

**Internet Society Board of Trustees Report
Board Meeting 60 and 61
June 30th - July 1st, 2007**

President and CEO Report

The Internet Society continues to experience exciting times and good growth. Operations are sound and growing quite aggressively. The budget looks very secure and our credibility continues to grow through our activities and expanded highly capable staff. Our 2007 program commitments are on track, and we have begun exploring new opportunities several years ahead. Following are some important highlights.

A significant amount of time and effort has been spent on organizational restructuring and development. This is progressing well and we are focusing on:

- accelerating the development of our team and organization, with a significant focus at the moment on the Executive Team;
- building agreement about the future and fundamentals of ISOC;
- creating a shared sense of direction and commitment for how we move ISOC forward;
- planning the process to take these agreements forward with our stakeholders and Board;
- clarifying roles and responsibilities for new staff members and across new departments such as the Communications department.

Two retreats have been held since the beginning of the year and these are critically important given our geographic dispersion. We will continue to focus on organization development for ISOC as a whole, and also continue to fill any remaining resource gaps. The hiring process for a CFO and a new Director of Policy is very nearly complete and announcements will be made shortly.

As mentioned above, we are on track to meet our 2007 operating plan and budget commitments. Important areas of focus for the remainder of 2007:

- continue to make good progress on the Organization Restructuring and Development;
- further refine member and chapter Value Propositions;
- progress Organization Member fundraising;
- progress Chapter Development program;
- implement first phase of our Major Strategic Initiatives Program;
- evaluate feasibility and strategic impact of establishing an endowment program and/or foundation.

HIGH LEVEL OPERATIONS REVIEW: see individual operational reports for more detail

Our activities have increased substantially over the last year and we are performing well vs. our 2007 plan (see individual operational reports). At the same time we are actively looking ahead to the future of the Internet and possible futures for ISOC as we evaluate new opportunities, develop new programs and expand our relationships. Many new avenues have opened up in the last six months alone as the expanded staff has identified new opportunities; many of them in new developmental areas while still supporting ISOC's mission.

Our successes over the last few years in Policy and Education, and the deepening of our relationships with the IETF and with our members and chapters, has meant that we are increasingly being solicited for other Policy, Capacity Building and Internet related development activities. ISOC as a whole has made substantial progress with respect to fulfilling our mission at a local level (through an increase in activities at local levels, increase in new chapters joining, revitalizing of existing chapters,) and we have plans to do a lot more in this area through our Chapter Development Program. Our Regional Bureaus and the expansion of our Membership staff have all been critical to this progress and their efforts are appreciated and recognized.

At the same time, we have increased our participation in various International organizations such as the Organization for Economic and Cooperation Development (OECD), United Nations Educational, Scientific and Cultural Organization (UNESCO), International Telecommunications Union (ITU), and the UN Global Alliance for ICT and Development (UN GAID). We have applied for a Consultative Status with the United Nations Economic and Social Council (UN ECOSOC). Finally, we are expanding our activities with other regional entities in the areas of policy and capacity building.

The IASA and PIR organizations are reviewed at a high level below. More detailed reviews of ISOC's operational activities can be found in the individual reports later in this Board Book.

IETF Administrative Support Activity (IASA):

The IAOC continues to strengthen and all aspects of the IETF Administrative Support Activity (IASA). The RFC Editor contract was successfully re-bid last year and a contract with ISI has been completed covering 2007 – 2008. A new hosting model (outsourcing the NOC and network provisioning) was implemented effective with the Spring 2007 IETF meeting in Prague, Czech Republic. This not only proved very successful from a deployment and service standpoint but is also proving very attractive to potential future hosts for IETF meetings. This is expected to open up the possibility of hosting IETF meetings to companies that could not have managed the substantial network operations required under the previous meeting Host model.

As part of the commitment made to the IETF community, the IAOC put the IETF Secretariat Services contract out for re-bid and it is expected to be awarded effective 2008. The RFP was released in mid-June 2007. See: http://iaoc.ietf.org/documents/IETF_Secretariat_Services_RFP_6-15-07.pdf

The IAOC is forecasting a potential shortfall of \$55K against their 2007 budget of \$4.1M (this means ISOC would fund an additional \$55K over our original commitment of \$1.3M). More information is provided later in this report and the IAOC is working to manage within their budget, taking action to cut expenses and working with ISOC to identify additional sources of sponsorship. A detailed review of the forecast vs. budget will be undertaken following IETF 69 this July in Chicago, which will better inform the IAOC with regard to any additional actions that may be required.

Public Interest Registry (PIR)

PIR continues to perform well and revenue growth through May 2007 is tracking to budget. The surplus to be contributed to ISOC in 2007 (\$9.7M) is very secure. The PIR Board is in the final stages of appointing a new CEO and an announcement is imminent. PIR is taking steps to implement DNSSEC and is taking positions on IDN's. These issues will be covered in the ISOC-PIR meeting.

2007 Financial summary – Year-End forecast:

The Board recently decided to review ISOC's Financial Statements quarterly and the Q1 statements were reviewed a month ago at the May Board meeting. The Q2 statements are not available as the quarter is not complete, however this review will focus on the year-end forecast. See the attached schedule in Appendix I for details.

Balance Sheet Summary:

The Balance Sheet is very healthy. Cash and cash equivalents at the end of April were \$8.2M. Cash available for operations is just under twelve months, which is significantly ahead of our target operating reserve of six months of unencumbered cash. This will decrease over the course of the year as we work down the front-end loaded payments from PIR. Unrestricted Net Assets increased \$4.3M from December 2006, and we expect to meet all our balance sheet-related budget goals.

P&L Summary:

Through April our surplus is USD \$4.3M, due largely to the front-end loaded contributions from PIR's previous year surplus. This surplus will come down over time as the contributions are more evenly spread throughout the year. Given the process the Board and Management are likely to follow with respect to Major Strategic Initiatives, we are forecasting using \$500K of the \$1.0M budgeted and this will increase the surplus of by approximately \$500K. The surplus will go to build up our operating reserve in 2007 resulting in additional funds for initiatives in 2008.

P&L – Revenues

Total Revenues: Total revenues overall look sound with a year-end forecast of approx. a \$100K shortfall (< 1%). There are changes to budget in several of the line items (see below) but they net out.

Member Revenues: We are forecasting Member Revenues to meet Budget and achieving that goal requires bringing in an additional Platinum member as well as several new Organization Members. This will require significant effort on our part and Trustees are asked to support our recruitment efforts through identification of possible leads and passing on any high level contacts to our Membership department. We are currently forecasting a significant shortfall in Miscellaneous Sponsorships. The Membership department continues to work with the Education and Policy departments in particular, to identify programs and possible sponsors, and we are hopeful that this forecast will come up over the course of the year. In total the Member and Member-Related Revenues are forecasted to be \$123K below budget (9%).

IETF-Related Revenues and Sponsorships taken together are projected to exceed the budget by \$28K. Registration revenues fell \$60K short in Prague and based on current trends for the two remaining meetings in 2007, it is estimated that registration fee revenues will fall short by another \$45K for a total of \$105K. Because of the popularity of the new Host model, whereby the Host pays ISOC for outsourcing the NOC, it is anticipated that ISOC IETF Sponsorships revenue will increase by \$225K, however expenses will also increase in direct relation to the additional Host revenues.

Welcome Reception Sponsorships have proven a difficult sell and have not been successful for Prague or Chicago thereby reducing revenues by \$100K.

PIR and Other ISOC Revenue: Revenues in this category are expected to slightly exceed budget. PIR's expected contribution for 2007 looks very solid at \$9.7M and an increase in Interest Income more than offset a decline in NDSS registration revenues due to lower than expected attendance. A full report on NDSS'07 will be provided with the Q2 financial statements.

