
ICANN79 | CF – At-Large Operations and Governance Discussion
Sunday, March 3, 2024 – 9:00 to 10:00 SJU

MICHELLE DESMYTER: And we'll be starting here in just another moment. If you could please be seated.

CLAIRE CRAIG: Hi, good morning, everyone. We'll be starting now so that we can get started on time. Thank you.

MICHELLE DESMYTER: Thank you, Claire.

CLAIRE CRAIG: And I should say good morning, good afternoon, or good evening wherever you are.

MICHELLE DESMYTER: All right, this session will now begin. If you could please start the recording. Thank you. Hello and welcome to the At-Large Operations and Governance discussion. My name is Michelle DeSmyter, and I'm a participation manager for this session. Please note that this session is being recorded and is governed by the ICANN expected standards of behavior. During this session, questions or comments will only be read aloud if submitted within the Q&A pod.

If you would like to speak during the session, please raise your hand in Zoom. When called upon, virtual participants will be given permission to unmute in Zoom. On-site participants will use a physical microphone to speak. Interpretation for the session will include English, French, and

Note: The following is the output resulting from transcribing an audio file into a word/text document. Although the transcription is largely accurate, in some cases may be incomplete or inaccurate due to inaudible passages and grammatical corrections. It is posted as an aid to the original audio file, but should not be treated as an authoritative record.

Spanish. Please state your name for the record and the language you will speak if speaking a language other than English. Please speak at a reasonable pace. And with that, I will hand the floor over to Claire Craig, co-chair of the OFB Working Room.

CLAIRE CRAIG:

Hello, everyone. I am Claire Craig, and thank you very much for that introduction and that welcome, Michelle. Everyone, we're so happy that you were able to make it to this early morning session. This is not one of the "sexy topics," but it's one of the two important topics that we really have to discuss. I would start by asking everyone to please, if you don't already have your headsets, to turn it on and set it to the language so that participants who wish to speak in their native languages can do so without interruption and we can get a flow.

The other thing I would like to say, these are two very important sessions that can normally take more than the 25 minutes allotted. So we're going to ask you to please be respectful and please—we do want you to contribute, we do want you to comment, but recognize that this is not a lot of time for both of these sessions. So we're going to do our best. The staff at ICANN is going to do a presentation first, and then we will open the floor for comments.

So let me just thank Becky Nash, Victoria Yang and Margaret Benavides for attending this session this morning and sharing with us, getting ready for FY26-30 strategic plan. As we know, the strategic plan is a board responsibility, but as an advisory committee, it is our role to be very engaged in this. And earlier, we begin to understand what the planning is, what the thoughts are. We can get ready to assist them in presenting something that all community can relate to.

So without further ado, I'll turn it over to Becky, VP of Planning, to get us going. Thank you.

BECKY NASH:

Thank you very much, Claire. Hello, everyone. This is Becky Nash from the ICANN org planning team. And I'm really happy to be here today with my colleague, Margaret, and we're going to cover the topic of getting ready for the FY26-30 strategic plan. So if we could go to the next slide.

Overall, we want to first identify that strategic planning is the process of strategic thinking. So it's the process for us to discuss and learn from what we are doing now and enhancing it to plan where we need to go next. For the development of the next five-year strategic plan, which is a bylaw mandated activity for ICANN overall, including board, org, and community, we've organized the approach into four key stages.

So the first stage for the approach was the environmental scan. And many of you here and other community groups and the board and the org participated late last calendar year in the October through November timeframe in environmental scan sessions. Those were times when we had the opportunity to discuss, again, with org, board, and the community, to identify external opportunities and challenges, discuss our internal strengths and weaknesses. And we altogether did a forward-looking landscape assessment, which is what we call an environmental scan. So that's often where we're looking at the landscape in which the ICANN org, board, and community operate in. And we collected information on our current state and our future state. We then moved into the develop strategies phase. And this is, again, as Claire had said in the introduction, a key role of the ICANN board supported by the org and also, with input from the community, which

is very important as a key step, again, in the bylaw mandated transparency, accountability, and public comment process. So during this phase, the ICANN's board has delegated that work initially to the board strategic planning committee. That is the committee that's been working on identifying strategies based on the environmental scan, other operating aspects of our landscape, and there was also a draft vision developed after evaluating ICANN's mission. And ICANN's mission is, of course, also contained within the bylaws.

