

Internet Society
Board of Trustees Meeting 159 - Day Two
1 August 2021
Transcript

>> TED HARDIE: Thanks, everybody, and welcome back to the annual general meeting for 2021. We appreciate you either joining us in person, as many of you are, or watching the videos post facto.

Our next item is the report from the Chapter Advisory Council Steering Committee and Pierre-Jean Darres, I guess you're going to be leading that? Is that correct?

>> PIERRE-JEAN DARRES: Yes, correct.

>> TED HARDIE: Take it away.

>> PIERRE-JEAN DARRES: Thank you. Thank you Ted - thank you, Kevin, for the introduction. I guess, Kevin, you may be - you might share the - excellent.

>> KEVIN CRAEMER: Oh, sorry. Yes, just tell me when you would like to advance the slides.

>> PIERRE-JEAN DARRES: Sure. No problem. So, first, thanks. Hello, everyone, first, and thank you for having me today with you. As it is the case, once or twice a year, I will just recap what is the Chapter Advisory Council, what we're here for, and what we're working on. I will try to keep that as short as possible, not to take too much of your time. I know you have a busy schedule today. So, let's start.

You can move to the next one.

Quick - as I mentioned, a quick recap on what's the ChAC? What is the ChAC-SC? What - how do we work to develop advice and recommendations and what we are working on, what we just worked on lately.

Forgot to ask but can you hear me well first? Perhaps? Yes?

>> TED HARDIE: Yes.

>> PIERRE-JEAN DARRES: Great.

So, next slide, please.

So, a basic recap for some of you already know what is the Chapter Advisory Council. Perhaps some of you do not really know what we are here for and what we are doing. Basically, the Chapter Advisory Council is the voices of the chapters, so it gathers all the chapters, all the ISOC chapters around the world that nominate one representative. So, each chapter has the choice to nominate the person on the Chapter Advisory Council. And the idea behind that is to have a local to global approach.

So, chapters, through this council, might bring up topics and concerns about ISOC, be it process, be it decisions and so on. So, the Steering Committee, which I will talk afterwards, can interact with the board and make advice or recommendations on those topics. So, the idea is to take from the field and bring it up to the Board of Trustees to the CEO and to work with the staff throughout the year to help clear some topics and some concerns.

Each representative has also the opportunity to bring topics. It is not only the chapter - one individual chapter. I mean, it can be several chapters having one common concern, of course. Usually we will meet three times a year. The last one was in - on June 22nd.

And we also had the Chapter Advisory Council Steering Committee which I am going to quickly introduce. Next slide, please.

So, the Steering Committee is from the representatives of the Advisory Council. It is selected once a year. Next elections will be held on Q4 of the coming year for the Chapter Steering Committee of 2022. Nine members on that, representing all the regions and the chapters. So, six representatives are elected for geographic reasons, meaning we have one for Asia Pacific, one for Middle East, for instance, and then the three others are non-geographical but still elected by the chapters' representatives. So, everything democratic and everything is public so it's not like a small culmination between people - between the chapters.

And the Steering Committee, before writing advisory recommendations, depending on, of course, the target and the matter, will need the approval of the full Chapter Advisory Council before sending the advice to the board. So, it is always

something that all chapters give an update on or give comments or give ideas on what is working to make sure that we have some sort of consensus always on the topic of the matter.

We also track, as I mentioned, as the Steering Committee, the staff. This year we worked quite a lot with the staff on ongoing small matters with some chapters.

Next slide, please.

So, quickly, all of this information, if you want all of the information about the members, is available on the website. So, I won't go through each one but you can see here the six regions, Africa, Asia Pacific, Latin America and the Caribbean, Middle East, Europe region, and the North American region plus the three non-geographical.

Next slide, please.

So, how do we work to develop an advice? Usually, as I mentioned, the community, so chapters, or individuals bring a concern to the Steering Committee, either to the regional representative or to directly the staff or to the full list of members. And then the Chapter Steering Committee will probably, as any board or any advisory council works or many works, will setup a small committee to work on the topic and then to draft a recommendation or an advice that we will send to the board or to the - the appropriate working group, let's say, in order to have, let's say, a back and forth and work on how to improve or to settle the problem or situation.

And as I mentioned, the full ChAC is also consulted when there is anything involving the full advisory council. For instance, last - I can - next slide, please. I will relate to this.

So, an example was the charter amendment. That was work started last year. The advice was approved by the full ChAC and then it was sent to the board and you the board approved that on the meeting on February '21. So, once it's approved, then the charter of the Chapter Advisory Council was updated. And everybody from the Chapter Advisory Council had the time to send comments.

Now, I am going to quickly talk about what we are currently doing and what we will probably be doing in the coming weeks/months.

Lately, after the Chapter Advisory Council Charter Amendment, we went to step two with a committee led by our member, German, from the - actually he is a non-geographic but is from South America. And we wanted to revise the rules and procedures amendment of the Chapter Advisory Council because after a few years, it needed a few updates and a few upgrades. So, this was approved by internally, this one is something internal to - to the ChAC functioning and to the ChAC-SC, so this was approved during our last meeting on July 20th.

It will be - if not yet, it will be soon available on the website. So, always something transparent and public of course.

Other topics we're working on for the past year, some topics started last year. Some started with the beginning of this new 2021 year. Up to now, many chapters did have concerns about how to communicate with their own members and their members having the right to opt out to receive communications, so many chapters had problems about that.

This led to discussions. This actually - actually, this topic has been on the table for quite a while and this led to discussion and brought up a new data privacy program that perhaps you have seen emails and consultations go through.

The consultation ended on July 16th, if I recall correctly. Yeah, July 16th. And there will be new agreement between - with the chapters so they might be able to communicate with members and access their members when they need to send them news about events or whatsoever.

Another problem still within communication, it's about how do we communicate between chapters when we have something to announce or to say. Currently, we have lots of mailing lists, lots of various groups, but sometimes it is not so efficient, so we are working on how we could improve that and how we can help chapters to be aware of what's going on and not miss the information and avoid misunderstandings in some situations.

