

ECCA

General Information & Policy Manual



**European Campus
Card Association**

General Information & Policy Manual
Prepared by the European Campus Card Association
www.ecca.eu



FOREWORD

The European Campus Card Association (ECCA) was established in 2002, its policies and strategies are dedicated to assisting education institutions in European countries with the implementation of secure ID Credentials that will facilitate the operation of campus card programmes and enable interoperability and information exchange between institutions.

Since its foundation, the administration and management of the association is a demanding task and the association is grateful to the various board members and individuals who have taken on work duties to ensure that the association prospers.

This manual contains the policy statements formulated by the Executive Council of ECCA. It sets out a minimum plan of action that establishes limits within which freedom of judgement can be exercised on behalf of the association. It also serves as a reference tool in making decisions relating to the management and operation of the association. The policy statements are the governing principle of the association, that has an effect on the interests of all those who come under the associations authority. The Executive Council has delegated authority and responsibility for the administration of policy statements to the Executive Director.

These policy statements may be modified or discontinued from time to time subject to the approval of the Executive Council. If any part of this manual is made invalid by a legal, legislative or administrative enactment, all other parts shall remain in full effect unless and until they are amended or repealed by the Executive Council.

The contents of this manual, are an essential resource for the association and, I am sure, will make an important contribution to its on-going success and development into the future.

**Rene de Koster
ECCA President**

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1. MISSION STATEMENT & AIMS

Since the foundation of the European Campus Card Association (ECCA) in 2002, the Association has continued to develop and build its membership base throughout the institutions of higher education in Europe, with the primary focus on serving the needs of higher education and the campus card industry through the promotion of best practice in a continuously-changing environment. ECCA is a not for profit association.

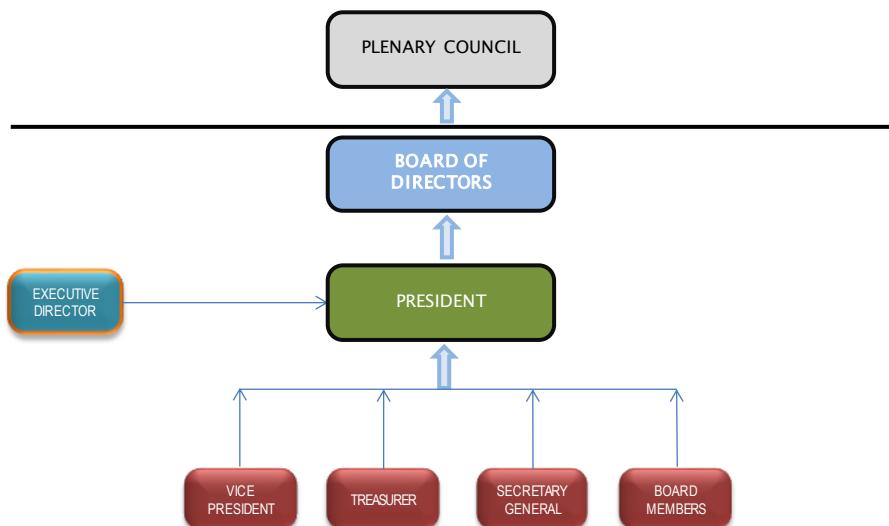
The mission of the Association is to provide information, networking opportunities and resources that will support its members with the development of high quality campus card and electronic ID (eID) credential systems, campus connectivity, synergy and information systems in education institutions within Europe.

ECCA will be recognised as the primary provider in Europe of information, networking opportunities and resources to education institutions, business partners and other agencies with an interest in the campus card and eID credential industry. In addition, it will be acknowledged for its innovative leadership in technology development, research and implementation of standards that will provide a secure unified credential.

2. ORGANISATION STRUCTURE

The European Campus Card Association organisation structure consists of the following:

- (i) The Plenary Council
- (ii) The Executive Council (Board of Directors)
- (iii) The Executive Director



2.1 Executive Director

The Executive Director is an executive position and reports to the President of the Board (or a nominated person of the Board). The person will be responsible for all daily operations and for guiding the vision and direction of ECCA as established by the Board of Directors. The main responsibilities of this role include; membership management & retention; day to day management of operations; implementing policies and procedures; delivering the strategic plan; assist with research project proposals; develop and implement research, consultancy and knowledge sharing programs; financial and budget management; develop and implement marketing and communication plans, manage the annual conference and assist with organizing regional chapters.

3. CONSTITUTION

3.1 Article 1: Name and Location

An international educational association, called the “European Campus Card Association”. It is abbreviated as: ECCA. The association shall have its office located in the home country of the Executive Director and ECCA will comply with the regulation and legislation of that country.

3.2 Article 2: Mission and Aims

Since the foundation of the European Campus Card Association (ECCA) in 2002, the Association has continued to develop and build its membership base throughout the institutions of higher education in Europe, with the primary focus on serving the needs of higher education and the campus card industry through the promotion of best practice in a continuously changing environment. ECCA is a not for profit association.

