



# EUROPEAN CAMPUS CARD ASSOCIATION



*“Shaping the Future of  
Student Identification  
in Europe”*

**STRATEGIC PLAN**  
2021-2026

*"We must strive to tackle the interoperability obstacles confronting student identification on a cross border basis."*



*"The core mission of ECCA is to support and advance the needs of our membership."*



## Table of Contents

Foreword	4
Executive Summary	5
Our Mission	6
Our Vision	6
Our Goals	6
Our Strategic Priorities	8
Strategic Priority 1: Promotion of the ECCA Brand	8
Strategic Priority 2: Governance, Financial & Management Structures	9
Strategic Priority 3: Marketing & Communications	10
Strategic Priority 4: Conferences, Programmes & Knowledge Transfer Activities	12
Strategic Priority 5: Research, Standards, Innovation & Sustainability	13
Our Values	14

*"Our five-year strategy is more than just a plan, it is a commitment to our membership."*

## Foreword

We are delighted to present to you our Strategic Plan 2021–2026 on behalf of the European Campus Card Association (ECCA). This plan entitled “Shaping the Future of Student Identification in Europe” demonstrates our commitment to ensuring collaboration with our membership and that our resources will continue to be aligned with the changing priorities of student identification in Europe. It sets out the mission, vision, goals, values, and strategic priorities of ECCA that charts the significant work programme to be undertaken by the association over the next five years.

This plan will continue to build on the success and achievements of the previous strategy and as we look towards the future it sets out an ambitious and challenging vision for the strategic development of the association.

A significant challenge for our association and our membership over the lifetime of the strategic plan will be the implementation of the European Student eCard. This new initiative, which is part of the EU Digital Education Action Plan, will enable every student to easily register electronically at the host educational institution and thus have access to cross-border online student services when moving abroad.

The strategic plan vision will be at the forefront in supporting this initiative, as ECCA has developed an excellent reputation in providing a platform that enables both national and cross-border collaboration throughout Europe between relevant stakeholders on eID innovation and research initiatives.

While taking stock of our many accomplishments since ECCA was founded in 2002, we are grateful for the leadership, commitment, and dedication of our educational and service provider members, and also our colleagues. The ECCA vision must be focused on innovation and scaling new heights. It is our hope that we can together build on the inspiration and insight gained from the past 20 years to grow in success and magnitude.

We would like to acknowledge and offer our sincere gratitude to all those involved in contributing, shaping, and developing this Strategic Plan. We look forward to the continued support of the HEI and service provider community to make this plan a success.



**René de Koster**  
President



**Sinéad Nealon**  
Executive Director

*“A vision without a strategy remains an illusion.”*  
- Lee Bolman

## Executive Summary

The European Campus Card Association (ECCA) was founded in 2002 as the designated authoritative organisation for the collection and dissemination of information that supports innovation and development in student eID credentials and campus card programmes. Its primary focus is based on serving the needs of its membership through the promotion of best practice, collaboration, and knowledge transfer, in a continuously changing environment. ECCA is a not-for-profit association.

In 2016, the Association's Strategic Plan "2020 Vision" provided a five-year roadmap that enabled a range of strategic initiatives to be developed and implemented. The implementation of these initiatives has resulted in the establishment of important supports, services and organisational structures that will facilitate continued growth of the association.

The Strategic Plan "2021-2026", provides the opportunity to maintain and build on the "2020 Vision", together with making the envisioned future of the student eID become a reality. ECCA has established a five year programme of initiatives that are focused on brand, collaboration, knowledge transfer and innovation, which will be of infinite assistance to its membership. It will maintain its strategic focus on serving the needs and requirements of its membership by providing vision and leadership in research programmes, innovation foundation, knowledge transfer activities and information dissemination. In addition, it will continue to grow its membership and encourage diversity throughout all sectors of education and other relevant institutions and by also creating synergies to achieve common solutions either through initiatives, pilots and/or research. These aspirations, which will provide the foundation of this new Strategic Plan, are reflected throughout the document.