Another - another topic that we just kind of ended up working on was the - with the staff, about how to handle multiple chapters per country which is the case for some countries, not all, but depending on the situation, locally it might be good to have - we thought it might be good to have several chapters per country which already exists for some countries I mentioned, but it was kind of an informal process from time to time. Now, the

SC issued a recommendation or advice to the staff on how to handle that and this will be - this will be publicly I think added to the website in the coming weeks too. So, it's something we just ended up working on.

And finally, we are also working on access for some chapters who have trouble accessing - which have trouble accessing funds be it on the legal part or not. So, we're trying to find a solution and from time to time, see what's coming from other institutions or other organizations globally to solve this problem.

And of course, I know you had a session on governance reform, so we will also keep following the discussion and be involved in the coming - in the coming weeks and months on this topic. So, let's - we'll probably, I guess, have more news in the coming weeks on this topic.

And I tried to keep that short so I will be happy to answer your questions directly if you have them, on the Chapter Advisory Council, on the Steering Committee, or on the work we're doing or we plan to do.

>> TED HARDIE: Thank you very much for the report. Luis?

>> LUIS MARTINEZ: Thank you, Pierre-Jean. Sorry about the video but I'm having bandwidth issues. The - one of the issues I was expecting to see in the report is about the MemberNova which seems to be a concern to everybody around the ISOC but I don't see it on the - on the ChAC's report. So, that means that it is not relevant at the Chapter Advisory level or - or is it just not in the agenda or where is it coming?

Because everybody is providing a lot of input to improve that and the - the staff is doing a lot of work and I don't see it in that report.

Also, you told us that these issues that we are discussing from the last meeting, especially the multiple chapters per country and the question regarding the funds to the chapters is an ongoing work, but the - when do you think the results will be ready to be presented and discussed? Thank you.

>> PIERRE-JEAN DARRES: Yeah. Thanks for the question. So, for the first point, about the MemberNova topic, as I could have stated in the beginning, I didn't put everything in the presentation because I just didn't want to have it too long. But

of course we're working on the AMS topic. There is a working group on the AMS requirements and so we do for the SIG topic review. I guess you might have heard that the - the special interest group structure is changing actually and there is a work ongoing. So, those are topics we are dealing with and we are keeping up on that part.

So, MemberNova, I'm not sure if you have this yet, but there will be some - some votes and some modifications to come. There are already - there have been already a few modifications to the MemberNova part in the past month. So, some functionalities. Of course, it's not perfect. We know that. And it's kind of related with the problem of communicating for chapters with all members and dealing with their own actually mailing lists and own contacts that are private.

For the other part of your question about the multiple chapters and so on, as I mentioned, it is going to be - I guess it will be added on the website in the coming weeks. It is quite - we decided about that quite recently. So, it was about ten days ago. But I'll be happy to come to your next board meeting and present to you the full - the full recommendation we brought.

Basically, multiple chapters is fine as long as there is no overlapping, no competition. Collaboration, of course, is encouraged, and as long as it's legal of course and it serves the ISOC mission.

I hope this answers your question.

>> LUIS MARTINEZ: Yeah. Thank you.

>> PIERRE-JEAN DARRES: I see George. Do you have a question?

>> GEORGE SADOWSKY: Yeah, I do. Thanks, Pierre-Jean. Very informative. I noticed that much of your work concerns structure and process and governance and that seems quite appropriate, but I detect the absence of substantive discussions and I'm wondering if I'm misinterpreting the meaning, the purpose of the ChAC.

>> PIERRE-JEAN DARRES: You mean on the - like on substance like the mission of ISOC?

>> GEORGE SADOWSKY: Well, I mean, things that like MANRS for example and the - the kind of encryption issues that chapters

are doing that may not have inter-chapter - necessarily inter-chapter existence but chapters would like to inform others of what's going on. Is there any of that there? Is that a function that's handled in a different way?

>> PIERRE-JEAN DARRES: Actually, to date, the Chapter Advisory Council itself is not - doesn't really have the mission or the mandate to give advice or organize events, for instance, on the topic. This probably will be more on the new SIG structure and it's part of the work that has been ongoing with that that's been creating structures that will be able to promote and to bring awareness to the community on topics.

So, this will be voted by the members and by the community itself. The role of the ChAC will rather be to, let's say there is a SIG topic on encryption because you mentioned that on MANRS. The ChAC, if the matter is brought by a member or by the board, as I mentioned, we will be happy also to bring mandate or to take matters concerned by the board.

So, let's say, for MANRS topic, if a chapter has a problem with that, we will look into it and make advice or a recommendation on how to deal with that structure. But on the substantive part itself, it's not necessarily the ChAC, because it is the role of the chapters and we do not want to bypass our mandate. But we're always happy to collaborate with the chapters.

>> GEORGE SADOWSKY: Thank you.

>> TED HARDIE: Thank you very much. Are there any other questions for Pierre-Jean? Thank you once again for the report.

>> PIERRE-JEAN: I think Maimouna raised her hand. I don't know if that's a question or?

>> TED HARDIE: Maimouna, did you have a question?

>> MAIMOUNA DIOP: Yes. Thank you. I am not able to raise my hand with - I don't have the - so, I raised my hand. Thank you. I have a question about the participation level of chapters at the ChAC.

I think on last year's report, it was one issue that I don't know what was going on now. It is a better rate of participation?

>> PIERRE-JEAN: To date, it's quite stable, indeed. That's a problem - that's a problem we're aware of and we deal with unfortunately. We're not - we're an advisory council, so we give advice and we work and we give advice, but we do not have an enforcement power, let's say. So, it's always a bit less appealing for some people to get in, but we are - the ISOC chapters are still involved in that. So, even though they are not necessarily on each of the full meeting calls, there are discussions privately in between chapters and their representatives. So, it's kind of distributed.

But yeah, to date, to my knowledge, there has never been a 100% attendance rate. And we do not necessarily expect that. But let's take the example of the charter of - charter amendment. So, that was voted by the full ChAC before going to the board.