And in the developing strategies, one thing that we'd like to highlight is that we are currently operating in an adopted strategic planning cycle for FY21 through 25. Within our current plan, which is available on our website, we have a structure of strategic objectives and goals. One area that we're focusing on is leveraging information that we have from our current strategic plan along with the recent years of the strategic outlook trends analysis sessions. And then along with the input of our current landscape assessment and then also, the environmental scan data.

So following the develop strategies part of this process, we also are moving then to the develop implementation strategies. So that is an area of work that's led by the organization because after developing the strategies, the board will ask the organization to develop plans on how to achieve those strategies. So those are areas where we will be looking at what are the planning aspects of it. How do we have internal alignment and workforce planning along with deliverables, metrics, timeline, and planning for that part of the strategic planning process? And that will then be followed by the develop action plans, which relates more to the detailed planning of a financial, an operating plan and a financial plan for one year with much more detail for execution.

Just seeing if there's any questions on our overall approach. And again, we want to thank everybody that did participate in the environmental scan. And we have some more information about that.

So if we move to the next slide, on this slide, we're highlighting the overall timeline. So the timeline for the development of the strategic plan encompasses two key stages that I just spoke about on the previous slide, which was develop the strategies and then develop the implementation plans. And all of that work will happen not totally sequentially, but we'll have some overlap in parallel. And it is underway at this time where we can see that today, in the early March timeframe, we are in the midst of supporting the board in developing strategies. And then the organization will start developing implementation strategies at the same time in order to develop a draft plan.

So the draft plans are scheduled for a public comment period in the June, July, August timeframe is what we're targeting. And prior to that, we will have the ability to have engagement with the community as we have draft strategies available. And again, that is the draft plan subject to public comment. And the public comment is expected to run until the September timeframe. And from there, we move into the analysis and additional engagement as a part of responding to the public comments. And then the overall estimate is to have the plans move towards adoption by the ICANN board in early calendar year 2025. We've estimated no later than the March timeframe. And that's to permit the empowered community process to run. And should there be no petition raised during the empowered community process, then the plans would be available to go in effect at the beginning of FY26.

So if we go to the next slide, here we want to underscore the fact that throughout this process, community participation is crucial. We do

have a commitment for transparency, inclusivity, and active participation from the community. And we've designed the process with ample opportunities for community participation. We would like to highlight that as part of ICANN79, we do have a session on the 6th of March. And that is local time at 10:30 a.m. or UTC 1430. And that is a session where the ICANN board members and the org will be presenting information as it relates to the development of the strategic plan. And we encourage active participation.

We'd also like to highlight that many of you did attend a prep week session where the board strategic planning committee members, the co-chair, Maarten Botterman and Chris Buckridge, a member of the SPC or BSPC, led a session that was interactive. And the vision that is a working draft vision was presented and other key insights were discussed with the community members. So I will just pause here and see if there are any questions about the process, the suggested approach, and the timeline, and the opportunities for participation from the community.

CLAIRE CRAIG:

Claire Craig for the record. I recognize Jonathan. Go ahead, please.

JONATHAN ZUCK:

Thank you, Jonathan Zuck for the record. You mentioned the breakout sessions that included the strategic plan. One of the topics that came up in that particular breakout was sort of the disconnection between the strategic plan and the day-to-day work of ICANN. And so, a recommendation came out of that group to think of the strategic plan a little bit like the public interest framework or something like that, so that it becomes more of a sieve through which the rest of our work goes.

And so, I don't know whether or not your team has thought more about that or how that idea might be integrated into what we're doing.

BECKY NASH:

Thank you very much, Jonathan. And I think that is a very important point that was discussed during that session. Overall, the approach that we take at ICANN is to set the strategic direction, the strategic objectives and goals, and then that is cascaded down to the operating plan. And the operating plan does contain action plans, and I'll reference our current operating plan, the rolling five-year operating plan that we have, where each of the areas are divided into the operating initiatives, which are intended to be the strategic activities that are outlined to support the achievement of the strategic plan. So there we do have that linkage.

However, as you've indicated, we don't always present the data in that manner of really reinforcing that linkage. We do have an appendix that actually goes through and identifies which strategic objectives which area supports. But then there is a whole other part of our work, which is to support the mission of ICANN and also, what we call continuing operations. So in the operating plan, which we do acknowledge is a very long document, and it is difficult for many community members to read. It's not intended to be read cover to cover, but there are some great nuggets of information throughout the operating plan.

