

Internet Society 2016 Action Plan

17 October 2015

Introduction

For decades the Internet has been heralded as a transformative platform, and the Internet Society since its founding nearly 25 years ago has been committed to a vision of an *Internet for everyone*.

Today we live in an era of connectedness where the creativity of more than three billion people has unleashed new uses and capabilities that infuse nearly every aspect of our everyday lives. As more people have become connected, the Internet's value has increased exponentially. At the same time, the cost of being *unconnected* has increased dramatically. The divide between the connected 3 billion and the unconnected 4.3 billion is not just digital: it is economic, social, and political. Thus, we, the global Internet Society community, are ever more acutely driven by the imperative of *connecting the unconnected*.

At the same time, an increasing number of security and privacy issues have undermined trust in the Internet itself. Government surveillance, corporate and government data breaches, practices that erode privacy, mass hacking incidents, and systemic gaps in security practices have led to disillusionment among Internet users about their ability to control their online destiny. Even a universally deployed network, untrusted, will languish as people forgo its use in promising areas such as medicine and learning. Therefore, we are driven to focus on ensuring those who are connected can use the Internet with confidence.

In short, the Internet has changed and continues to change everything for those who are connected, and those who once connected trust it enough to use it in new and audacious ways. In 2015 the Internet Society built the resources and assets that have enabled us to focus on the opportunities and most pressing challenges the Internet faces today. In 2016 the Internet Society is uniquely positioned and motivated to advance in **connecting everyone who is unconnected**, and **promoting and restoring the trust in the Internet**.

In this work, we are guided by our vision, we are focused on our goals, and we are driven to be bold. We again have organized around a few Strategic Objectives:

- **Facilitate and promote policy environments that enable the continued evolution of an open and trusted Internet**
- **Increase the global relevance and recognition of collaborative, bottom-up, technical, consensus-based open standards development to protect permissionless innovation and access to the open Internet for current and future users; *and* enable people to trust the privacy and security of their communication, actions, and connections across the Internet while ensuring the Internet remains open and accessible**
- **Strengthen Internet Society leadership in Internet Development**

- **Build the visibility, reach, and influence of the Internet Society as the trusted source of thinking and action on global Internet issues**

Likewise, we are focused on continuing to improve and develop the Internet Society organization and strengthen its community. Our Operational Objectives aim to ensure the global community and organization have the tools, capabilities, and culture required to effectively advance our mission. These internally-oriented Objectives are designed to:

- **Enhance and leverage our technology capabilities to allow ISOC to use the Internet to disseminate its messages to the seekers of information, widen the reach of those messages, and provide our communities with the ability to find and use that content**
- **Mobilize and energize our Chapters, members and our wider community, and identify and engage with new stakeholders to expand our outreach at local, regional, and global levels to advance our mission**
- **Foster a “Your Goal is My Goal”, focused, forward thinking, agile, and accountable culture that gives our diverse staff the support, skills, and opportunities to achieve the organization’s Objectives**

All of these Objectives serve our mission, and our work is coordinated across them to advance the central focus areas for the year. For example, extending connectivity includes promoting the development of infrastructure, but also includes creating communities and human capacities, as well as promoting public policies that provide frameworks for connecting the next billions. Likewise, as we advance a collaborative approach to tackling security issues facing the global Internet, and promoting technologies protocols and security mechanisms that maintain confidentiality, integrity, and availability, we will also advocate for public policies that enhance user trust in the Internet.

2016 Objectives

As in 2015, the Internet Society's planned activities for 2016 are organized by high-level Objectives. We have identified four Strategic Objectives that define the key areas we must address to advance ISOC's mission, given the current challenges and opportunities facing the Internet. Three Operational Objectives set our priorities for strengthening our organization and our community. For each Objective, we will focus on a compact set of Initiatives. At a tactical-level, projects with timelines, metrics, and resources will be planned to achieve the Objectives.

While we use these Objectives to organize our activities, we keep our eyes firmly set on the broader themes of connecting everyone and restoring trust in the Internet. Reflecting the interconnected nature of the Objectives, as well as the interrelated challenges and opportunities facing the Internet itself, the inputs to and effects of projects may span across objectives. A summary of the Objectives and Initiatives is provided below.