We work, the Chapter Steering Committee, to get those votes and that was also with the last year's team, so led by Eduardo who was the chair at that time. And there were efforts made and we had a quite decent response rate with over 85% or 90% if I recall correctly.

So, when we need the advice or when we need people to get in, they're here to follow us.

I hope this answers your question. Maybe it was long. The short answer is, it's not perfect but we're still having some involvement from chapters.

>> TED HARDIE: Thank you very much. Are there any other questions? Okay. Once again, thank you very much for the report and we look forward to working with you throughout the rest of the year.

>> PIERRE-JEAN: Thank you, Ted. Thank you, everyone, for having me. And as I mentioned, if you have any topics you would like us to work on or to work with you, feel free to send us your opinion. We will work on that.

And I just take the opportunity to thank also the ISOC staff. I see Joyce is there and I don't see Christine but they are working with us a lot and helping quite a lot in our work. So, just quick mention on that.

>> TED HARDIE: Thank you.

So, our next agenda item is to look at the different board focus areas and Joyce, who Pierre-Jean just mentioned, is in fact our first speaker there talking about community engagement in particular with the individual members.

>> JOYCE DOGNIEZ: Thank you, Ted.

Just switch off - okay. There we go. It's a bit - it's quite warm today here in Luxembourg so I'll get some air flowing, so. But it was making noise.

So, I will not take you through the presentation. I will assume - I am looking at the screen to see some nods that you all had an opportunity to look at the pre-recorded - I am seeing nods. Excellent. Thank you. Pre-recorded presentation. Thank you to all of you who sent some questions in already. I hope I answered most of what you were asking. So, but I am happy to have just a conversation, see if there is more feedback, and see if you need some additional information.

So, just very high level. The team has been working based on feedback from last year's board. We have been working on revising the plan going forward with individual members which is the presentation you saw. And based on the last comments on to date and we will be working on operationalizing this plan going forward.

So, that is where we are.

>> TED HARDIE: Thank you very much. Are there questions at this point? So, I actually have kind of a follow-up question to the exchange we already had, and that is we were talking about how member journeys could be mapped out and you described a little bit of the consultation of that.

When you've actually come to - to create one or more of these member journeys, how are those then going to be shared back with the community so that they can confirm or maybe select which journey they think they are personally on? Maybe associate that with their membership or something like that?

>> JOYCE DOGNIEZ: Thank you for that question, Ted. It's - we actually, as I mentioned already in the emails, what we have seen is that the range of members or types of members, I would say, or profiles we would call them, is quite varied within ISOC's membership. And so, what we've done is based on the initial survey that we sent out in January, we've worked in

identifying two profiles/personas that we think actually are quite widely represented across the membership.

So, one is we called it community builder. The other is insider status. It's a bit of internal lingo to define - to define some characteristics of those people and that is what we actually used to then do the qualitative interviews which are happening - I think the last ones were happening this week actually.

And so, after that, we'll go into the analysis of the - the qualitative interviews to then map out what the needs are, the wants are of those people.

We actually looked at looking more at who they are, what they want, and what they're looking for, how they communicate, where are they finding information, rather than going into what do you think of ISOC? That was not the intent of the - of the survey, of the research. It was really to get an understanding of who people are, what they are wanting, what they need, where they go for these things, and how they - how they actually would expect to receive things from an organization like Internet Society.

So, the - once we've done the analysis, we'll share it back to the members. I mean, it's obviously, it's something that we've done. We've shared the initial feedback as well. I don't know if you saw it in one of the member newsletters. We shared actually some summary of the initial survey as well. So, I think that's one of the things we learned is that people - when you ask something from the members, you also need to give something back and that is definitely something that we'll be looking at.

>> TED HARDIE: Thank you much. We currently have George, Luis, and Richard in queue. George?

>> GEORGE SADOWSKY: Thanks. Not a question but a comment. I'm very pleased with the insightful analysis that - that this work has shown and I'm delighted that you're on this path. I look forward to good results. Thank you.

>> JOYCE DOGNIEZ: Thank you, George.

>> TED HARDIE: Luis?

>> LUIS MARTINEZ: Yeah. Thank you, Ted. Thank you, Joyce. You got, well, some of the comments and questions that I made

through the email and also, I appreciate very much the work you are doing towards improving this important part for ISOC.

I should recommend a lot to take care about the statistical validity of the information you are collecting in order to get the - reduce the uncertainty of what we are analyzing. And thanks again.

>> JOYCE DOGNIEZ: One of the things, and I understood from your email that that was one of the things we needed to look at. What we have seen as well as that obviously, the number of responses are not - we're not at a 50% response rate - I'm just overstating it - of our membership. And so, the validity is only as good as the data we have.

Obviously now one of the things that we - we are putting in place is looking at what is the - what is the recurring research we need to do and do we need to actually do an annual survey? Is it something - how can we do the learning and testing and then actually reiterating so that we - we really refine one, the knowledge we get about our members, but also that we actually hopefully also can increase some of the other response rates that we're looking at.

>> TED HARDIE: Thank you very much. Richard and Maimouna are in queue. Richard, I think you're first.

>> RICHARD BARNES: Thank you. So, Joyce, I wanted to thank you again for this work and second what George said about its importance. One of the interesting things for me about this meeting was being able to watch all of the presentations together in one block and kind of compare them to each other.

It seems to me like this - this theme of engagement and meeting people where they are and having these journeys is really kind of an important through cutting theme that cuts through a bunch of the topics we've got here.

So, you know, whether that's, you know, this individual membership lens or how we develop and enrich organization members' experience and kind of even into some of the revenue diversification concerns.

So, I'm wonder if you had thoughts on kind of whether that holistic - whether I was the only one perceiving this or there is actually some kind of motion of the organization in that general direction, kind of having a kind of unified vision of

how individuals, chapters, organizations engage with the Internet Society as an organization to create that broader society?

I was thinking maybe some of the - the - I thought as a particular instance of this, your insight about having the - the individual membership and the folks who work on that within ISOC being kind of a tool to the rest of the organization to accomplish the substantive things the Internet Society is trying to accomplish.

