE middleware project and provides an excellent way to bridge the work being done in both areas. While CIFER is doing great work; however it has limited reach outside of research institutions in the US and very little connection with service providers. Many campuses in

InCommon are participating in CIFER and we believe that CIFER, like Shibboleth, should become a reference platform for IAM that we work with other vendors to adopt equivalent functionality.

The Shibboleth consortium is one of the key technical groups but they are focused solely on the Shibboleth software and don't really focus on the enterprise integration or services. In addition, while Shibboleth is a critical reference implementation for federation services it is not structured to focus on enterprise activities and the staffing and funding mechanism can't support the outreach necessary to do the alignment work. Historically, InCommon has been closely connected with the Shibboleth consortium but that relationship is less well defined today. Today, the relationship with the Shibboleth consortium is mostly a result of the inter-relationship between members of TAC that serve as staff to the Shibboleth consortium.

REFEDS is focused solely on federation and is not staffed or designed to deal with country specific activities. In particular, REFEDS is focused on activities that cut across a variety of research & education federations around the world. InCommon has collaborated closely with REFEDS since its inception and would be the natural entity to deal with any issues that arise through REFEDS in the United States.

NSTIC is focused on the broad problem of developing scalable trust frameworks that can be used across sectors -- financial, health care, education, and eGovernment are just some of the services being planned. InCommon has worked closely with the NSTIC initiative and has grant funding to support work in improving user-centric privacy. In addition, InCommon has been one of the leading groups in working to make NSTIC a viable alternative. If NSTIC succeeds, it is likely that InCommon will be the trust framework supporting the educational sector in its plan. In addition, NSTIC is not focused on enterprise activities and would be ill-served to support higher education.

Internet2, through the NET+ service, is focused on the delivery of cloud services to the higher education community. NET+ services utilize InCommon for authentication and InCommon and NET+ are working on approaches for improving the provisioning and deprovisioning of services. While the Internet2 NET+ service is designed to work across the broad range of higher education, today it is primarily working with the 240 institutions that are members of Internet2. InCommon reports to the senior VP of Internet2 responsible for NET+ services and by this extension is closely aligned with supporting NET+.

In reviewing the choices for a group to coordinate activity in TIER, it is clear that only InCommon has the relationships necessary to collaborate across all the groups and is the one organization that is positioned to function as a neutral party out to develop best practices for higher education. In addition, through the broad makeup of volunteers involved with InCommon, we have a large number of people representing close to 40 institutions. These institutions are involved in a variety of activities -- from Kuali to CIFER to Shibboleth and through its volunteers InCommon has strong relationships with all the organizations named.

Identity Trends and Their Consequences

In 2009, InCommon created the a group to named the InCommon Futures task force. This group was charged with looking at how InCommon should move forward to meet the charge of advancing identity and trust services in higher education. In july 2009, the group released the InCommon Futures Report. The report laid out a series of thirteen recommendations, almost all of which were implemented fully or partially. One of the outcomes portended the situation that we are in today, "*During this process, the Future group and Internet2 leadership concluded that the dependencies between the InCommon Federation and Internet2's foundational Middleware Initiative highlighted the need to discuss holistically the longevity and sustainability of the entire strategic effort. These two areas – federation and foundational middleware technologies – are not mature but are both in a stage of rapid growth and development. Even with the tight scope of federated identity management middleware, the landscape of needs and opportunities is currently spreading out faster than our ability to respond.*"

The ability to respond in a timely fashion is a key issue that remains today. Traditionally InCommon has relied upon a mix of grants and volunteer efforts in lieu of paid development staffing. This approach ensures that InCommon development activities are deeply rooted in the needs of its members, since they are generally the ones providing the development resources; however, this approach does not always allow inCommon to meet project timelines as well as we would like. In addition, if no institution steps up to volunteer resources, key initiatives can be delayed. This approach made sense when InCommon was in its nacent stage and revenue did not come close to covering costs. Today, with over 500 participants, InCommon is in a much stronger position financially and the value proposition can be better articulated to members. This notion was highlighted in a meeting of CIO's at the 2013 spring member meeting. These CIO's said identity projects are critical to their institution and they would gladly spend more money to insure that critical projects are completed on time, what they couldn't do is give their best identity staff release time from critical institutional projects to work on these as part of a voluntary effort.