Objectives, Initiatives, and Projects

Strategic Objective 1

Facilitate and promote policy environments that enable the continuing evolution of an open and trusted Internet

Initiatives

- 1) Advocate for policies at the global, regional, and local levels that support the development of and access to an open and innovative Internet
- 2) Advocate and promote public policies that enhance trust in the Internet
- 3) Strategically promote ISOC's principles across the Internet Governance Ecosystem, including strengthening the worldwide network of regional and local Internet Governance Forum (IGF) events

We will advocate for public policy frameworks to connect the next billion, and to address the digital divide that is emerging between those who are connected and those who are not. We will continue to lead the global Internet governance agenda. The opportunities and challenges facing us in this sphere continue to demand the energy and determined efforts of not only ourselves, but of those we count as partners in the ongoing task of building an open Internet. Support for human rights continues to infuse and inform our direction. Beyond tackling today's issues, we will track the emerging issues and project future scenarios that will serve to set our direction in the future.

Strategic Objective 2a

Increase the global relevance and recognition of collaborative, bottom-up, technical, consensus-based open standards development to protect permissionless innovation and access to the open Internet for current and future users

Initiative: Ensure the endurance and sustainability of the Internet Engineering Task Force (IETF) by supporting, interpreting, and promoting IETF activities for a broader audience; supporting the diversity of participation in the IETF; and supporting the financial stability of the IETF

A broad range of activities support this Objective, including continuing to build out the IETF Endowment as a sustainable funding source for the IETF, and ensuring the IETF is recognized as the premier Internet standards organization by supporting, interpreting, and promoting IETF activities for a broader audience. We will encourage broader participation in the IETF through various outreach activities, including the successful Internet Society Fellows to the IETF and the Applied Network Research Prize. We will promote the global deployment of technologies that emerge from the IETF by providing usable technical resources and being active participants in regional technical communities and fora that gather network operators. Other efforts include supporting the Internet Architecture Board (IAB) and its programs, the regulatory Fellows program, the IETF Journal, as well as other communications and outreach activities.

Strategic Objective 2b

Enable people to trust the privacy and security of their communication, actions, and connections across the Internet while ensuring the Internet remains open and accessible

Initiatives

- 1) Advance the development, understanding, and deployment of:
 - a. Trust enhancing technologies with a focus on encryption; privacy support through and in protocols; and the way people's identities are used in on-line context; and
 - b. Core-Internet security and stability mechanisms with a focus on the routing and DNS system.
- 2) Maintain a healthy, forward-thinking environment for addressing and assessing Internet (security) issues that further development of and access to an open, secure, innovative, and trusted Internet.

The overarching aim of this Objective is to increase awareness and deployment of technologies that provide a more secure and trusted global Internet. This includes routing security and resiliency, efforts related to the domain name system, as well as other technologies, such as those that

employ strong and usable encryption. Using our Collaborative Security framework as a tool, we will identify barriers to deployment of those technologies and implement approaches to lower those barriers.

In order to understand the impact of our work we will undertake an effort to understand how data collection and analysis can be used to gauge the health of the Internet more broadly. By identifying key actors and stakeholders, and raising awareness of trust-related risks and responsibilities, we will foster collaboration that advances both the underlying Internet security technology and its deployment.

Strategic Objective 3

Strengthen Internet Society leadership in Internet Development

Initiatives

- 1) Work with communities around the world to address connectivity and infrastructure issues by identifying barriers to connectivity and inclusive access, supporting the deployment of infrastructure, as well as promoting the optimization of existing infrastructure and the adoption of emerging technologies.
- 2) Identify gaps in Internet development to give communities around the world the tools to realize the benefits of the Internet and the Internet economy for self-empowerment and socio-economic development; support projects that create an impact in the lives of the people, and tell the stories behind those projects.
- 3) Develop human capacities in technical, policy, and operational areas for promoting and supporting the development of the Internet.
- 4) Consolidate our position as an informed voice in this field in order to escalate the impact of our work by influencing development oriented public policies.

