

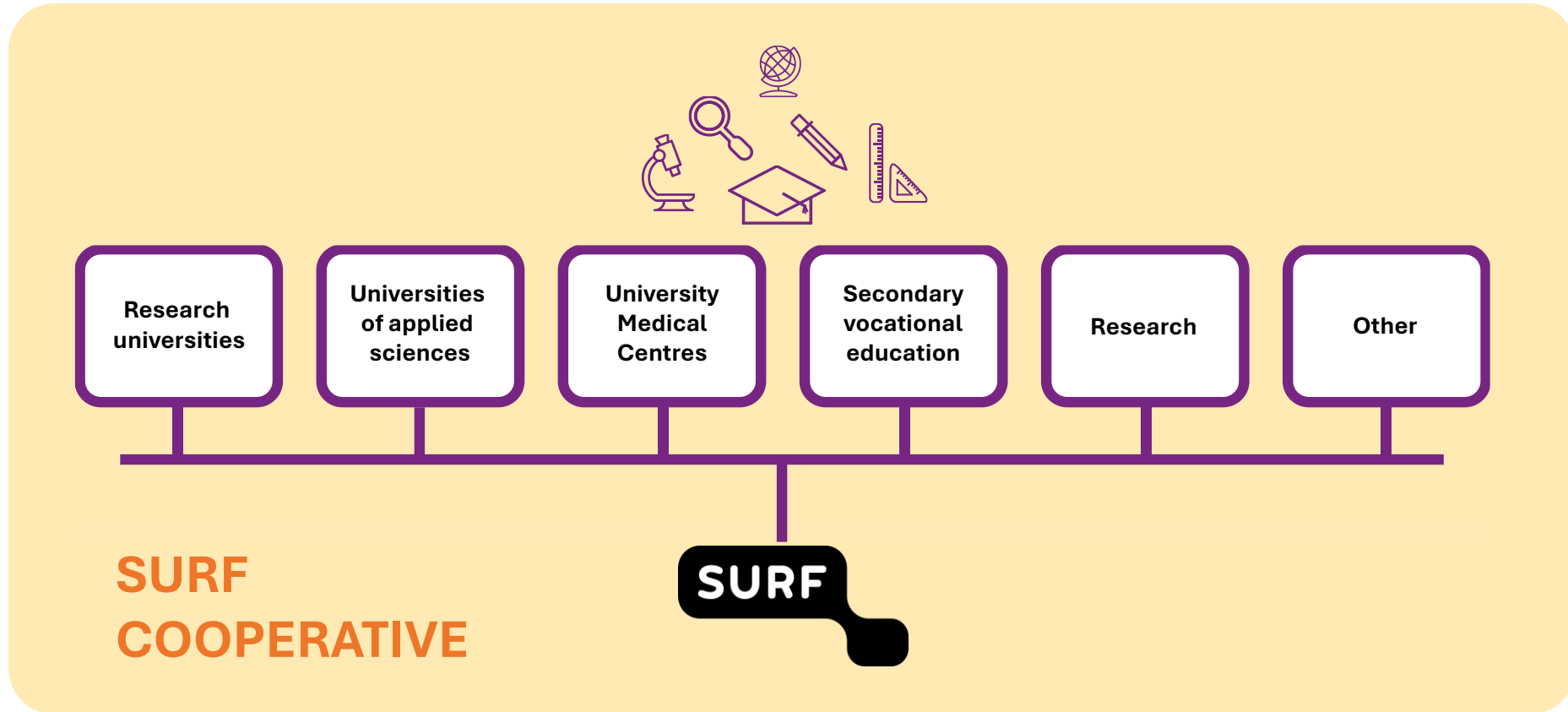
# Activities supporting research & education