This Strategic Plan sets out a framework of strategic priorities that have been devised after broad consultation and guidance from the ECCA Board. In submitting this plan, the Strategic Planning Committee is confident that it will provide the association with a strategic route map for the next five-years that will facilitate the on-going development of supports, services and organisation development initiatives.

*"In confronting the challenges of change from the traditional campus card to a student eID, we recognise unique opportunities to transform the student experience with access to services on and off campus."*



## Our Mission

Support and advance the needs of our members through the provision of networking opportunities, leadership in research programmes, innovation foundation and stakeholder collaboration in a continuously changing student eID and campus card environment.

## Our Vision

Inspire and advance the position of student identification and authentication through the provision of a European eID, which provides interoperability, connectivity and mobility that will enhance the student experience.

## Our Goals

The essential requirement in the development of our Strategic Route Map for European Student identification is to ensure that the association is focused on being a European hub encompassing the whole HEI community as well as service providers, government, and relevant institutions. ECCA will continue to review and analyse the core requirements and priorities deemed necessary for the association to deliver high quality resources and services for the needs of its membership.

For our Association's strategic goals to be realised the Strategic Route Map will focus on five overarching strategic priorities.

- Promotion of the ECCA Brand
- Governance, Financial and Management Structures
- Marketing and Communications
- Conferences, Programmes and Knowledge Transfer Activities
- Research, Standards, Innovation and Sustainability

*"Vision is the art of seeing things invisible."*  
- Jonathan Swift

*"A goal is a dream with a deadline."*  
- Ken Blanchard



*"Strategic planning is worthless - unless there is first a strategic vision"*  
- John Naisbitt

# Our Strategic Priorities

## Strategic Priority 1: Promotion of the ECCA Brand

Promote the ECCA brand recognition as the primary provider of information, networking opportunities, resources to education institutions, business partners and other agencies with an interest in the campus card and eID credential industry. ECCA will continue to develop and expand its knowledge transfer and innovation expertise with the aim to ensure the community needs and values are recognised and delivered.

No.	Action	Status	Assessment Measures
(i)	Establish and foster strong connections with education institutions and embrace a wide range of government and business partners, together with agencies in Europe and beyond.	Ongoing	Continuous interaction through attendance at conferences and workshops (Europe & US) with education and government institutions, business partners and agencies. Providing continuous support and advice for our community requirements.
(ii)	At institutional executive management level, promote the ECCA ethos of facilitating knowledge transfer activities to exchange information and ideas between educational institutions with the aim of developing best practice and promoting innovation in the campus card and eID credential programmes.	Ongoing	<ul style="list-style-type: none"> <li>• Annual Conference</li> <li>• Regional Workshops</li> <li>• Facilitate webinars for service providers and educational institutions</li> <li>• Newsletters</li> <li>• eID Stakeholder Consultation Surveys will be carried out</li> <li>• Dedicated chat channel with bots spreading news and information in matters related to ECCA ecosystems</li> </ul>
(iii)	Maintain and expand partnerships with similar or complementary organisations.	Ongoing	Current: NACCU, EUNIS, eID Forum, EMREX
(iv)	Attract, develop, and retain membership – implement various levels of membership	Ongoing	<ul style="list-style-type: none"> <li>• Review to be undertaken by sub-committee of Board</li> <li>• Recommendations to be agreed by Board</li> <li>• Implementation of actions and targets as agreed</li> </ul>

*“Collaboration, innovation foundation and knowledge sharing are essential processes in the implementation of a European student eID.”*



## Strategic Priority 2: Governance, Financial & Management Structures

ECCA will ensure the necessary systems are in place to ensure good governance, financial and management structures that will enable the Board to manage its workload at both strategic and operational level. It will also maintain a sound financial management structure involving long-term strategic planning and short-term operations in order to ensure that sufficient funds are available to the association to carry out its activities in an effective manner.