But we acknowledge through many sessions with the community and even past ICANN sessions about how ICANN's priorities are set that we really need to reinforce how the work cascades, both from the strategic objectives to the strategic goals to the operating plan, and then how we report back up on those achievements. So that is something that we are developing as part of this cycle. And also, along with another project on

progress, measurement, and reporting, where we do want to make sure that we have that linkage and that we discuss much more amongst ourselves and with the community how parts of our work support the strategic plan. And I'll pause there and see if you have any comments on that.

CLAIRE CRAIG: I have a question relating to the types of engagement. You spoke about the fact that during this development stage, there will be engagement with the community. And I wanted to know what type of engagement can we expect as you develop the draft plans and what opportunities will exist for the ALAC to contribute? ALAC and At-Large community, sorry, to contribute.

BECKY NASH: Thank you very much for your question. Our overall approach is to ensure that we have the opportunity to meet with the community such as we are today. And in the sessions that we have, the approach is to ask for feedback throughout the process. So as the strategies are being developed, we will expect engagement through webinars and meetings such as presentations to the OFB and other community groups, so that we can have a dialogue before—and this is with the board having a dialogue, the board members with the community, prior to publishing for public comment a draft.

CLAIRE CRAIG: Claire Craig again for the record. Thank you for that, Becky. Did you have a follow-up, Jonathan?

JONATHAN ZUCK: Yeah. I guess, just short. I don't want to monopolize. I guess, what I'm getting at is that as you've outlined it, it's creating a scenario to where

we're looking at the work we do through the strategic plan. And so, you have to be thinking about the strategic plan to approach it that way. And I guess, what I'm trying to get at is, a number of years ago, I gave up on New Year's resolutions, and I replaced them with mantra, right? So I'm trying to get into the movie business, so I have a mantra now, is this making a movie, right? Is what I'm doing now advancing that goal? And I guess, I'm getting at that same thing. Are there questions we should build into our PDP chartering process, or even the PDP selection process, or the other things that we do so that we're in a way, have to go, oh, right, the strategic plan, when we're doing our day-to-day work. Because if it relies on us to start from the strategic plan, it won't happen. At least for the community as a whole. I hope that makes sense.

BECKY NASH:

Yes, thank you very much, Jonathan. I think all of this is really good feedback, because one of the things that during this strategic planning cycle and the development of the operating plan, we realize that we're not having as much of a dialogue on how elements of the operating plan link to the achievement of the strategic plan. I haven't given up on New Year's resolutions, but one of the things that we are reviewing and discussing during this process is the fact that ICANN has a very specific mission. And so, that is definitely something that we're making sure that all the activities that we do are in support of the mission. And then, this draft vision process. So a vision statement is really they are to be the north star, or almost the mantra of where do we want to be at the end of the next five years, and really making sure that that linkage is there as we develop strategies, and then as those strategies are adopted after community engagement and public comment. And again, I think one of the recommendations that we've heard is to have

a very strong framework that we really do have this in all of our discussions of our work for the strategic element versus what is also part of our ongoing support of the mission and our ongoing support of ICANN overall.

I think that's the end of our slides, but I did want to highlight that one of the presentations that we made during prep week, and during the board-led prep week session, and coming up on the 6th of March, we did identify from the environmental scan process again, which was a very diverse and wide group of individuals from the org, board in the community, where we did have three overall themes that came out of that data. And that is what we're also going to discuss in the Wednesday session that we're having here at ICANN79.

And those three main themes that were identified via all of the data that we've collected was internet governance. The second key theme is identifier systems, technology, security, and IANA functions. And then the third one is ICANN's multi-stakeholder model and the operational excellence aspect of the multi-stakeholder model. And that is where the development of the strategies, again with the dialogue from the board with the community, is focusing on those three key elements. And I just wanted to mention that during the session on Wednesday here at ICANN79, we really look forward to community feedback on this as well.

CLAIRE CRAIG:

Claire Craig again for the record. Thank you for that presentation, Becky. We have about seven minutes in the session left, and we would like to open the floor to comments, questions, because we said we want this to be a discussion. Just remember to keep your questions and comments short. Seeing persons online who are contributing in the chat, but if you would like to raise your hand and make a contribution

publicly, please feel free to do so. Becky's presentation was very clear, pun intended.

BECKY NASH: Claire, can I?

CLAIRE CRAIG: Sure, go ahead.

BECKY NASH: Thank you. If we advance the slides, we did include these additional items in the appendix that I just thought I would make sure that everyone sees for those of you that have not participated in any of our webinars. So the environmental scan sessions, again, this is a recap of the fact that we held seven interactive landscape assessment-type sessions, and we had 185 participants. And from these seven sessions, we collected over 940 individual data elements. And those data elements were then analyzed into either external factors or internal environmental factors. And I think this is useful to see how the data came together from all of our collective input. For those again, that participated, we really appreciate your participation.