P&L - Expenses:

Total Expenses: Total expenses are expected to be under budget by \$605K (4%) and we are therefore expecting a surplus of approx. \$980K vs. the budget of \$448K.

There are some relatively manageable changes to budget in several of the operational line items (see Appendix I) and they very largely net out. We are, though, forecasting a reduction in expenses associated with the Major Strategic Initiatives (\$500K reduction) due to the process the Board and Management are likely to follow, and this will fall through to the surplus and operating reserve. All other major expenses are largely on target.

Full-year salaries (including consultants and short-term contracts shown on the Professional Services line) are projected to be close to budget. The IASA expense budget is covered below.

IETF-Related Expenses: Expenses are projected at this time to exceed the budget by \$83K and will be only partially offset by the projected increase in revenues of \$28K. Other Meeting Expenses is projected to be about \$300K over budget. This reflects the success of the Host model as it includes the NOC Outsourcing expenses for Chicago and Vancouver (which were not budgeted under this model), plus the higher than estimated expenses for the initial roll-out of the NOC Outsourced model. This overrun is offset by approximately \$220K in under-spending in multiple accounts, including a freeze on the \$50K budgeted for short term contracts pending clarification of revenues and expenses in the year. Together, these are expected to leave a budget shortfall of about \$55K. The IAOC will work hard to manage within the Budget, taking action to cut expenses and consider ways to increase revenues.

Summary:

In summary, our 2007 Operating commitments are on track and we are excited about what the future holds for ISOC. More detailed reviews of ISOC's operational activities can be found in the individual reports later in this Board Book and the supporting financial schedule can be found in Appendix I.

APPENDIX I – 2007 Budget and Full Year Projection

INTERNET SOCIETY

2007 Budget vs. Forecast

	<u>YTD Actual</u>	<u>Budget</u>	<u>Forecast</u>	<u>Bud vs Forecast</u>
	<u>4/30/2007</u>	<u>2007</u>	<u>2007</u>	<u>Fav (Unfav)</u>
				<u>Variance</u>
Revenue:				
Platinum	\$ -	\$ 400,000	\$ 400,000	\$ -
Organization Member	187,292	800,000	800,000	-
Individual member @ \$75	1,575	10,000	7,500	(2,500)
Individual member donations	225	5,000	5,000	-
Misc. Sponsorships	15,000	150,000	30,000	(120,000)
Member/Member Related Revenue	204,092	1,365,000	1,242,500	(122,500)
IETF Revenues:				
IETF Registration Revenues & Other	702,791	2,477,500	2,381,791	(95,709)
ISOC/IETF Sponsorships	174,102	325,000	449,102	124,102
Total IETF Revenues	876,893	2,802,500	2,830,893	28,393
PIR and Other ISOC Revenue:				
.org Surplus Contribution	6,200,000	9,700,000	9,700,000	-
NDSS	55,935	111,225	75,935	(35,290)
Interest Income & Other Misc. Revenue	51,896	93,000	150,000	57,000
Postel Award	-	20,000	20,000	-
Total PIR and Other ISOC Revenue	6,307,831	9,924,225	9,945,935	21,710
Total Revenue	\$ 7,388,816	\$ 14,091,725	\$14,019,328	\$ (72,397)
Expenses:				
ISOC Salaries & related expenses	798,794	3,881,632	3,781,632	100,000 (2)
ISOC's IETF Staff Travel/reg.fees & misc.	12,591	43,600	43,600	-
IETF Journal - ISOC	14,238	35,500	35,000	500
IASA-RFC Editor & Other Copy Edit Svc	259,128	804,525	771,145	33,380
IASA-IETF/IAB Support, D&O,Other insur.	15,382	116,475	93,032	23,443
IASA-IETF Secretariat, & Other Mtg.exps.	1,007,250	2,746,867	2,947,906	(201,039)
IASA Support (tools, projects) IAD salary	79,369	323,983	263,981	60,002
IASA - IETF Trust Expenses	3,086	23,500	26,586	(3,086) (1)
IASA-Prof'l Svc (including legal)	8,623	25,000	25,000	-
Travel, Telephone, Meetings, Other Misc.	45,893	415,000	340,000	75,000
Prof Svcs/Consultants/Legal - ISOC	74,586	259,804	382,804	(123,000)
Comm/Marketing, Promotion,Ship,Printing	4,978	296,290	175,000	121,290
NDSS (excluding salaries)	92,047	80,700	92,047	(11,347)
External Programs	300,618	1,917,000	1,887,000	30,000
Smaller Substantial/Cross Pillar Initiatives	-	200,000	200,000	-
Major Strategic Initiative	-	1,000,000	500,000	500,000
Funding of Postel Award	-	20,000	20,000	-
Total Direct Expenses	2,716,583	12,189,876	11,584,733	605,143
G&A/Governance	413,962	1,454,206	1,454,206	- (2)
Total Expenses	3,130,545	13,644,082	13,038,939	605,143
Surplus (Loss)	\$ 4,258,271	\$ 447,643	\$ 980,389	\$ 532,746

Notes:

- (1) Even though the IETF Trust is a separate legal entity; it has no income of its own, but receives all its support from ISOC; therefore, the expenses were added to the ISOC budget.
- (2) Fully loaded salaries are included in the budget line labeled "ISOC Salaries & related exps." as well as in the "G&A/Gov line".

Chapters & Individual Members

Terry Monroe and Anne Lord

This mid-year report shows much progress in meeting our 2007 budget commitments, even as we remain in the early stages of ISOC's strategic and multi-year chapter development program. Our goal continues to be helping Chapters reach their full potential and become key partners, in line with ISOC's mission and its priorities, by serving the interests of the global Internet community through a local presence and by focusing on local issues and developments.

A summary of our achievements to date include: expanding our contacts with and outreach to chapters through personal and individual contacts; building upon our monthly African Bureau/chapter forum with separate meetings held in both French and English; launching a Latin American Bureau/chapter forum in Spanish; launching the Chapter news 'wiki' and the formation of new Chapters: ISOC Nepal; ISOC United Arab Emirates; ISOC Armenia and ISOC Sierra Leone.

We also continue our efforts to address and resolve issues with the membership system. We are concentrating on chapter requirements and interfaces, as well as requirements to a draft set of business rules (the "BRIMS" project) that have been developed based on our work the past few months with the chapters/members. We continue to work this project with our chapters and members and our ultimate objective remains to develop a solution that will address the issues raised with the current membership system, while ensuring that the system meets ISOC's customer relationship, communications and accounting needs with respect to our organization and individual members.

Chapter Development

A continuing priority for the membership department in 2007-2009 is chapter development – providing support and infrastructure for chapters and ensuring that chapters are active and are able to support ISOC's mission and goals and to represent ISOC locally. To this end a separate document has been drafted, which describes a plan for Chapter Development. Please see "Chapter Development Plan" for details.

Chapter and member meetings

Since the last full Board meeting in Prague, there have been three face-to-face multi chapter and member meetings. One was held in Lisbon during the ICANN meeting and two 'INET' days which were held in conjunction with RIR meetings in May in Venezuela and in conjunction with AfriNIC in Nigeria. Upcoming meetings where several chapters have the opportunity to meet are documented on the ISOC website at: <http://www.isoc.org/isoc/chapters/meetings/>. Remote participation will continue to be developed, alongside ISOC's technical infrastructure, to support the needs of remote users. In the future, every effort will be made to plan these meetings with as much notice as possible to possible attendees.

Services

The pilot sub-domain service was launched in May and received considerable feedback and input from the chapters. On the basis of the feedback and additional complexities in identifying a suitable naming convention, an informal working group has been formed and will soon commence work.

The broader context of the ISOC "brand" and image also must be addressed, both in the context of protecting ISOC's trademark and ensuring a consistent 'look and feel' is maintained as part of our ISOC's identity as a global organization.