Projects related to this Objective are largely focused on expanding and improving Internet access in developing regions by increasing the human, technical, and political capital that promote traffic exchange, and promoting availability by, for example, deploying wireless networks in rural villages. A Chapter-oriented grants program will amplify the impact of ISOC's work by supporting aligned projects. We will mobilize and connect the next generation of leaders and influencers that will develop the open Internet of the future. We will engage in events and fora, such as network operator groups, and organize ISOC events such as INETs to grow the community around, and support for increasing access to, and promoting trust in, the global Internet.

Strategic Objective 4

Build the visibility, reach, and influence of the Internet Society as the trusted source of thinking and action on global Internet issues

Initiatives

- 1) Strengthen and deepen the impact of the Internet Society as the key reference and authoritative voice for advancing a global, open, resilient, and accessible Internet for everyone.
- 2) Support the ongoing strategic communications requirements of the Internet Society across policy, technology, and development to extend our thinking, principles, and values to key audiences.
- 3) Develop and implement a global and regional communications plan (internal and external) to achieve thought leadership in these areas.
- 4) Improve and enhance the overarching content strategy and communications platform that together assist the Internet Society in clearly and concisely disseminating its positions, exchanging ideas and information across relevant communities, and building its leadership in the Internet space.

At the center of this Objective is the aim of developing and implementing a world-class identity as the foundation for increased ISOC leadership and impact, and a rallying point for the ISOC Community. We will continue to organize around strategic, issues-based, campaign-oriented activities designed to support the three core pillars of ISOC's work across policy, development and technology, and embody the two major themes of access to and trust in the Internet. A highly visible reflection of these priorities will be a redesign of the Internet Society website. In addition to the full spectrum of Internet Society communications activities, such as content creation and media outreach, we will provide multi-layered communications support for the IETF and the IAB.

Operational Objective 1

Enhance and leverage our technology capabilities to allow ISOC to use the Internet to disseminate its messages to the seekers of information, widen the reach of those messages, and provide our communities with the ability to find and utilize that content.

Initiatives

1. Refine existing or create new internally and externally facing technology platforms to enhance productivity, streamline communication and collaboration, and extend content to appropriate users and audiences through unified platforms.
2. Enhance mechanisms and content delivery systems to enable increased community interaction through webcasting and recording. Capture community interactions, including speeches, keynotes and events, in order to extend the reach and impact of the organization's content and messaging.

3. Through a continued understanding of organizational objectives and initiatives, deliver ongoing operational activities and support required to maintain and extend a healthy organization. Manage projects, information technology systems, and processes to increase productivity, security, system usability, content dissemination, and communication.
4. Continue multi-year work to improve and update technology and process capabilities of the organization by delivering projects within the defined “Three Year Technology Improvement Plan”.

We are focused on ensuring that content created and used by the organization is consolidated in repositories that are easy-to-use and find by ISOC staff, members, and beyond. We will build on the results of the content curation project, as well as input from around the organization and community, to make information and content highly available. We will integrate the use of video, including webcasts and interactive meetings, into our overall organizational operations and content strategy. Additionally, we will continue to improve the security of ISOC data and information, and better manage business technology resources, to increase the productivity of our staff and stakeholders.

Operational Objective 2

Mobilize and energize our Chapters, members and our wider community, and identify and engage with new stakeholders to expand our outreach at local, regional, and global levels to advance our mission

Initiatives

- 1) Strengthen communication and engagement with members and Chapters to further ISOC’s policy, technology, and development positions and priorities.
- 2) Build relationships with existing and new stakeholders and organizations to broaden awareness of ISOC’s mission and priorities with a goal to increase support and opportunities for partnerships around the world.
- 3) Lead and support key events such as InterCommunity 2016, Quarterly Community Forums, and ISOC’s 25th anniversary 2017.