The mission of the Association is to provide information, networking opportunities and resources that will support its members with the development of high quality campus card and electronic ID (eID) credential systems, campus connectivity, synergy and information systems in education institutions within Europe.

ECCA, will be recognised as the primary provider in Europe of information, networking opportunities and resources to education institutions, business partners and other agencies with an interest in the campus card and eID credential industry. In addition, it will be acknowledged for its innovative leadership in technology development, research and implementation of standards that will provide a secure unified credential.

3.3 Article 3: Membership

There are currently five kinds of membership:

- (i) ***Educational Members*** – are those representing individual institutions of Higher Education. Educational members can participate in the plenary council and have voting rights.
- (ii) ***Service Providers Members*** – these members represent individual agencies supplying services or goods to Campus Card programs. All service provider members may participate in the Plenary council, with voting rights. Two members representing the service providers will sit on the Executive Council.
- (iii) ***Associate Members*** – these are former members of individual institutions of Higher Education. Associate members may participate in the Plenary council, without voting rights.
- (iv) ***Honorary Members*** – these members are those that have made a significant contribution to ECCA and are awarded honorary membership by the Executive Council. These members may participate in the Plenary Council, without voting rights.
- (v) ***Voluntary/Not for Profit Association Members*** – these members are members of similar associations to ECCA, which are either voluntary or not for profit. Unless by invitation of the Board these members cannot attend the Plenary Council.

3.3.1 Membership Application

All categories of membership are required to make an application to the Executive Board for membership. This requires them to provide certain information to the Board in order to assess and approve they meet the category of membership of the Association.

3.3.2 Membership Fees

Membership is payable on an annual basis and the fee for membership is decided by the Plenary Council. Members will be invoiced on an annual basis at the start of the calendar year.

3.3.3 Membership Entitlements

Entitlement	Educational Providers	Associate	Service Providers	Voluntary/ Honorary Not for Profit	
To elect the Executive Council	✓	x	✓	x	x
Member of Plenary Council and voting rights and other rights	✓	x	✓	x	x
Decide on annual membership fees	✓	x	✓	x	x
Present at annual conference	✓	✓	✓	✓	✓
Access to Presentations, Papers and Research Surveys	✓	x	✓	x	✓
Access to ECCA newsletters/magazines and website	✓	✓	✓	✓	✓
Receive discounts to our annual conference and events	✓	x	✓	✓	✓
Receive advice and expertise from ECCA on best practise for card systems and technology	✓	x	✓	x	✓
Company Profile on ECCA Website	x	x	✓	x	x
Receive discounts to exhibit at our annual conference	x	x	✓	x	x
Ad in annual conference program	x	x	✓	x	x
Promotion of Company Webinars to our members	x	x	✓	✓	x

3.4 Article 4: Structure

ECCA's structure comprises of the following management bodies:

- (i) Plenary Council
- (ii) Executive Council (Board of Directors)

3.4.1 The Plenary Council

The Plenary Council has full powers to determine and implement the mission and aims of the association. In particular the tasks of the Plenary Council are:

- (i) Determining the policy of the association.
- (ii) Elect or discharge the President and the Vice President.
- (iii) Elect the Treasurer.
- (iv) Elect the ordinary members of the Executive Council.
- (v) Appoint the Secretary General
- (vi) Decide the level of the subscription fee for the members.
- (vii) Approve the annual budget and report of the Treasurer.

(viii) Amend the constitution.

(ix) Dissolve the association.

All important issues including appointment of key people to an office within the association must be approved by the Plenary Council.

The Plenary Council meets annually.

Meetings of the Plenary Council are called by the President. Notice of a meeting must be provided at least 4 weeks in advance in writing.

If the majority of the delegates demand so, an extraordinary meeting is called by the President within 2 months from the date of the request.

The Plenary Council consists of all members who have paid their subscriptions to the current period contained under Article "Membership".

The Plenary Council decides by a majority of the members present. The President has a casting vote. Each member has one vote. Members may vote by proxy, which must be based on a written document. The Plenary Council can admit a limited number of observers to its meetings. Observers have no vote.

The President will present an annual report on behalf of the Executive Council to the Plenary Council.

The Treasurer will present an annual financial report of the Plenary Council.

3.4.2 Executive Council

The Executive Council (Board of Directors) consists of the President, Vice President, Treasurer and Secretary General, together with four ordinary members (of which up to two can represent service providers). The Executive Council shall have the power to co-opt up to two additional ordinary members.

The Executive Director is an ex officio member of the Executive Council but without voting rights.

A quorum of a minimum of four Board members is required for a meeting of the Executive Council.

The Executive Council determines the day-to-day policy of the association within the guidelines of the Plenary Council, which includes the following:

- (i) The Executive Council ensures that at least every second year a conference will be held in a European country.
- (ii) The Executive Council appoints an organising committee, chaired by a member of the Executive Council to promote transnational cooperation and the dissemination of information through organising conferences, seminars, workshops and other relevant events.
- (iii) The Executive Council can appoint other sub committees as and when required
- (iv) The Executive Council determines the emoluments/salary of the Executive Director for his or her time and expenses.
- (v) The Executive Council admits new members and terminates membership.

