

Q1' 2012 Internet Society Business Plan: Performance & Goal Review

**ISOC Board of Trustees Meeting
May 29, 2012**

Overview

- Our 2012 Business Plan outlined a series of goals and objectives. The key goals are categorized as follows:
 - Resource and Effectiveness Goals
 - Financial
 - Human Resources
 - Membership
 - Chapters
 - Programmatic Objectives and Goals:
 - Objective A: Fostering an open, innovative, and trusted Internet worldwide
 - Objective B: Advancing policies and strategies that strengthen the Internet's growth and evolution
 - Objective C: Enabling a vibrant organisation and vital global community to advance the Internet's future
 - Objective D: Empowering people to achieve human potential through unencumbered Internet use
- Goal details: pages 7 and 8 of the Business Plan

Progress Report

- The following summarizes key achievements and activities undertaken in Q1 2012 towards our goals.
- Overall, ISOC had a very successful Q1, meeting all major aspects of our key goals: Resources and Effectiveness Goals, and Programmatic Goals.
- We are on track with ongoing activities and expect successful completion of all goals. The most challenging goals are those related to:
 - Member growth - Individual and Organizational
 - Chapter growth and increased engagement/contributions
 - Revenue growth – particularly sponsorship, grants and program affiliated
 - Key programs such as Deploy360 and (new) Internet Leadership programs show strong support and a lot of promise, and we expect to meet our goals by year end.
 - Continued empowerment of Regional Bureaus & leveraging of local activities
- See separate Q1 2012 Financial Report & Management Commentary for more specifics on operating performance.

Tracking our Performance: Q1 2012

Key Resources and Effectiveness Goals

Financial

Increase ISOC-Driven revenue to US \$7.4 million – a 37% increase over 2011

- In Q1, ISOC-driven revenue totalled US\$1.98M vs US\$1.72M budget, exceeding Q1 target by 15%

On Track

Increase sponsorship and grant contributions (excl. IETF meeting sponsorships) to US \$2.0 million in revenue – in excess of 250% growth over 2011.

- Q1, non-IETF sponsorships and grants totaled US\$96.8K vs US\$104.8k budget (Note: Q1 figures do not reflect GlobalINET sponsorship receipts, as they will be accounted for in Q2 Financials.)
- Funding pipeline for Q2 and Q3 well developed and in progress.

On Track

Manage ISOC expenses within budget, resulting in an Unrestricted Net Operating Surplus of \$350,000

- All programme and departmental expenses managed within budget in Q1

On Track

Secure US \$0.96 million in IETF meeting host and other sponsorships.

- Q1 IETF Sponsorships totaled US\$464k vs US\$436k, exceeding Q1 target by over 6%. This positive variance would have been higher, but actual NOC costs (and therefore sponsorship revenue) was \$64K lower than Budget.

On Track

Establish an Internet Standards endowment and secure \$2M in endowment anchor funds.

- Investment policy presented to FinComm for review & Board for approval, Initial donor prospect list developed, Committee being established to help lead the initial Endowment campaign, Donation collateral in development

On Track

Human Resources

Achieve significant improvement in key areas of the ISOC's staff survey (measures to be determined on completion of the 2011 survey)

- Established volunteer staff "FOCUS" groups (Forum for Organizational Communications Understanding & Solutions) to develop recommendations in the areas of a. cross organizational understanding; b. work-life balance; c. empowerment in decision making; d. clear communications; e. embedding a clear sense of business priorities and purpose. Issues teams are meeting to discuss in greater depth and potential solutions.
- Other skills and development focus being placed on on-boarding, staff training, communications with senior staff, and management skills

On Track

Tracking our Performance: Q1 2012 (continued)