So, just curious on your thoughts on that kind of holistic view and how we're kind of - any steps we're kind of on already to achieving that?

>> JOYCE DOGNIEZ: Thank you, Richard. I'm glad you noticed. It means that - it means it's working so it's good. So, no, one of the things, I mean, with - whether it's with the MarCom team, with the Content team, with external engagement, community engagement in all of the three segments, we've done a lot of work in actually making sure that we shift a little bit, our narrative to look at what people want and how they want it rather than how we think they want it and how we think we should actually tell them.

And we've seen a huge difference, I have to say, especially in the last year where working with the projects is actually much more effective in that way. It's really a collaboration where when they have to send something out or - I'll take an example on encryption. I mean, there's an encryption - Global Encryption Day is in the mix. It's really a very close collaboration with our team to make sure that we look at how we reach the audience, what are the right channels, when would be the right time. If it's an individual, you have to have a different tone than if it's an organization member because they - they would expect things in a different way.

So, we have these conversations with the rest of the teams as well. So, again, I'm glad you noticed that. It's a recurring thing. It's working. Thank you.

>> RICHARD BARNES: Thank you.

>> TED HARDIE: Thank you very much. The queue is currently Maimouna and then Andrew. Maimouna?

>> MAIMOUNA DIOP: Thank you, Chair, and thank Joyce for the survey. I think it's important for ISOC to get to know the members, the engagement, and why they're there.

I have some questions for my chapter's members about some confusion they had when sometimes they talked with ISOC, sometimes they talked with chapters. I don't know what - how could you, you know, work with the chapters to help them to get the feedback you got from the members. Some of you - some of them, the individuals, are not affiliated to a chapter. Do you have opportunity to also exchange with chapters about the profile of the members, the expectation of the members?

Because you did the survey, so we have the data. The chapters does not have the data. How are you working with the chapters? Because I know you work with the chapters but way are you working with them to help them to know their members and how those expectations are? And also to avoid any confusion between the activities of the chapters and the activities of ISOC and help them to understand that we are one organization and we have one goal. And even if the activities are different, we are the - we are all working towards the same goals. Thank you.

>> JOYCE DOGNIEZ: Merci, Maimouna. I think it's a very important question here actually. We haven't shared the details of the survey back with the members or with the chapters. As we're - the quantitative survey was one part of the research. So, as I was mentioning, we're finalizing the qualitative and so we are intending to share everything back with everybody involved, whether it is the members themselves, the chapters, and of course you. Once we have the full research done because the quantitative survey actually opens - there were some gaps, I mean, because the number of respondents was close to three hundred but it's very small compared to the overall membership population.

So, it gives a snapshot but we had - it raised some questions as well and so we actually integrated some of these questions in the quantitative or we're trying to see if we can get some answers in the quantitative - qualitative, sorry, research that is happening now.

As I said, we'll have to continue this reiteration going forward, so the data has to be tested and learned going forward, but sharing the results with the chapters will indeed be important because yes, there is an almost 50% overlap between global members and chapter members. So, yeah. Thank you.

>> TED HARDIE: Thank you. Andrew?

>> ANDREW SULLIVAN: Thanks. So, I wanted to pick up on something in Richard's comments because, like Joyce, I was pleased that Richard noticed. But it isn't only in respect of the communities that we engage with that this is a theme. So, those of you - and this is primarily for the benefit of new trustees, but you'll remember that we actually did a reorganization of the staff.

The purpose of that reorganization of the staff was literally in the service of that problem. The staff organization was sort of atomized into these little functions and it was very difficult to get people to collaborate across the staff. So, we changed the organization of the staff to try to make it easier that there was collaboration so that different parts of the organization would naturally plug into different places.

We have tried to pare down the things that we're - that we're paying attention to. When I did the job talk. There's hardly anybody left here who remembers this, but I - when I initially interviewed with the board, one of the points that I made was that the website at the time had like, I don't remember, eighty-five priorities or something on it. I mean, it was confusing. It was very difficult to - to get our message through because when you're talking about everything, you're talking about nothing.

And that has been the consistent thing that we've been trying to do. What is it that is our core topics and that we focus on those things and then we try to make sure that we coordinate with everybody who is interested in it?

So, this is a theme that you will continue to hear me bang on about. I think many of the staff get tired of me going on about like, okay, but how does that affect this group or that group and so on?

Fortunately, I have, you know, a great team and a staff who are getting this and who are really embracing it and who are trying to work - work on it, and Joyce and her whole team is one of the people who is key to that and so I really appreciate the fact that this theme is really echoing through because it is the goal. It is the goal for us to speak as one society. We're not the Internet bossy pants. We're not the Internet staff. We're the Internet Society and the goal is really to be a whole society altogether.

>> TED HARDIE: Thank you. I see Richard has his hand up for follow-up.

>> RICHARD BARNES: Yeah. Just a quick follow-up and a plus one. I appreciate the work. And I observe that I think there's - as we mature this vision and as we have more complete, shareable thoughts on this, I think there is a community building opportunity to give people a picture in which they can envision themselves in.

>> TED HARDIE: Luis?

>> LUIS MARTINEZ: Yes. Thank you, Ted. Just - just - just a quick one. If after all this analysis you and your team are doing very nicely, do you think we can get closer to answer the question, what does it mean to the individual and the organization member to be part of ISOC? Thanks.

>> JOYCE DOGNIEZ: Thank you, Luis. I think you're going towards what is the reason for people to join. Is that where your question is heading to? Did I understand that correctly?

>> LUIS MARTINEZ: Well, to join and to remain, yes? At the end, it's a question of engagement, yes, but the - there are a number of identified reasons why to join ISOC and other reasons why to stay or leave, but I think all this information you are gathering is working towards defining better these two questions, right?

>> JOYCE DOGNIEZ: Yes. Thank you, Luis. I got it now. It actually goes to the - within the presentation, you saw that there is - we identified four buckets of benefits which is what came out of the research or of the survey in the beginning of the year which is how we actually manage to bucket the benefits and actually give them a name and give them a definition.