Establishing New Chapters

Chapters in formation

Chapter applications continue to be received in high volume with a large number of new chapters being formed since the last Board of Trustees meeting. To that end, we propose:

PROPOSED RESOLUTION: ISOC Board of Trustees Welcomes New Chapters

RESOLVED, that the ISOC Board of Trustees warmly welcomes the new ISOC chapters which were chartered and approved since the last Board meeting; ISOC Nepal, ISOC United Arab Emirates, ISOC Armenia and ISOC Sierra Leone.

Chapters in formation include: Chad, Cote D'Ivoire, Cambodia, India (Chennai), India (Kutch Saurashtra), Macedonia, St Lucia, Sudan, Palapaba, Philadelphia and Togo. There is also an application for ISOC Serbia (where a chapter already exists) and the outstanding applications for ISOC Kenya. Dawit Bekele is working closely with key leaders of the Internet community in Kenya to create a new chapter initiative. With assistance from Sebastian Bellegamba, the ISOC Venezuela chapter has been successfully rejuvenated. Interest in forming chapters continues to be high with approximately two to three emails of 'interest' received per week.

Project Funding Initiative

For 2007 and beyond, the project funding initiative continues to play an important role in the chapter development strategy. In the first round of funding in 2007, a total of 33 applications were received. The process for evaluating applications has been revised and modified with clearer criteria set for judging and evaluating chapter applications. A project timetable has been set and the second round of applications has commenced and will be completed with successful applicants to be announced at the beginning of August. The review committee now comprises: Rob Blokzijl, Rosa Delgado (returning) and Erik Huizer. Staff support is provided by Anne Lord, Mirjam Kuehne and Lucy Lynch. Our thanks are extended to Matthew Shears for past assistance with the Project Funding initiative.

Regional Bureaus

It has been nine months since ISOC launched its first Regional Bureau (Africa) and six months since the second Bureau started in Latin America. Both of these Bureaus were established as one-year pilot programs. The results to date indicate that both Bureaus have been quite successful in raising ISOC's overall visibility and also ISOC's involvement in regional policy and education activities, while also playing a central role in chapter outreach and development activities. Moreover, member and chapter feedback on the Bureaus has been extremely positive. Therefore, we recommend that the Bureau structure move from a pilot program to a permanent part of ISOC's structure (as planned for in the budget). We will be working on appropriate transitions and timelines to make the African and Latin America bureaus permanent. In addition, we propose moving forward with the creation of a third Bureau to be located in the Asia/Pacific region. Reports from each of the Regional Bureaus are included as an appendix to this document.

Membership System

Attached is a working draft of business rules (the "BRIMS" project) that have been developed based on our work the past few months with the chapters/members.

A preliminary analysis of the information collected through these meetings with the chapters has highlighted differences across chapters in their practices and policies, including some which may result in inconsistencies with ISOC's stated membership and chapter policies. For example, the Board has a stated policy that all members of an ISOC chapter shall also be members of ISOC. (see, "Policy

on the Establishment and Conduct of Chapters of the Internet Society," <http://www.isoc.org/isoc/general/trustees/prcchp.shtml>). We have identified situations, however, in which this has not been implemented consistent with the stated policies. The reasons differ and the next step is to work with the chapters to determine whether these are implementation complexities or a difference in principles (I would suspect the answer is the former). These policy discrepancies and other issues (e.g., data privacy rules that vary across countries, some chapters collect dues whereas others do not) explain in part the difficulties in keeping our membership lists properly aligned.

These preliminary findings show that additional work is necessary in order to fully understand differences across chapters in their business practices, particularly as those practices differ from ISOC stated policies and procedures. The type of discrepancies and the reason for them will be explored, and depending upon the nature of them may require tailored outreach to Chapters/Members or Board approval for changes to existing policies.

Individual Members

Individual Members are very important to ISOC as they serve as ISOC ambassadors in all regions of the world and support ISOC's mission in promoting the open development of the Internet to people everywhere. Many of our planned activities for 2007-2009 are intended to increase their participation in ISOC activities.

As of May 2007, we have 26,164 individual members. This is up by 2,338 members (9%) since January. Of our 26,164 members, approximately 50% are affiliated with an ISOC chapter. The overall upward trend in the number of Global members is continuing and this can probably be attributed in large part to the activities of new chapters and chapters in formation.

The **Sustaining Member** level of individual membership is now at 129 and progress continues to be slow in convincing members and friends within the ISOC community to join at this paying level of membership (\$75/year), despite several outreach efforts to the IETF community amongst others. Discussion on how to proceed forward with this program is discussed in the Individual Membership Development document.

ISOC Business Rules

Version 2.4 (DRAFT)

Last updated: June 8, 2007

Note: All references to membership in this document refer to individual members unless otherwise noted. For purposes of this document, references to ISOC membership (as compared to chapter membership) will be identified as "ISOC Global" membership.

Summary of Purpose

The intent and purpose of this document is to provide a framework for business rules which define ISOC member (individual and organization) chapter and staff interaction with the ISOC membership system. In developing these business rules, ISOC staff has actively sought the input of Chapters and members, including discussions and online surveys.

The discussions have yielded valuable insights and information regarding business rules and practices that go beyond implications for the membership system and touch on the broader question of ISOC's membership policy. As such, we have also initiated a review of ISOC membership policies and procedures and will incorporate into that review information collected during our discussions with Chapters and members regarding these business rules.

Once the final business rules related to interaction with the membership system are adopted, we will review the various options to determine the best approach for ensuring a membership system that aligns with ISOC/member needs and our business rules.

Business Rules

1. Membership Eligibility

1.1 All members of an ISOC Chapter shall also be members of ISOC Global.

Rationale: Existing policy captured in: "Policy on the Establishment and Conduct of Chapters of the Internet Society" Doc. 97-02 <http://www.isoc.org/isoc/general/trustees/prcchp.shtml>, item #6.) (Board approved document)

1.2 An individual may be a member of ISOC Global and choose not to be a member of an ISOC Chapter.

Rationale: Chapter membership is not required for Global membership, either by the choice of an individual who is not interested in joining a Chapter, or in the case of individuals who are located in a geographical region without an active Chapter.

1.3 ISOC Chapters may choose to charge individuals for Chapter membership and make that a condition of eligibility, but are not required to do so.

Rationale: Existing policy contained in: "Policy on the Establishment and Conduct of Chapters of the Internet Society" Doc. 97-02 <http://www.isoc.org/isoc/general/trustees/prcchp.shtml>, item #4.) (Board approved document)

1.4 Chapters may choose to have corporate members and charge them dues associated with the organization's participation in Chapter activities.

Rationale: Existing policy contained in: "Policy on the Establishment and Conduct of Chapters of

the Internet Society” Doc. 97-02 <http://www.isoc.org/isoc/general/trustees/prcchp.shtml>, item #4)
(Board approved document)

2. Dues Collection and Renewal

2.1 Collection of Chapter dues is the responsibility of the individual Chapters.

Rationale: At present, there is no fee to become an ISOC Global member. Therefore for Chapters that charge dues, all revenue collected from an individual will remain with the Chapter. In this instance, it is more logical for the Chapter and for the individual to bill and collect dues directly. It also is simpler for the individual and Chapter because all dues can be paid and managed in local currencies.

2.2 An individual’s renewal date for ISOC Global membership and Chapter membership should be the same.

Rationale: At present, the membership period for Chapter membership may not be the same as for ISOC Global membership. This creates issues in coordinating membership renewal dates for Chapter membership and ISOC Global membership. Aligning renewal dates for Chapter and Global membership will simplify membership system operations for and between Chapters and ISOC and also will make renewal easier for the individual (NOTE: we are not suggesting all chapters have the same renewal dates)

2.3 If a paying Chapter member renews membership with the Chapter for another year, it will be assumed that the member also is reaffirming membership with ISOC Global.