Key Resources and Effectiveness Goals

<i>Membership</i>	
<p>Demonstrate ISOC's value to its membership community by achieving a combined membership revenue of US \$1.8 million from organisational and individual members – a 30% increase over 2011</p> <ul style="list-style-type: none"> • <i>Org. and Individual membership revenue totaled US\$424k vs US\$326k budget, exceeding Q1 target by 30%</i> • <i>Success relates to Q1 renewal of three Platinum Contributors</i> 	On Track
<p>Demonstrate ISOC's value to new and continuing organisational members by obtaining 40 new organisational memberships 2012 and retaining 95% of current organisational members.</p> <ul style="list-style-type: none"> • <i>100% of Org. Members were retained in Q1, and 3 new Org. Members were added.</i> 	On Track
<p>Broaden ISOC's base of individual members by doubling individual membership numbers to 120,000</p> <ul style="list-style-type: none"> • <i>Individual membership increased over 5000 members in Q1 vs. 6000 plan. The strategic plan for individual members is currently under revision to include: a. Postponement of operational / structural changes due to ISOC By-laws change process , b. New strategic relationships to assist with new member acquisition, c. On-going Database reviews.</i> 	On Track
<i>Chapters</i>	
<p>Grow ISOC's global reach by increasing the number of CONTRIBUTING and ENGAGED ISOC chapters by 20%</p> <ul style="list-style-type: none"> • <i>For 2011, our focus was on standing up additional Chapters through rejuvenation and formation of new Chapters. For 2012, the focus shifted to increased engagement from all of our Chapters in order to help up maximize impact.</i> • <i>Number of contributing chapters has already improved with the participation in the Global Chapter workshop.</i> • <i>Q1: 2 additional chapters, 3 chapters in formation and 3 in the rejuvenation process.</i> 	On Track
<p>Grow mutual commitment and responsibility between ISOC and its chapters as demonstrated by achieving 100% with ISOC Letters of Affiliation.</p> <ul style="list-style-type: none"> • <i>The Letter of Affiliation is temporarily on hold pending the outcome of the by-law discussions.</i> 	On Hold

Tracking our Performance: Q1 2012, Objective A

Achievement on Programmatic Goals

Objective A: Fostering an open, innovative, and trusted Internet world wide

A 1: Accelerate the deployment of key Internet technologies and IETF standards

- *Deploy360 Programme launched in Q1, with DNSSEC and IPv6 as initial topics; website in demand, accounting for some 10% of ISOC web traffic and 50%+ traffic when new Deploy360 articles released. 3 of 4 planned ION events scheduled (India, Slovenia, USA, 4th likely in LAC)*
- *World IPv6 Launch set for 6 June 2012 (worldipv6launch.org). Several thousand content providers signed up and 40+ access providers committed. Regional promotion activities included conducting regional network operators' events, webinars, and meetings.*
- *Major updates to the ISOC sponsored Public Endpoints Entities Registry (PEER) software were published in January and a publicly available beta site for testing has been deployed. <http://www.yaco.es/blog/en/uniqoid/2012/02/peer-0-8-0-highlights/>*

On Track

A 2: Advance solutions that protect privacy and identity while safeguarding user choice and global Internet interoperability

- *"Managing your Digital Footprint" workshop course developed and piloted at GlobalINET. Next steps include translating the materials into end-user friendly modules and creating an online forum for privacy design developers to share their research, code, and recommendations for best practices.*
- *Sponsored and participated in Wall Street Journal Data Transparency Code Sprint; Led to renewed interest in the Terms of Service plug-in architecture; working with EFF and others to field a second generation of the database.*
- *Contributed to the development and deployment of privacy rules and guidelines in APEC, OECD, IAB and W3C.*

On Track

A 3: Advance implementation of solutions that enhance Internet infrastructure and data security while working to preserve the open, global Internet

- *Developing ccTLD registry DNSSEC deployment project for Africa to present to African stakeholders in June*
- *Agreed with LACTLD on projects and activities to promote DNSSEC among ccTLDs in the LAC region. ISOC will support cooperation between pairs of ccTLDs committed to deploy DNSSEC.*
- *Following on from the Identity EcoSystem workshop last December, a group of technical experts meet in Washington DC to advance issues related to attribute sharing among identity federations. Outcomes include plans for a white-paper on good attribute design, a plan for a developing and documenting shared registry for existing attribute labels, and a commitment to review the forth-coming NSTIC charter and requirements documents.*

On Track

Tracking our Performance: Q1 2012, Objective B

Achievement on Programmatic Goals

Objective B: Advancing policies and strategies that strengthen the Internet's growth and evolution

B 1: Advance ubiquitous, reliable, and sustainable Internet in developing countries that is on a par with the rest of the world.

- *ISOC / AnalysysMason report "Assessment of the impact of Internet Exchange Points – Empirical study of Kenya and Nigeria" issued; findings already being incorporated into policy and industry discussion globally.*
- *Finalized a major study in partnership with UNESCO and OECD on "The Economic aspects of local content creation."*
- *Finished draft study on Internet Governance in Kenya; on track for release in Q2.*
- *Inventory of ISOC development-related programmes launched with goal to increase strategic messaging on development activities, achievements, and outcomes and develop multi-year programme streams.*
- *Conducted Internet capacity building workshop for Trinidad and Tobago Regulator and other government agencies.*
- *Conducted IPv6 training for over 120 technologists in Africa*

On Track

B 2: Spearhead advocacy for the fundamental principles of the Internet Model and Internet Ecosystem.

