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LOS ANGELES – ICANN Academy Working Group  
Wednesday, October 15, 2014 – 16:00 to 17:30  
ICANN – Los Angeles, USA

SANDRA HOFERICHTER: So in order not to let us wait, I think I will start. We are waiting for more participants to arrive and more community people to arrive, because some of them told me already it's going to be challenging for them.

My name is Sandra Hoferichter. I'm the chair of the Academy Working Group. During today's meeting, we have three points on the agenda. The first one is feedback from the participants of the leadership training program which took place for the second time in Los Angeles last week.

The second part is we have Jeffrey Dunn and Nora Abusitta and also Janice Douma in the room who will give us a first update on the Online Learning Platform, the ICANN Learn.

Then we will discuss how to move forward with this ICANN Actually Working Group, what the scope is, and so on and so forth.

The first thing I would like to do – and it's already on the screen – just have a very, very quick look on the survey. Just as last year, we asked participants from the leadership training program to answer some questions in order to evaluate, I just realized it's not readable because the font is just too small. Maybe we can enlarge that. Wonderful.

I'll just give you some brief numbers. The question was: how do you rate the overall program? Around 60% said very good and 40% said good. There was no one who said sufficient, not sufficient. So I think overall this is a very good rating.

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*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.*

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We also asked some questions about the Online Learning Platform. Last year it was still in a developing mode and participants had a very brief look and made some proposal of what we can improve. So the results for the Online Learning Platform is that 20% said that it's a very good tool, 40% said it's still a good tool, and only 36% said it's sufficient or not sufficient.

As I know from last year, it has improved quite a lot, but I think there is still space for improvement. I think [inaudible] what we can actually do, discuss this with Jeffery, Nora, and also Janice.

On the other parts, do you think the OLP will provide an added value to the community? There was full agreement that this is something which is definitely needed, and most of the people think also that it will be used and visited by the community.

The question was: how do you rate Online Learning Platform in terms of usefulness and structure? The majority of the participants rated it as very good or useful. Only 30% said it's insufficient and the structure needs still to be developed.

Even experienced leaders indicated that there were just some things which were totally new to them and which they could learn on that online learning tool.

So, with this, I would actually like to hand over to Jeff and Nora to give us some more background information about the development of this tool. And when more people arrive in the room, we would ask participants from the leadership training program to give them their oral feedback.

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The survey, by the way, will be sent via the ICANN Academy mailing list so that everybody can look into it into detail. Over to you, Jeffrey and Nora.

JEFFREY DUNN:

Thanks. We have a presentation that we'll pull up. While we wait for that, I'll just quickly introduce myself. My name is Jeff Dunn. I'm part of the development and public responsibility department, which is overseen by the woman to my left, Nora Abusitta, who is also going to be helping out with the presentation.

My official role is Online Education Specialist. I also help out with education outreach and various other things that our somewhat new department is pursuing. Our presentation won't be too long but I definitely want feedback, comments, questions and to answer anything that you have afterwards. Here we go. Great, thanks!

We can start at the second slide – the not-colorful one. It will be the “Key Features” slide, the second slide. There we go! Great! Thanks so much!

I know most of you are very familiar with the Online Learning Platform, but for those who are not, I know there are some members here who may not have taken a course yet.

Basically, the Online Learning Platform was developed by and for the community and the main goal is to inspire the global community through making courses open, free, easily accessible, available in all the major UN languages.

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It really started off as just a very simple idea to try to make everything a lot more understandable. The basic goal for the first year or so – I only started in November, but basically, since then has been to be a way for newcomers, or really anybody who's looking to brush-up on their knowledge of ICANN and the particular topics we cover, just to make it as simple as possible. That's our ongoing goal at this point. We're just getting started at this point.

That being said, we're seeing tremendous uptake by the community and it's really helping with global outreach, because we've been developing a lot of courses for regional vice presidents and pretty much every continent is talking to me right now about creating some course material which is very exciting. I'll talk about that a little bit later.

I don't know if you can actually see the slide, but basically, over the past month – so for the month of September we had 900 or so active monthly users and those people viewed about 9,000 lessons just in that month alone. So that was really exciting, considering it's a pretty new platform and we've only started really marketing it through the ICANN blog and Twitter and various other channels over the last couple months since London. So we've seen sort of a hockey stick growth, which is very exciting.

It basically has everything you would expect in a powerful mobile platform, basically. So it has a mobile-friendly design, multiple language support and it's actually going to be getting easier to become an instructor and I can walk you through that process afterwards, if you like. But basically just come to me and I can tell you exactly what you need to know and the ins and outs, what works and what doesn't. But

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we've been getting a lot of uptake from the community and internal training as well. Next slide. Thanks.

As I said, in case you haven't actually seen the OLP, which is [learn.icann.org](https://learn.icann.org), this is just a quick snapshot. I just chose a random page. It's just some of the community courses that we've done. It was designed and built for the global community, as it says there, but you can drill down into any of these topics and keep going. We have custom Bespoke courses that are made for smaller groups like the NextGen group, a group that our department runs. Basically that is an onboarding process that was specifically created for a group of about 20 students at a time, and there's an online discussion area in there where they can ask questions of each other. They've since started a Facebook group as well. It's shown a lot of uptake, which is great.

As I mentioned, it supports all the major UN languages, except for internal training courses. We have all the bases covered, so to speak.

We've gotten tremendous feedback. Just through various social media outreach, Janice did a little promotion for us and she got unsolicited positive feedback. I've been getting great feedback, too.

The number one thing that we've gotten a request for is certifications, which are basically non-legally binding badges that you can earn from achieving a course. We're looking into that and working on making that a reality, too, because that's a really exciting way for people to sort of take a little more pride and ownership in it. As you can see, people are really happy with it.