Rationale: Because Chapter members must be Global members (1.1), renewing Chapter membership implies Global membership.

2.4 Individuals shall be required to re-affirm periodically their ISOC Global and Chapter memberships (suggested term is annually).

Rationale: This serves several purposes: (1) it is a way to make sure that an individual continues to be interested in being an ISOC member and, (2) to make sure that information on those members is current. This rule should apply consistently to both ISOC Global and Chapter membership.

2.5 Individuals may choose to reaffirm Global membership and not reaffirm their Chapter membership.

Rationale: Chapter membership is optional, so a Global member may choose to opt-out of Chapter membership.

2.6 An individual that does not reaffirm ISOC Global membership will result in that individual being changed to non-member status (only after the individual has been given several opportunities to reaffirm their membership through multiple reminders from ISOC Global and chapters). That individual should be similarly changed to non-member status for ISOC Chapter membership.

Rationale: Since ISOC Global membership is a condition for ISOC chapter membership, an individual who has not reaffirmed ISOC Global membership is no longer considered eligible for ISOC chapter membership.

3. Data Collection and Management

3.1 The authoritative source and repository for information relating to ISOC membership is the ISOC membership system.

Rationale: All individual members are ISOC Global members, whether or not they participate in a Chapter.

3.2 ISOC staff is responsible for maintaining the ISOC authoritative membership system.

Rationale: This is part of ISOC staff responsibilities.

3.3 ISOC shall provide designated Chapter representatives with the format for authoritative data and a method to update the ISOC Global membership database in order to ensure their member data is current in the authoritative ISOC Global membership system.

Rationale: Chapters are often the best source of authoritative information on individual members. This will improve Chapter access to information on their members, as well as improve Chapter operations and efficiency by allowing Chapters to spend less time on data management and more time serving their members.

OPEN ISSUE: How to address privacy laws within certain countries that limit moving data outside of that country without written consent of individual.

3.4 To be a member, a member shall provide at a minimum (where applicable) first name, last name, a unique email address, city, state/province and country.

Rationale: In addition to name and email, collecting information on location of the individual member will allow ISOC to better be able to contact members with region specific information, in support of ISOC's expanding regional operations and activities.

OPEN ISSUE: How to address privacy laws within certain countries that may limit data that can be collected and/or moving that data outside of that country without written consent of individual.

3.5 ISOC Chapters are responsible for keeping their member data current.

Rationale: Because Chapters are communicating with their membership more frequently than ISOC at global level, they are better positioned to keep contact information up-to-date.

3.6 Individual members should have the ability to update their personal data through the ISOC Global membership system.

Rationale: There will be instances where ISOC Global members will not be a member of a Chapter, either by their choosing or by the fact that there is no Chapter in the country or city where they are located. Therefore, ISOC Global members should have the ability to update their own personal information.

3.7 ISOC shall notify Chapters of any email correspondence that is returned as "undeliverable" so that the Chapter may contact the member for an updated email address.

Rationale: ISOC has a vested interest in keeping all interested parties informed. They also need to ensure that the email list of individual members is accurate. Because Chapters are closer to members, they may have the ability to secure a new email address from an individual member.

3.8 Every reasonable effort will be made to accommodate non-Roman characters (e.g., Chinese, Cyrillic) for data collection and for display, while ensuring that the data can be managed by ISOC staff using the Roman alphabet.

Rationale: ISOC respects the right of individual members and chapters to collect personal information using local languages and characters. As a global organization, ISOC also needs to manage its membership system across all countries and regions and therefore requires a means to ensure consistency and uniformity of data across all members.

African Bureau Report

Dawit Bekele

INET Africa

The fourth INET Africa meeting took place in Abuja, on 4 May. It was a very successful event in terms of participants (more than 80), the presentations and panels, and the quality of the final outputs. The conference centered on the issues of security and internet governance. The security session focused on unwanted traffic and cyber security. The Internet governance session enabled a large number of users, policy makers, and technologists to discuss the various issues and to identify Africa's priorities, which will serve as an important contribution to ISOC's preparation for the IGF meeting Rio later this year.

And as a pilot initiative to expand chapter participation in ISOC events, the Bureau sponsored one representative each from three of the Africa chapters to attend the INET Africa conference (as well to take part in AFNOG, AfriNIC). Eligibility was limited to individuals who are very active in their chapters and who would benefit the work of their chapters and their communities by attending the INET conference and who otherwise did not have their own financial resources or other sources of funding to attend.

Chapter Outreach and Support

The Bureau continues to expand its activities related to chapter outreach and support. The Bureau has been meeting with the African chapters at least once a month by means of instant messaging conferences. The meetings take place in English and French. ISOC staff also held a face-to-face meeting with the African chapters during the Abuja INET meeting. Also, the African Bureau section of the ISOC website is now on-line.

The Bureau also facilitated the distribution of communication and education materials to the chapters as well as to the chapter under formation. In particular, IETF journals have been distributed to all chapters who have made the request. Other documents are being identified for future distribution.

Activities to revive dormant chapters also continue. As a result, it has been possible to revive the Ugandan and Cameroon chapters who have been inactive at least for the past one year. Also, since March, one new chapter, ISOC Sierra Leone, has been recognized. Applications from Togo, Mauritania, Cote d'ivoire, Liberia, Northern Nigeria, Kenya and Sudan are pending.

Other initiatives

The African bureau has also submitted a proposal for a project on multilingualism on the Internet for Africa. This project should be part of the "small but substantive projects" efforts of ISOC. Lastly, the Bureau is actively pursuing its efforts to popularize ISOC in Africa. In particular, it is on the process of finalizing a MoU to be signed between ISOC and the United Nations Economic Commission for Africa, which is a major player in the areas of Information and Communication Technologies in Africa. The MoU should enable ISOC and UNECA to collaborate in the areas of Access and Multilingualism, Internet policy, Internet security and Internet and development.

Latin America Bureau Report

Sebastian Bellagamba

INET - LAC

The first INET – LAC conference was held in Isla Margarita, Venezuela the last week of May, 2007 with great success. There were 48 participants in the room, and 14 thru webcasting. The main focus of the conference was on internet governance issues, with an emphasis on access. Four panels were held: (1) an overview of ISOC and the Latin American Bureau; (2) an update on the IGF meeting this November in Rio; (3) discussion of access issues; and (4) an open discussion on regional priorities vis-à-vis the IGF in Rio de Janeiro. There were many high level presentations from representatives from different and diverse organizations, including LACNIC, ICANN, APC, Diplo Foundation, and the Caribbean Telecommunications Union.

And as a pilot initiative to expand chapter participation in ISOC events, the Bureau sponsored one representative each from two of the Latin American chapters to attend the INET – LAC conference (as well to take part in LACNIC). ISOC Peru and Ecuador sent representatives (Puerto Rico and Colombia also were invited, but unable to attend because of scheduling conflicts). Eligibility was limited to individuals who are very active in their chapters and who would benefit the work of their chapters and their communities by attending the INET conference and who otherwise did not have their own financial resources or other sources of funding to attend.

Chapter Outreach and Support

As the Bureau completes its six-month in operation, an important focus of its efforts continues to be on chapter outreach and support. We have established personal contacts with each chapter in the region and most recently, held an inaugural regional chapters meeting in conjunction with the LACNIC event. Representatives from Argentina, Ecuador, Puerto Rico and Venezuela attended the meeting. This meeting was the first time these chapter representatives had met each other in person. In that meeting, the Venezuelan Chapter was re-introduced to the ISOC community, since that chapter was inactive for several years and re-chartered by a new group of enthusiastic people led by Ricardo Holmquist, Peter Cernik and Francisco Obispo. During May, we also witnessed the first two new Chapter applications coming from the LAC region, both of them coming from the Caribbean islands: Dominican Republic and St. Lucia.