The TAC Identity Landscape report identified nine likely trends and concerns that needed to be focused on for TIER to be a success, these include:

- Improving the integration of NET+ providers with campus IAM for provisioning and deprovisioning;
- The graying of institutional boundaries. Today, services are increasing deployed across institutions;
- The expanding number and type of identity relationships on campus;
- Expanding the use of federation to small and mid-sized institutions as well as K-12;
- The evolving nature of privacy and what they may mean for federation and IAM;
- Enhancing the usability of this technology and providing support across multiple devices;
- Expanding the use of assurance and multi-factor security controls;
- The availability of robust tools to support audit and compliance; and
- Developing reference implementations and conformance testing that holds vendors accountable to interoperability.

These trends are paraphrased below into seven recommendations they make in their report:

1. InCommon should work across all groups in TIER to provide campus CIOs with a roadmap showing federation and enterprise IAM strategic directions on a regular basis, including sequencing and a timeline. This roadmap should include the value for member institutions, as well as the expectations placed on those institutions.
2. InCommon should provide campus CIOs with documentation, case studies, templates and other tools to help CIOs create local roadmaps for identity and access management. This should include information about the business value derived from implementing the steps in the roadmap.
3. InCommon should work closely with the CIFER project to ensure that a high-quality suite of tools is available for easy, cost effective

adoption by institutions and can serve as a reference platform to gauge vendor products.

4. InCommon should foster the adoption of common institutional policies and practices for identity management that are supported by pre-configured, readily-deployed CIFER distributions. In general, InCommon should be developing strategies that make IAM accessible and affordable to the US Higher Education community.
5. InCommon should explore the viability of "Identity as a Service" offerings, either from InCommon or other third parties, leveraging the CIFER suite for customers that adopt common institutional policies and practices for identity management.
6. InCommon should work with EDUCAUSE Higher Education Information Security Council (HEISC) to provide campus CIOs with documentation showing the benefits of identity assurance in a broader institutional security and risk management program.
7. InCommon should work with HEISC and NET+ to encourage adoption of the recently developed Cloud Security Alliance (CSA) security controls by service providers.

These initiatives require InCommon to work much more closely with external groups such as CIFER, NSTIC, Shibboleth Consortium, and REFEDS to achieve consensus, develop and implement specifications, and work with campuses to promote deployment. In essence, InCommon must function much more actively as a translator between the campuses and service providers and as a connector among development organizations. The central role for InCommon in TIER is to support the needs of InCommon community by developing technology roadmaps for identity, working with groups on reference architectures to support our plans, and working with vendors and other providers on conformance testing so everything works as planned, not matter who is delivering the solution.

This is a tall order but one that is absolutely necessary if TIER is to succeed. This effort will require much more proactive efforts around communication and will require InCommon to flexibly set and adust priorities based on feedback from institutions or changes taking place in the development organizations.

What Must InCommon Do To Be Successful in Organizing TIER?

As part of our internal review, Steering has adopted a set of Governance and Operating principles associated with its evolution in taking responsibility for TIER. These principles are focused on maturing as an organization to satisfy these new responsibilities and are summarized in the following:

1. **Principle 1.** Governance: The Steering Committee (SC) will be proactive in governing InCommon, and fulfill its fiduciary duties on behalf of the LLC.
2. **Principle 2.** Planning: The Steering Committee will set priorities for InCommon.
3. **Principle 3.** Community Engagement: Understanding the needs of the InCommon community, infusing the findings into the planning process, and communicating the role of InCommon to the community will be high priorities of the Steering Committee.
4. **Principle 4**. Finance & Budget: The Steering Committee will exercise its fiduciary responsibility with respect to the finances and budget of InCommon.
5. **Principle 5**. Operations: The Steering Committee will ensure that InCommon is operating in a way that reflects the interests of the InCommon community.
6. **Principle 6**. Approve, Review and Update these principles regularly

These principles, form the basis for InCommon to organize our activities. However, to be successful in our approach InCommon needs the support of our partners, especially Internet2, to work with us so that we can best align the activities in TIER. In the spirit of partnership we identified the following changes that Steering feels are necessary to be successful. These include the following:

1. InCommon needs adequate staffing support to allow Steering to focus on the strategic initiatives and relationships necessary to support TIER. Steering reviewed the recommendations in the Futures Report and believes that the Executive Director, or equivalent, position is still needed. This position would interface between InCommon Steering and make certain that there is a strong alignment between NET+ and the general Internet2 goals and those of InCommon. For more information see the draft job description;
2. InCommon needs the authority to select representatives to serve as liaisons on the governance groups of partners in TIER. Only, through these kinds of direct relationships can InCommon influence and function as a translator between the needs of campuses and the development organizations. If these liaisons are staff positions, those staff positions must regularly participate in Steering activities and must be prepared to work with Steering on bilateral approaches to advance TIER;
3. InCommon needs to have fiduciary responsibility for budgeting and funding of initiatives in TIER to adequately coordinate and provide support for priority initiatives necessary within TIER. In return, InCommon Steering is prepared to work with the community to acquire the resources -- funding and volunteers -- if given authority to set priorities and budgets.
4. InCommon Steering must follow its proscribed governance procedures outlined in our bylaws or revise those procedures to be in compliance. At the same time, Internet2 must do the same and give InCommon the independence called for in its LLC status so as to be a reliable partner when working with other TIER organizations.
5. InCommon must maintain its strong brand recognition and reputation across the TIER community if it is to continue to influence direction. This requires that Steering work closely with the SVP of NET+ to maintain and nurture the InCommon brand without diminishing the NET+ brand.