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What did you like about the course? This is about a LACRALO course that we created. They actually created the content. I formatted it and we tweaked it a little bit and tried to make it as engaging as possible. The feedback was positive. The only negative feedback we had, just because I'm completely open about it, is that some of the links were too non-English, were to English translated websites, even though it was the Spanish translation of the course. Easily fixed and we fixed it. Minor stuff like that.

It's a great learning process for me and for the course creators as well. The LACRALO course, I shared the statistics them and they are working on a phase two course now as well, so it's sort of an advanced course, if you will.

I just wanted to showcase some of the organizations that we're working with with ICANN Learn, because the whole goal, as you all probably know, is to really work with as many different groups as possible. This is both internal groups and external groups. We've been working with a lot of universities – NYU, Carnegie Mellon in Rwanda, At-Large Groups. You name it, we're partnering with you. The whole point of it is to make something as useful as possible for everybody.

And who doesn't love a good word cloud? I just added a few things of what we talk about on the course just using all the text on the course. Obviously ICANN is one of the most talked about terms.

This is my last slide. Sorry for taking a little bit of time. Then I'm going to hand it over to Nora. But I just wanted to point out these key stats here. We have more than [30 free] courses. We have about 10 in the queue

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right now that will be done within the next month-and-a-half or so, one being announced by the end of next week.

900 active monthly students that I mentioned. Available in all the major UN languages. More than 9,000 lessons are viewed every month. We're already on pace for more than 10 this month, which is very exciting. 40+ countries with active monthly students. It's not just US-centric or a particular region-centric, which is very cool.

We have a lot of partnerships that we're going to be working with. For example, we're exploring partnerships where we can offer certification, as I mentioned. The non-legally binding kind.

With that, I'll hand it over to Nora, who I want to also share.

NORA ABUSITTA:

Thank you, Jeff. Thanks very much. I wanted to say a few words – I won't take up too much time – about how this falls in the department and why we have a department for Development and Public Responsibility.

One of the things that we noticed was that one of the biggest challenges for new people that come to ICANN is they don't understand the structure. It's very hard to understand. There's so many acronyms. There's so many groups. What do we do?

So the department really dedicates a lot of its work to making participation easier in a different way, through education, through language access, through encouraging newcomers at different levels and different age groups.

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The Online Learning Platform is one of the tools that we're using and that we're providing to the community in order to make that easier. It's not the only tool, definitely. But we've noticed that it's one of the more successful tools. Even our regional VPs are utilizing it in their engagement. Before they get to a destination, they send out a link to a course that gives people some background about whatever it is that they'll be talking about. Then they get there and they build on that knowledge instead of starting from scratch.

Jeff talked a little bit about language capabilities. We have had requests outside of those languages and we've encouraged community members to provide us with content, if they could help us curate it obviously for closed-off or private areas on the OLP if they feel like there's some content that would be useful to a very specific or small group within the community.

So I hope that everybody within the ICANN world utilizes and leverages that tool and I hope the Academy will be able to take advantage of it. We have so much flexibility on that platform that there's many ways the Academy can leverage it.

The starting point is to express interest. If you have content, even better. And we work with you to build it and make it available to your community whether it's for everybody or whether it's for a smaller group that you're trying to create a course for.

Again, we're extremely open to suggestions. Jeff or myself – myself more in the context of developing the new participants in ICANN and helping the existing ones.



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From my experience, I've also met several participants that have gotten into ICANN but kind of feel like they got stuck somewhere, so how do they go to the next level? This is one of the tools that we use to help them in that respect.

I look forward to hearing more from you. I'm going to listen to questions and see if we can answer them, but I also hope that we'll hear from you. There is a capability on this platform that people could teach courses. People have been shy about that, so I'm hoping that in the next phase we will encourage community members, veterans in the community really, to teach courses to newcomers or new ICANN participants. Thank you.

SANDRA HOFERICHTER:

Thank you very much, Nora and Jeff. I think this was very helpful. I would like to ask many people from the Leadership Training Program and the OLP as part of the Leadership Training Program for them to prepare before they arrive to the course.

Many of them are here in the room and I would like to invite them now to give feedback, and please include also a feedback about OLP in your speech, because now that we are lucky that we have Nora and Jeff in the room – this was not always the case because too many meetings are run. So please let's use that opportunity to submit your ideas about the leadership training program, but also especially on the OLP. Who would like to share the impressions? Jimmy, please.

[JIMMY SCHULZ]:

First of all, thank you very much for organizing the leadership program, Sandra. It was very valuable for me. I'm new to ICANN. It's my third ICANN, but I always have been here as guest, not as an active participant.

The leadership training as an incoming ALAC member was very valuable for me, very important, especially for me being new to ICANN, the parts where we learn how ICANN internally really works, which is a process of ongoing learning, of course, because it's for someone coming new into this world quite understandable how ICANN really works. And the leadership training really helped.

The other part, getting management skills which are needed in that diverse world were even more valuable. The best thing, you can see that so many participants of the leadership training are here right now that I got to know a lot of people from other constituencies I would never have met. I think that was the most important part for me.

CAMILLE STEWART:

I echo Jimmy's sentiments. I thought the program was very helpful and armed, especially the newcomers with understanding of the organization and just friendly faces in the room for attending meetings and walking around.

I would have liked to see maybe something tailored towards the newcomers there, just that extra information. But other than that, I thought it was extremely valuable, both the facilitation skills, the dialogue with everyone and then the opportunity to interface with people who are more experienced with the ICANN community, the

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ICANN setup. I learned a lot dealing with the more experienced members and interfacing with them and discussing their experiences, so it's great.