Policy & Education Initiatives

As part of our outreach efforts on internet governance, this past April, the Bureau was invited to represent ISOC at a Ministerial Seminar in Anguilla hosted by the Caribbean Telecommunications Union (CTU). The Bureau/ISOC had a prominent role in the event, both in terms of helping the CTU in organizing the event and also in giving a couple of presentations. This meeting was extremely important in order to learn about the particular issues in that region and in extending ISOC's presence and recognition.

At the end of April, the second phase of the FRIDA program was launched. The fund is jointly sponsored by ISOC, IDRC, Global Knowledge Partnership and LACNIC, which is also the administrator of the fund. Also in the area of education, there are plans for participating in different events in the LAC region during 2007, focusing mainly in the two most relevant issues we detected: ccTLDs and IXPs.

Organizational Members

Terry Monroe and Drew Dvorshak

As we approach the mid-point of 2007, we continue to make excellent progress with implementing the organizational membership plan. Consistent with our 2007-2009 program goals and budget commitments, our focus continues to be in three areas: member retention, member recruitment and IETF sponsorship. As discussed in greater detail in this report, we are moving forward as planned in all three areas. With respect to member retention, we have continued to raise the level of our member outreach and communications, with a particular emphasis on greater member involvement in policy initiatives (e.g., User-Centric Internet, IGF) through the Advisory Council.

In stepping up recruitment, we have contacted personally and met with several potential members, with an emphasis on reaching out to network operators and product providers. We are developing, in conjunction with the communications department, new marketing materials designed to educate prospective members about ISOC and the value of membership. We are also reviewing membership benefits in order to better define the differences in value associated with the various levels of membership.

With respect to sponsorship, we have a commitment from Microsoft to co-host IETF 70 in Vancouver (we are working with them to find a partner) and Telus has agreed to sponsor the local connectivity. In addition, Comcast is set to host IETF 71 (March 2008) and we are in discussions with prospective hosts for future meetings in 2008 and 2009. One area for future review is the IETF Welcome Reception. Despite our best efforts, we were unable to find a sponsor for the Welcome Reception in Prague meeting and we have not yet secured a sponsor for the Chicago meeting. We are reviewing the sponsorship to determine if there are other sponsorship models. We also are reaching out to prospective sponsors for the new ISOC fellowship to the IETF program.

2007 Budget & Commitments

Member Retention

Through April 30, our retention rate has been strong at 98%. Of note, as a result of the recent merger between the network operations of Nokia and Siemens Networks, the new Nokia-Siemens Networks has raised its membership to the Executive Level (\$10,000). Jonne Soininen's leadership was behind this decision and we especially thank him for his service to and support of ISOC.

We have lost two members this year, Lucent and Verizon. In the case of Lucent, the company was acquired by Alcatel (now Alcatel-Lucent). In the case of Verizon, the company cited cutbacks in its corporate memberships rather than any dissatisfaction with ISOC as the reason for not renewing. We will continue our contacts with Verizon in the hopes of getting them to reconsider membership next year.

Regarding organization revenues collected to date, we continue to be in contact with members who are past due in their payments. Progress is being made and we expect to see an increase in receipts in the coming months. Regarding Platinum members, we continue to forecast at our budget target of \$400K, though that target may be at risk. Attracting Platinum members will require that we sell the value proposition to top decision makers with budget authority within each organization. To assist us in establishing these contacts, we request that the Board provide references for CEOs and other senior management with whom each Board member has personal contacts and also to make personal appeals (the membership team can provide materials for Board member use). As part of our organization development program (see separate memo), we are considering new ideas for the Platinum program.

Advisory Council

We continue to make significant strides in our efforts to expand meaningful engagement and

participation in the Advisory Council. This includes our May audio-conference on “User-Centric Internet” and our face-to-face meetings in San Juan at ICANN and in Chicago at IETF. The response from members has been quite positive and we are experiencing increased participation. We will continue to identify opportunities to increase the value that members receive from Advisory Council participation and to ensure that staff (and ultimately the BoT) can make full use of the diverse intellectual resources of the Advisory Council.

To ensure this at the pillar level, we are considering as a part of the planning process how the Advisory Council can be engaged to add value to that work and also what activities that might entail. Current examples of where this is happening include the proposed knowledge base for IPv6 migration and a concept to engage organizations in evaluating, from an operations perspective, the effectiveness and feasibility of key standards coming out of the IETF.

We continue to improve communications tools. We have implemented the first phase of a revamped Advisory Council website. In addition, we are testing the use of Marratech for Advisory Council calls and meetings. Early member feedback suggests that several Advisory Council members (including at least two of the officers) cannot use Marratech because of network security limitations within their own organizations. Others indicated they are unable to use Marratech because their organizations either market or have contracts to use competing tools. We will continue piloting Marratech use for AC meetings and calls to evaluate the prospects of member adoption and thus long-term feasibility.

Recruitment

In the first half of 2007, we have met with (by conference call or in person) several notable prospects on which we placed a high priority for one or more of the following reasons: a) they are past ISOC members b) they have potential to be high level members c) we have identified a good point of contact who supports involvement in ISOC.

While we have no new members to report since the May BoT meeting, we do have some prospects in the pipeline and we also recognize that the decision to join ISOC will be impacted by factors outside of our control. Several of the individuals we have spoken with plan to present ISOC membership to their senior leadership, but the appropriate time to do so in their organizations is a factor of their fiscal year and budget review process. We know of others that have presented membership and received positive feedback, but received instructions to table ISOC membership for consideration at some future point. In the meantime, we continue to build a steady pipeline of prospects.

However, the fact that membership contributions are reported on the income statement on an accrual, rather than a cash basis, (i.e., we only count the months for which “services” are received) means that the later in the year an organization joins ISOC, the less the proportion of revenues that can be reported in the current year financials. This, in turn, could impact our ability to meet our budget commitment for 2007. We are actively working this issue and are closely monitoring the situation.

Dues and Benefit Restructuring

One of the more challenging issues we have encountered in recruiting new members (and also trying to make the case for existing members to upgrade) is the prevalent lack of differentiation in benefits across the different levels of membership. As discussed in more detail in the accompanying organization development plan, we are consulting with current and prospective members and developing proposals for the most appropriate dues and benefits structure moving forward. We remain on schedule to have a plan for Board consideration prior to year end.

Sponsorship

We have been working closely with the IETF administrator, the IAOC and the ISOC community to identify and secure Hosts for the upcoming IETF meetings, with an emphasis in particular IETF 70 (Vancouver 2007). Microsoft has committed to co-host (we are working with them to find a partner)

and Telus has agreed to be the connectivity sponsor. We also are in discussions with prospective hosts for future meetings in 2008 and 2009.

Things are moving at a slower pace with respect to the ISOC Fellowship to the IETF program, with Google to date the only sponsor. We continue to seek additional sponsors at \$15K (USD) each to cover the annual costs of the program. We have a few companies that have expressed interest, though it might be later in 2007 or 2008 before they are able to find the funds internally to become a sponsor.

We are also working to identify prospective sponsors for the Welcome Reception for the upcoming IETF 69 in Chicago. In speaking with various companies, the comments we have received suggest that the cost of the event is not seen as commensurate with the value a company would receive from sponsoring the Reception. This suggests we may need to revisit the structure of this particular sponsorship.

Public Policy

Matthew Shears and Constance Bommelaer

This document provides a mid year update on public policy activities since the last board meeting and an assessment of performance vis-à-vis budget and plan.

