Strategic and Operating Planning

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#ICANN51
Agenda

• Planning Process
• Strategic Plan
• Planning Framework
• Multi-year Planning Calendar
• Roles and Responsibilities
Planning Process

VISION/MISSION STATEMENT

STRATEGIC PLAN

VALIDATE

ACHIEVEMENT & PROGRESS REPORTING
e.g. Quarterly Stakeholder Call

STAKEHOLDER CONSULTATION & INPUT

FIVE-YEAR OPERATING PLAN

ANNUAL OPERATIONAL PLAN & BUDGET
5 Strategic Objectives | 16 Goals

1. Evolve and further **globalize** ICANN

2. Support a healthy, stable, and resilient **unique identifier** ecosystem

3. Advance **organizational, technological** and **operational excellence**

4. Promote ICANN’s role and **multistakeholder** approach

5. Develop and implement a **global public interest** framework bounded by ICANN’s mission.
Planning Framework & Calendar

**STAKEHOLDER CONSULTATION & INPUT**

**STRATEGIC PLAN**
Updated every 5 years. Includes Vision & Mission, Strategic Objectives & Goals.

**FIVE-YEAR OPERATING PLAN**
Each Strategic Goal will have their corresponding Key Performance Indicators, Risks, Dependencies, 5-Year Phasing, and list of portfolios.

**ANNUAL OPERATING PLAN & BUDGET**
Each Strategic Goal will have portfolios with their corresponding Key Performance Indicators, Risks, Dependencies, and activities.

Updated yearly. Includes 5-Year Financial Model & Planning Calendar.

Created yearly. Includes Budget & Projects for each Portfolio.
Introduction of Multi-Year Planning

Purpose is to integrate the Strategic Plan, 5 Year Operating Plan and Annual Operating Plan and Budget

Proposed Multi-Year Planning – Calendar, Community Roles and Responsibilities

The planning cycle is a collaborative effort of the ICANN community – stakeholders, board and staff and is reflective of the bottom-up multistakeholder process. ICANN’s Strategic Plan is intended to coalesce our global community around a new overarching vision and long-term objectives. ICANN’s proposed Planning Process includes:

- A Strategic Plan that is approved by the Board and renewed every five years, with a public strategic planning review process that is launched two years before the end of each five-year cycle;
- A Five-Year Operating Plan, which includes a Five-Year Financial Model and Planning Calendar, and is reviewed and updated annually; and
- Annual operating plans and budgets, which are discussed with the community and commented upon by the public, and are reviewed and approved by the Board.

To facilitate a consistent and predictable planning cycle that ICANN Community understands and can depend on, we’ve developed visual tools, which will be refined and expanded in the future to include more specifics, such as dates. The charts below illustrate the planning process on a go forward basis.
Proposed Multi-Year Planning – Calendar, Community Roles and Responsibilities

**PROPOSED PLANNING CALENDAR**

<table>
<thead>
<tr>
<th>STRATEGIC PLAN (1)</th>
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<tbody>
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<td>Consult</td>
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<td>Develop</td>
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<td>Consult</td>
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<th>5-YR OPERATING PLAN (2)</th>
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<td>Develop</td>
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<td>Consult</td>
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<th>1-YR OPERATING PLAN &amp; BUDGET (3)</th>
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<tr>
<td>Consult</td>
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<td>Develop 1-Yr Operating Plan &amp; Budget</td>
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<td>Consult</td>
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<td>Stakeholder</td>
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(1) The next Strategic Planning effort for FY 2021 – FY 2025 will start in FY 2019.

(2) The Five-Year Operating Plan will be updated annually, to reflect how actual performance and recent events will impact the remaining years in the current planning cycle (FY 2016 - FY 2017).

(3) Strategic Plan for fiscal years 2016 – 2020 is linked to the Five-Year Operating Plan, which informs the One-Year Operating Plan and Budget.
Proposed Multi-Year Planning – Calendar, Community Roles and Responsibilities

The chart below proposes a starting point for defining how ICANN Community – stakeholder, board and staff – will be involved in the planning process. It includes frequency of activities, supporting elements as well as roles and responsibilities.

<table>
<thead>
<tr>
<th>Strategic Plan¹</th>
<th>Frequency</th>
<th>Supporting Elements²</th>
<th>Community Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Consult</td>
<td>Once every 5 years³</td>
<td>Strategic Plan Kick-off --Accomplishments from last planning cycle --Environmental analysis, including SWOT⁴</td>
<td>Staff: Consult on key challenges and opportunities and areas of strategic importance Board: Consult on key challenges and opportunities and areas of strategic importance Stakeholders: Consult on key challenges and opportunities and areas of strategic importance</td>
</tr>
<tr>
<td>2. Develop</td>
<td>Once every 5 years</td>
<td>Draft Strategic Plan: --Accomplishments from last planning cycle --Environmental analysis --Vision, Mission --Areas of strategic importance</td>
<td>Staff: Develop</td>
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<tr>
<td>3. Consult</td>
<td>Once every 5 years</td>
<td>Public comment and other engagement</td>
<td>Staff: Consult Board: Consult</td>
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<tr>
<td>4. Approve</td>
<td>Once every 5 years</td>
<td>Final Strategic Plan --same as above, plus: --Strategic Goals --Key Success Factors (outcomes) --Strategic Risks</td>
<td>Staff: Update based on consultations and long-term planning work Board: Approve</td>
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</tbody>
</table>