What we've seen - what we've seen with the org members as well and when we talk to people, very often it is because they believe in what we do. It's actually the mission that really calls out. That is the reason for joining.

The reason for staying is a little bit more challenging which is where you have to actually bring in the benefits and then actually give them something that they care enough about to stay.

I say it laughingly to the team. The Internet Society currently is like Hotel California. You can check out any time you want but you can never really leave.

The - once you sign on, because we don't have a renewal process right now, people just tend to stay in the database. And so, it's very few people who actually ask to be removed and to actually leave the Internet Society, which gives us a little bit of a skewed vision of who are members are. Something that we're working on, so something we know is happening and we're working on fixing. There are a couple of other things that we need to fix first, but that's definitely one of the things.

So, the staying very often is one thing to be involved and one thing to make a difference, especially now after what we've seen in the last eighteen months. The Internet for many has had - has a very different meaning than what it used to have. It's, you know, as you have all seen, it was a lifeline. It still is a lifeline for many people and that is the reason. Being able to contribute to that is the reason why people often stay.

I'll confirm when we get the results but that's - where we are today, that's really what comes out of it, whether from conversations or from the quantitative survey.

>> LUIS MARTINEZ: Thank you and keep up the good efforts on that.

>> JOYCE DOGNIEZ: Thank you, Luis.

>> TED HARDIE: Thank you, Joyce, very much for the report. We look forward to hearing the follow-ups as they come in in September and after and at this point I think we are running a little bit behind, so we probably need to turn to our next which is Sebastian discussing ISOC's fellowship program redesign.

>> SEBASTIAN BELLAGAMBA: Yeah. Thank you, Ted. Hello, everyone. Welcome to the new trustees and congratulations to you, Ted, on your selection as the chairman.

Excellent. So, I hope - it's again a conversation, as Joyce has presented, and the idea is to present to you - the last time we met with the newest trustees, although there are many new trustees on the board now, we present you, first, the idea of new fellowships that we were managing. Then the plan to execute on the new fellowships. And now we are presenting you a

fellowship - one of the two fellowships that we are planning that is in - is being executed.

So, first, I would like to say thank you for your support. And the first fellowship, the early career fellowship has been launched back in - the first cohort started in late June. It's - it has been going forward and one quarter of the fellowship already has passed. So, we have in full motion in the new fellowships.

As it was noted in the presentation, we are planning to launch a mid-career fellowship as well and that is scheduled to be launched in 2022. And that also would include the - we are working now on the creation of the alumni program for the fellowship that we are running so we can have a holistic view of all fellows that have been awarded by the Internet Society and have a single approach to all of them and how we move forward after they exit our fellowship programs.

So, with that introduction, I would like to open the floor to comments and questions.

>> TED HARDIE: Thank you very much, Sebastian, for both the report and these opening remarks. I did want to follow-up on our conversation in email to ask, as you go into the mid-career fellowship, and obviously this is a much more bespoke approach to engagement than the one you're currently doing with the early career, is it possible that in that aspect of the fellowship program, there might be more of a focus on bringing in folks who are mid-career in government or civil service careers?

Because it's obvious that one of the big themes that will be coming for the Internet Society over the next few years is how to engage with governments to teach them the Internet Way of Networking and to get them on board with continuing to support the Internet's evolution along the lines that have historically made it a success.

Is the fellowship program targeting that at this point or is it something where it might fall out depending on who applies or how is that going to knit together?

>> SEBASTIAN BELLAGAMBA: We're still refining the approach and we saw that drawback on the early career one that we haven't had many governmental people apply to the fellowship and we noted that, and that is as such full of the launch of the early career one.

So, we are now working on two things. We're working with the comms team in order to improve that focus and reach out to the right audience in order to overcome that. And also, we are thinking, because we are in the middle of the development of the curricula for the mid-careers, not yet completely defined, so we are tweaking that for making it more appealing to that sector.

There is actually, in the demographics, I would say there are two things that I noted that are quite evident. One is, as you said, the lack of government officials applying to the fellowships and the second one is a lack of Europeans also. If you notice in the regional dispersion of our fellows, there is none from Europe.

So, we are analyzing that data and we - we are trying to refine our approach in order to cover those shortfalls.

>> TED HARDIE: Thank you. It looks like Luis is first in queue.

>> LUIS MARTINEZ: Thank you. Thank you, Sebastian, for the congratulations, and thank you for your good work on the fellowships.

Also, continuing with my discussion on the email, it's very clear, the way you have designed the - the career path. You have this first cohort on one of the programs. The other is under development which is - it looks promising. The focus on the gender, the focus on the geographical distribution. That is encouraging. This aspect you are talking now about, the non-European participation.

But I am just wondering what do you think after they finish, yes? It's very clear that, the path to get there, but then what happens then? How ISOC is benefiting from the - after they graduated? I was suggesting sort of a - a community that would keep making critical mass to increase the number of fellowships, but what is your view of that? That is something I would like to hear. Thank you.

>> SEBASTIAN BELLAGAMBA: Yeah. Thank you, Luis. And yeah, that's exactly so. We are also designing now an alumni program for all of our fellows, not only including the early career and mid-career ones, but we also have the youth at IGF and the IETF policy guests as part of that. So, we would like to have a

comprehensive alumni program. That is being designed as we speak. So, we are going to present that in the near future.

But the idea is exactly what you said. I mean, the idea is that how we put together all the resources that we have created and keep contributing to not only externally, to expand our mission and vision as Internet champions, but also internally and that can also be channeled into our own programs and projects and to replicate also the creation of our - of Internet champions in our different empowerment programs and fellowships.

So, we are considering that and we are working on an alumni program that will have a comprehensive view of all the fellowship related things that we're doing.

>> LUIS MARTINEZ: Thank you.

>> TED HARDIE: Thank you. Andrew?

>> ANDREW SULLIVAN: Thanks. I wanted to pick up on something that you, Ted, asked about and Sebastian already said something about, but that is an important thing for new trustees to be aware of, so that's why I keep jumping in on these - on these things.