CLAIRE CRAIG: Thank you, Becky. So during prep week, there was a session that was driven by the board to get input. I know you spoke about having webinars and going out to the community, and we understand that that was a pilot, and it was the first time that something like that was done. Do you anticipate that you will continue to have sessions like that where we can engage? And one of the things we also, from conversations, some constituencies felt that there was not enough time for planning and prep. So how do you plan, if you're going to do that, or maybe what

I should say is, if you're going to do that, there may be an opportunity for more communication and earlier communication.

BECKY NASH:

Thank you very much, Claire, for your question there. I know that this board-led engagement session at prep week was a pilot and something new. So definitely providing this input is very, very helpful, and I will definitely be able to relay this to our organization about preparing for it. So if I understand, it would have been perhaps better to have some reading materials beforehand? Again, there were three breakout groups at the same time on three different topics. So those of us that were in the strategic planning one, we weren't in the other ones, obviously. And we found it very useful and very interactive in a good way for the board, specifically for the strategic planning part, to interact with the community.

And in that session, which was not recorded because it was a breakout room versus a formal presentation, we did discuss the proposed working draft of the vision as well. And the purpose of the vision is to help guide an organization through the strategic planning process because you first set an idea on a draft basis of where you want to go. Then, throughout the process, you will develop strategies and perhaps enhance the vision, but it helps you keep yourself on track as you're doing the strategic planning.

But thank you for that feedback, and I will be sure—I don't know after the pilot what decisions have been made about holding those sessions again. But I do realize that in all the areas of planning, which is what Margaret, myself, and our colleagues participate in, there's a lot of work to be done, right? I mean, in reading the operating plan, providing public comments now with the strategic plan. So we realize that it takes

a lot of effort from the board, org and the community to participate. And we're here to help engage as much as possible, both from the staff area, having opportunities and then the board as well. And of course, the formal public comment will be very important as well.

CLAIRE CRAIG:

Claire, again, for the record. Thank you for that, Becky. Just to say that it may be worthwhile to just have a session like that for the strategic plan with similar breakout rooms for different topics. And also, it's not so much the documents, but part of it was also how the session was supposed to work. Because I think that was another area that people did not understand that they may have had an opportunity to contribute to different topics. I see we have two. Okay. Amrita and then—no, but Cheryl is giving the floor to you. We have one minute left, so we need to make it brief. We're doing very well. Thank you.

AMRITA CHOUDHURY:

Thank you, Claire. Amrita for the record, and I completely echo what Claire said. It was a great session where we could contribute. So the community feels belonged and listened to. Everything may not be enacted. That's one. But I think a little more material, not written material, but some of the expectations. For example, the sustainable breakout, we went with one as the whole aspect of sustainability. Whereas the session was talking about only a very miniscule part of sustainability. So if the expectations are set, people can comment on it much better.

CLAIRE CRAIG:

Thank you for that comment, Amrita. And just in the interest of time, I'll just go to Cheryl.

-
- CHERYL LANGDON-ORR: Thank you very much, Claire. Cheryl Langdon-Orr for the record. It's almost longer saying that this is what I want to say. Just reinforcing what everybody else has said. But with the way we market what we do, you started this session, Claire, by saying it's not terribly sexy subject and it's not. And if we keep framing things about strategic planning and stuff, we might find that there's ways we can engage the community so they're doing what we need them to do without them realizing that's what they're doing. Maybe some clever thinking along those lines might help as well. Thanks.
- JONATHAN ZUCK: You realize we're referring to things like registered transfer policy as sexy in that—I mean, I don't know. The strategic plan feels pretty good by comparison to me, I think. Maybe we should call it flight plan or something.
- CLAIRE CRAIG: Thank you, Jonathan. The thing is, as part—Claire, for the record again. As part of the technical community, we want to speak about technical things. Everything else is just—by the way. But thank you, Becky. Thank you, Margaret. Thanks for the comments both online and in the room. And we look forward to participating in the session during the week. Take note of that. It's on Wednesday morning, I think at 10 30. I'm just going to use local time. Right? So we have another opportunity to hear some more and to participate. Again, thank you so much.
- We now move to the next session. This is us. This is ALAC. This is At-Large. Continuous improvement for the ALAC and this session is going to be support. Well, not supported. This session is going to be run by Cheryl Langdon-Orr and Sebastien Bachollet, who are no strangers to the topic. So I turn the session over to Cheryl and Sebastien.
-

CHERYL LANGDON-ORR: Thanks very much, Claire. I'll kick it off if you don't mind, Sebastien. Thank you very much for the opportunity. Both Sebastien and I and others who have been involved particularly all the way back to ATRT3 have a great passion for what is the continuous improvement program that was, of course, born out of recommendation 3.6 of that review process. If we can proceed to the next slide. Thanks, Michelle.