3.5 Article 5: Voting Procedure

3.5.1 Executive Council

All decisions are by majority vote of the members present unless otherwise determined by this constitution.

The President is the Chairperson of the meeting and has a casting vote.

3.5.2 Plenary Council

All decisions are by majority vote of the members present unless otherwise determined by this constitution.

The President is the Chairperson of the meeting and has a casting vote.

3.5.3 Membership Categories

- (i) **Educational Members** – are those representing individual institutions of Higher Education. Educational members can participate in the plenary council and have voting rights.
- (ii) **Service Providers Members** – these members represent individual agencies supplying services or goods to Campus Card programs. All service provider members may participate in the Plenary Council, with voting rights. Two members representing the service providers will sit on the Executive Council.
- (iii) **Associate Members** – these are former members of individual institutions of Higher Education. Associate members may participate in the Plenary Council, without voting rights.
- (iv) **Honorary Members** – these members are those that have made a significant contribution to ECCA and are awarded honorary membership by the Executive Council. These members may participate in the Plenary Council, without voting rights.
- (v) **Voluntary/Not for Profit Association Members** – these members are members of similar associations to ECCA, which are either voluntary or not for profit. Unless by invitation of the Board these members cannot attend the Plenary Council.

3.6 Article 6: President and Vice President

The Presidency is a non-paid position (except for normal out of pocket expenses). The normal tenure of the position is three years, however this may be extended by up to a further two years.

The President will:

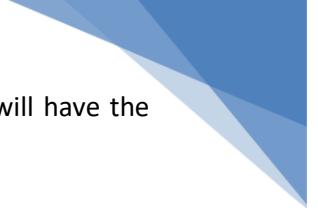
- (i) Preside over the Plenary Council and the Executive Council.
- (ii) Represent the association including legal documentation.
- (iii) Manage the employment procedures for the Executive Director.

All members in good standing are eligible to be elected to the position of President.

The Vice President shall assist the President in the execution of his or her office and shall deputise for the President.

The President or a Vice President can be discharged before the end of their term if they are deemed not to act in the best interest of the association.

If the President is unable to complete the term of office the Executive Council will have the power to appoint the Vice President to the position of President for the remainder of the term.



If the Vice President is unable to complete the term of office the Executive Council will have the power to appoint a Vice President for the remainder of the term.

3.7 Article 7: Secretary General

The tasks of the Secretary General are:

- (i) To prepare the meetings of the Plenary and Executive Council.
- (ii) To draft the minutes of the meetings and to carry out the decisions made.
- (iii) To provide the members with the necessary information.
- (iv) To disseminate appropriate information among the members.
- (v) To keep a record of the decisions and minutes of the meetings of the Executive and Plenary Council.

The Secretary General acts as secretary to the Executive Council. He or she is authorised to sign legally binding documents together with the President and Executive Director on behalf of the association except for all specified financial matters, which are conducted by the Treasurer according to financial criteria.

3.8 Article 8: Treasurer

The Treasurer is responsible for the implementation of the financial policies of ECCA, specifically to:

- (i) Make such financial reports as appropriate.
- (ii) Collect fees and subscriptions.
- (iii) Manage all payments and incomes.
- (iv) Ensure financial statements are prepared by a Chartered Accountant in line with regulation and policy for the preceding year and the budget for the following year, for the approval of the Plenary Council. The financial year corresponds to the calendar year.
- (v) Ensure statutory compliance and good conduct in all financial and regulatory matters.

3.9 Article 9: Finance

ECCA may set fees and levy charges for its publications and information disseminated by other means, for example, conferences and workshops.

Membership fees are set in Euro at a level decided by the Plenary Council.

ECCA may seek donations or derive income, as determined by the Plenary Council.

3.10 Article 10: Amendment of the constitution and dissolution

- a) The President shall inform the Plenary Council at least two months in advance, of any proposal for amendment of the constitution or dissolution of the association, and of the date of the meeting of the Plenary Council that shall decide on such a proposal.
- b) The association is not for profit. The income of the association shall be applied solely towards the promotion of the main object as set forth in this constitution. No portion of the association's income or surplus shall be paid or transferred directly or indirectly by way of dividend, bonus or otherwise howsoever by way of profit to members of the association.
- c) No member of the Board shall be appointed to any office of the association, paid by salary or fees, or receive any remuneration or other benefit in money or money's worth from the association.

However, nothing shall prevent any payment in good faith by the association of reasonable and proper out-of-pocket expenses incurred by any Board member in connection with their attendance to any matter of the association.

- d) If upon the winding up or dissolution of the association there remains, after the satisfaction of all its debts and liabilities, any surplus whatsoever, it shall not be paid to or distributed among the members of the association. Instead, such surplus shall be given or transferred to some other not for profit association or associations having main objects similar to the main objects of the European Campus Card Association. The association or associations to which the surplus is to be given or transferred shall prohibit the distribution of their income or surplus to its members.
- e) Annual financial statements of the association shall be kept and made available to the Revenue Commissioners on request.