The goal of these fellowships is to make more of us, to make more of the Internet Society people. We want people who have the idea of the - the Internet Way. That is totally the goal. And so, everything that the fellowships do, we're in the early period now, but everything that the fellowships do is really intended to build this community out and really, to plant more professionals out in the world who have ideas that are similar to the way that we have about what the Internet is like and how it should work and so on.

So, that was the explicit goal of the design of these programs. It's in the founding documents for this. And there will be challenges, one of them of course, attracting government people, one of them attracting people from all geographies, and so on. But I think that Sebastian and the whole team supporting him are actually, you know, making really huge progress on this. I think that this is, if I may say so, oodles better than the prior program which was really primarily just travel stipends.

So, I think there's a coherence to the approach that we're taking that I'm quite proud of and I think the staff should be - should be pleased that we have the results that we have so far.

That isn't to say it's done, but I do think that you should all keep in mind this idea that yes, the goal is in fact to make more Internet Society thinkers.

>> TED HARDIE: Thank you. Pepper?

>> ROBERT PEPPER: Yeah. So, I want to first, yeah, congratulate Sebastian and the program and second what Andrew just said in terms of the purpose. You know, it's oodles and oodles, way, way better than what we had.

One of the programs that we did keep was the IETF Policy Fellows. I want to come back to that for a moment because we have - that is designed for identifying and engaging government people and they tend to be at the mid-career level which is exactly where we want them because they are going to be growing. And you know, having been in government myself, the other types of, you know, fitting the fellowship program for government employees faces a lot of challenges sometimes, you know, legal approval, all kinds of difficulties that - so, any - any government participants that we can get I think is extremely important.

But the way the IETF Policy Fellows is structured, that's relatively easy, and if I recall, we have been getting some really good applicants and in fact, more applicants in the past when there was face to face meetings. And I think that's one thing that we maybe want to think about as a way to either structure a slightly different way to attract government or to leverage the IETF Policy Fellows because that is about government and it's been very successful.

The last thing, Sebastian, I really, really appreciate and think it's great, your comment about creating an alumni network, because that is - that also reinforces Andrew's point. The extent to which we can create a cohort group with an alumni group and then connect people, right, who have been fellows at different times in different programs, to allow them to create an alumni community I think is extremely powerful if we can make it work. So, I think that is, in terms of next steps, one of the most important things to do to really make this even more successful.

But again, congratulations. So far, it's a work in progress but enormously better than what we had before.

>> SEBASTIAN BELLAGAMBA: Yeah, thank you, Pepper. Yeah. Sorry.

>> TED HARDIE: No, please go ahead, Sebastian.

>> SEBASTIAN BELLAGAMBA: Yeah. Yeah, thank you very much, Pepper, for your words, and yes, I totally agree with that. So, that's - we're taking a lot of time and taken some time to design the alumni program in the right way because in our view, it is critical.

Regarding the IETF Policy Guest Program, I would like to highlight a comment that Andrew has put on the chat box. We're facing some challenges to the online status of it. For, as you noted, I mean, for government officials to devote the time to attend online events, oftentimes it happens that they have it scheduled to attend your session in the next hour but something more urgent and important just came up.

I mean, the impossibility of flying them and having them in a different environment than the working environment they have is presenting some challenges.

So, we are analyzing both things. I mean, at the same time, the early career and the fellowships and the IETF to understand better how we can - we can overcome that challenge.

>> ROBERT PEPPER: I completely agree with that, with the challenge, and losing the advantage on the face to face in that circumstance. So, that's something to think about going forward when people actually get back face to face.

>> TED HARDIE: Thank you very much. Laura?

>> LAURA THOMSON: Hi. Thank you for the presentation, Sebastian. I would also - by the way, I think the alumni program is a brilliant idea. I have seen this done very well actually with NOLS which is the National Outdoor Leadership School in the United States and alumni there and they do a great job of the sort of continual outreach and keeping people in the fold for like twenty years afterwards, so highly encourage that sort of approach.

My question was actually, the early career stuff looks amazing. Really, really happy with the program. Like, you know, I think it's as good a thing as I could possibly have imagined.

What are you learning as you go through this cohort that you will apply to the mid-career fellowship? Is there anything that surprised you that will change the way that you approach that next program?

>> SEBASTIAN BELLAGAMBA: We haven't gotten to the point that we have conducted assessments, I mean, on this, because just one quarter of the time of the cohort has passed already. So, we haven't had the time to run a - not even a partial assessment, I would say.

We are very happy on the way that it's running and the other thing is, if you look at the career path of the fellowship, and there are four models, and we're finishing the first model. The models have very - I wouldn't say standalone but they're very different. So, we would have to analyze each of the models separately because they service a specific purpose.

I mean, the first one is introducing to - to the Internet, topics in general, and the second one is about how to create networking. The third one is on building their own capacity because we want not them only to be champions on our issues but for them to be effective in the early career, we will need to build on capacities, so we are training them on presentations and project management and specific things for them to have the capacities in order to execute what they're learning in their fellowship.

So, in that sense, it's quite different from the mid-career because we assume that the other career fellows are in a stage of their own development, of the career development, that they need that support that the mid-career ones are not going to need.

So, the two - the two fellowships are going to be quite different because the size of the cohorts are going to be different. It's fifteen for the early career but only eight because we want a more tailored program for the mid-career. The timing of this is going to be longer, the mid-career than the early career. It's going to be a different animal, I would say.

So, yes, there are going to be some learnings that we will apply. We're not there yet and the animals are a bit different for them to compare.

So, I promise to give you an assessment in our next meeting. So, I mean, I can be more precise on my answer for this.

>> LAURA THOMSON: Thank you.

>> TED HARDIE: Thank you very much, Sebastian, and we really appreciate the report and the work you're doing. We look forward to hearing more both about how the early career fellowship and when it is put into practice, the mid-career fellowship goes.

It is time now to turn to point 15c which is the communications plan to strengthen the brand. We have Kristi and James here. Kristi, are you starting, or is it James?

>> JAMES WOOD: I can - I can lead us off. Thank you, Ted.

>> TED HARDIE: Oh, okay.

