

Goal (Outcome statement)	Strategies/Tactics (what will be done)
OBJECTIVE 1: Simplify the Process to Federate IdPs and SPs	
Improve member interoperation	Introduce new attribute release categories
Create more tools to aid with deployment and management of federating technology	Develop new GUI-based configuration application
	Deploy new IdP Discovery Interface
	Deploy delegated administrator of metadata
	Introduce two-factor authentication and federated login to federation manager
	Deploy secure, automated executive interface for InCommon role management
Provide more comprehensive documentation to support a wide variety of deployment scenarios	Expand installation documentation and online resources
	Complete ADFS strategy
	Complete ERP strategy
Make "outsourced IDP" a more attractive option for campuses	Work with Affiliates, and publicize success stories
	Work on options to support IAM as a SaaS, possibly even as a NET+ service that can meet the needs of campuses and fully support InCommon interoperability requirements.
OBJECTIVE 2: Increase the Value of InCommon Participation	
Enhance access to a robust network of human resources	Develop more Communities of Practice
	Develop strategy to expand affiliates program
Shape and influence Net+ service development with respect to identity	Guide pipeline of service opportunities
Develop more mature, scalable, and resilient operations	Review and update DR policies and procedures
	Enhance service desk offerings
	Complete Internet2 ERP/CRM/Finance platform migration
	Deploy SHA-2 metadata aggregates
	Expand InCommon Operations staff to appropriately resource strategic initiatives
	Develop Federated security incident response procedures
	Conduct study of HSMs for service level increase and security options
Expand the portfolio of third-party services available to participants	Launch eduRoam
	Launch DocuSign
	Establish more cloud app service providers through new InCommon memberships
	Develop a tagging and certification program for Sponsored Partners
Expand the portfolio of in-house services available to participants	Establish a managed IdP, complete with self service account management, audit and reporting capabilities
	Implement an IdP of Last Resort
	Pilot a Social2SAML Gateway service
	Establish executive dashboards, reports, and analytics
	Expand CMU pilot for publishing smaller, locally-managed metadata aggregates
	Develop a provisioning service
	Develop a managed collaboration service
OBJECTIVE 3: Develop Support for Interfederation	
Participate in National and Global Federation and Interfederation activities	Actively participate and contribute to eduGain
	Actively participate and contribute to REFEDS
	Develop a US Federal SP Strategy
Create the necessary technology frameworks to enable Interfederation	Introduce Interfederation metadata elements
	Create an Interfederation metadata intake and publishing processes
Create the necessary policies to enable Interfederation	Develop a metadata registration practices statement
	Transition R&S to an internationally-based standard
	Conduct an EU attribute release review
Develop model for Subfederation	Pilot a business agreement with a regional or state provider

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	Develop more partnerships with Regional Network Organizations
	Develop more partnerships with K-12
	Develop a partnership with Quilt
OBJECTIVE 4: Innovate, Influence, and Lead Where it Matters	
Clearly articulate and promulgate the mission and value of InCommon	Develop and distribute more robust mission and value proposition materials
	Develop and implement an updated community engagement plan
	Launch an annual community survey
Actively engage with and support local campus IAM	Endorse, support and strengthen former CIPHER strategies and messages
	Establish and support an IAM Directions affinity / similar to former CIPHER Coordination group?
	Build on and maintain TAC Landscape document into core product roadmap
	Establish an IAM management console and governance tool, complete with self service account, audit and reporting capabilities
	Document IAM Functional Models
	Advise on pioneering IAM projects
	Create product test drives and reference implementations
	download capability
	Develop best practices for automatic account provisioning and de-provisioning
	Document a strategy for standards that are used (XACML, SCIM)
	Develop provisioning use cases
	Develop a provisioning business rule engine
	Develop an InCommon member IAM maturity level strategy
	Continue to promote and expand the use of group-based access through ongoing efforts to extend and promote Grouper
Contunue to support and encourage community engagement, communication, and collaboration	Re-establish the twice yearly schedule of national meetings
	Coordinate adjacency to IETF
	Continue to sponsor and support Identity Week activities
	Continue to sponsor and support CAMP and ACAMP activities
	Deepen relationship with REFeds
	Continue to produce monthly IAM webinars and InCommon Affiliate webinars
	Foster communication and coordination with other IAM groups
	Participate in conferences and other national and global events to promote successes
Play a lead role in the development of new strategic capabilities	Conduct a pilot study of single entity metadata distribution
	Shibboleth 3.0 development??
	NSTIC Pilot on MFA, continue to advance MFA deployment, especially through an enterprise management console
	NSTIC PrivacyLens, support for user attribute release and attribute management.
OBJECTIVE 5: Put Trust and Privacy in to Identity	
Develop materials to help organizatoinns strenghten Trust and Privacy practices	Assemble use cases, deployment guides, roadmaps, and training materials
	Leverage the MFA cohortium
Enhance certificate service offering	Finish the development and deployment of IGTF CA
	Encourage the adoption of EV Certs
	Encourage vendor deployment of federated access to the Certificate Manager
	Conduct an RFP and renew vendor services
	Migrate all expired incommon-ca-signed certificates out of metadata
	Develop and release incert software support for certificate and network device on-boarding
	Pilot K-12 certificates

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Develop and update policies and strategies relative to Trust and Privacy	Develop scalability for personal certs Create a new key management practice statement Create portfolio governance and principles for trust and identity services Monitor the evolving conversations around trust elevation for social credentials Develop best practices for trust elevation Finalize Active Directory cookbook for assurance
Enhance assurance offerings	Develop an R&E US assurance profile (tactically, might include the development of trustmarks) Develop a multi-factor authentication profile (tactically, might include the development of trustmarks) Assess relationship with FICAM
Improve trust and privacy components of identity infrastructure	Develop an Identity Matching and Reconciliation Toolkit Develop and deploy a user consent tool based on NSTIC PrivacyLens Pilot Create downloadable install packages for trust and privacy add-ons Release final code for IdP Multi-context Broker to support assurance
Establish a baseline level of assurance	Develop a new baseline through community engagement (tactically, might include the development of trustmarks) that fits with the Trustmark model being developed by NSTIC. Document and propagate new baseline to drive adoption Replace POP process with new baseline
OBJECTIVE 6: Develop Support for Teaching and Learning	
LMS system integration	Align SAML and IMS LTI Develop an LTI Tool vendor strategy
Enhance K-12 access to campus systems	Continue to support and participate in CommIT Develop emerging business and technical models for K-12
OBJECTIVE 7: Develop Support for Research Activities and Communities	
Conduct R&E needs assessment	Convene community meetings to document use cases and business outcomes
Create a research support group, and new forums to exchange information and increase visibility of research applications	Implement email lists, teleconferences, workshops, webinars, wikis, etc.
Provide federation services targeted at research activities and communities	Develop multi-factor authentication support Develop ECP Support Encourage development of a research federation based IdP hosted by members
Enhance engagement with researchers and research related organizations	Continue to engage the NSF and NIH on identity issues Target and recruit researchers, research communities, and their partners to participate in InCommon Develop a managed service of a collaboration platform around COManage and CoCoA and work with VO's to domesticate their science applications. Document and publicize InCommon Member research activities and successes
Enhance scholarly identity credential management for cyberinfrastructure	Continue to develop and support CILogon Develop a partnership strategy for ORCID