4. CONFLICT OF INTEREST POLICY

4.1 Introduction

The purpose of this policy is to ensure ECCA (Board members and staff) conducts its business free of conflict and ensures integrity and accountability in the procedures and processes undertaken.

ECCA will rely on the disclosure of potential conflicts of interests by its Board members and staff members to ensure the integrity of its decision-making processes.

4.2 Conflict of Interest Definition

Conflict of Interest refers to situations in which personal interests including financial interests may compromise, or have the appearance of, or potential for, compromising professional judgement and integrity. It may also impinge, or might reasonably be deemed by others to impinge, on an individual's member impartiality in decision-making.

It is the individual's responsibility to ensure that any and all potential conflicts are disclosed to ECCA Executive Board.

4.3 Conflict of Interest Policy Objectives

The objectives of the policy are:

- (i) To protect ECCA against conflicts of interests that may be detrimental to its activities, by ensuring that individuals covered by the policy make decisions free from any external influences, either personal or fiduciary.
- (ii) To protect ECCA and all individuals covered by the policy against impropriety or the appearance of impropriety, including reputational risk.
- (iii) To earn and maintain the confidence of all stakeholders in the integrity, effectiveness and impartiality of ECCA.

5. FINANCIAL GOVERNANCE

5.1 Annual Financial Statements

ECCA each year will engage a chartered Accountant to assist us to fulfil our duties under the association's constitution to produce financial statements. The accountant will compile the financial statements of the association, which comprise of the profit and loss account, the balance sheet and the related notes from the books of account and information and explanations.

The accountant will carry out this engagement in accordance with guidance issued by the Institute of Chartered Accountants in Ireland, which comply with the ethical guidance laid down by the Institute relating to members undertaking the compilation of financial statements.

This report will be made available to the Board of Directors, as a body.

The financial statements will then be presented to the Plenary Council at the ECCA annual general meeting.

5.2 Purchasing Procedures & Approval of Payments Policy

- (i) Orders less than €1000 – Executive Director has authority to place the order.
- (ii) Orders between €1000 and €10,000 – Executive Director can place the order which is to be authorised by a member of the Board.
- (iii) Orders above €10,000 - Executive Director can place the order which is to be authorised by two members of the Board.
- (iv) For all purchases every effort should be made to ensure value for money is obtained at all times.
- (v) All items purchased should have a specific business purpose.
- (vi) Please be aware of any potential conflicts of interest and take appropriate action to avoid this where possible.
- (vii) All payments require two authorisations. When using the credit card the monthly statement purchases must be reconciled by the Executive Director and checked and verified by a Board member. When using IBB all payments require dual authorisation to include the Executive Director and a member of the Board.

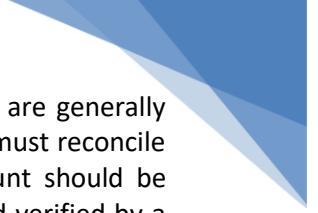
5.3 Credit Card Policy

5.3.1 Purpose

The purpose of the credit card is to reduce the costs of processing orders, invoices and cheques, where the purchases are of an ad hoc nature and where suppliers only accept credit card payments e.g. conference hotel payments, flights, train tickets, meals, hotel bookings etc.

5.3.2 Policy & Guidelines for Use

- (i) The credit card limit is €10,000 to allow for sufficient credit to pay for the annual conference costs and other events.
- (ii) The Credit Card will be in the name of the Executive Director who will be the holder of the card.
- (iii) The Credit Card must only be used where it is deemed appropriate to do so and the most effective and efficient method of purchasing. Value for Money must be demonstrated at all times.
- (iv) All purchases must be for the specific business purpose of ECCA.
- (v) A receipt must be produced for each purchase.
- (vi) Use of the Credit Card for cash advances is strictly prohibited, there can be no exception to this.
- (vii) When using the Credit Card to purchase online it is important to confirm the total price including VAT, delivery etc before finalising the purchase.

- 
- (viii) At the end of each month a credit card statement is received, these are generally sent on the 3rd working day of the following month. The card holder must reconcile the recorded purchases to the statement. Any unrecognised amount should be investigated immediately. This monthly statement will be checked and verified by a member of the Board of ECCA.

5.3.3 Authorisation and Responsibility

The card holder is ultimately responsible for the security of the card and the appropriateness of use. This information must be held securely and must not be disclosed to any other person. If the card is lost or stolen it must be reported and cancelled immediately.

5.4 VAT Policy

ECCA is not required to register for Vat in Ireland where its administrative office is currently based. Should the administrative office location change, then the Vat regulations of that country will apply.

It is a non-trading not for profit association and is not a business. Its turnover is currently under the registration limits to register for VAT in Ireland.

ECCA could register voluntarily for VAT, however it would then be obliged to charge VAT on all annual membership and conference fees and could only reclaim the VAT incurred on conference costs in Ireland. In addition, for all conferences held outside Ireland, ECCA would have to make a VAT reclaim directly to the country where the conference is held.

