

CEO Midyear 2026 Update for Board of Trustees

Date: July 2026

The Internet Society and the Internet Society Foundation memos will provide detailed midyear performance reporting for both organizations. Overall, we are on track to deliver against our 2026 action plans, and in several areas, we are exceeding expectations. While ISOC programs are underspent at the end of Q2, mitigation plans are in place, and I am confident that we will meet budget targets for 2026. Revenue expectations for the year remain strong, and our teams have responded to shifts in the external environment with discipline, focus, and increasing maturity.

Midyear Performance

Elevate the Internet Society as a leading global advocate

The Board has been clear that, given what is at stake for the Internet's future, ISOC and the CEO must play a more ambitious and effective advocacy role. We are not there yet, but the structural shifts made in the first half of 2026 — consolidating advocacy staff into a single team, hiring a Chief of Staff with strong advocacy experience, and creating and filling the Head of Advocacy role — give us a stronger foundation to shape the global conversation around an open Internet with greater coherence and impact.

We have reason to be proud of ISOC's advocacy work thus far in 2026:

- Our Q1/Q2 engagement across ICANN, IETF, the IAB, and the RIR's reinforced ISOC's partnership role within the technical community;
- The Amicus team celebrated a unanimous Supreme Court decision in *Cox v. Sony* with an the outcome ISOC advocated for, and ISOC's policy-oriented arguments about Internet access and architecture appear to have informed the Court's reasoning. This demonstrated a strong example of our "One Society" approach bringing together legal, advocacy, technical expertise, and the story of one of our grant recipients;



- Olaf Kolkman was elected to the IGF Multistakeholder Advisory Group (MAG), which this will provide ISOC a clear opportunity to advocate as a leader in the Internet governance community;
- Finally, we were positioned to have a strong role at RightsCon, advancing initiatives across the Society. While the event sadly did not happen, we are working with the organizers of RightsCon to continue to ensure that the digital rights community voices remain strong in 2026.

At the Foundation, our One Society approach allowed us to demonstrate ISOC's unique voice at a pivotal moment for the multistakeholder model:

- We advanced a unified communications strategy, the fruits of which we saw take shape in the CEO blog responding to the cancellation of RightsCon;
- The Common Good Cyber Fund application period opened, marking an important milestone for a signature initiative that supports many organizations that maintain our critical cybersecurity infrastructure;
- We also secured additional revenue from Germany to further reinforce our funding base.

Operating Environment and Organizational Performance

The external environment in the first half of the year was more disruptive than anticipated, with cancellations, travel constraints, and shifting priorities all requiring real-time judgment. Even so, our teams stayed on track, adapting event and travel plans without losing delivery discipline, monitored risks proactively, prepared budget reallocations through the Midyear Forecast process, and sustained progress on our strategic engagement priorities.

Several operational indicators also suggest that the organization is becoming stronger and more mature:

- Our Risk Council is actively monitoring enterprise risk and responding well to emerging situations;
- Our simplicity efforts are beginning to pay off by reducing unneeded complexity and creating space for staff to adapt to change and respond quickly;
- The Public Support Test is projected to reach the 20% target at year-end, and both revenue and expense variances remain solid;



- Implementation of the Accessibility Operational Framework is progressing through staff education, compliance training, tool audits, and internal process review.

With regards to organizational performance, this first year of cascading CEO goals and organizational priorities across the Society has surfaced some disconnects in how they shape organizational performance. We are addressing this through the year-end performance process and monitoring how the priorities cascade across teams.

Looking Ahead

The second half of the year will be the critical test of whether the investments and structural changes we have made translate into visible, measurable outcomes.

- **Foundation:** the second half will focus on sharpening the narrative of what is at stake for the Internet and aligning it with our advocacy calendar, managing a record number of funding applications, and implementing a redesigned Fellowship program that is scalable and impactful.
- **ISOC:** this is when we must demonstrate real progress on elevating ISOC and the CEO as a leading global advocate now that the team, leadership, and structure are in place, and that is where I am placing significant leadership attention. We will also launch the Online Trust and Safety Hub and continue to strengthen and support our global community.
- **Finance:** we will continue to track well against our financial KPIs, advance long-term financial scenario planning and take steps to strengthen ISOC's long-term financial sustainability by the end of 2026.

Closing

As of July 2026, ISOC and the Foundation are performing well against our plans in a demanding external environment. Progress is real, but not complete. The second half of 2026 will determine whether the investments we have made in advocacy, culture, and organizational discipline convert into the outcomes we have committed to for the Board, for our community, and for the mission. I look forward to discussing this update with you and to your guidance as we move into the second half of the year.