>> JAMES WOOD: Thank you and congratulations on your appointment and it's great to see some familiar faces but also some new - new faces on the board as well.

Kristi and I were very happy to put the presentation together and it's great that we've had some questions on email already. They may have sparked some other thoughts amongst the group, I'm not sure, so we're more than happy to try and answer any other questions you may have.

But I would just say that it's been really very useful to listen to the conversation just here in this session, especially in relation to this theme of engagement that really is a kind of crosscutting theme across many of the things we're doing. We're moving, I think, to a place where we're becoming intentionally much more audience centric and this has a lot to do with the engagement that Joyce is talking about.

We really do want to understand what people want from us, how to deliver that, and meet people where they are. And that goes through Joyce's work and we're working very closely with Joyce both in the capacity of Content and MarCom because really, that is actually part of our communication strategy. Gathering that data and understanding what people need and how they want to receive it is a key part for our learning as an organization.

So, we're shifting there together as an organization across all of these different areas. And the same goes for Sebastian's work as well. You know, we're making sure that we're delivering programs that offer value and that where content and our use of

channels is really a prerequisite to make those things successful.

So, everything is very much linked here and it's really encouraging to hear that that is very clearly understood.

>> TED HARDIE: Thank you very much. Kristi, did you also want to make any comments before we turn to questions?

>> KRISTI MASON: I think James did a fabulous job but I will just say congratulations, Ted, and welcome to the new trustees, and it's a pleasure to be here and answer anymore questions or actually take any insight you have as well.

>> TED HARDIE: Thanks very much. And I did want to follow-up slightly in a conversation that started in email and kind of pick up on that to unfortunately not the Internet bossy pants part of Andrew's previous comments, although that's by far the funniest part. But that is to think about how we do this as a society and that the interchange we have made it very clear that what you guys were doing was putting together an organizational MarCom strategy.

I also reached out to Sarah and she confirmed that she has independent activity going on there and it seems like what we're missing perhaps is the up level. This is kind of a challenge because as the Internet Society, we have all of these pieces which are independent. The metaphor that I have used with Andrew is it's like a family, right? Each individual family member has his or her or their own career. They have their own arc, their story that they're telling, their journey that they're on. But families also, as a whole, have an arc and especially over generations have that arc.

And to some degree, I think what we need to be able to tell is what the story is of the family, of the society, and that engagement, I think, we don't have yet or I haven't seen yet either now or in previous iterations of this, because we keep talking about well, there are three legs to a stool or three pillars to a - you know, it's very mechanical.

Where I think what we're trying to figure out is how to tell the story of the society in terms of those calls to action. What - what is the call to action that unites all of these independent organizations? What is the journey that is common to that? And it's incredibly challenging to do that and yet I feel like as we move into this next phase of where the core value of

the Internet is being challenged, if we don't do that, our effectiveness in bringing the message we need to bring out will be lower.

And so, I really wanted to kind of highlight to you and to Andrew that, you know, all families are happy in the same way and all families are unhappy in - in unique ways.

The unique ways in which we're all happy together are worth bringing up, even as we understand that each one of the elements of the society has unique challenges and unique journeys as well. Thanks very much.

>> JAMES WOOD: I can add a little bit of color there. Ted, I think my thoughts are totally in line with yours. I think part of what we want to fix going forward as an organization through the work that we're doing and that we're doing together with Joyce and the rest of the organization, including our project teams, is really to level up our story and to make sure that people do understand that we are an organization that cares about the Internet and that they have those journeys mapped out for them in the way that they want to follow.

So, they don't necessarily need to get involved in everything we do. They can choose their path. But that - that meta story, that big story, that connecting tissue that we talk about that connects everyone in our society is missing and I think we need to focus on that. It's something that we recognized and we're working on some Content deliverables there and it's a message that we are pushing internally as well.

So, I think we've acknowledged it and we intend to do more on that front.

>> TED HARDIE: Thank you. And I've been mispronouncing your name. Kristi, do you have anything to add to that?

>> KRISTI MASON: No worries there, Ted. I'm glad that you recognize it. I think that's sort of the evolution. Like, we're turning that ship around and I think it started with the, you know, with us focusing on core projects. It started with, you know, Andrew turning - turning the organization around.

And so, I think you're starting to see that manifest itself in a lot of places, right? And we're definitely feeling it in communications and need to tell a more unified story. And so,

we're moving there I think as an organization, as a whole, and in communications we're really pushing that too.

You know, right now we talk a lot about our mission and then sometimes what we tend to do is jump right into our project levels. So, we really need to get to a point where we're talking about growing strong.

So, we're going to get there. It's a - I call it a work in progress.

>> TED HARDIE: Thank you. It looks like, Luis, you're first.

>> LUIS MARTINEZ: Thank you. Thank you, James and Kristi. We had some follow-up on the email and thank you very much for your answers.

The - I just want to, let's say, bring the importance of the content strategy which is very promising, yes, because now everything looks coherent, concise, and concrete. All the C's, which I call the vitamin C. So, it's really encouraging.

The only thing that I am worried is about how we are tailoring the content to the different sort of communities, yes, because then we have to look into audience, yes, and from the MarCom, there are some audience measures and/or metrics and - but on the Content side, I don't see how we are segmenting the content to each of the audiences, or we're thinking in a one for all context. Thank you.

>> JAMES WOOD: Thank you, Luis. Yeah. I really like your reference to the vitamin C's. I think that's really a nice way to think about it because it's - it's a beneficial way to think about what we're trying to do with content.

But I would say that you know, audience is really important on two levels, in understanding what content to produce for who, from a content perspective, and also then for Kristi and MarCom to understand how to get that content out to the right people in the right way.

So, audiences is a really, really key consideration. It goes to this cross-cutting theme that we've touched on about how we're moving to be a more audience-centric organization and we are putting audience thinking first. And this is a change. You know, historically and traditionally, the Internet Society hasn't always prioritized insights or an understanding of what

the audiences need, whereas with the strategy that we're adopting, we are putting that very much front and center so that we are thinking about what we should be producing, who it's for, and what they need to hear and how we should get it to them. And that's baked into the processes and the workflows that we have.