The turnover limit for compulsory VAT registration in the UK is £83,000. ECCA's turnover will not reach this level in the near future.

5.5 Travel Policy

5.5.1 Introduction

There are occasions when it is deemed necessary to travel in connection with official ECCA business. All claimants are required to comply with the procedures outlined within.

All claims submitted must be accurate and fully substantiated, by receipts, where applicable. All travel and subsistence claimed must be completed using the ECCA "Travel Expense Claim Form" and submitted signed by the claimant and approved by the Executive Director and/or a Board member. Expenses of the Executive Director must be approved by their supervisor. All trips undertaken must be submitted within one month of the date of travel. All claimants are encouraged, where possible, to submit expense claims on a monthly basis.

5.5.2 General Rules for Claiming Travel Expenses

- (i) Where Board members cannot have their expenses covered by their Institution the total allowance paid by ECCA for a Board member to attend a Board meeting (flights, accommodation) must not exceed €200. In instances where this is not possible, pre-approval must be sought.
- (ii) When booking flights every effort should be made to seek the most competitively priced flight. All flights booked must be economy class.
- (iii) The ECCA Credit card is available to pay for travel related expenses. Currently payments using the card will be processed by the card holder.
- (iv) Reimbursement will only be made on presentation of receipts or proof of purchase.

6. DATA PROTECTION POLICY

The European Campus Card Association have created this privacy statement to demonstrate its firm commitment to safeguarding the privacy rights of individuals in relation to the processing of their personal data. The following is a full description of our information gathering and dissemination practices. It sets out the way in which any personal data that may be collected from individuals or provided to ECCA, will be processed, used and protected.

For the purpose of the Data Protection Act, the data controller is ECCA having its principal place of business at 26 Williamstown Park, Waterford, Ireland.

6.1 Purpose of this Policy

The European Campus Card Association (herein after referred to as ECCA) have created this privacy statement to demonstrate its firm commitment to safeguarding the privacy rights of individuals in relation to the processing of their personal data. It sets out the way in which any personal data which we collect from individuals, or is provided to us, will be processed, used and protected by us.

For the purpose of the Data Protection Acts 1988 to 2018, the data controller is ECCA, having its principal place of business at 26 Williamstown Park, Waterford, Ireland.

6.1.1 Purpose for Collecting Information

The purpose for which personal data is collected and used by ECCA includes:

- Personal Data; includes first name, last name, title, gender, dietary preferences.
- Contact Data; includes business address, email address and telephone number(s).
- Technical & Usage Data; includes internet protocol (IP) address, your login data, browser type and version, time zone setting and location, browser plug-in types and versions, operating system and platform and other technology on the devices you use to access our website.

	Personal & Contact Data	Technical & Usage Data
Conference/Event Management	✓	
Registration Information	✓	
Membership Management	✓	
Surveys	✓	

Marketing	✓	
Newsletters	✓	
Accounting & Record Keeping	✓	
Website Statistics		✓
Compliance with Statutory Obligations	✓	✓

6.1.2 Data Protection Principles

We shall perform our responsibilities under the Data Protection Acts in accordance with the following eight Data Protection principles:

(i) Obtain and process information fairly

ECCA shall obtain and process your personal data fairly and in accordance with statutory and other legal obligations.

(ii) Keep the information only for one or more specified, explicit and lawful purposes

ECCA shall keep your personal data for purposes that are specific, lawful and clearly stated. Your personal data will only be processed in a manner compatible with these purposes as outlined above.

(iii) Use and disclose only in ways compatible with these purposes

ECCA shall use and disclose your personal data only in circumstances that are necessary for the purposes for which we collected the data.

(iv) Keep it safe and secure

ECCA shall take appropriate security measures against unauthorised access to, or alteration, disclosure or destruction of your personal data and against its accidental loss or destruction.

(v) Keep it accurate, complete and up-to-date

ECCA adopts procedures that ensure high levels of data accuracy, completeness and that your data is up-to-date.

(vi) Ensure it is adequate, relevant and not excessive

ECCA shall only hold your personal data to the extent that it is adequate, relevant and not excessive.

(vii) Retain for no longer than is necessary

ECCA shall only retain the data for the time it is necessary

(viii) Give a copy of his/ her personal data to that individual, on request

ECCA adopts procedures to ensure that data subjects can exercise their rights under the Data Protection legislation to access their data.

6.1.3 Company Website

In general, you can visit the site without providing personal information. However, there may be times when we will request personal information in order that you may participate in the site's activities or features. Information is typically requested when you wish to contact us or register for an event/conference. If you contact us, we may keep a record of that correspondence.

The personal information collected may include, but is not limited to, the following: name, e-mail address, address, phone number, nationality. In common with many other website operators, we may use standard technology called 'cookies' on the site. Cookies are small



pieces of information that are stored by your browser on your computer's hard drive. We use cookies to tell us in what language the site should be presented to you, to improve the site and deliver a better and more personalised service. Most browsers automatically accept cookies, but you can usually change your browser setting to prevent cookies being stored.

