

# President & CEO Report

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2025 marks the beginning of the Internet Society's 2030 strategy. I am confident that the Internet Society and Foundation are well positioned to ensure that people everywhere have access to an affordable and reliable Internet and an Internet experience that is safe and secure and protects them online. In fact, our first-ever [5-year impact report](#) highlights our many achievements in building and securing the Internet, positioning us for a strong five years to come. Since the Board adopted the 2030 strategy a year ago, leadership and staff from both organizations have united to turn the strategy into actionable programs and priorities, establishing a solid foundation to meet our five-year goals.

Katie Bengaard, Senior Vice President of Strategy, and Chris Locke, Foundation Managing Director, will provide the Internet Society and Foundation reports during this meeting, and Sae Park, our CFO, will present our financial results. As you will see, the Internet Society and Foundation achieved strong results in 2024, even as we adapted to leadership changes. I am tremendously proud of the staff for remaining focused, being agile, and coming together to support the new leadership team as we launch our new five-year strategy.

I will focus the CEO report on updates related to the CEO's goals and other topics of general interest.

## Strengthening Community Partnerships

The Internet Society only succeeds through strong partnerships and relationships with our community. As you know, community outreach is one of my top priorities as CEO and is an area where I intend to invest much of my energy.

Along with Chris Locke, I have kicked off quarterly calls with the leadership of the Chapter Advisory Council and the Organization Member Advisory Council. I am in regular contact with the staff and Board of the IETF LLC and will meet with the IETF Internet Architecture Board (IAB) in March and again at their retreat in June.



Jon Nevett (CEO of the Public Interest Registry (PIR)) and I meet regularly and encourage collaboration between our leadership teams on topics of mutual interest. Jon, Chris, and I have presented at each other's all-staff meetings to strengthen collaboration between our two organizations. This renewed sense of alignment is important to both of us.

## Increasing the Internet Society's Engagement Outside of Our Community

One of my top priorities is to ensure that the Internet Society and Foundation are visibly engaging with our community, partners across the Internet ecosystem, and new audiences as we seek to expand our impact. For example, we had a very strong presence at the 2024 Internet Governance Forum (IGF) in Riyadh, which allowed us to do significant outreach to governments, community members, partners, and grantees. As the world approaches the 20th anniversary of the World Summit on the Information Society (WSIS), "WSIS+20" in 2025, this outreach is especially crucial for us.

A key part of our 2030 strategy is addressing connectivity challenges in Small Island Developing States (SIDS). Our participation in January at the Pacific Telecommunications Council (PTC) was an opportunity to reach a new audience for the Internet Society, allowing us to build relationships and lay the groundwork for future engagement in the Pacific Islands. At PTC, I spoke on a panel and delivered a [keynote speech](#) outlining our connectivity strategy. While there, we met with potential industry partners and expanded our policy contacts within the Pacific region.

While in Hawaii, we visited the Waimanalo community network in the Nation of Hawaii, where a previous grantee of the Internet Society Foundation was a participant, to observe progress in their network deployment and scaling. I am happy to report that they have applied for funding as part of the latest Community Network grant window. I am also working to ensure that we are represented beyond our immediate community by partnering with organizations that can support our donor-funding model. I will continue to represent the Internet Society on the UN Broadband Commission. I will also join the board of the [Partnership for Digital Access in Africa](#), attend the United Nations General Assembly in October, and have a series of bilateral meetings with donors and government teams from countries outside the US.

I am also very excited that our Community Engagement team has a strong series of community outreach activities planned for 2025, including over 15 ISOC@ events alongside Internet events across

the globe and community workshops. In Q1 alone, the Internet Society and Foundation sent delegations to [NDSS](#), [ISOC's Internet Development Conference](#) in Ethiopia, [APRICOT](#), and [RightsCon](#).

## Advocacy

On the advocacy front, I was very pleased that we worked with the other members of the Global Encryption Coalition to send an open letter to the UK government on using the Investigatory Powers Act to attack end-to-end encryption. Over 238 organizations, companies, and cybersecurity experts joined this work, generating interest and publicity around the topic. As of this writing, Apple withdrew its encrypted storage feature for UK users, and the Internet Society is actively responding. We also spent significant time analyzing the UN's Global Digital Compact (GDC) and ultimately decided not to sign on to the GDC as it is today.

## Organizational Sustainability and Adaptability

Chris will outline our progress on revenue generation during his presentation. I am confident that our new revenue strategy will strengthen our resources but, more importantly, expand the level of impact the Internet Society can have in the world. I am excited by the new strategy and proud of the team that is working so hard to make this a reality. Early outreach to donors and partners underscores that we are on the right path.

We also have [a new transparency page on our website](#) explaining our structure and related organizations. This is the first time we've put all this out there in a way that people can read and understand. For our community, staff, and anyone seeking to know more, we now have a public place where people can understand how the 'Internet Society' is put together.

## Organizational Resilience

Establishing a leadership continuity plan has also been a key focus area for me, working with the Board's Leadership Continuity Committee. We've made great progress, which I look forward to sharing with you later in the year. I'm also optimistic about the potential for fully staffing our leadership team.

With everything happening in the world right now, organizational resilience is a critical topic. We are a global organization, and we monitor organizational risks across the globe as they impact our mission.

We have an internal risk management group working to ensure we can mitigate and manage risks that are aligned to our strategic goals.

## Accessibility

Our work is underway to implement the Accessibility Operational Framework, and the Website Accessibility Plans you approved in your November 2024 board meeting (#183). We've created our Accessibility Working Group under the leadership of Dan York and are working on delivering the audits, training, and other 2025 deliverables. The quarterly report, which goes into deeper detail, is included in the Board meeting materials.

## Next Steps

This week after this meeting, I'll be here in Seattle for the PIR Board meeting, the Internet Society Executive Leadership Team retreat, and then the ICANN 82 meeting. I'll next travel to Bangkok for IETF 122, where I'll be involved in the IETF policymaker program and some IAB meetings, moving forward with selecting the IETF NomCom chair and meeting with APAC and UN officials. As I mentioned, I have a keynote address at the inaugural Māori (Indigenous people of Aotearoa) Internet Governance Event in Wellington, NZ, in May. Then, I will see you all again at the June annual general meeting in Prague.

Our vision of the Internet for everyone remains as important today as ever. No matter what is happening in the world, we remain steadfast as a global community in achieving this vision. This is my north star as we navigate into the future.