SANDRA HOFERICHTER: Siranush, please.

SIRANUSH VARDANYAN: As an incoming APRALO chair, this training was really very interesting, informative, and important. I was actually very likely one of the [luckiest] as an incoming person, was lucky coming to ICANN world through fellowship program which gave me a lot of information and understanding on what is ICANN.

But one of the important aspects for this leadership training was cross-constituency communication and interaction. I echo Jimmy saying that we had never had this type of interaction with neither with GNSO members nor, especially, with GAC members. So this was really an important aspect for us.

We also got understanding of what they are doing, actually, because we were somehow involved in our own constituencies and had very little information about them.

This was one of the important aspects of the training as well as facilitation skills and conflict resolution. This type of training was very interesting and important. So now we know how to be [disruptive] and how to deal with [disruptive] people. That's also very good skills, so thank you for the opportunity.

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I would suggest for all new leaders coming to this world take this opportunity and have a chance to participate in similar training.

Related to OLP, I don't have too much experience. I just took the course which was a recommendation for starting this leadership training. Besides that I didn't take another course there, but I found it interesting training to go back and do more searching in that space. Thank you.

SANDRA HOFERICHTER: Mark, please.

[MARK]: I thought the program was excellent. I echo many of the sentiments that previous speakers have made. To me, by far, the most valuable thing was the cross-constituency communication, the opportunity to spend three days with people from other constituencies just very incredibly valuable to be fortunate enough to have new Board members in the program, GAC members. Just a very rare experience.

I personally reach out to a lot of people across many constituencies and I have friends in every constituency, but still even after ten years, I've never had an opportunity or experience like in the program to spend that much time with people. You're really able to develop a very personal relationship with them and I think that was incredibly valuable.

Definitely the parts focusing on the structure of ICANN and how things are done in ICANN I think were very valuable and important. That's where I maybe slightly depart from the other speakers where I just wish there was more of that.

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I think that while the conflict resolution skills – well, they're valuable, especially to the extent that the program is focusing on newcomers. They're unlikely to be leaders anytime soon. They're unlikely to lead working groups. That's almost exclusively done by people who have been around ICANN. To be honest, you can't really be in a working group when you don't understand how ICANN works. It's very difficult. You have to know people. You have to understand the process.

So, to me, the leadership skills and the conflict resolution, while valuable, seems to me more of like a mid-level education as opposed to an education directed at newcomers.

What I think is most valuable for newcomers, and even for, actually, people who have been around for ten years is understanding how ICANN works, because nobody does. I mean, every people who have been around for 10, 15, 20 years, they kind of do. They have a better understanding at the macro level of the different constituencies and stakeholder groups, but even they don't understand the more detailed aspects of how certain decisions are made and what the process is. They argue about that all the time.

I think a lot of the disputes and the inability to communicate between constituencies results from not having a common set of ground rules and not understanding what the process is and how things should happen.

So when you can't even [inaudible] how things should happen or what the process is, it prevents you from taking the next step to having any sort of meaningful discussion about the actual issue.

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For me, especially for a program focused on newcomers, I would love to see and I would be happy to participate in a program that just spends a lot more time on the basics and the fundamentals of really how ICANN works and I think that would equip all the attendees to really more effectively take the next step on the path to becoming a leader at ICANN. And then, at a later stage, maybe taking the conflict resolution training and focusing on those aspects.

I wouldn't say eliminate them completely, because I think having some focus on – especially being culturally-sensitive and how to effectively communicate, there definitely is value there and you need that to be able to integrate yourself into the ICANN community.

But I would take most of the leadership and conflict resolution stuff and maybe put that into a later course for mid-level people and upper-level people who really are in a situation where they can be a leader of a working group.

Especially in this program, they kept talking about leaders of working groups, leaders of working groups. You're not going to walk into ICANN and be a leader of a working group. That's it. It's very rare though and it's very difficult when you don't have a fundamental understanding of how ICANN works.

I think your working group is focused on an educational aspect where maybe you have a better ability to just be able to step into it. Actually, in that situation, rarely the fact that you didn't have a lot of experience probably had a lot of value, because you kind of weren't blinded by a lot of the other things; whereas if a working group on an issue that's been very problematic for a long period of time would be virtually impossible

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to be able to – first of all, you would never be selected to lead that working group, but even if by some chance you were, it would be virtually impossible for you to effectively do anything with that working group if you didn't understand the underpinnings of how ICANN worked and the history of that issue.

Now I will let someone else talk. Sorry.

SANDRA HOFERICHTER: We have a queue in operation now. Martin, Heather, and Stephanie. Martin, you have the floor, please.

[MARTIN]: Thank you. I will repeat I agree with everything my previous speakers said, and I will add, first, the first day of the program I thought that the experience between the experienced people and the newcomer program to be particularly different.

After talking and talking and talking about the program, I realized that the experience was really similar or shared between us. We agreed on the things that were useful, the things that we thought could be better. That shows coherence or consistency in the program. It wasn't unbalanced. That's something I think is good.

Also, to be able to be beneficial for both kinds of participants, something that I do find extremely difficult, this [inaudible] very confusing and disappointing, and people who are experiencing [inaudible] boring [inaudible] things I already know. No one thought that. No one said that. I think there's a huge achievement.

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I also will agree a little bit with Mark, the fact that I loved and I think it's a total necessary part of this leadership, the management of conflicts and the management of the community, all the leader skills that we learn. I will never take any of that out. But I do think, at the same time, the same amount of content but I think it could have been a little bit more detailed maybe.