Program: Internet governance

We continue to track on budget and on plan with this important program. The Regional Bureaus have played a very important role in pursuing our Internet governance related plan, including organizing and/or participating in key meetings such as the Caribbean Communications Union, Internet governance sessions at regional INETs in Africa and Latin America.

Additionally, ISOC also actively participated in the Geneva preparatory meetings for the IGF in Rio and submitted a written contribution published on the IGF's website. ISOC launched an Internet governance survey to all members designed to get feedback from membership on priorities for the next Internet governance forum. ISOC also issued a "summary" document of the findings from the Abuja Internet governance discussions and an African IG supplement to the Sociétés de l'Information in English and French. Finally, ISOC is currently preparing to launch the IGF Rio Ambassadors program. Details of these various activities can be found on the Public Policy Pages.

We anticipate a series of meetings between now and Rio, including additional regional activities, and will be organizing multi-stakeholder workshops and participating in the important September IGF preparatory meeting. We plan on working very closely with the Bureaus on all these fronts.

Program: User Centric Internet

We have had a number of useful meetings with the members (conference calls with AC, etc.) on this activity and continue to seek input on the discussion paper. However, we are behind vis-à-vis plan and will be seeking to bring on board external resource (consultant) to help manage this activity through the second half of the year and move the UCI initiative along. This will include additional papers and workshops, as anticipated.

Program: Policy presence

We are pursuing a number of activities in this area and continue to track on plan and budget. We have been invited to contribute to the OECD 2008 Ministerial Conference both in the planning and in the event itself. ISOC joined the StopSpamAlliance as an associate partner and plans to build on that relationship. We have broadened our outreach activities and contacts with UN agencies, including ECOSOC (application for consultative status) and UNDESA, worked with a range of stakeholder entities in the Internet governance discussions, particularly APC and ICC, participated in a range of international organizations meetings at UNESCO (as new members of UNESCO's Joint Program commission on Communication and new technologies), the ITU, etc. As mentioned above the Bureaus continue to give the public policy work additional reach and the LAC RPAG is in formation, although we are still seeking members.

Program: Pol/Edu intersect

One of our focus areas is a program that would position ISOC to act as a catalyst in the promotion of multilingualism in Africa. This program has been in the exploratory stage in Q1 and 2 of this year and we hope to implement in Q 3 and 4.

We are looking at possible activities/partnerships with organizations in the security area such as the

European Network and Information Security Agency (ENISA)

The Public Policy team also contributed to launch ISOC's multilingual mailing lists aimed at defining translation priorities for material on ISOC's site.

We are also contributing to the Education and Technical Projects myth-debunking effort related to IPv4 depletion and IPv6 take-up, and expect this to be a growing area of work for the remainder of the year.

Education Report

Karen Rose and Mirjam Kühne

The Education pillar is advancing steadily on its plan and commitments and is within budget.

- **Expanding and Refining the Delivery of Technical Training Programs**

Sub Area: ccTLD workshops

Central Asian ccTLD Workshop

On 24 - 29 September 2007 a hands-on ccTLD workshop will be held for ccTLD registries in Central Asia and the Caucasus. Participants from 8 countries have been invited. The workshop is hosted by the .kz registry and will be held in collaboration with NSRC and ICANN. The workshop will be conducted in English with Russian translation. Some of the instructors will also speak Russian.

Middle East ccTLD Workshop

A Middle East ccTLD workshop is being planned with ICANN and NSRC for November 2007. Material for the new, "advanced" ccTLD workshop is expected to be trailed at the workshop.

Sub Area: ISOC Fellowship to the IETF

Education staff are preparing the Chicago IETF Fellows for the upcoming meeting. One Fellow originally selected for the meeting is unable to attend and has been replaced by German Martin and Alberto Castro of Uruguay, a student research team interested in PCE Architecture.

Staff are also preparing for the next Fellowship application round, which will be launched in August. Modifications to the administrative process and application form have been made based on experience from the first open round. We also anticipate moving to a web-based application and evaluation system.

The ISOC Fellowship program is currently running under original budget estimates, and may realize a budget surplus at year end.

Sub Area: Regional Operators Fora

AfNOG 8: 22 April – 4 May 2007, Abuja, Nigeria

The AFNOG 8 Workshop & Meetings were held in Abuja, Nigeria 22 April – 4 May

The number of participants at AfNOG continues to increase year on year. With financial assistance from ISOC, a total of 77 participants from 19 African countries participated in the workshops. The open meeting recorded 165 participants.

Karen Rose, Lucy Lynch and Mirjam Kühne presented during the AfNOG meeting delivering presentations on the IETF process, the ISOC Fellowship and an overview of ISOC global and African activities.

The AfNOG meeting was held in conjunction with the AfriNIC. ISOC contributed to the AfriNIC fellowships program and funded some meeting logistical costs.

Materials from the AfNOG 8 meeting can be found at <http://www.ws.afnog.org/afnog2007/index.html>

PacNOG 3: 16 - 22 June 2007, Raratonga, Cook Islands

ISOC is contributing to the fellowship program of PacNOG as well as contributing to instructor travel and workshop material shipping. Karen Rose will attend the seminar sessions and report on ISOC's education activities.

National NOGs

In addition to regional network operators groups, there is an increasing trend to establish local or national network operators organisations. ISOC will be contributing to the fellowship program of the newly established PHNOG in the Philippines.

Sub Area: Miscellaneous Workshop Support

ISOC is contributing to the 9th APNG Camp, which supports IT technical training and leadership development of young people from developing countries in Asia. Approximately 40 students attend the camp, with about half participating in the fellowship program.

ISOC sponsored iSummit 2007, a conference taking place in Dubrovnik, Croatia 15-17 June to discuss the importance of a free and open Internet to culture and innovation. <http://icommons.org/static/summit-07/>

Sub Area: Regional INETs

ISOC conducted a Regional INET Meeting in Abuja in conjunction with AfNOG on 4 May. The agenda covered security, unwanted traffic, access issues and Internet governance. Approximately eighty people from Africa and the world attended, representing organizations that included government, NROs, civil society, academia and business. In addition to a broad range of African and international speakers, Dawit Bekele and Mirjam Kühne also presented at the event. More information can be found on <http://www.isoc.org/isoc/conferences/inet/07>

- **Improving Technical Information Distribution**

Sub Area: IETF Journal

Volume 3, Issue 1 of the IETF, which reports on events from IETF 68 in Prague was successfully issued in May. The latest issue is located on line at <http://ietfjournal.isoc.org>

Sub Area: Miscellaneous

ISOC is moving steadily on an initiative to identify and translate ISOC document into Spanish and French. Two volunteer groups were established with the participation of ISOC Chapters to undertake the work. The groups are currently identifying the documents that should receive professional translation and ones that can be translated by Chapter volunteers. The groups are also considering tools and processes necessary to facilitate volunteer translations.

- **Identifying Additional Opportunities in Technical and Policy Education**

Sub Area: Access

African IXP Roundtable – 30 April, Abuja, Nigeria

In conjunction with the AfNOG meeting, ISOC sponsored and hosted a one-day roundtable for African IXP operators. Approximately 20 individuals from the African IXP community attended the event, including from South Africa, Ivory Coast, Ghana, Nigeria, Mali, Egypt, DRC, Kenya, Tanzania, and Angola.

Some of the most robust discussions centred on comparisons of IXP technical operations, with the operators and participants debating the value of different implementations. Local and regional policy challenges faced by operators were also discussed.

ISOC surveyed participants after the meeting and is pleased to report that 100% of respondents found the meeting either "Very Valuable" or "Valuable." ISOC is working on follow-up activities to build on the momentum of the successful event.

Sub Area: Policymaker Education

ISOC is working with ICANN to organise an Internet education day on 10 September in conjunction with the Russian RANS Conference. Topics to be covered include IDNs, Security, and ENUM.