- *Successfully influenced the CSTD Working Group on Improvements for the Internet Governance Forum (IGF), ensuring a constructive and positive approach to future IGF related CSTD and ECOSOC discussions.*
- *Lead the ITAC delegation to OECD ICCP meeting and delivered a presentation on the Internet Governance Landscape to Member States delegates.*
- *Progressed and finished draft study on Assessing National Internet Governance Arrangements; on track for release in Q2*

On Track

B 3: Advance the understanding of the value and benefits of open Internet standards to key Internet influencers and increase engagement in open standards processes.

- *Hosted roundtable with African policymakers on open standards and Internet issues during IETF 83 in Paris.*
- *New round opened for the Applied Networking Research Prize (ANRP), moving programme incrementally to an annual award format; corporate endorsements being sought for the award.*

On Track

Tracking our Performance: Q1 2012, Objective C

Achievement on Programmatic Goals

Objective C: Enabling a vibrant organisation and vital global community to advance the Internet's future

C 1: Build a global cadre of future Internet leaders who can skillfully advance complex issues at the intersection of policy, technology, and business.

- *Delivered eLearning "Shaping the Internet-History and Futures" courses to 100 leaders in 3 languages (EN, FR, SP) on schedule as per plan. By end of Q1, over 400 applications were submitted. 4 concurrent classes to be held in May.*
- *Received more than 300 expressions of interest for the ISOC Fellowship to the IETF programme (IETF 84 and 85); applicant selection and mentor pairing on track for Q2.*
- *Researched and identified potential university partners to extend reach of ISOC learning and development programs. Already identified 17 potential partner institutions across Asia-Pacific with programs aligned with ISOC's mission.*
- *Planning for the Collaborative Leadership Exchange (CLX), an interactive, day-long, prelude event to the Global INET.*

On Track

C 2: Provide the world a trusted independent source for Internet information and thought leadership.

- *Communications campaigns launched on IPv6 (World IPV6 Launch) and the World Conference on International Telecommunications (WCIT); campaigns initiated on the Internet and human rights and privacy.*
- *Achieved exceptional media and press visibility achieved surrounding the GlobalINET and Internet Hall of Fame, including landing over 200 articles in 20 countries.*
- *Global Internet Users Survey questions developed and on track for launch in Q2; also began development of "flash surveys" to gather specific information on highly-targeted Internet issues from key audiences.*
- *On track to reach our year-end goal of 350% increase in social media followers; ISOC currently has some 27,100 followers on Facebook and Twitter combined.*
- *Developed website templates and communications tools for Chapters; Launched multi-lingual collateral library on issues for staff and Chapter use.*

On Track

C 3: Bolster the effectiveness and resources of ISOC as an organisation.

- *On track, see detail under "Key Resource and Effectiveness Goal" slides.*

On Track

Tracking our Performance: Q1 2012, Objective D

Achievement on Programmatic Goals

Objective D: Empowering people to achieve human potential through unencumbered Internet use

D 1: Advance the right of people across the world to access and use the Internet on an open, nondiscriminatory basis, respecting the rule of law.

- *Raised the ISOC profile and credibility in the human rights field with a highly visible statement to the 19th Human Rights Council panel on Internet and freedom of expression (subsequently quoted by Swedish Foreign Minister).*

On Track

D 2: Empower individuals and communities, including the vulnerable and underserved, to maximize the transformative opportunities the Internet enables.

- *Conducted application round for the Internet Society Community Grants programme; Application review underway; Award decisions for the current round will be announced in Q2.*
- *Advanced discussion with Digital Empowerment Fund to advance a 3rd phase of the Wireless India programme to expand wireless access in rural and tribal regions of India*
- *Progressing planning for ISOC youth programme, aimed at garnering more involvement of young people in ISOC's mission.*

On Track

Progress Report – In conclusion

- Again, and in summary, ISOC had a very successful Q1, meeting all major aspects of our goals and setting ourselves up well for the rest of the year.
- We are on track with ongoing activities and expect successful completion of all goals. The most challenging goals remain those related to:
 - Member growth - Individual and Organizational
 - Chapter growth and increased engagement/contributions
 - Revenue growth – particularly sponsorship, grants and program affiliated
 - Key programs such as Deploy360 and (new) Internet Leadership programs
- Overall, we are doing well on our hiring plan – where we have delays in bringing new hires on, we are working hard to minimize any impact.
- We are all committed to empowering Regional Bureaus and local activities and are working towards that end.
- We appreciate the support of the Board and look forward to a year full of significant impact and success.