But I think that's also because it was community-based. That happens. I agree with the [moral] that the community should teach the community, and sometimes the community not always is going to have the same level in every aspect, because different people have different approaches.

So I think this is just a risk that, in my opinion, is worth to take – to let the community teach and [express] because I think, although I agree with the remark, I think that some presentations were extremely original and extremely useful, and I think that if we had previous guidance, that would not have happened either. It's a tradeoff. But I agree with his [inaudible] in the concept.

I talked about this a little bit. We formed a Facebook group of the [inaudible] program. Jimmy created it. You created an amazing [inaudible] not only by giving us skills and by giving us a deeper knowledge of the cross-community issues and functions, you built up a team. [inaudible] willing to work together no matter what. In particular, any conflict that could arise in the cross-community works among us are going to be solved in a civilized manner.

You created value, but it wasn't individual. It was a community [body]. And I think you have to preserve that by building a community after the



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program. I could use an example as the fellowship program has captured that value in [inaudible] community. I think it's only saying good things. You have great value and you can capture even more than what you are capturing now. That's it, thanks.

SANDRA HOFERICHTER: Thank you. Next in the queue is Heather.

[HEATHER]: Thank you, Sandra. I commend the group – particularly you, Sandra, for all the work that's gone into this. I'll make comments. I'll try and make them as, if you like, directed and targeted and hopefully helpful as I can. I think I'm the first one of us to speak that's done this twice, so I can offer some insight in terms of comparison and how far we've come.

I'll start off with the Online Learning Platform. I think there's very useful information there. One of our big complaints last year, if it's acceptable to call it a complaint, is that the information was just hopelessly out of date. We had information from meetings that were eight years ago and I think that's come a very long way. And the usability of the platform, the look and feel of it, has significantly improved. I think that's a tremendous thing.

I think the challenge is finding the time to do this. I spoke to a number of participants very informally, and I won't name names, but I think relatively few of the participants did this. You open it up and it says it will take you an hour or two hours to complete this course and that's daunting. That really is daunting.

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I don't know how we solve that. There is the information. It takes time to get through it. How do we all find time in our day short of the time-space continuum is a challenge.

One direct point of feedback I would give is this business of enrollment is not explained clearly enough on the Online Learning Platform. Some courses require enrollment. All of them have an enrollment button, whether it's self-enroll or be enrolled or this sort of thing. I looked for a very long time. Some of the courses that I did, I couldn't take the quiz because I was not enrolled and I couldn't figure out how.

In terms of the professional training aspect, I think we've come a very long way in terms of integrating this into the program as a whole. I think we have a very long way to go. I think what we proved this time around is that the two can be integrated, but I don't think we're there. I really think all we've done is now take A and B, and rather two days of A and three days of B, we've now just peppered A and B into a day. So a little bit of A and a little bit of B, and back to A and back to B. I think it's a lost opportunity is what it is.

I would like to see that in that context, I agree with the comments that Mark and [Martin] have made in terms of tailoring. I'm not sure that this program, having done it twice, is the right fit for what we need at this time. I think it needs to be more tailored to ICANN rather than just generic skills, and I think the way to do that is – I think that communicates more than anything else relevance. It suggests why we're here. We're here to do this in the context of ICANN – not just to learn how to listen and be good communicators and this kind of thing.

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The facilitators do not ask. I thought it was interesting. I've seen it twice now. They've not asked any of the participants what skills they may already have if they've been through this kind of training, and I think that rubbed some participants the wrong way.

I also think we still have some work to do. This was a key point of feedback that I made last year, and apparently my Americentric word has gone viral. I still think we have an American corporate program in this respect, and I think we have some work to do in internationalizing, and I think this is a particularly important time for ICANN to do this, given where we are on the world stage. I don't think this is the time for us to have an American corporate training program.

And in terms of community involvement, of course what I say here is somewhat bias. But it will say this. And I speak very honestly and I did tell Sandra that if I came I would speak honestly. I really wasn't sure when we spoke prior to the program, and I put my hand up initially to participate, and then when it came back, "Yes, we'd like you to participate," I thought, "Ooh, I'm not sure if I want to do this," not for any reason other than I wasn't really sure if the improvements had been made.

I thought last year that the concept was brilliant and that much more needed to be done in terms of making the program relevant and useful and all of this sort of thing. Let's be realistic. It's a very significant chunk out of our day when you already have to explain to your boss that you are going to be away for ten days of an ICANN meeting – ten in my case, because I fly for two days and I lose a day out of my life. It's difficult

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then to say, “Oh, and by the way, I need to spend another week.” We need to have some tangible outcomes.

In terms of tangible outcomes, I think the community has something to do here in the sense that when we truly marry the content with the program, the communication skills happen naturally. Rather than teach ourselves about or be taught or be lectured about communication skills, I think we had a number of sessions in the group where we sat down and we could’ve spent much more time. We really only struck the surface on, for example, the organizational chart.

Had we had two hours to sit in small groups and talk about how that could be done better to talk about the policy development process, what do you really understand – not the published version of what the policy development process is, but where the breakdowns in the policy development process, who’s involved in what. I think that would be useful.

In terms of community involvement, I would say this. When we look for community people to be involved, it’s not just who has ICANN knowledge. That’s only part of it. I think you have to have effective communicators, too. And we all know within ICANN who is an effective communicator and who isn’t. That’s part of our screening process, let’s say, within the community. We need to have our eyes out, not just for the people that know what they’re doing, but the people that can get others to understand that and do that in a professional and polite and caring way.