Thijs van der Horst

e-IRG Workshop – 9 December 2025



# | A members' organisation



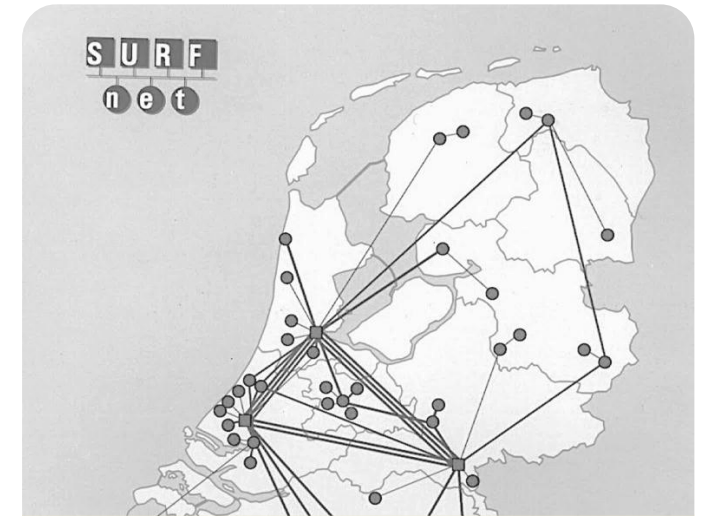
# | SURF developed into a broad approach



**Share compute facilities**



**Collectively buy licenses**



**Connect institutes**

# | Working in 6 areas



Education



Open science



Research infrastructure



Network



Trust & Security



Procurement & open source

# A service portfolio in 8 domains

	<b>Procurement &amp; delivery</b>	<i>Getting the best from the market together</i>
	<b>Compute</b>	<i>Large-scale computing power for public advancement</i>
	<b>Storage &amp; data management</b>	<i>Data securely and reliably organized</i>
	<b>Publishing</b>	<i>Knowledge circulation as the norm</i>
	<b>Flexible education</b>	<i>Enhancing the flexibility of education</i>
	<b>Identity &amp; access management</b>	<i>Access managed securely and reliably</i>
	<b>Security</b>	<i>Creating a safe learning and working environment together</i>
	<b>Network connectivity</b>	<i>Seamlessly and reliably connected with each other</i>