ECCA confirms that, in general, it will only use the personal information you provide within the site. Where we want to pass your personal information on to someone else, unless you have already and/or previously given us your permission to do so, we will seek your permission.

Website Cookie Policy

Responsible Publisher

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Processing of personal data

Personal data may only be collected and processed in accordance with the regulations related to the laws on data protection. In some cases, especially when the user completes and returns a form on the website, it is possible that some personal data may be saved on our server or storage solution provided by Google. This information is considered confidential and treated as such. It will never be sold or transmitted to third parties without the user's approval.

If the website has a newsletter, the user may register to receive regular information by email. In that case, the publisher will need a valid email address that the user who subscribes to the newsletter accepts to communicate via the form. The user confirms that they are the owner of said email address as communicated and agree to receive various emails sent by the website and/or the publisher. The user has the right to unsubscribe at any time. The user has the right to remove, restrict data processing as well as consult his/her personal data in order to verify their accuracy and to correct any errors by sending a request by email to info@ecca.eu

Use of cookies

This website uses cookies. Cookies are small text files that do not affect the security of your computer. Cookies offer you a better browsing experience and permit the publisher to compile anonymous statistics on the website traffic.

Information contained in a cookie may be linked to your personal information, such as your IP, for purposes such as improving the quality of your user-experience, tailoring recommendations to your interests, etc. You can disable cookies at any time; to find out how to prohibit or delete cookies on your computer, please refer to your browser's documentation.

Social Media Features

Our Services may include social media features. These features may collect your IP address, the page you are visiting on our Services and may set a cookie to enable the feature to function properly. Social Media Features and Widgets are either hosted by a third party or hosted directly on our Sites. Your interaction with these features is governed by the privacy policy of the company providing them.

Third Party Services

Our services may contain third-party tracking tools from our service providers, examples of which include Google Analytics. Such third parties may use cookies, APIs, and SDKs in our services to enable them to collect and analyse user information on our behalf. The third parties may have access to information such as your device identifier, MAC address, IMEI, locale (specific location where a given language is spoken), geolocation information, and IP address for the purpose of providing their services under their respective privacy policies. Our privacy policy does not cover the use of tracking tools from third parties. We do not have access or control over these third parties. However Google will not associate your IP address with any other data held by Google. You may refuse the use of cookies by selecting the appropriate settings on your browser, however please note that if you do this you may not be able to use the full functionality of this website.

Our Policy Regarding Children

We do not knowingly collect or solicit personal information from anyone under the age of 13 or knowingly allow such persons to use our Services. If you are under 13, please do not send any information about yourself to us, including your name, address, telephone number, or email address. No one under the age of 13 may provide any personal information. In the event that we learn that we have collected personal information from a child under age 13, we will delete that information without delay. If you believe that we might have any information from or about a child under the age of 13, please contact us at info@ecca.eu

How We Use Information

The Provider reserves a limited right to access the data in order to proactively analyse the system architecture, data models and infrastructure resources in order to offer the best possible service. This includes, for example, analysis of slow-running database queries, predicting the growth rate of data (in order to allocate resources ahead of time), and analysis of the data contents and format in order to choose the most performant and fitting data models. It is unavoidable that in order to be able to provide the best possible service, the Provider must be able to understand the data, as well as emergent trends in the data. Such analysis is done, whenever practical, in an anonymised manner and with only the above, purely technical or service-oriented purposes in mind.

Security

We take all the necessary technical and organisational measures to protect the confidentiality and security of your information from unauthorised access or against loss, misuse or alteration by third parties. We make good faith efforts to store the information collected on the Services in a secure operating environment that is not available to the public and is only accessible by authorised employees, agents or contractors and we verify the identities of registered users before they can access personal information stored about them. We store information on servers located in Portugal and may store information on servers and equipment in other countries within the European Union.

Contact Information

For data protection purposes, ECCA is the Data Controller of any personal information submitted and related to the above-mentioned Services. You can contact us at:

Email: info@ecca.eu

6.1.4 Marketing

You will receive correspondence from us on ECCA business and activities mainly through mailshots, emails and newsletters. If you do not wish to continue to receive this information please contact us and we will remove you from our mailing list.

6.1.5 Your rights to access, correct, modify and/or remove your personal information

You have the right to receive a copy of and/or access, correct, modify and/or remove the personal information that we hold about you.

If you wish to receive a copy of the personal information that we hold about you, you shall make a request in writing to the contact details set out below.

If you wish to have the personal information you provided to us removed and/or if you no longer wish for your personal information to be processed, stored and/or used, your request shall be in writing and shall be directed to the contact details as set out below. Your request shall include enough information to enable proof of your identity and to determine the personal information that you requested to be removed.

6.1.6 Disclosure to Other People

The personal information you provide to attend our conference(s) may be used by us to distribute and share as part of the conference attendance list. E.g. Name, Company/Institution, Email.

Unless required to do so by law, we will not otherwise share, sell or distribute any of the information you provide to us without your consent. We will never sell or rent your details to a third party.