What else would I say? I think that’s the end of my list. I’ll say this as a final point, as a sort of capstone to my saying I wasn’t sure if I wanted to

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come back. I'm delighted that I did. I think the reason that I came back in the end was that I walked away from last year thinking it was a wonderful opportunity to meet new people, and it is indeed a wonderful opportunity to meet new people. I've passed people in the hallway that are in constituencies and groups that I never would otherwise cross paths. As the meeting gets bigger and bigger and meeting rooms are more isolated, you never actually see people. I still think that's fantastic. I thank you, Sandra, in particular for inviting me back.

I thought it was very interesting that, on day two, someone said to me, "Oh, you're not ICANN staff." There was a bit of confusion as to what I was. And in that case – and then I got a whole extra set of information, let's say. So perhaps that also speaks to the benefit of having staff members involved.

I'm very happy. I'll say this publicly, and perhaps regret it later. Having done this twice, I'm happy to stay involved. I think there's really concrete things that we can do to make this wonderful. I continue to support the concept wholeheartedly.

SANDRA HOFERICHTER:

Thank you, Heather. This was really useful feedback. I [inaudible] and I more or less agree on every point, [inaudible] my observations. I think we are on a good way, but there is still a long way to go.

The last in the queue is Stephanie. If there are no other hand raises, then I would go to the next step to the future of the Academy Working

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Group. What can we do? How can we collaborate with ICANN staff? But first, let's give Stephanie the opportunity.

[STEPHANIE]:

Yes. And I echo the opportunity to meet folks was much appreciated. I think I am the newbie that Mark was describing there. Certainly when I joined the EWG without a knowledge of how ICANN worked, it was like Alice in Wonderland. It would've been useful to have more of a module on how ICANN works.

For me, I think the balance – it's hard to do everything in a three-day course. I could've used more "how to survive at ICANN", sort of a "How does it work?" It's my observation that each constituency works slightly different, and then when you get into a cross-community working group, those different behaviors – I won't say they clash, but it's sometimes hard to interpret. There are different patterns between ALAC and the commercial guys, for instance. And they're certainly different from the NCSG. I think maybe more of that would be useful.

I'm wondering, as I look at your whole training goals – and I missed the beginning of the meeting, so I apologize if you explained all this, but what kind of a community is ICANN trying to forge? At the moment, it has inherited a community that is formed of the ICANN old-timers. There's a lot of people who have been around for a long time.

I would say, as a newbie, it's not always easy to break into that community. The whole model is unsustainable over the long term. I feel for the fellows when their money runs out, because then they have to stay home unless they find another funder.

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So I think a vision of “Who are we in the ICANN community? How do we operate remotely and how do we operate through face-to-face?” You need to set the learning modules into that context.

It’s my observation that the meetings are lost opportunities in terms of getting together and meeting one another and figuring out common ground, because there’s a lot of siloed behavior in the face-to-face meetings, and it seems to me it would be really great if you had one day education day, where you forced people to meet each other and learn new things. That would be just a suggestion. Maybe you could even force them to do it for two days. I don’t know. You need three to really gel as a group.

But there’s a lot of behaviors that I think you could break off teaching modules on. For instance – and I think I brought it up during the classes – ICANN is a unique best. It’s multicultural and there’s a lot of behavior that is not – tolerant is not the word, but doesn’t recognize that. Language patterns, ways of behavior. Aggressiveness is not the right word, but the different style of people. That would be a good module to teach some people, probably including me. I don’t know whether that’s useful or not.

SANDRA HOFERICHTER:

Thank you, Stephanie. This was actually very useful because that brings us right into the next topic point – the future of the ICANN Academy Working Group. Gisela, can I ask you to get the next slide please?

So going back a little bit in history of this working group, it exists since four years, but for at least the last one-and-a-half years, the scope of

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this working group was more or less limited to this Leadership Training Program. I think it was worth the effort. Now are in a good way, but now we should also concentrate on the other issues we were actually proposing.

The questions are: what are the future tasks for this working group? What is the scope of this group and how our ideas can become more visible within ICANN, for example, on icann.org? Next slide, please.

I improved it, but I apologize it's still not readable from this distance for you, so I will just briefly explain you what this graphic is about.

The working group always proposed a modular system for a [inaudible] which is called Academy, which includes an online learning tool, which includes a fellowship program, which includes a newcomers program.

I just listed here what we already have, what is visible and whatnot. We have the ICANN Learn, the online learning tool. We have a good calendar of regional engagements. We have the fellowship program, which is very successful. I hear that from so many people in this community who went through that, that this is actually the best way to get into ICANN. And then we have also the newcomers program.

So these things are easily accessible on icann.org. They are working. They are up. They are under development. There is no question about to change that or to work on that. So this is set.

Then we have another set of programs. For instance, the leadership training programs, the various programs which SOs and ACs are organizing themselves. Mentoring programs and the like. They are there, but they are not visible.



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So if somebody comes to icann.org – for instance, a new GAC member arrives. And I know the GAC sometimes conducts capacity building programs themselves, but they are doing it every third or every fourth meeting according to the demand.

So just to mention a new GAC member arrives here in Los Angeles, but there is no capacity building conducted within the GAC. But to be honest, at least two-third of any capacity building for a newcomer are more or less the same contact for the GAC, for the ALAC, for the GNSO, for whoever. And only one-third is the specifics about each stakeholder group.

So the idea would be that actually the information, what’s going on in other groups is easily accessible on the icann.org website, so that the GAC member can said, “Oh, okay, the GAC is not doing something, but I can go to the ALAC. I get at least a broad overview about it.” And before that, before I go, I take the online learning course because then I’m already a little bit more prepared.

And then during the next meeting, I’m looking for a mentor from the GAC who explains it a little bit which I was missing, which I couldn’t get on the Online Learning Platform on which I couldn’t get in the At-Large Capacity Building Program.