# Strategic Framework

## Why

Mission & Vision

Positioning  
Our purpose & story

## How

Multi-year Strategy

Portfolio Strategy

AI strategy

Sourcing strategy

... strategy

## What

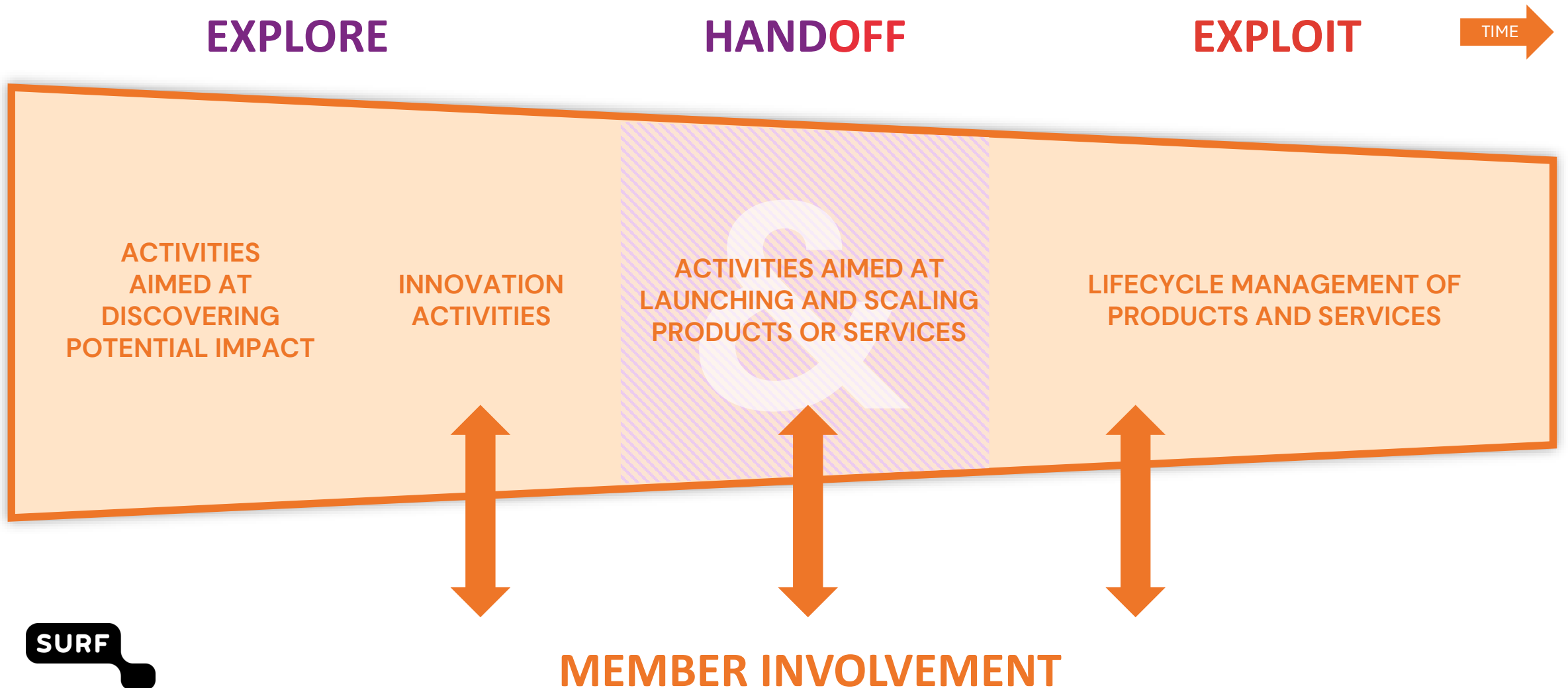
Knowledge

Projects

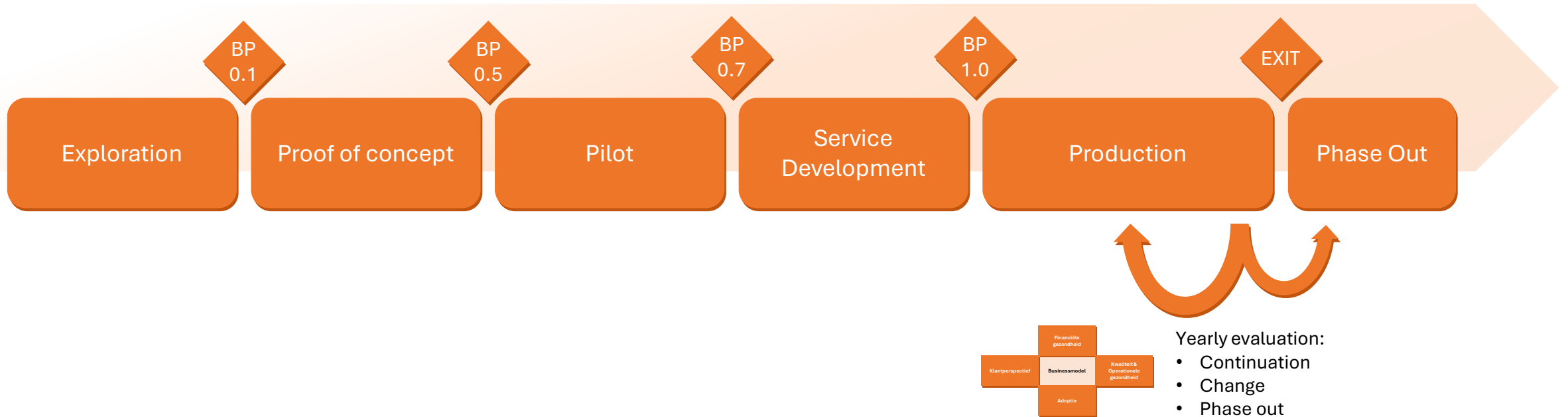
Services

Partnerships

# Strategic Portfolio Management



# | Lifecycle- & Portfolio Management Process



# | Involving members



Portfolio Advisory committee

# | Challenges

Broad activities require broad involvement

- Is 'more governance' a recipe to decrease agility?
- How do we organise this effectively and remain agile?

Integrations lead to dependencies

- We are responsible for managing dependencies



**SURF**

**Working together to realize solutions to  
major digital challenges in  
education and research**