And on this particular slide that's going to be coming up, I just want to let you know that we have a little bit of time today and we'd like to make this session as interactive as possible. Whilst we're looking and I think Sebastien will probably take us through very briefly some of these points on the screen. Whilst he's doing that, if you would be so kind as to note that there will be a link to a Jamboard put into the chat. I'm hoping you can all be in Zoom. If you can change your name, not to another name, but to add a nomenclature. You'll see next to my name, it has two and three.

I'm going to ask you that if you are an ALAC person, you put the number one next to your name. If you are a representative on the continuous improvement program, you put a number two next to your name. If you're an operation, finance and budget working group member, you put a number three next to your name. That's why I've got a two and a three next to mine. If you're just an interested party and you didn't know what else to do while you're having a coffee this morning, pop a number four next to your name.

That's simply going to help us when we look at the chat and things later to get an idea of what depth of knowledge you're bringing your comments based on and what extra work we might need to do. We will be using the Jamboard. It's only two frames and you will be able to

continue to do putting off stickies with little notes on it, which is what we want you to do while we go through the slides. So that's pretty much the administration.

The only other piece of administration that I'd like to suggest is, if you don't mind, because we're going to be focusing on our keyboards and the typing of things into Jamboard. If you would be so kind as to use your raise hand in Zoom as opposed to the usual in-room aspect of lifting up your card. We may not be looking at each other across the desk that much. So instead of the lifting of the card, if we could stick to raising your hands in Zoom, and then of course we'll be very fair to those who are remote. So with that preamble, Sebastien, would you like to give a whirlwind tour of what's on screen? Thank you.

SEBASTIEN BACHOLLET:

Thank you, Cheryl. Yeah, we have here four points. One is sharing good practice even if we usually call that best practice, but we are saying that it could be a best practice for one, but a good practice for another. Therefore, we use a good term. But that's the same meaning. That's what can be shared and used in other parts, maybe in tweaking it a little bit. We have to try to collaborate as much as possible at the level of the wide community to implement this recommendation from ATRT3.

What is important is that each one, each structure, from the constituency level in GNSO, RALO level in At-Large, and other subdivisions in other parts of ICANN, up to SO/AC and nominating committee, need to work on the continuous improvement program. And we want to try to find a framework who could be gathering all the good practice, I will say, from each and every one, and to see what could fit and be used by everybody. But there is no obligation of that, but

that's a goal we are fixing to have a baseline for everybody, and then some differences for each one.

And of course, we need to work on when we will ask our members, for example, our participants, some questions, we need to gather that to be able to give that to future review. But particularly, the holistic review. But I want to insist that there is no link between the pilot holistic review and the continuous improvement program, and there is no link between the holistic review in the future and the continuous improvement program.

If and any data will be collected by the continuous improvement program, who could be given to the holistic review, will be great. If there is nothing, there will be nothing. The holistic review will work with other data. But that's the goal, to have something bring to the holistic review when it's happened, and I don't have any idea on that. I will stop here, but if you have any questions, please free to ask to Cheryl and myself, and of course the other member of the CIP. Thank you.

CHERYL LANGDON-ORR:

Any questions? We've got a moment or two. And if we can proceed to the next slide. Thanks, Michelle. No questions? I'm not seeing anybody. Okay. This is one which we have absolutely shamelessly and deliberately stolen from the slide deck of Evan and Larisa. So credit is being given, but we're not apologizing for ripping off your material. This gives us an idea here of the roadmap that the continuous improvement program is planning to do. And as you can see, we're sitting right down at the beginning with this idea of the initial development and the one-year work in front of us is to get hopefully a robust framework as was just described by Sebastien.

And do please remember that during all of these things, there will be ample opportunity for feedback from the community. So you should expect to have moments of public commentary. A framework is not going to be created by the cross-community group and then somehow just brought into action. It will be subject to all of the normal due diligence that we expect in our multi-stakeholder model. So certainly, please have as much influence as you can as we develop the framework. But once we've got something, it will be going back out to community and the SO and ACs will be having at it well and truly before it was ever brought into pass.