6.1.7 Electronic Communications

We comply with the terms of the European Directive on Privacy and Electronic Communications (Directive 2002/58/EC)

6.1.8 Security

We use physical, electronic, and managerial procedures to help safeguard the information we collect from you. We urge you to take precautions to protect your personal information. When you are on the Internet ensure to keep any passwords safe and make sure you use a secure browser.

6.1.9 Changes to this Privacy Statement

We reserve the right to change our security and privacy policies at any time. Accordingly, if in doubt, we recommend that you check with us periodically in order to review our current policies.

6.1.10 Contact Details

You can contact us by email. info@ecca.eu

This privacy statement is subject to change without notice.

7. ECCA EMAIL USE POLICY

ECCA provides some Board members and employees with an ECCA e-mail address. The addresses currently include:

Email Address	User	Role
info@ecca.eu	Sinead Nealon	Executive Director
snealon@ecca.eu	Sinead Nealon	Executive Director
rfaria@ecca.eu	Ricardo Faria	President
emckenna@ecca.eu	Eugene McKenna	Treasurer
morgan@ecca.eu	Morgan Persson	Secretary

The association's e-mail addresses provided are intended for ECCA **business-use only**.

Use of ECCA's email address is granted by the Executive Board and may be revoked at any time for inappropriate conduct or use. ECCA reserves the right to suspend or withdraw the email address at any time, without notice, for technical reasons, possible policy violations, security or other concerns.

7.1 Unacceptable Use

If you are the holder and user of an ECCA email address you must not use it to:

- (i) Send chain letters or participate in any way in the creation or transmission of unsolicited commercial e-mail ("spam") that is unrelated to legitimate ECCA purposes;
- (ii) Engage in private or personal business activities;
- (iii) Destroy, delete, erase, or conceal ECCA emails, or otherwise make such files or data unavailable or inaccessible to ECCA;
- (iv) Misrepresenting oneself or ECCA;
- (v) Engaging in unlawful or malicious activities;
- (vi) Use abusive, profane, threatening, racist, sexist, or otherwise objectionable language in an email.

7.2 Privacy & Ownership

The Email address is provided as a tool for ECCA business. All such information, content, and files sent and received from this email address are the property of ECCA. You should have no expectation of privacy regarding them.

The following disclaimer must accompany all emails sent using the ECCA email:

The European Campus Card Association (ECCA) accepts no liability for the contents of this mail, or for the consequences of any action taken on the basis of the information provided unless that information is subsequently confirmed in writing. If you are not the intended recipient you are notified that disclosing, copying, distributing, or taking any action in reliance on the contents of this information is strictly prohibited. Although ECCA has taken reasonable precautions to ensure no viruses are present in this email, ECCA cannot accept responsibility for any loss or damage arising from the use of this email or attachment.

8. CONFERENCES, EVENTS & EXHIBITION POLICY

The Executive Council of ECCA ensures that at least every second year a conference is held in a European country. The Executive Council appoints an organising committee, which is chaired by a member of the association and managed by the Executive Director. In addition to promote transnational cooperation and the dissemination of information the Executive Council can organise other seminars, workshops and meetings. The conference fee and charges will be decided by the Committee and Executive Director.

The purpose of the conference (and seminars/workshops) is to provide information, networking opportunities and resources to education institutions, business partners and other agencies with an interest in the campus card and eID credential industry. At the conference, presentations and workshops will be presented by expert speakers from across the world, in particular Europe and the US, covering a wide range of issues relating to campus cards and services. The conference may also include an opportunity for companies to exhibit to provide an insight into the current and future technology hardware and software systems.

Attendees can include those from the various categories of membership i.e. education members and non-members (staff, students, researchers) and service providers and non-members (service providers of campus card/technology systems). All attendees are required to register for the event and pay the appropriate fee in advance. ECCA reserves the right to exercise its sole discretion in the acceptance or refusal of registrations. All attendees are required to comply with the terms and conditions as outlined in the registration process.

8.1 Exhibiting Rules

- (i) Companies exhibiting will be required to pay the appropriate fee. Priority is given to the service provider members along with special discounted rates.
- (ii) The space and equipment provided will depend on the venue and will be confirmed in advance.
- (iii) The exhibit program is intended to provide a showcase for products and services either specifically designed for or used in higher education institutes. The exhibition is provided strictly as a means of information exchange.
- (iv) No part of an exhibit shall be dismantled nor materials removed before the official



- closing of the conference, without special permission from ECCA. All equipment must be removed the same day.
- (v) Participants may not assign or sublet any space allotted to them, and may not advertise or display goods, other than those manufactured, distributed or sold by them in the regular course of business, without authorisation by ECCA.
 - (vi) Space may not be "shared" with another company.
 - (vii) ECCA shall have the final decision and enforcement of all rules, regulations and conditions.

9 APPENDIX – STRATEGIC PLAN 2016 – 2020

Executive Summary

Since the foundation of the European Campus Card Association (ECCA) in 2002, the Association has continued to develop and build its membership base throughout the institutions of higher education in Europe, with the primary focus on serving the needs of higher education and the campus card industry through the promotion of best practice in a continuously-changing environment. ECCA is a not for profit association.