We aim to strengthen and further expand the global Internet Society community by leveraging the rejuvenated ISOC identity to mobilize interest and action. A focal point for 2016 will be InterCommunity 2016, using an innovative methodology and internal and external teams to craft a creative and highly interactive distributed event. We will support the Chapters and Organization Member communities through the Advisory Councils, Chapter Leadership development, as well as both virtual and in-person regular organizational meetings and ad hoc events, such as expert briefings to be organized throughout the year. We will actively engage at Internet-related events such as IGF and GSMA, but also look for opportunities to extend the reach of our priorities at events such as the World Economic Forum and the Global Women’s Forum. The Internet Hall of Fame (IHOF) will continue in 2016, focused on forming

and convening an Advisory Board to present the next round of inductees in 2017 to coincide with the Internet Society's 25th anniversary.

Operational Objective 3

Foster a “Your Goal is My Goal”, focused, forward-thinking, agile, and accountable culture that gives our diverse staff the support, skills, and opportunities to achieve the organization’s Objectives

Initiatives

- 1) Review our global remuneration, rewards, and incentives philosophy to ensure it remains fair and balanced, in order to attract and retain organizational talent at all levels.
- 2) Ensure individual goal establishment is aligned with 2016 objectives and long term objectives in order to achieve a shared responsibility for success.
- 3) With staff input, build on our cross-organizational cultural efforts to identify the areas of focus as we continue to improve our way of working.
- 4) Provide staff and management development opportunities to ensure they are able to fulfill their roles and strengthen their skillsets.

In addition to continuing our efforts to ensure individual goals are aligned with both 2016 Objectives and long-term organizational strategies, we will conduct a global review of the philosophy driving our rewards, incentives, and remuneration. We will continue our “Way of Working” project, which aims to consciously cultivate a culture of collaboration and success across the organization. Our focus on staff development continues, providing opportunities to strengthen our global team. Finally, we will invest effort and resources to improve our business processes, including conducting a staff survey to assess the progress we have made and to understand which areas require greater attention.

2016 Financial Plan

Our 2016 Action Plan is supported by a Financial Plan that ensures the Internet Society remains fiscally strong and operates within our means as a charitable not-for-profit entity. The Action Plan ensures that available resources are dedicated to achieve the greatest impact, and are focused on our key Objectives and Initiatives. The Internet Society's 2016 Financial Plan allows us to clearly execute aligned with our mission and provides a roadmap for future opportunities.

Summary Statement of Activities

(amounts in US\$000s)

Unrestricted ISOC Revenues	2015 Budget	2016 Budget
Memberships, Sponsorships, Grants	\$5,454	\$5,511
IETF Meeting Registrations, Hosts, Sponsors	4,069	4,336
Public Interest Registry Contribution	29,500	29,500
NET REVENUES - Unrestricted Sources	39,023	39,347
ISOC Expenses		
Functional Group Expenses (excluding IETF)	32,711	32,491
Strategic Planning & Board Support	300	300
IETF Expenses (excluding Capital)	6,012	6,556
TOTAL ISOC EXPENSES	39,023	39,347
NET SURPLUS/(DEFICIT) Before Interest	0	0
Other Revenue (Expense) - Interest and Currency	500	500
NET UNRESTRICTED SURPLUS/(DEFICIT)	\$500	\$500

2016 Revenue Plan

Our 2016 Revenue Plan totals \$39.3 million, with the annual contribution from Public Interest Registry remaining consistent with the contribution levels of 2014 and 2015. ISOC-Generated (non-PIR) revenues of \$9.8 million are based on readily identifiable sources from members, sponsors, grants, contributors, and meeting registrations. Based on this conservative threshold for our Revenue Plan, we are showing a slight increase in funding sources in 2016. However, we see this Revenue Plan as a benchmark to maintain our level of expense. We will implement stretch goals for our team again this year. Our pipeline for grants continues to grow, as we are seeking funding for a number of significant public and private sourced projects that are not reflected in this Revenue Plan.