Let's take ourselves to our next slide, please, because time is against us. And here, what I'd like to do, and I'm going to ask Michelle to do some fancy footwork in a moment and also take us to the link. Now the slide deck, just so you know, is part of the agenda for today in our Wiki. The slide deck—these are live links in the slide deck so you can review them again later. The link that we're going to go to in a moment is the familiar page, if you were with us yesterday, where we have the repository of information. It is not the official Continuous Improvement Program Community Group's Wiki. It is a Wiki for ALAC and At-Large specific use and collaboration. It is housed underneath the Operation Finance and Budget Working Group's Wiki space, and it is where you will see a copy of and perhaps some additional material associated with the work we've done so far in the wider and cross-community work on continuous improvement.

When we have a quick look at this, however, you'll notice that there are some similarities with what has been done to date. And any of you who are the representatives from your Regional At-Large Organization, that there is a fair amount of uniformity in for example, the review of rules of

procedure in your RALO and of course, implementing various recommendations related to prior organizational reviews. Let's have a quick look at that page. Thank you, Michelle.

Just to refresh your memories. And when we have a look at this page, of course, some of you should have it burned into your memory because I've brought it up on any number of occasions at any number of meetings. What we're going to ask you to do as we move through is, note that what we have all stated we are doing in terms of improvements are as a result of a previous review and it's a static review process. So it's the organizational reviews, you do one, you have recommendations, you do a whole lot of implementations, then nothing happens until the next review process.

What we need to move to is where we have annual and ongoing continuous improvement. So in the Jamboard now, looking at the types of things that we've done to date, whilst we're having our conversation over the next 15 minutes or so, can you all put in on the first frame up to three good things that you think will contribute to a specifically continuous improvement program. Now it might be better coffee at each meeting. Every meeting should have better and better coffee. That's fine. It doesn't matter what it is, there's no wrong or right answers. But if you wouldn't mind, in the Jamboard, on that first frame doing that, that would be terrific.

Michelle, if you could now move to the following slide, back in the slide deck, and we'll have a little look at the particulars of what sort of considerations we might need to look at. How much we can expect any framework to have particular harmonization between the ACs and the SOs. For example, what suits the At-Large Advisory Committee may be

highly inappropriate or far too demanding or not demanding enough—next slide, thanks, Michelle—to one of the other advisory committees. So the SSAC, for example, with its very particular requirements, its very particular purposes and mandate, it may not be able to just take an exact duplicate of something that's applicable for us. So having a think about that, and if I ever see it on screen, I would be absolutely delighted. There we go. Let's also consider, and Sebastien, I know you've got a little bit I'm sure you'd like to say, about how much relevance we can give to this framework. How much we can require everybody to do same or similar? How much needs to be bespoke? Are there things that we need to make required or mandatory across all of the ACs and SOs? That might be something, for example, to do with the degree of accountability or the degree of transparency. The sorts of things that came out of the work stream to recommendations where publication of certain things is required. So this is not for us to be talking to you, it's for you to be putting things on a Jamboard. In addition to the three good things, and Sebastien will have a little chat to you about these frameworks, there is a second frame on the Jamboard. If any of you want to scoot across to the second frame of the Jamboard, you'll see, if memory serves, I think, five possible columns. I want to compliment the artistic talents, Michelle, here in the second framework. She said, “Oh, I've just got to draw it with a pen.” And I said, “Have at it.” So we've got a very relaxed, very creative, almost roadmap kind of look here in the second frame on the Jamboard but there are five columns. Things that should be required, things that should be desired, things you think should be recommended, things you're just wanting to propose and there's a catch-all of any other.

So all we need you to do there is grab another sticky in your favorite color, and say tea is an absolute requirement and only green tea is essential or desired. And that's fine, just pop that in to those columns. You stack them up on top of each other. It doesn't matter. Please put your hand up if you've got any questions. And Sebastien, I've done the staging. Have at anything you'd like to share, particularly about the harmonization and the desirability of what should or shouldn't be unique or bespoke to the ACs, the SOs, and the SDs and Cs. Thanks.

SEBASTIEN BACHOLLET:

Thank you, Cheryl. What is a little bit difficult is that we are supposed to start the continuous improvement program when this CIP-CCG will have finished its work. But in fact, if we want to give inputs to this community working group, we need to take into account what we have already done, who could be included in a continuous improvement program, and start or continue this work during the year, and come with what we are doing to put as an input at the level of the group.

