

STRATEGY

2009-2012

Preface:

This document is the result of a continuous strategy development process that was initiated by the NORDUnet board in September 2007.

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NORDUnet Vision:

Nordic Infrastructure for Research & Education

NORDUnet shall provide a common world-class network infrastructure, services, support and collaboration platform for the Nordic NRENs and research and education community. NORDUnet shall likewise facilitate other common eInfrastructure as requested by the Nordic national eInfrastructure stakeholders.

NORDUnet Mission:

The NORDUnet mission builds on the following five pillars:

1) Connectivity

NORDUnet shall build and operate a world-class network infrastructure for the Nordic research and educational community.

NORDUnet shall achieve this through shared infrastructure or bilateral collaboration where it makes strategic, operational and financial sense.

2) Coordination of network research and development

NORDUnet shall actively monitor network research activities and development projects coordinating and facilitating Nordic involvement and participation.

NORDUnet shall actively facilitate best practice and lead knowledge sharing within the Nordic NREN community.

3) Network & eInfrastructure Services

NORDUnet shall build and operate network and other eInfrastructure services in response to the individual needs of Nordic NREN's taking advantage of operational synergies.

4) International Representation

NORDUnet shall, on behalf of the Nordic NREN's, act as the Nordic representative in the GÉANT and DANTE organisations.

NORDUnet may act as the Nordic representative or as a coordinator of important issues and proxies in other international organisations as applicable.

5) Operational Paradigm

NORDUnet shall operate according to best practices within corporate governance, corporate culture and pursue the best possible utilization of all NORDUnet resources.

NORDUnet shall facilitate both common and individual services as long as they are financially neutral to other NORDUnet activities.

NORDUnet Core Values:

- Collaboration - NORDUnet shall constantly strive to facilitate co-operation between the Nordic NRENs and international partners.
- Customer-focused – NORDUnet shall develop its services according to the needs of the Nordic NRENs.
- Knowledge sharing – NORDUnet strives to be a professional and highly competent partner for the Nordic NRENs and our international partners. It is a core component of our efforts to be highly skilled and trustworthy experts in all aspects of networking technology and related services. It is our job to provide services, perform research and testing, and disseminate information and knowledge towards the Nordic NREN community and our international partners.
- Inspiring Workplace - The NORDUnet workplace shall be characterized by well-motivated personnel that are continuously encourage staff in participating in personal and professional development. NORDUnet encourages an open and flexible workplace with significant personal and professional freedom where individuals take active responsibility for the continuous development of the NORDUnet team and our services towards our customers. NORDUnet has an equal opportunity employment policy where people no matter what race, sex, religion etc. can be employed measured solely on their personal and professional capability of contributing to the NORDUnet Nordic Team and the goals of the NORDUnet organisation.
- Efficiency - as a Nordic provider of Network and eInfrastructure services NORDUnet shall always strive to maximize the utilization of all NORDUnet resources.

NORDUnet Mission:

The NORDUnet Strategic Targets for 2009-2012 to support the Mission and aim for the NORDUnet Vision are:

1) Connectivity

NORDUnet shall build and operate a world-class network infrastructure for the Nordic research and educational community.

NORDUnet shall achieve this through shared infrastructure or bilateral collaboration where it makes strategic, operational and financial sense.

NORDUnet shall focus on:

1.1 Develop and operate a Nordic hybrid networking infrastructure

Provide an infrastructure that ensures a superior quality shared IP service for large numbers of users and demanding applications, as well as state-of-the-art pervasive end-2-end circuit network services for advanced applications and user communities.

1.2 end2end performance (PERT)

NORDUnet will focus on end-to-end performance for users and applications of both shared IP and circuit network services. To achieve this, NORDUnet will work with international partners and with the Nordic NRENs to ensure maximum trouble free performance.

1.3 end2end connectivity provisioning (DCN)

NORDUnet will provide the tools and capabilities to quickly and efficiently provision multi-domain, global circuit networks, and create capabilities for dynamic circuit networks. To achieve this, NORDUnet will collaborate with partners internationally on developing state-of-the-art systems and in setting up trials and demonstrations.

NORDUnet shall develop an effective administrative process for contract administration and charging of these services.

1.4 Expand, Develop and optimize international networking options

NORDUnet shall maintain and develop an operational and financial independent Nordic and International networking infrastructure using all available options (e.g. GÉANT, cross border fibre and bilateral agreements).