Projected Revenue By Source

(amounts in US\$000s)

	2015 Revenue Plan	2015 Revenue Forecast	2016 Revenue Plan
Grants (Foundations & Gov't) and Corporate Contributions	\$3,361	\$3,292	\$3,161
Organization Membership & Individual Donors	1,520	1,617	1,660
ISOC Event Sponsorships	413	418	525
Event Registration Fees	160	171	165
IETF Meeting Registrations, Hosts, Sponsors, Other	4,069	4,069	4,336
ISOC-GENERATED REVENUE TOTAL	9,523	9,567	9,847
Public Interest Registry Contribution	29,500	29,665	29,500
GRAND TOTAL	\$39,023	\$39,232	\$39,347

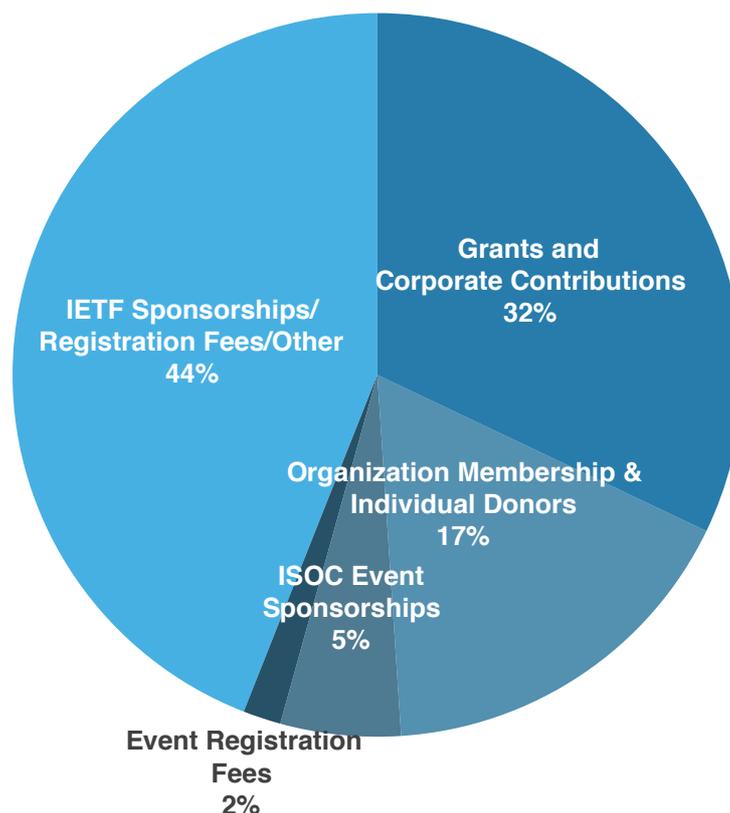
2016 Fundraising Plan

The Internet Society has developed a 2016 fundraising plan to consolidate, maintain, and build upon the income growth achieved over the past few years. ISOC income from Organization Membership and Sponsorship (excluding IETF sponsorship and gifts-in-kind) has increased from \$1.5 million in 2011 to over \$2 million in 2015. Grant revenue for ISOC programs has become a significant source of revenue. In addition, private foundations are becoming increasingly aware of the crucial role the Internet plays for nearly every aspect of human activity, positioning ISOC as the trusted source of information, policy recommendations, and best practices in new sectors beyond ISOC's traditional audience.

With clearer organizational priorities, and a greater focus on key fundraising activities, ISOC seeks to raise \$9.8 million in 2016. ISOC's fundraising focus for 2016 will be to:

- Pursue support from foundations and corporations, governments, and multi-lateral/bi-lateral organizations in the form of grants, partnerships, and event sponsorships;
- Increase unrestricted revenue by recruiting Organization Members and building long-term corporate partnerships;
- Secure hosts and sponsorships for annual IETF activities;
- Continue to implement an Endowment plan for the sustainability of the IETF;
- Build greater and deeper links with ISOC's program teams; and
- Secure and renew Gifts-in-Kind.

Internet Society 2016 Fundraising Plan



2016 Expense Budgets and Headcount by Functional Group

The Internet Society's 2016 expense plan (\$32.8 million plus \$6.6 million in IETF expenses) seeks to align all corporate resources with ISOC Objectives and

Initiatives, and reflects our continued effort to streamline costs and functions within our funding sources. Since personnel costs are our greatest single expense category, we will monitor and manage these closely again this year.