Therefore, it's important that when you do something, for example, you revise your rules of procedures or you evolve the way you organize a roundtable or your monthly call or whatever, you don't just do it for you, but you keep track of that and you give that to the other. First, to the other RALO and to ALAC, but also to the other part of ICANN. And maybe something that you will have done or organized will be the start of a very good improvement for all of ICANN. And therefore, it's why we need to try to have a framework of good practice who can be shared among all of us. Thank you.

CHERYL LANGDON-ORR:

Thank you, Sebastien. Cheryl Langdon-Orr for the record. While you're all putting all these lovely stickies in the Jamboard, can I say thank you,

because you're all doing a really great job. I'm very excited about seeing this flurry of little colored cubes going in, or squares, going in all sorts of places. That really is going to help us going forward. Michelle and [inaudible], could I ask you to proceed to the next slide, thanks, and we'll get our thinking moving in yet another space.

Now perhaps this is getting a little bit wordy and those of you who've done the three good things and have put everything you want to in the second frame can now think more deeply on these principles of continuous improvement. And here we've got both Larisa and Evan at the table, and this is very much something that they're very keen to be available to us for. So here we can see, and this is again unashamedly ripped right out of one of their presentations. So thank you for slide 8 and slide 10 of your last slide deck, we appreciate it.

But here they've outlined the historical context of the organizational reviews and five very important principles that we really do need to think about. We often think we're doing a good job of navel-gazing or looking at are we fit for purpose or not, but quite frequently, what we tend to do is have one of two extreme reactions, stick to the status quo because that's where we're comfortable and safe and we know who's got what power balance and who can lobby who effectively and whatever. And so, we all go, nope, we've been like this for the last 20 years and we're not going to change, or you can be the people who are at the other extreme and they want to tear it all down and burn it all up and start from tabula rasa, the blank slate.

Now either of those two extremes are probably not terribly productive and certainly not likely to survive in the long-term because one ends up with a fossilized model and one ends up with something that's constantly churning in such an overly agile, and I'm using those terms

advisedly, overly agile state that it can almost never settle and get work done. It's always reinventing itself as an entity and not doing what its mandate is. So we don't want to be at the extremes, but we need to find wherever we are on that spectrum that works for us best.

So here, remember these principles and this framework should be applicable to the support organizations, the advisory committees and the NomCom. Equally, it should be applicable to some extent to the component parts of those structures where those component parts exist. So in the case of the GNSO, it's the SGs and Cs. In the case of the At-Large Advisory Committee, it is of course our Regional At-Large Organizations, our At-Large structures and our individual members. So there's a point where stuff just doesn't apply anymore, and we need to recognize that as well. Looking at that, Sebastien, is there any particular point in those principles that we want to raise before we go to Eduardo with his question? Yeah, I got it.

SEBASTIEN BACHOLLET:

No. I guess, it's for each one of us, we are at two levels here. We are participating to a Regional At-Large Organization, and for some of you or us, we are participating in the leadership of At-Large, and ALAC is the main body of this leadership. We need really to take into account when we do something, both of them, maybe not at the same time, but in our mind it's important to see that they are the two. What is also important, there could be some proposals to change things who are not within our scope. For example, create a new AC or a new SO, or withdraw one. Withdraw it's okay, but create a new one, it's not a continuous improvement program. But it could inform the holistic review when the holistic review will happen.

Therefore, use all your ideas, put all your ideas. Some will be able to be implemented, some will need to be filtered or worked out by other groups. Thank you.

CHERYL LANGDON-ORR: Thank you. Eduardo.

EDUARDO DIAZ: Thank you, Cheryl. This is Eduardo. Just curious, these principles were given to us, or what's the process behind these five things? Just curious, thank you.

CHERYL LANGDON-ORR: Evan or Larisa, who wishes to take that?

LARISA GURNICK: Hi, this is Larisa Gurnick. Thank you so much for the question. So the principles were derived from the components of the bylaws that specify the purpose of the organizational reviews. Because as Cheryl and Sebastien were talking about recommendation 3.6, which is to evolve organizational reviews into a continuous improvement program. As a starting point, we thought it would be useful to examine why organizational reviews, what they were aiming to accomplish, and come up with a way to accomplish the same principles, but by doing it differently, using a different method or different approach.