Expand network reach as necessary to achieve peering, low cost IP transit, DCN connectivity, and redundancy.

Expand Network reach in the EU, using a dual approach, with both GÉANT and own initiatives where it makes strategic, practical and financial sense.

1.5 Development of Financial Models for:

Harmonization of cross Nordic circuit costs.

Connectivity outside the Nordic region, including cross border fiber.

2) Coordination of network research activities

NORDUnet shall actively monitor network research activities and development projects coordinating and facilitating Nordic involvement and participation.

NORDUnet shall actively facilitate best practice and lead knowledge sharing within the Nordic NREN community.

NORDUnet shall focus on:

2.1 Monitoring & Developing of network research initiatives:

NORDUnet shall monitor the international NREN and network research community and develop relationships worldwide for new and important research activities, initiatives and development projects.

This shall enable early dissemination and involvement of the Nordic NREN community in such activities.

2.2 Facilitate & Coordinate Nordic Development:

NORDUnet shall play a key role in the facilitation and coordination of Nordic development efforts by the establishment of a Coordination Secretariat. The Secretariat shall involve the Nordic NREN's resources to the greatest degree possible and formalizing best practices, knowledge sharing and knowledge transfers among the Nordic NREN's.

NORDUnet shall explore international cooperation options, defining and prioritizing participation on a project and geographical basis. NORDUnet shall facilitate Knowledge mapping and Knowledge transfer between the Nordic NRENs and International partners ensuring participation in these research activities, with resources primarily from the Nordic NRENs or their user community

NORDUnet shall provide administration support for Nordic & EU Coordination and Reporting.

NORDUnet shall facilitate authentication and authorization cooperation.

3) Network & eInfrastructure Services

NORDUnet shall build and operate network and other eInfrastructure services in response to the individual needs of Nordic NRENs taking advantage of operational synergies.

NORDUnet shall focus on:

3.1 Network & eInfrastructure services

NORDUnet shall, on the basis of the information available from the interaction with the Networking Community, Nordic and International Organisations and Bodies, offer to build and operate Network & eInfrastructure services for the benefit of the Nordic Research and educational community.

Such eInfrastructure initiatives shall take advantage of the NORDUnet operational synergies providing a cost efficient solution for the Nordic research and educational community.

4) International Representation

NORDUnet shall, on behalf of the Nordic NRENs, act as the Nordic representative in the GÉANT and DANTE organisations.

NORDUnet may act as the Nordic representative or as a coordinator of important issues and proxies in other international organisations as applicable.

NORDUnet shall focus on:

4.1 International Representation - GÉANT and Dante:

NORDUnet shall act as the Nordic representative within the GÉANT and DANTE organisations, advancing European networking and network services and advocating Nordic interests.

4.2 International Representation - Other Organisations:

NORDUnet may act, on request from the NORDUnet Board, as a case-by-case or long term representative or as a coordinator in other international organisations where applicable. Such organisations may be, but are not limited to, TERENA, RIPE, IETF etc.

5) Operational Paradigm

NORDUnet shall operate according to best practices within corporate governance, corporate culture and pursue the best possible utilization of all NORDUnet resources.

NORDUnet shall facilitate both common and individual services as long as they are financially neutral to other NORDUnet activities.

NORDUnet shall focus on:

5.1 Resource optimization

NORDUnet shall maximize both financial, staff and other resources closely, balancing risks, cost, quality and opportunities.

NORDUnet shall, where possible, seek additional funding for its operation and projects.

NORDUnet shall plan both short and long-term and actively measure the plan versus actual development taking corrective measure in due time.

5.2 Facilitation of common and individual services

Common services are defined as services where all the Nordic NRENs or eInfrastructure stakeholders participate on an equal footing on common projects with common financing.

Individual services are defined as services where a subset of Nordic NRENs, eInfrastructure stakeholders or a significant user community is requesting services that are solely for the benefit of that party. These individual services are solely funded by those requesting this service.

The initiation of any of the above services can only take place after approval by the NORDUnet Board.

5.3 Governance

NORDUnet shall operate according to best practices in corporate governance with open communication and disclosure of all relevant facts.

NORDUnet management shall prepare and provide the NORDUnet Board with documents presenting adequate information for the NORDUnet Board to make a qualified decision.