No.	Action	Status	Assessment Measures
(i)	Review annually the governance, financial and management structures, and systems to ensure that they are meeting the obligations, responsibilities, and the strategic vision of the Association.	Ongoing	<ul style="list-style-type: none"> <li>Policy Manual including governance, financial and management structures and systems reviewed by Board and at AGM</li> <li>Annual review and financial audit each year</li> </ul>
(ii)	Review of employment requirements to take place annually by Board	Ongoing	<ul style="list-style-type: none"> <li>Ongoing review of staffing based on business needs and requirements.</li> <li>Annual report to be submitted by Executive Director and reviewed by Board</li> </ul>
(iii)	Facilitate a process of change management at Board level to promote organisational stability and growth.	Ongoing	<ul style="list-style-type: none"> <li>Appointment of Board members at AGM in line with constitution</li> </ul>
(iv)	Continue the Association's practice of conducting daily business operations in a manner that achieves the greatest benefit and adhere to generally accepted accounting principles and standards.	Ongoing	<ul style="list-style-type: none"> <li>Conducted in line with the policies of ECCA and best practice</li> </ul>
(v)	Adhere to a practice of maintaining and protecting the Association's financial assets and adopt a reserve policy.	Ongoing	<ul style="list-style-type: none"> <li>Annual Financial Statements &amp; Report produced</li> <li>Budget presented to Board</li> </ul>

## Strategic Priority 3: Marketing & Communications

Develop and implement a communication and dissemination strategy that will deliver up to-date information to our community and provide a resource that will enable them to transfer knowledge, collaborate and provide feedback through various mechanisms.

No.	Action	Status	Assessment Measures
(i)	<p>Develop and implement a marketing and communication strategy to include social media, annual conference, workshops, publications, website, and links with suitable journals.</p> <p>Create and promote the development of a specific ECCA portfolio of tools and guides in collaboration with its members.</p>	Ongoing	<ul style="list-style-type: none"> <li>• Newsletters per year</li> <li>• Regional Workshops</li> <li>• Annual Conference</li> <li>• Partnership/Links with organisations</li> <li>• Link with CR80 News</li> <li>• Websites – ensure ECCA website(s) are up to date and current. Ongoing reviews of information and design</li> <li>• Redesign of ECCA main website in 2021</li> <li>• Portfolio of technical tutorials, developments in Github repository, demonstrations of latest trend technologies and solutions, etc.</li> <li>• Social Networks (e.g. LinkedIn)</li> </ul>
(ii)	Communicate with our members through various forums and surveys	Ongoing	<ul style="list-style-type: none"> <li>• Annual Conference, Regional Workshops, Webinars</li> <li>• Online surveys</li> <li>• Newsletters</li> <li>• Dedicated Chat Channel with bots spreading news and information on matters related to ECCA ecosystems</li> </ul>
(iii)	Develop and promote membership awards and certificate for achieving innovation and excellence.	Ongoing	<ul style="list-style-type: none"> <li>• Current: Distinguished Service Award</li> <li>• Other awards to be reviewed</li> </ul>
(iv)	Develop and implement an Information and Communication Structure Work Group that will collaborate and share its expertise, knowledge, and capabilities in communication and dissemination.	In progress	<ul style="list-style-type: none"> <li>• Establish new Terms of Reference for an Information and Communication Work Group</li> <li>• Appointment of the Information and Communication Work Group</li> </ul>

*“Our five-year strategy will be at the forefront of future eLD technology trends, overcoming challenges and complexities that will transform an envisioned future into a reality.”*

*"In overcoming challenges to change we see unprecedented opportunities for innovation."*





## Strategic Priority 4: Conferences, Programmes & Knowledge Transfer Activities

Enhance the recognition of ECCA as the primary provider in Europe of high-quality information exchange and networking in the campus card and eID credential industry to education institutions, business partners and other agencies through its annual conference, regional workshops and chapters.