So this is actually the way we were thinking about that sort of Academy, that you have all the varieties and all the programs listed somewhere, and then we can actually, as a working group, propose a system – a framework- how you can easily navigate through such things, either by using colors or by – I don’t know. Nothing is carved in stone. There are many ideas in the end.

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And then there are some things which are not existing yet, but I think they are at the moment under discussion, which is, for instance, a document library which is nothing else than a document management system. The funny thing is if a newer ICANN CEO arrives, he usually doesn't change the office, but he changes the website.

Heather just told me 2,400 links are lost every time. This is really the biggest, biggest problem for this community who has to go back in history of documents because processes sometimes – policy development processes and so on – they sometimes take such a long time.

So if you lose all your links every time when the website is going to change, this really, really a problem for this community. But I know that a new team was set up to establish a document management system and I think this is nothing else than what is written there with document library.

Then also it was mentioned that we have many people in our community who have teaching skills who are not only a topic matter expert but who have teaching skills online and in real world. So let's get a list of them. Let's ask them. Let's identify them and find out who is willing to actually participate and contribute to the learning platform, to an event in a specific region or to a leadership training program or to a capacity building program which is done within the ICANN meeting face-to-face. These things are, at the moment, not existing yet. Next slide, please.

This was one look or one opportunity how we were looking at such an academy. You have the different level of engagements. You can maybe

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start as a newcomer, become an observer, you can be a contributor. You can even be a staff member, be an observer, become an expert researcher and become staff again. This all happens within ICANN. But people are changing, wearing different hats.

If all the things are somewhere listed, I said it already, then you can easily navigate which course you have to take, either by following a color or by following modular system or whatever. Next slide, please.

Currently on [icann.org](http://icann.org), when you press the button and get started, you have a short link to the newcomers program, to the fellowship program and to the beginner's guide. Then you'll enter on this page where you have a shortcut to the Online Learning Platform and to the regional engagement events.

This is actually the point where this working group is proposing to put in all of the other links to all the other programs, and at the moment, it's nothing more than just bringing the links together. Nothing else.

RIPE, for instance, they are doing it in a very easily and understandable manner. It's difficult to read, but I will explain you. You click on the button "Training" which is the lighted one in the menu, and then you have training courses, training material – [inaudible] course and e-learning.

This is actually their sort of training effort [inaudible] training. I spoke to the RIPE people there even thinking about expanding it to an academy which also includes sort of a certification and level system, because for developing countries in particular, this is an important thing to get a certificate: I participated in ICANN XYZ or in RIPE XYZ course. This is

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[always] something which is unique for them. This is also a very good revenue for a newcomer to get a certificate and recognition. Next slide, please.

Other organizations are doing this as well. This is not an organization [inaudible] international TLD sites, ICANN Academy. I'm part of that organization, and I knew just when I want to know something, I go there. Next slide, please.

This is another one, Chatham House Rules. They also have an academy which is a different approach as we are discussing here, but it's very clear on the entry page. Next slide, please.

This is an example for the document library of ISOC. I think this works very well, and I think this is a tool [inaudible] in itself, so when a new website is setting up, this tool goes directly to the new website and links are not lost anymore. Next slide, please.

So this is actually the current status of this working group. At the moment, we are an ad hoc working group under At-Large leadership. It took a while to get recognition for this working group under At-Large leadership first by the community because they were skeptical about this is an At-Large thing and this doesn't apply to us. I think, meanwhile, we have overcome that barrier. We are open to the entire community. We had broad participation from almost all SOs and ACs.

A problem is that the term "academy" is still misunderstood. It's meant to be or people think academy is the Leadership Training Program, but we keep on explaining that this is actually not the case, but academy is something broader. Next slide, please.

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This is actually the most important slide and I want to discuss this with you here now. What can [be] the future of this Academy Working Group?

I would propose –and I would like to ask for your feedback here – first of all, make it a standing cross-community working group so that we get rid of this ad hoc thing and this At-Large thing, because for new people, this is still difficult. It should be a real standing cross-community working group according to the rules, which are applied to such working group.

For like four years, I [share] in that group. I think it would be good to have at least two co-chairs. I actually [inaudible] experience. I arrived at ICANN and just made a proposal [inaudible] academy and – whoop! – I was the chair of that working group like half a year later or something like this.

I think you're absolutely right. There's part of the program that if you don't know how ICANN really works, with whom you have to talk to, how staff and community how they fit together, this was really difficult for me. And maybe this is a reason why it took four years or three years to get the first program on.

So I think co-chairs are needed. We should work on a charter. We should be the contact point then for all coordination and learning [demands] within ICANN. We can channel these requests and demands either to ICANN staff or to the community, whoever is dealing with this issue.

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And then I would propose to build taskforces to accommodate the different models of the academy, so to say that we have a taskforce who is working on the program of the Leadership Training Program, that we have a taskforce who is taking care of the Online Learning Platform, a taskforce for an expert [inaudible] and other taskforces.

This would be my proposal and I would like to know how do you think this proposal could work, and also if you would be willing to participate in such a real cross-community working group. Any comments, please? Martin?

[MARTIN]: I basically agree with the proposal and I just wanted to put myself in [inaudible] to help.

UNIDENTIFIED FEMALE: Co-chair. You just got a co-chair.

SANDRA HOFERICHTER: Oh, great! [applause]

I think we have to be serious that co-chairs are not elected like this.

[MARTIN]: No, no, no. I said I think it's a good idea. I want to put myself in this position to [the chair], not to be co-chair, to the team, to the working group to work with the [program]. Not to be co-chair, no.