ISOC is also working with the ISOC Pacific Islands chapter to organise an Internet education event for regulators in the Pacific Islands. The meeting will be held in conjunction with the PICISOC PacINET in August.

Sub Area: v4/v6

ISOC is working with individuals from the IETF and our broader community to provide fact-based information on IPv4 exhaustion and to inform about the transition to IPv6. The recent announcement by regarding v4/v6 assignments by ARIN's board has drawn sharp attention to the issues, including from the technical community, broader industry, and governments.

ISOC has a direct and vital interest in these issues and is also well positioned to affect them, particularly due to its ability to reach and engage key audiences outside the traditional technical community, as well as to work within the community to address technical issues impacting the transition.

ISOC's Education, Technical Projects and Policy departments are contributing to the effort and it is expected to be a priority for the remainder of 2007.

- **Building ISOC's "Education and Capacity Building Identity in the International ICT Development Sphere.**

ISOC has intensified the relations with SILK, a EU funded project of research and education networks in Central Asia. We are currently discussing opportunities to develop and deliver a workshop on network management and organisational sustainability in 2008 together with the Silk countries. There is also interest to open more ISOC chapters in the region.

In addition, Education staff met with Valarie D'Costa, manager of the InfoDev program at the World Bank to discuss opportunities for collaboration. ISOC's presentation was well received and the outlook is very positive.

Communications and Information Technology

Mark Thalhimer, Peter Godwin, Kevin Craemer, and Henri Wohlfarth

The communications and IT department at mid-year 2007 is engaged in a number of complex and important projects and initiatives. The communications and IT department is working to meet the year's primary program commitments. Major activities are detailed below.

Major Communications and IT Projects

ISOC 2006 Annual Report

At the time of this report work on the Internet Society Annual Report for 2006 is in the final stages of layout and design. This year's report takes a small editorial departure from the previous year with a larger focus on the year's overall activities and somewhat less background information about the Internet Society. But there is still plenty of text to explain the role and history of ISOC. The 2006 Annual Report will be printed in July. Plans are already underway to have the Annual Report cycle moved up several months so that the text of the 2007 Annual Report will be completed in the first quarter of 2008 to match the closing of the final 2007 financial statements.

"About ISOC" Marketing Materials

The communications department is working with senior staff from all departments to develop a complete new set of marketing and promotional materials for the Internet Society and all of its programs and initiatives. Work is ongoing with an external communications firm. Materials are being written in English and will be translated into other languages for specific outreach. In addition, the materials are being designed to be available via PDF for local distribution or printing where appropriate. Once the initial sample materials are available, we will reach out to the bureaus and individual chapters to customize the language and content of the materials for their needs. The materials are designed to be modular and will allow for the addition of content on specific topics like policy, membership or standards; to address the needs of specific audiences. The first materials will be printed in July.

Transition to the new ISOC Website

While the existing Internet Society website continues to undergo editorial and technical changes to maintain the existing organizational presence and range of services and information; the staff has continued to develop a functional new version of the website based upon an initial design unveiled earlier this year. The process of maintaining an existing site with the increase in requests from all of the new ISOC staff along with developing a new site has caused a few delays in the overall process. Some additional contract web development assistance will be retained in July to speed up the transition process to the new site.

Information Technology

The remaining major information technology project for 2007 is to purchase and install the VoIP PBX and handsets for the Reston office. Plans are being made to initiate this project in the summer of 2007 with installation and cutover expected by early October. The new VoIP PBX will match equipment installed in the Geneva office in late 2006. The installation in Reston is somewhat more complex due to the co-location of PIR and the need to separate current shared analog telephone and T1 data services. With this installation, the Reston and Geneva offices, and the globally dispersed staff will have shared VoIP capabilities.

In addition, the ISOC staff continues to learn the Marratech conferencing system, making use of it for both internal communication and meetings and for external activities like the Advisory Council meeting and the Regional Bureaus meetings with local chapters.

Other Items

Communications and IT continues to provide support for a wide range of editorial and technical

projects for ISOC, including developing online forms and support for chapter project submissions; providing editorial and technical support for online survey projects; and providing editing and writing assistance to a wide range of projects. One specific example is the collaboration with Public Policy, the African Regional Bureau, and the Sociétés de l'information publication to produce a special report from the iNET Africa conference held in Abuja, Nigeria in early May. Constance Bommelaer and Dawit Bekele took the lead role in the project. The publication was drafted in French as, "**Gouvernance de l'Internet en Afrique**" and translated into an English version, "**Internet Governance in Africa**," for wider distribution and impact.

We are currently preparing materials and conducting outreach to provide communications and media support for IETF 69 which will be held the end of July in Chicago, and are coordinating with Motorola, the local host. We are also working on a project agreement with the Who is Who in the Internet World (WiWiW) project to assist in developing that resource and make it available to the public.

New Staff

The Communications Department welcomes Kevin Craemer, our new senior events manager who joined the staff at the end of May. His initial efforts concentrated on developing a plan, budget and new hotel contract for the NDSS event, which will be held at a new venue, the Dana Hotel in San Diego, on February 10-13, 2008. We are actively working with the NDSS steering and program committees to rejuvenate the NDSS for 2008.

Finally, we have been conducting interviews with candidates for the senior communications manager position in Geneva and expect to make an offer to a qualified candidate within the next several weeks.

2008 – 2010 High Level Budget “Envelope”

The attached preliminary 2008 – 2010 High Level Budget “Envelope” (see the Appendix) provides financial context for our strategic discussions. It also provides a forward looking view of the key items under revenues and expenses to help ensure uninterrupted operations. The 2008 – 2010 Budget will be developed through the normal planning and budgeting processes (to be kicked off later this summer) and the projections included here are based on the programs and plans submitted as part of the 2007 – 2009 Planning and Budgeting process.

This early review is intended to help us in our Planning and Budgeting process and we look forward to your comments.

Key Revenue Assumptions:

- Steady rise in Member revenues – 58% between 2007 and 2010 (while we certainly hope to exceed these we are not comfortable budgeting more aggressively at this point in time)
- IETF revenues – 13% growth between 2007 and 2010 although this figure is very dependent on the hosting model chosen (we are working to extend the commitment horizon for IETF meetings so these numbers will become more certain over time)
- .ORG Surplus – the 2008 and 2009 surplus contributions are unchanged from previous projections and 2010 rises to \$14.5M (a 20% increase over 2009). We will monitor these projections closely.
- Total revenue growth from 2007 – 2010 is 43% with all categories contributing to this growth, although the .ORG surplus is the largest contributor in terms of absolute dollars

Key Expense Assumptions:

- ISOC salaries – Total full-time equivalent employees (FTE’s) grows from 26 FTE’s in 2007 to 36 in 2010. More detailed plans will be provided as part of the budgeting process but additions are expected in Policy, Education, Communications, and Technical/Project expertise.
- IASA - it is anticipated that the budget will increase by about \$500K, or 12% in 2008 over 2007 with an increase in support required from ISOC of \$434K plus \$515K in sponsorships. This requirement rises to just under \$2.0M by 2010 plus \$675K in sponsorships. There is some play in the IETF figures at this point in time due to the Secretariat Services being re-bid, the change to the meeting host model, and decreasing attendance. These requirements will be revisited in depth after the summer 2007 IETF meeting.
- External Program support remains relatively flat 2007 – 2009 (approx. \$1.9M) and shows a slight increase in 2010. While it is flat, some programs will become self-sustaining or will be over-taken by developments allowing new initiatives to be supported.
- Major Strategic Initiative support rises substantially between 2007 (\$500K) to \$2.8M in 2010 reflecting our expected program ramp-up, although this will be revisited as the Program develops.
- G&A/Governance shows modest year on year dollar growth while the percentage vs. total expenses remains relatively flat at approx. 10%
- The operating reserve target of 6 months cash on hand plus IETF meeting guarantees vs. recurring operating expenses is maintained throughout the 2007 – 2010 horizon. Cash on hand at 2007 year end is forecasted to be \$4.8M rising to \$6.7M at 2010 year end.