No.	Action	Status	Assessment Measures
(i)	<p>Host the best-in class annual conference that will provide members with opportunities for formal and informal networking opportunities. Explore and develop new methods of conference organisation and delivery.</p> <p>Partnering/combining conferences with other associations both within and outside the education area.</p>	In Progress	<ul style="list-style-type: none"> <li>• 2021: Host University confirmed and plans in progress</li> <li>• 2022: Host University confirmed</li> <li>• 2023 – 2026: To be confirmed 15 months in advance each year</li> <li>• Live demonstrations and hands-on workshops</li> <li>• Specific conference track on eID innovative solutions</li> </ul>
(ii)	<p>Develop and present papers and presentations at seminars and conferences.</p>	Ongoing	<ul style="list-style-type: none"> <li>• ECCA Annual Conference</li> <li>• EUNIS, NACCU each year</li> <li>• Others – will be done in line with the dissemination of results from research projects</li> </ul>
(iii)	<p>Develop a Regional Chapter/Online Workshop planning template and support programme that will assist in the establishment and effective operation of the Chapters/Workshops. Provide opportunities for service provider members to participate in these events.</p>	In Progress	<ul style="list-style-type: none"> <li>• 2021 – 2026: 3 Regional/Online workshops to be arranged each year</li> </ul>
(iv)	<p>Promote workshops and webinars from ECCA partners</p>	Ongoing	<ul style="list-style-type: none"> <li>• Create a channel where partners can promote these initiatives to the ECCA community</li> </ul>

*“ECCA provides a hub that enables national and cross-border collaboration between stakeholders on eID programmes and projects..”*

## Strategic Priority 5: Research, Standards, Innovation & Sustainability


ECCA will collaborate and share its expertise, knowledge, and capabilities to provide leadership in the innovation and development of sustainable future technologies for campus card and eID credential programmes.

No.	Action	Status	Assessment Measures
(i)	Research the current and potential European Campus eID market to establish the current state of the art and the possible future requirements.	Ongoing	<ul style="list-style-type: none"> <li>• 2019 – 2022: Jean Monnet Project</li> </ul>
(ii)	<p>Evaluate and implement a process to create proposals for our different research projects under the European Commission calls i.e., CEF, Erasmus+.</p> <p>Create a hub to interconnect service providers and HEI towards the creation of new and innovative project proposals, both public and private.</p>	Ongoing	<ul style="list-style-type: none"> <li>• Director of Innovation &amp; Research Division was appointed by Board</li> <li>• 2021: Establish a workgroup to lead and deliver consortium to initiate and develop grant application(s)</li> <li>• 2019 – 2022: Erasmus+ Jean Monnet Support to Associations</li> <li>• 2020 – 2022: Erasmus+ – European Student card extension and adoption (ECCA partner)</li> <li>• 2021 – 2022: CEF – eSignForStudy project (ECCA Project Manager &amp; Partner)</li> <li>• 2022 – 2026: Ongoing review of suitable projects and submission of applications</li> <li>• Collaboration projects between HEIs, public and private entities on the design, implementation or testing of different products</li> </ul>
(iii)	Expand and restructure the Innovation and Research Group to facilitate collaboration and sharing of expertise and knowledge that will provide strategic direction and leadership in the development of sustainable technologies for student identification and eID credential programmes.	In Progress	<ul style="list-style-type: none"> <li>• Implement new Terms of Reference and core objectives for the Work Group.</li> <li>• Identify and recruit external members with expertise and knowledge in student eID requirements</li> <li>• Workgroup to have three meetings per year</li> <li>• Specific Research and Innovation track at the annual conference</li> </ul>

## Our Values

ECCA is committed to protecting and promoting the values of its members. Our work will be guided and informed by our beliefs and commitment to our five core values.

- **Inclusiveness** – we respect people, value diversity and are committed to equality.
- **Participation** – we value and recognise the contribution of volunteers within ECCA.
- **Integrity** – we will demonstrate a consistent and uncompromising adherence to strong values, morals, and ethical principles.
- **Quality** – we strive for excellence through continuous improvement and maintaining rigorous standards in all our work.
- **Openness** – we are committed to a culture of teamwork and collaboration:
  - provide a common sense of purpose and identity.
  - provide long-term direction.
  - internal and external communication on the purpose of ECCA.



*“However beautiful  
the strategy, you  
should occasionally  
look at the results.”  
– Winston Churchill*





*"Plans are useless, but planning is indispensable."  
- Dwight Eisenhower*



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[www.ecca.eu](http://www.ecca.eu)