Meaning, rather than having third parties come in and conduct lengthy reviews every five years, replace that means of improving things with a different approach. Which puts a lot more agency or control into the hands of the SOs and ACs and your constituent parts, as opposed to someone external coming every so often and determining how to look at progress and how to measure that. So I hope that that makes sense, but if you look at—and I apologize, I don't remember the exact

reference to the bylaws, but Evan can probably paste that into the chat. You will see that a lot of these principles are just essentially extracted from the bylaws that specify organizational reviews. Thank you.

CHERYL LANGDON-ORR: And that's very important to tie that evolution between the two things together. Jonathan?

JONATHAN ZUCK: Hi, Jonathan Zuck for the record. I was kind of inspired by Sebastien's intervention about there being two things, but then he went a different direction than I expected. In a way, I don't think of regions and leadership as the two things. It's really just leadership and leadership, but in different zones of influence. When I think of all of us playing two roles, I think what comes to my mind is that we all have—I got in trouble using the word job, but we all have a specific role that's assigned to us. But at the same time, exist as just volunteers as well.

In other words, that's the duality. In other words, Sebastien's participation in the continuous improvement program is not under the auspices of EURALO, but simply as a volunteer from the At-Large community as a whole. And I think that duality is something that is important to capture. That we might have a specific role that has a specific set of expectations or responsibilities, but beyond that we get engaged in the things that interest us or that require our help, etc. And our role there isn't under the auspices. If I'm in a working group about something, I'm not doing it as the ALAC chair, I'm simply doing it as a representative of the At-Large community.

CHERYL LANGDON-ORR: We'll take that as a statement. Thank you, Jonathan. Okay. Despite my desperate attempts to [semaphore] to the back of the room, I was

hoping this slide would be up while those comments were going on. We do need to now just note, because we're not going to have time to discuss, but this is a very important part of this framework, and that is, at least every three years, each SO/AC and NomCom will undertake a formal process to evaluate and report on its continuous improvement activities, which will be published for public comment.

And I want you just to contemplate on that, because even within this framework, once it's developed and in operation, there is a high degree of scrutiny by the other parts of the ICANN community on the plans and improvement processes being undertaken in each of the ACs, SOs and the NomCom. And so, when we are designing what is specific to us, we have to keep this in mind. Last slide. Thank you, Michelle.

SEBASTIEN BACHOLLET:

One single thing here. It's important because in one way, we go from a cadence of five years to a cadence of three years, and why is this three years? Where has the three years come from? It's not coming from the moon, but you have three SO/AC, four advisory committees, the NomCom, and I have put at that time the board, but the board wants to do maybe something different. But it's a nine body, a nine body, three body per year, means three years and we saw that it was a good way to enhance the work. And in six years, you are able to give to the holistic review the inputs of two repetition of the continuous improvement program in-depth reflection, and it's a good input for them. It's why it's three years and two times for bringing information to the holistic review. Thank you.

CHERYL LANGDON-ORR:

Indeed, Sebastian and there was definitely a method in our madness. This is going to bring to a close our time on this exercise today. But the

Jamboard will stay open and we would like you over the next week while we're here, pop back into that Jamboard at your leisure, and we'll pop up a new frame after this. Thanks, Michelle. We'll create another frame, and we might create several. But the questions we want you to now contemplate is, while you're thinking about what's going to be a continuous improvement framework that works for our community. Who does what, when, how is it done, and then what happens with it? So that's what we'd like you to think about. And with that, thank you one and all. Thank you, all the fabulous staff who's contributed to all the work including giving us great slides for us to rip off shamelessly. And back to you, Claire.

CLAIRE CRAIG:

Claire Craig, for the record. Thank you very much, Cheryl and Sebastien for this presentation. Thanks for all the comments and contributions in the Jamboard. People are really—their juices are really flowing at 9:00 in the morning. Well, it's 10:00 now. And what I wanted to say is that, if any of you are like me, you'd recognize that yesterday was Christmas, and today we're in March. So Cheryl showed us that this exercise goes through December, but we cannot wait until December to do the work. We need to start doing the work now. Hence the reason for bringing it to your attention.

These are two critical topics, the CIP as well as the strategic planning for the OFB working group. And for those of you engaged in the working group, let's do what we can to help to get the conversation going and get the work done and support the persons who are working on this.

Thank you so much again for being here early in the morning and contributing. Thank you to the staff. Thank you to the interpreters. We really appreciate you and everything that you have done. Enjoy the rest

of the day and enjoy the rest of—well, the beginning of ICANN, which actually starts tomorrow.

[END OF TRANSCRIPTION]