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SANDRA HOFERICHTER: Mark, please?

[MARK]: I'll participate. I'd be happy to. I think it has a lot value, and I think to make it more official would be helpful. Ad hoc things sometimes are great for a short period of time, but it's hard to have a lasting impact on a consistent basis for just something completely ad hoc. I think not too much structure. Not to kill it with structure, but I think, in particular, this type of working group cannot have too much structure. To have too much structure will be detrimental to the group, because these existing structures are some of the things that are obstacles to cross-community participation and relations right now. So to have all those barriers in this group is kind of contradictory.

But I do think it should be official, and you, of course, need to [inaudible] and all those other things. I just would caution to not make it overly-structured.

SANDRA HOFERICHTER: Thank you, wonderful. Fatima? Oh, Tijani, did you raise your hand?

TIJANI BEN JEMAA: Thank you, Sandra. Yes for a lot of things. For example, to make a standing working group, yes. It cannot be – otherwise assign group or make different groups to work on specific issues, yes also.

But before all this, we need to have a comprehensive view of what is the project. I think we have to work the general view of what is the ICANN Academy.

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I remember at the beginning we began to do so, but we stopped because we were working on the leadership program. We have to resume, come back and work on it.

When we have it ready, we can split the work. We can have groups. We can have all the structure you want. But before that, we have to have the general view of what is a project.

SANDRA HOFERICHTER: Thank you, Tijani. Fatima?

FATIMA CAMBRONERO: Thanks, Sandra. I have a lot of comments, but I will be brief. I think one important thing for the Academy Working Group is the [disability] issue. My question is can we include in the main page of the icann.org a [model] of ICANN Academy, and under that [model] include the different initiatives that you mentioned such as ICANN Learn, the mentoring program of At-Large, the Capacity Building Working Group of At-Large, the different initiatives of capacity building from each RALO, for example, [of course] the fellowship program. Another thing is the Bureau of Speakers, for example. All of those things are related to ICANN Academy. This is an issue.

Another issue is I am not sure if this group should be a cross-community working group. Maybe the next stage could be an [At-Large] working group open for everyone to participate, but with more visibility. I think that's all for now.



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SANDRA HOFERICHTER: Thank you, Fatima. I think that it was an At-Large working group for such a long time; I think we should change that. We're not going to too many GNSO working groups and I think this keeps the GNSO and other folks from our group [away]. So I would not propose to stay as an At-Large working group open to the community.

Regarding the website, that's exactly what we were asking for – to get a button menu easily accessible. Maybe not on the first, but at last on the second page where we, at the moment, put all the links together to start from somewhere, because when you have a project in our environment, when you have a project, you start with a website.

And on the website, you begin to structure the whole thing. This is, I think, next to what Tijani proposed to make a project proposal, I think this is the next step to get the visibility, and from there we can start working on the different modules and how to link them better to each other so that each module has a shortcut to the Online Learning Platform and each participant has a shortcut to the fellowship program, if this is according to his career he wants to make.

Also, I think it has a very great value for volunteers. I mean, they dedicate time, and what is their salary? Their salary is recognition. So I think if you have an expert faculty and could include people like ICANN veterans, this is an honor for them to be a member of the ICANN expert faculty. This is why they are dedicating voluntary time. I think this is very, very important.

Also, another aspect is when a newcomer comes to ICANN, it would be probably an added value to see, okay, if I join that organization, I can get course XYZ. I can make a career within that organization. I can be

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the chair of a working group. I can elaborate my skills not only in the course, but also in real life, and can work on a real topic, can create a network. I think this is the added value for such an academy, not only to make learning easily accessible, but also to pay back some of the credentials to the volunteers and show them how to elaborate.

Mark, you look like as you would like to mention something.

[MARK]:

I just think, with regards to the cross-community working group, it seems to me like the online education is something separate. The leadership program, that seems to me something separate. It should incorporate parts of cross-community focus, but for the cross-community working group, I think while there should be some education there, the Online Learning Platform is something separate. If the cross-community working group – I think there needs to be a social component, because you can't just create programs and structures and have training for how people should get along. They have to actually be in the same room and interact with each other.

I don't want to speak for everybody, but I will. They can disagree, but I think everyone I've spoken to have said the most valuable thing was the time they spent with everyone, and that's something you can't put in a book, you can't put on a website. There's no substitute for sitting down in a room and talking to somebody and learning about their life. There's nothing that comes even close to it.

I think that is not only the biggest value from this program, but I think that would be the biggest value from a cross-community working group.

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That's the policy. I don't know the implementation for that yet. I don't know whether that's events that you maybe put on in different areas where you invite people from those geographic areas to come to the event. I don't know how exactly it would work, but I think that should be taken into account and that should be one of the primary focuses of that working group.

SANDRA HOFERICHTER: Thank you, Mark. Tijani, do you want to respond to that?

TIJANI BEN JEMAA: [inaudible]

SANDRA HOFERICHTER: Okay. So Tijani and then Stephanie.

TIJANI BEN JEMAA: I have a big concern about some confusions. I want it to be very clear that, for example, the leadership program is a program worked by the academy. Why the online platform is not a program, it is a tool to be used and is used by the ICANN Academy, but also used by other parties. So we have to be careful about what we are talking about.

I see the Academy, if you want, as a university using all the tools to make learning for people. Those tools don't belong to the university. They belong to a lot of things. This is exactly the same for the Academy, so the Academy is a framework of learning.

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We want it to be *the* framework for learning in ICANN. All the tools can be used by this academy and this will make people – make ICANN – not do the same thing twice, for example, or three times. This will build skills in the Academy so that we are not always trying to find the skill, etc.