Today, InCommon is the "gold" standard among R&E federations and is widely seen by many, such as NSTIC, as among the most successful to date; however success is never final and in an evolving technology landscape we must adapt to serve our community. The TAC report laid out the opportunity and challenges and builds on the prior work of the Future's Report that put us in this position. We believe the above recommendations and actions position our community to have the highest probability of success as we create and evolve TIER.

Executive Director, InCommon

Internet2 (www.internet2.edu) is the foremost U.S. advanced networking consortium and is seeking an Executive Director to lead the InCommon trust services and identity middleware initiatives.

InCommon (www.incommon.org) is a single member LLC of Internet2's and comprises: the InCommon Federation, the U.S. higher education identity and access management federation of organizations focused on creating a common framework for collaborative trust in support of research and education and its commercial, educational, research and government partners; other emerging trust services for the higher education community; advocacy and leadership for higher education efforts in identity and privacy issues; and an associated research and development program that produces community-source software, standards, analysis, and training on identity and access management for the higher education community.

The Executive Director, InCommon, will lead, cultivate and facilitate growth of InCommon programs and services, providing leadership to best meet the needs of the entire community of participants and adopters, growing participation in and effectiveness of the community.

This full-time leadership position reports to the Internet2 SVP for Net+, is a member of the Internet2 Executive Team, and requires approximately 30% travel. InCommon, LLC is overseen by an elected board. The Executive Director is also responsible to the Board (InCommon Steering Committee) and assures the proper functioning of the Board by preparation of Board materials and involving the Board on issues. This position may be located in the Ann Arbor or Washington, DC offices and relocation and/or a remote opportunity may be considered for the appropriate candidate.

Representative Duties include:

As the Executive Director of InCommon, this position will:
1. Engage with the InCommon Board (Steering Committee) on the strategic issues of the federation, its services and related policies.
2. Work closely with the InCommon Steering Committee to assure proper governance of the federation, operations, and related services.
3. Work closely with the InCommon advisory committees in guiding operational procedures and policies and technical directions for InCommon
4. Evaluate and develop, through the Internet2 strategic planning process and community engagement, a set of advanced goals and plans for the Internet2 Identity services under the InCommon umbrella, including the determination and responsibility for project budgets, managing within those budgets, and prioritizing overall finite resources for services, outreach, advocacy, research and development in the InCommon and Middleware areas
5. As the primary liaison of InCommon within higher education and among corporate, service and government organizations, he or she will develop policy within appropriate governance framework and process, promote community cohesion, and continually communicate and advocate across levels, constituencies and stakeholders
6. Direct the growth and stability of the production services of InCommon, and evaluate and develop new lines of business that serve the higher education research and scholarly community
7. Manage the staff of InCommon's full set of services, advocacy, outreach, and research and development activities, allocating resources and assuring performance against financial, programmatic, and technical deliverables. This includes the following direct reports: InCommon staff inclusive of Senior Directors, Directors, IT Architects, etc.
8. Work closely with the Internet2 Executive Team to coordinate all initiatives as they are developed and readied for deployment
9. Evaluate and develop new lines of business, and manage production services
10. Work with special interest groups that together draw from the vast expertise and open, collaborative energy of the Internet2 community to identify and develop appropriate new advances for InCommon and identity middleware that support the strategic objectives of the Internet2 community
11. Provide program oversight and staff support from the central Internet2 organization to working groups and special interest areas in support of the interests of member/partner constituent groups
12. Initiate, develop, and foster a suite of strong national initiatives and international partnerships in support of the Internet2 member community's InCommon identity middleware objectives

Requirements:
- Extensive experience in leading organizations and cultivating communities
- Strong knowledge of identity management policy and practices, and familiarity with the higher education and research environment
- National standing and recognition in advanced IT communities
- Strong strategic planning, project management and collaborative leadership skills
- Demonstrated visibility in public forums to promote the InCommon program to various and disparate constituencies
- Excellent written/verbal and interpersonal communications skills
- Ability to work effectively with constituencies with differing points of views
- Demonstrated ability to manage a staff and achieve programmatic goals in partnership with operational, financial, outreach and communications teams