The Strategic Plan “**2020 Vision**”, provides the opportunity to maintain and build on a range of significant strategic initiatives that will be of infinite assistance to the membership in the coming years. It is important for ECCA to maintain its strategic focus on serving the needs and requirements of its membership. This will be achieved by providing vision and innovation for technology development, leadership in research programmes, the adoption and implementation of standards, increasing the number of Region Chapters and by acting as a vehicle for the dissemination of information. In addition, it will grow its membership and encourage diversity in membership throughout all sectors of education and other relevant institutions. These aspirations, which will provide the foundation of this new strategic plan, are reflected throughout the document.

In submitting this plan, the Strategic Planning Committee are confident that it will provide the association with a five-year roadmap that will enable the necessary supports, services and organisation development to be implemented. This plan was developed with broad involvement and guidance from the ECCA Board members and included input from past presidents of the association.

Strategic Route Map

The essential requirement in the development of our Strategic Route Map is to ensure that the strategic vision is focused on the members' requirements. ECCA reviewed and analysed the core requirements and priorities deemed necessary for the association to deliver high quality resources and services for the needs of its membership.

In order for our Association's strategic vision to be realised the Strategic Route Map will focus on the five over-arching objectives, set out below.

1. Promotion of the ECCA brand and the Retention and Expansion of membership
2. Governance, Financial and Management Structures
3. Marketing and Communications.
4. Conferences, Programmes and Information events
5. Research, Standards & Innovation

STRATEGIC OBJECTIVE 1: PROMOTION OF THE ECCA BRAND AND RETENTION AND EXPANSION OF MEMBERSHIP

Promotion of the ECCA brand as the primary provider of information, networking opportunities and 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 build its membership base. ECCA will aim to ensure members needs and values are recognised and delivered.

ACTIONS:

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- (a) Establish and foster strong connections with education institutions and embrace a wide range of business partners and agencies in Europe and beyond.
 - (b) At institutional executive management level, promote the ECCA ethos of facilitating forums to exchange information and ideas between educational institutions with the aim of developing best practice in the campus card and eID credential programmes.
 - (c) Update the membership database profiles to include the relevant contact for the campus card/eID and other key campus decision makers to enable targeted communications.
 - (d) Improve and develop partnerships with other appropriate associations comprising of similar or complimentary individuals who may have overall decision making responsibility for the campus card, eID credential programmes including campus information services and systems. (i.e. EUNIS, NACCU, EMREX).
 - (e) Carry out a review of the membership application process, make recommendations, and implement changes, as appropriate.
 - (f) Attract, develop and retain educational and service provider membership.
 - (g) Implement a membership management system and ensure it is regularly updated.

STRATEGIC OBJECTIVE 2: GOVERNANCE, FINANCIAL AND MANAGEMENT

ECCA will put in place the necessary systems 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.

ACTIONS:

- (a) Review annually of the governance, financial and management structures and systems to ensure that they are meeting the obligations, responsibilities and the strategic vision of the Association.
- (b) Evaluate and implement a structure that will facilitate the recruitment and employment of part-time staff, which will maintain high-quality leadership to meet the future needs of the Association, and promote organisational stability and growth.
- (c) Facilitate a process of change management at Board level to promote organisational stability and growth.
- (d) 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.
- (e) Adhere to a practice of maintaining and protecting the Association's financial assets and adopt a reserve policy.

STRATEGIC OBJECTIVE 3: MARKETING AND COMMUNICATIONS



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

ACTIONS:

- (a) Develop and implement a marketing and communication strategy to include social media, annual and chapter conferences, publications, website and links with suitable journals.
- (b) Communicate with our members through various forums and surveys
- (c) Develop and promote membership awards and certificate for achieving excellence.

STRATEGIC OBJECTIVE 4: CONFERENCES, PROGRAMMES AND INFORMATION

ECCA will be recognised 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 and regional chapters.

ACTIONS:

- (a) Host the best-in class annual conference that will provide members with opportunities for formal and informal networking opportunities.
- (b) Develop and present papers and presentations at seminars and conferences.
- (c) Develop a Regional Chapter planning template and support programme that will assist in the establishment and effective operation of the Chapters. Provide opportunities for service provider members to participate in Chapter events.
- (d) Develop collaborative partnerships with other organisations such as EUNIS, NACCU, EMREX.

STRATEGIC OBJECTIVE 5: RESEARCH, STANDARDS AND INNOVATION

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 programme.

ACTIONS:

- (a) Establish a Research and Innovation work group with responsibility for providing leadership and direction in the development of sustainable future technologies.
- (b) Research the current and potential European campus eID market to establish the current state of the art and the possible future requirements.
- (c) Establish and coordinate research partnerships from education and industry, with the primary focus on the development of technologies and standards.
- (d) Evaluate and implement a process to create proposals for our different research projects under the European Commission calls i.e. Horizon 2020.