So, we are trying to be much more audience - audience focused than we have been in the past. So, this is all part of the fundamental shift that we're making.

>> KRISTI MASON: I'll just add to that. You know, part of segmentation too comes in with, as I talked about in the presentation, doing some paid communications and so that way we can get it to the right audience and the intended audience. And so, part of the segmentation doesn't necessarily have to be in the content itself. It comes in the channels in which we use to deliver that content to the appropriate audience.

>> TED HARDIE: Laura?

>> LAURA THOMSON: Hello. Thanks for the presentation. I really like that we're a lot more intentional about our communication strategy and it's obviously a huge step forward.

As for my questions on the mailing list, I would encourage you both to review the metrics that we use to evaluate things over time. I am not a marketer but I do have a lot of experience in designing metrics to drive the right behavior and I do feel like this one might be a little bit off the mark. So, good luck. Thank you.

>> KRISTI MASON: Thank you for that.

>> JAMES WOOD: Yeah. Thanks, Laura.

>> TED HARDIE: Paul, you were in the queue before. Did you have a question?

>> PAUL EBERSMAN: Sure. So, we are obviously doing a lot of web metrics because that's, you know, very accessible and actually the amount of information you get from engagement on a website is almost scary. But it's not the sole means by which we are communicating. So, do we have some kind of strategy for how to get a better idea of what that audience engagement is in non-web media?

>> KRISTI MASON: So, each channel, as you know, Paul, offers its own - its own metrics and how we can measure and how we can measure engagement. So, you're absolutely right. We have one set of - or a lot that we can look at in - on the web side. But then also, if you take a look at what we can measure on engagement for social media, we're testing out new things on social media. For instance, as - as silly as it may sound, the use of emojis. I know this sounds silly but these are some of our most engaged posts, and who would have thought?

So, we're testing new things to see if we can - if we can further our engagement on different channels. So, would an emoji work on our website? Probably not. But it seems to work on social.

So, they all come with their own set of - of things that we can do in the channels and we do test them, you know, based on even - well, it's not a channel I work on but Joyce can attest to some of the - what we're seeing in our - in the email to our chapters and our individuals. They're testing a more personalized approach.

So, yes, there's definitely things we are doing in the channels to test engagement and I'm glad you're cuing on that because it's really important, you know, having that audience-centric, engagement first approach is very important as we move forward.

>> PAUL EBERSMAN: It's been a great change that I've seen in the last couple years.

>> KRISTI MASON: Thank you.

>> TED HARDIE: Muhammad?

>> MUHAMMAD SHABBIR: Yes. Thanks, Chair. Just a quick comment, James and Kristi. Thanks very much for this presentation and the answers that you just delivered. I really enjoyed the way ISOC has changed its communication methods. Over the last five years, I have seen newsletters and other mail letters of delivery as a member. The method has really changed and the new procedures, I really appreciate those.

Just one quick comment. You may want to figure it out in your communication messages that you want to - you should, I would suggest, have your messages accessible for persons with disabilities. It is not just because about the audience that how

much people do you have in the audience who may or may not have some sort of disability, but it's also good when it comes to some sort of search as well as - as well as in the history on the Internet, and searching of information as well.

So, just one example and it's not just that I have observed it. People may have observed it as well.

When the newsletter comes in our email, at the top there is the Internet Society's logo and you have to do it once. You can drive the logo of the Internet Society as our text transcription of the information. And into the information of the - of the picture where it is placed in so that the screen reader would recognize, it's not necessarily that the text should be shown if it's the image of the logo of the Internet Society - Internet Society, but you can embed it in the - in the - what should - how should I explain it? In the backgrounds or in the communication channels. The computer knows it but it's not shown on the screen.

This would help in, number one, saying, Internet Society, that we are an accessible organization, and number two, when someone searches onto different search engines about these terms, this would help our messages pop up in the different searches as well. Thank you.

>> KRISTI MASON: James?

>> JAMES WOOD: Yeah. Muhammad, thank you very much indeed for raising the issue of accessibility. I think the big message here is that we are - we are working on improving the accessibility of our content, of our communications in lots of different ways. We see this as a really, really important area that we want to do more in to make sure that our content is more accessible.

I mean, we believe that the Internet is for everyone so it follows that our content should be accessible to everyone. And you know, you've highlighted some areas where we can make improvements. The reference you make to including an alt text with an image so that a screen reader can be used to understand what the image is. Another one would be instead of having an embedded link with a click here, you could actually explain what the link links to, whether it's the Impact Assessment Toolkit or whether it's some other piece of content. You could actually explain what that is so it can be read as well.

So, we know that there are various things that we can do to improve accessibility. For instance, our websites were all designed with AA compliance in mind but I think what has happened over time is that subsequent use has made sure - has meant that some of those accessibility levels have gone down, so we need to bring them back up again.

We have obviously got a whole accessibility section in our style guide and we do require people to follow those if possible. So, there's a lot we can do and it's an area that will be more of a focus for us. I think we've started something of a renewed effort to make sure that everything we do is more accessible.

So, again, work in progress, but this is a really important one for us. So, thank you very much for raising it.

>> KRISTI MASON: Yeah, I'll just second that, Muhammad. I appreciate it. And also the insights that you're providing, you know, not that it should be your fulltime job, but if there is ever any ideas that you have, please reach out to us if there's ways that we can be working harder on this. We know that there's a lot of gaps and we can be better and we would definitely take those insights.

>> TED HARDIE: Thank you very much. And just to reflect what was just said in the chat, accessibility requires constant attention and I think the whole board would certainly agree with that.

We are now at the point in the agenda where we need to move back to a closed session because the next point is discussing revenue diversification. So, let me thank everybody who has joined us so far and we will return at the end of that for any other business and the adjournment. See you then.

Thanks, everybody, for joining us for the closing session of the ISOC Annual General Meeting for 2021. At this point I ask the trustees if there is any other business for the meeting.

Hearing none, thank you very much. We're adjourned for the annual general meeting for the year. As a reminder, we will join the Foundation meeting in five minutes. Thank you.

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