Preferred
- Demonstrated leadership experience in the Internet2 community and/or other national and international higher education IT organizations
- Advanced educational level, Ph.D. preferred

Governance and Operating Principles

InCommon Steering Committee Governance & Operating Principles

The InCommon Steering Committee is the designated governing body for InCommon. As such, it is responsible for defining the strategic direction of all of InCommon's activities, including the federation, and overseeing its operation to ensure that it is meeting the needs of the InCommon community. To this end, the InCommon Steering Committee will approach its governance and operating duties with the following principles in mind:

1. Governance:

The Steering Committee (SC) will be proactive in governing InCommon, and fulfill its fiduciary duties on behalf of the LLC.
• If the SC is to be effective as a board of directors, it must act as a board of directors, and it must be treated as a board of directors.
• InCommon and Internet 2 staff need to provide the SC with all required information well in advance of meetings so that the SC members can adequately prepare for discussions, and make informed decisions. In return, SC members must remember attendance at meetings is required. Members of the SC have assumed and committed to this responsibility. They must attend scheduled meetings, and be prepared to discuss and act on the business of the federation.

2. Planning:

The Steering Committee will set priorities for InCommon.
• The SC is responsible for deciding what activities InCommon will and will not undertake. The SC must also recognize and acknowledge the risks of doing – or NOT doing – something.
• The SC must periodically assess the needs of the InCommon community, and continually scan the surrounding Identity Management landscape.
• Planning activities shall be on a repeatable review-and-update cycle and result in an InCommon Product, Service and Community Engagement Roadmap.
• The roadmap shall tie back to the financial plan and the budget, the product development life cycle mechanism, the operational plan (budget and staffing, etc.) and the community engagement and communications strategy. The roadmap must be published for the community to view.

3. Community Engagement:

Understanding the needs of the InCommon community, infusing the findings into the planning process, and communicating the role of InCommon to the community will be high priorities of the Steering Committee.
• The SC will develop priorities for convening and educating the community using Events, Working Groups, Discussions, and other communications mechanisms, and work with InCommon management to implement them.
• The SC will capture the resulting community input and include it in the planning process identified in #2 above. The SC will also provide guidance on how to engage the community on communicating the resulting priorities and the value and achievements of InCommon.
• The SC will also communicate the InCommon position on identity and access management activities of external entities such as the Shibboleth Consortium and the IDESG and collaborate with relevant sister organizations such as Kuali and REFeds to achieve shared goals.

4. Finance & Budget:

The Steering Committee will exercise its fiduciary responsibility with respect to the finances and budget of InCommon.
• The SC will work with InCommon and Internet2 management to develop a financial plan for InCommon.
• InCommon Finances must be transparent to the SC and to the InCommon membership.
• The SC will work with Internet2 management to create and disseminate an annual financial report to the community. The report will outline the sources and uses of funds gathered and expended in service to InCommon.

5. Operations:

The Steering Committee will ensure that InCommon is operating in a way that reflects the interests of the InCommon community.

Operating InCommon services and directing its activities is the responsibility of the InCommon management and staff. The role of the SC is to provide governance, define strategic direction, and develop policy that is consistent with its fiduciary responsibility. To these ends, the SC will:
• Oversee the development of a staffing plan that includes: a) the hiring of the InCommon Executive Director; and b) the creation of the appropriate ratio of InCommon employees and volunteers from the community.
• Oversee the development of an InCommon Product and Service and Community Engagement Roadmap. The roadmap will define actionable

research, development and operations plans aimed at addressing the identified needs of the community.
• Oversee the creation of appropriate software development lifecycle management practices to ensure that InCommon products and services are as up-to-date and reliable as possible.

6. Approve, Review and Update these principles regularly:

• The SC will review these Governance and Operating Principles at least every 18 months.

Name	Size	Creator	Creation Date	Comment
Microsoft Word Document InCommon Business Maturityv7.docx	157 kB	John Krienke	Jul 11, 2013 17:19	The above wiki page is based on this version with track changes accepted
Microsoft Word Document InCommon Business Maturityv6.docx	160 kB	John Krienke	Jul 08, 2013 12:53	
Microsoft Word Document InCommon Business Maturityv5.docx	158 kB	John Krienke	Jul 01, 2013 17:06	
Microsoft Word Document InCommon Business Maturityv4.docx	156 kB	John Krienke	Jul 01, 2013 11:11	
Microsoft Word Document InCommon Business Maturityv2.docx	137 kB	John Krienke	May 31, 2013 14:55	