Expense Budgets and Headcount by Functional Group

(amounts in US\$000's)

Functional Group	2015 Budget		2016 Budget	
	Budget	Year-End FTE	Budget	Year-End FTE
Office of the President	\$1,964	4.0	\$2,051	5.0
Global Engagement	10,116	26.5	9,864	27.0
Global Policy Development	3,115	9.0	3,415	9.0
Internet Technology	3,571	11.0	3,268	11.0
Stakeholder Relations	2,090	6.5	2,608	6.5
Strategic Communications	3,485	9.5	3,400	9.5
Information Technology	2,106	7.0	2,057	8.0
Partnership Development and Fundraising	1,760	7.0	1,687	7.0
Human Resources and Administration	1,552	4.0	1,689	4.0
Finance and Accounting	2,952	5.0	2,452	5.0
Subtotal Expenses and FTE by Functional Group	32,711	89.5	32,491	92.0
Strategic Planning and Board Support	300	-	300	-
IETF Expenses	6,012	1.0	6,556	1.0
Total Expenses/FTE Under Management	\$39,023	90.5	\$39,347	93.0

These expense levels reflect management's efforts during 2015 to bring ISOC's cost structure in line with its foreseeable sources of funding. This is especially necessary with the leveling-off of Public Interest Registry contributions, as predicted. Based on restructuring of the organization in 2014 and 2015, plus our focus on strategic challenges to the Internet, the 2016 Action Plan represents functional spending (excluding IETF) that is again slightly lower than that of the previous year.

Within our Financial Plan, we continue to manage spending by functional group for management accountability, while integrating a cross-organizational strategic focus through the four Strategic Objectives (with detailed Initiatives) presented in this 2016 Action Plan. In addition, three Operational Objectives outline what the Internet

Society needs to do to operate most effectively as an organization in service to the broader community.

Board Directed Programs and Funding

In 2014 and 2015, the Board of Trustees authorized four programs that will help build the Society's infrastructure and capacity to grow over years to come. Each of these programs is a multi-year endeavor, with plans and funding spanning into 2016 and 2017.

Board Designated Funds

(amounts in US\$000's)

Designated Projects	2015 Beginning Balance	Funds Added in 2015	Funds Used in 2015 (Projected)	Funds Available for Future Use
Three Year Technology Improvement Plan	\$1,447.4	\$ -	\$(75.0)	\$1,372.4
Branding Project	-	1,695.5	(680.5)	1,015.0
Content Curation Project		300.0	(150.0)	150.0
Community Grants		200.0	-	200.0
Designated Funds Ending Balance	\$1,447.4	\$2,195.5	\$(905.5)	\$2,737.4

Internet Engineering Task Force

The 2016 Financial Plan provides significant support to the IETF, which reflects the Internet Society's dedication to the IETF's importance as the premiere Internet standards organization. The work of the IETF, including the emphasis on improving the technical underpinnings for security and online privacy, is central to sustaining the Internet's openness and innovation. The budget for the IETF has been approved by the IETF Administrative Oversight Committee, and is incorporated within ISOC's budget package.

Summary of Activities: IETF 2016 Budget

(amounts in US\$000's)

IETF Revenues	
Hosts & Sponsors	\$ 1,725
Registration Fees & Other	2,611
Total IETF Revenues	4,336
Operation Expenses	6,556
ISOC Direct Contribution (excluding Capitalized Development)	(2,220)
Capitalized Tools Development	200
Total ISOC Direct Contribution	\$ (2,420)

Conclusion

To ensure the *Internet of opportunity* continues to grow and thrive, we will focus on *connecting those who are not yet connected*, and *promoting and restoring trust in the Internet for those who are connected*. The passion, energy, and local insight of the global Internet community, leveraging global expertise across technology, policy, and development, creates an exceptional combination for advancing our shared vision. Our plan for 2016 takes a coordinated approach across these three areas, and .

After a pivotal year in the arc of the Internet's development, we will move forward in the coming year, consolidating the opportunities we have been able to capitalize on, and re-engaging with the challenges that remain. Our strengthened community and raised profile position the Internet Society as a global, trusted, and independent source for Internet information and topical thought leadership. We stand well-prepared to adapt to and address a changing environment that will, undoubtedly, present new opportunities and challenges in achieving *an Internet that is for everyone*.