What she was talking about – the experts – very important. So please, when we speak about the ICANN Academy, we have to speak about it as a framework of learning. All the other things are tools. The leadership program, it is a program of the Academy. It's not a tool.

SANDRA HOFERICHTER: Thank you, Tijani. Stephanie, please?

[STEPHANIE]: I made the joke at the training session feedback that “Could we give you a list of people that we felt needed to be trained?” And I’m just sort of continuing along the thought of what kind of a community do we want to create?

One of the problems with this is the people who volunteer to come and be trained recognize that they can still learn something. And I would say that we might have a few problems in terms of our conflict with people who don't think they have anything to learn.

So if you had a program, if you could somehow incorporate into the schedule around the face-to-faces, something akin to jury duty where you randomly select people and invite them to come to possibly a shortened – maybe not three-day – training module, that would be an

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effective way to more or less drag people in, because you're going to lose key constituents that are coming here for particular objectives and don't care about whether ICANN is a sustainable community. Just a thought.

SANDRA HOFERICHTER: Thank you, Stephanie. Are there any other comments at the moment? I would like to ask you if you all – oh, Carlos just arrived.

I would like to ask you – and I'm very serious about it – do you have to add or change anything about this proposal? Because if not, then this working group will keep on following these proposals here. These are proposals at the moment. If you like to have to change or to add something at that point, please let us know. This is the next opportunity face-to-face will be in Marrakesh, so please be very serious about it.

Carlos was late and I really appreciate – you were here in the beginning, you are here at the end – if you'd just give us a short feedback from your experience, because we have still Jeff in the room who is the coordinator of the Online Learning Platform. We would appreciate if you give us a specific feedback on that one. Thank you.

[CARLOS AGUIRRE]: Yes, I'm sorry. I had to take a call. I could listen to your presentation, which was excellent, by the way. Thank you. I had the opportunity to participate last week in the training and it was a wonderful experience.

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Nevertheless, I have one comment about the dynamics we had last week. It's very [varied] between content and practice, and then some skills negotiation – participation skills.

My short experience in ICANN is that each community has very, very different dynamics. So presenting skills just in a general manner, it's good for beginners, but having been three years in the GAC and one year in a review team and then having some short experience with the Non-Commercial Stakeholder Group and going into another group, I would expect that the difference of the ICANN Academy is [inaudible] take as a reference, as an example, these different dynamics and work the dynamics effectively.

One day we might be all very fluent in all the different dynamics of all the groups, but I still feel that I have seen very different situations, depending on which stakeholder group and which constituency you are and I would just hope that, as the Academy advances and gets more experience, we can have some specifics, like how are the GNSO dynamics and how are the ALAC dynamics and make some comparison. I think it would increase the learning experience for new people and would make good use of the experience of other people.

Other than that, it was a wonderful experience last week, particularly the balance. The balance was amazing between experience and regions and world representation and so on. It was wonderful and I have a strong, strong feeling that you're going in the right direction, Sandra. I hope this continues, and whatever I can add between here and Marrakesh, I would be glad to help. Thank you very much.

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SANDRA HOFERICHTER: Thank you very much, Carlos. Stephanie, you have a comment?

[STEPHANIE]: Yes. I'm just wondering what kind of support do you need outside us joining the learning group? I'm always afraid things are going to get – this is coming from government. I'm always afraid something I love is going to get a budget cut. That would be my experience. So what can we do to support you?

SANDRA HOFERICHTER: First of all, I think it's utmost important to have cross-community support, because at the moment, we have quite a good participation from the At-Large people, but for others, it's sometimes difficult to participate all the time because of the heavy agenda they have.

But cross-community support for this project is utmost important, otherwise it won't be accepted by the community. So if you can reach out in your communities, find, identify people who are somehow connected to that issue or to that topic, this would be great. Or if you as participants of one part of all this, I think this is important.

And then if you think you can contribute to any of such a taskforce, this is what I listed there – learning platform, LTP, [inaudible] and community efforts – I think we can add that in the future.

But if you think you can contribute to any of these taskforces in the future, this would be also great, because the Leadership Training Program, to organize this, it's not a huge amount of work. It is some work, and because it was only on the shoulders of two or three people

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at the moment, it was even more. But if you can distribute it by five people, it's not a big deal, honestly.

Also, managing an expert faculty reaching out, getting their biographies, making a connection, that's also not a big deal. But this is actually the way I would look at this.

Then also, working on a charter. I've never made a charter for any working group within ICANN. I'm rather unexperienced. This is something I think where this group needs help for developing a proposal to structure the whole program.

I think these are the next steps. We will follow-up by the mailing list or we have to probably go to a formal procedure now to get in standing cross-community working group. I have to find out how that works. I don't know yet. I will ask our policy staff to support me. And then I will keep you posted on the mailing, on the various mailing lists. Then we will probably create a new mailing list and start from there as a working group usually starts and we might have a call in between Los Angeles and Marrakesh or we will meet in Marrakesh and discuss the next steps.

Does this answer your question? Are there any other comments, questions? Fatima?

FATIMA CAMBRONERO:

Thanks, Sandra. I would [inaudible] with the Online Learning Platform because I was working with [inaudible] and it was a pleasure and I am willing to collaborate.



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SANDRA HOFERICHTER: Wonderful. Questions, comments? If this is not the case, I really thank you for such an effective meeting. It was one of the best I was ever delighted to share. I'm very happy for the broad participation, the good interactivity and discussion. I take this as the roadmap for our next steps and I will keep you informed via mailing list and I hope to see many of you in Marrakesh. And now you have 15 spare minutes.

[END OF TRANSCRIPTION]