¹ Strategic Plan for fiscal years 2016 – 2020 is linked to the Five-Year Operating Plan, which informs the One-Year Operating Plan and Budget. The next Strategic Planning effort for FY 2021 – FY 2025 will start in FY 2019.
² All documents will be posted and publicly available.
³ The planning cycle will begin approximately 24 months prior to the start of the next planning cycle (FY2021-FY2025), to allow sufficient time for key planning steps.
⁴ An important aspect of strategic planning is the environmental analysis, including assessment of Strengths and Weaknesses (internally-focused) and Opportunities and Threats (externally-focused).
## Proposed Multi-Year Planning – Calendar, Community Roles and Responsibilities

<table>
<thead>
<tr>
<th>Five-Year Operating Plan</th>
<th>Frequency</th>
<th>Supporting Elements</th>
<th>Community Roles and Responsibilities</th>
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</table>
|                          |                 | 1. Five-Year Financial Model  
                      2. Planning Calendar  
                      3. Draft Summary Five-Year Operating Plan  
                      --For each Strategic Goal—portfolios of activities, outcomes, strategic risks, metrics, dependencies, and phasing over the next five years | Staff: Develop  
 Board: Consult  
 Stakeholders: Consult |
| 1. Develop               | Once every 5 years | Public comment and other engagement                                                  | Staff: Develop  
 Board: Consult  
 Stakeholders: Consult |
| 4. Consult               | Once every 5 years |                                                                                  | Staff: Consult  
 Board: Consult  
 Stakeholders: Consult |
| 5. Update                | Annually         | Annual Reporting  
 --Performance as compared to plan for prior fiscal year, starting with FY 2016  
 --Explanation of variances  
 --Required changes to Five-Year Operating Plan if warranted | Staff: Update based on consultations  
 Board:  
 Stakeholders: |
| 6. Approve               | Annually         | Final Summary Five-Year Operating Plan                                             | Staff:  
 Board:  
 Stakeholders: Approve |

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5 Strategic Plan for fiscal years 2016 – 2020 is linked to the Five-Year Operating Plan, which informs the One-Year Operating Plan and Budget. The Five-Year Operating Plan will be updated annually, to reflect how actual performance and recent events will impact the remaining years in the current planning cycle (FY 2016 - FY 2017).

6 The Five-Year Operating Plan will be updated, when appropriate, for the remaining years within the 5-Yr. cycle. No changes to the Strategic Plan for fiscal years 2016 – 2020 are anticipated, unless a critically significant event or development is observed, such that it would have a significant impact on the strategy for the remainder of the 5-Yr. cycle.
# Proposed Multi-Year Planning – Calendar, Community Roles and Responsibilities

<table>
<thead>
<tr>
<th>One Year Operating Plan &amp; Budget</th>
<th>Frequency</th>
<th>Supporting Elements</th>
<th>Community Roles and Responsibilities</th>
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</thead>
</table>
| 1. Consult                      | Annually  | Draft Revenue Model  
Draft list of initiatives  
Engagement                                                            | Staff: Consult  
Board: Consult  
Stakeholders: Consult |
| 2. Develop 1-Yr. Operating Plan and Budget | Annually  | Draft 1-Yr. Operating Plan  
Draft 1-Yr. Budget                                                             | Staff: Develop/update based on Five-Year Operating Plan, consultations and recent history of events  
Board: Develop/update based on Five-Year Operating Plan, consultations and recent history of events  
Stakeholders: Consult |
| 3. Consult                      | Annually  | Public comment and other engagement                                                | Staff: Consult  
Board: Consult  
Stakeholders: Consult |
| 4. Approve                      | Annually  | Final 1-Yr. Operating Plan and Budget                                               | Staff: Update based on consultations  
Board: Approve  
Stakeholders: Approve |

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7 Strategic Plan for fiscal years 2016 – 2020 is linked to the Five-Year Operating Plan, which informs the One-Year Operating Plan and Budget.
Next Steps

1) Communicate and collect initial feedback on the proposed Planning Process during ICANN 51

2) Develop a calendar by October end that includes…

• Integrating the various activities from development, inputs, public comments, approvals of the 5-Yr Operating Plan, FY16 Operating Plan and Budget
Questions & Answers
Engage with ICANN on Web & Social Media

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