Finally, our Public Support Percentage profile is forecasted to be the following:

2006 filed in 2007	2007 filed in 2008	2008 filed in 2009	2009 filed in 2010	2010 filed in 2011
40%	31%	22%	19%	18%

Key areas of growth and investment

I – Member and Chapter development

Over a year ago I wrote: “Another item I’d like to draw the Board’s attention to is a significant investment planned in developing our chapters and other channels. For ISOC to truly be as effective as we can possibly be – we need to “get local”. Chapters are one of the best vehicles open to us, yet often fail to live up to their potential. The reasons for this are varied and cover everything from ISOC’s (perhaps naïve) expectations which showed itself as an underestimation of the support required when chapters were originally set up, to the chapters in some cases lacking expertise in developmental or basic organizational management areas. The goal of this developmental program would be to provide chapters with the education, tools, etc, that would help them grow their chapters and activities significantly, and financially, as well as become self-sustaining. The goals are to work with the chapters so that we all work together to grow the total pie available to help the Internet’s development rather than just shift slices of support around our structure, and to ensure that the chapters participate in and are responsive to ISOC’s overall strategic needs. This last point is important as we are not a loosely federated set of chapters but rather an organization that charters and depends on chapters to support the activities of ISOC locally.”

This is as true today as it was a year ago and while we all continue to make progress in this area, we still have quite a long way to go. We expect this to be a significant development and investment area for the next several years. Several reviews are planned during the course of this Board meeting and this will be a significant focus for us as we move through our planning and budgeting process.

II – Major Strategic Initiative – This is obviously a critical investment area for ISOC and is covered by a separate report so is not covered here.

III – Endowment

A sound long-term goal for ISOC should be to establish an endowment fund. The timing of this is dependent upon other factors having to do with longer-term strategic positioning for ISOC, and adequate time and support from the President. It is expected that this could kick off in earnest in 2008.

Thank you for your support and thank you in advance for your comments. The staff and I are very excited about the opportunities in front of ISOC and we look forward to working with all of you to fulfill our potential and make ISOC’s mission a reality.

APPENDIX – 2007 – 2010 High Level Budget “Envelope”:

INTERNET SOCIETY

2007-2010 High Level Forecast

	<u>Budget</u> <u>2007</u>	<u>Forecast</u> <u>2007</u>	<u>Budget</u> <u>2008</u>	<u>Budget</u> <u>2009</u>	<u>Budget</u> <u>2010</u>
Revenue:					
Platinum	\$ 400,000	\$ 400,000	\$ 500,000	\$ 600,000	\$ 600,000
Organization Member	800,000	800,000	900,000	1,000,000	1,200,000
Individual member @ \$75	10,000	7,500	11,250	13,125	13,125
Individual member donations	5,000	5,000	6,000	6,500	6,500
Misc. Sponsorships	150,000	30,000	75,000	100,000	150,000
Member/Member Related Revenue	1,365,000	1,242,500	1,492,250	1,719,625	1,969,625
IETF Revenues:					
IETF Registration Revenues & Other	2,477,500	2,381,791	2,350,000	2,530,000	2,530,000
ISOC/IETF Sponsorships	325,000	449,102	515,000	775,000	675,000
Total IETF Revenues	2,802,500	2,830,893	2,865,000	3,305,000	3,205,000
PIR and Other ISOC Revenue:					
.org Surplus Contribution	9,700,000	9,700,000	11,000,000	12,000,000	14,500,000
NDSS	111,225	75,935	110,000	112,000	115,000
Interest Income & Other Misc. Revenue	93,000	150,000	157,500	165,375	173,644
Postel Award	20,000	20,000	20,000	20,000	20,000
Total PIR and Other ISOC Revenue	9,924,225	9,945,935	11,287,500	12,297,375	14,808,644
Total Revenue	\$ 14,091,725	\$14,019,328	\$ 15,644,750	\$ 17,322,000	\$ 19,983,269
Expenses:					
ISOC Salaries & related expenses	3,881,632	3,781,632	4,500,000	5,000,000	5,700,000 (2) (3)
ISOC's IETF Staff Travel/reg.fees & misc.	43,600	43,600	50,000	55,000	58,000
IETF Journal - ISOC	35,500	35,000	37,500	40,000	42,000
IASA-RFC Editor & Other Copy Edit Svc	804,525	771,145	743,815	662,600	695,730
IASA-IETF/IAB Support, D&O,Other insur.	116,475	93,032	122,299	128,413	134,834
IASA-IETF Secretariat, & Other Mtg.exps.	2,746,867	2,947,906	3,226,831	3,532,033	3,583,685
IASA Support (tools, projects) IAD salary	323,983	263,981	337,486	351,068	360,871
IASA - IETF Trust Expenses	23,500	26,586	26,300	28,615	31,146 (1)
IASA-Prof'l Svc (including legal)	25,000	25,000	17,500	20,000	30,000
Travel, Telephone, Meetings, Other Misc.	415,000	340,000	435,000	460,000	506,000
Prof Svcs/Consultants/Legal - ISOC	259,804	382,804	401,944	422,041	443,143
Comm/Marketing, Promotion,Ship,Printing	296,290	175,000	350,000	400,000	425,000
NDSS (excluding salaries)	80,700	92,047	90,000	92,000	95,000
External Programs	1,917,000	1,887,000	1,900,000	2,000,000	2,500,000
Smaller Substantial/Cross Pillar Initiatives	200,000	200,000	-	-	-
Major Strategic Initiative	1,000,000	500,000	1,200,000	1,700,000	2,750,000 (4)
Funding of Postel Award	20,000	20,000	20,000	20,000	20,000
Total Direct Expenses	12,189,876	11,584,733	13,458,675	14,911,770	17,375,409
G&A/Governance	1,454,206	1,454,206	1,621,637	1,744,124	1,918,536 (2)
Total Expenses	13,644,082	13,038,939	15,080,312	16,655,894	19,293,946
Surplus (Loss)	\$ 447,643	\$ 980,389	\$ 564,438	\$ 666,106	\$ 689,323

Notes:

- (1) Even though the IETF Trust is a separate legal entity; it has no income of its own, but receives all its support from ISOC; therefore, the expenses were added to the ISOC budget.
- (2) Fully loaded salaries are included in the budget line "ISOC Salaries & related exps." as well as in the " G&A/Gov line."
- (3) Total full time FTE's budgeted for 2007, 2008, 2009 and 2010 were 26, 31, 33 and 36, respectively.
- (4) Major Strategic Initiatives figures were based on a late start in 2007, and escalating to large projects in 2010.

Chapter Development Program: 2007-2009

Terry Monroe and Anne Lord

Introduction

This document provides a high level overview of the multi-year strategic effort to develop the ISOC chapters into strong, effective and robust organisations that promote and defend the principles of the Internet Society.

Goals

The goals of the Chapter Development program are for ISOC chapters to be:

- Active and well respected in their local community;
- Working in partnership with local stakeholders to advance ISOC's mission;
- Strong and engaged with their membership base;
- Unified components of the ISOC 'family' working towards a common cause;
- Working collaboratively with other chapters;
- Delivering a clear and consistent message and image of ISOC.

Focus

To achieve these goals, the Chapter Development programme will focus on the following areas of development:

- Chapter policies and procedures
- Stakeholder relationship management strategy
- Tools, communications and support
- Funding support

Overview

Chapter policies and procedures

A consistent and comprehensive set of policies is important for ensuring that roles and responsibilities are well understood and implemented consistently across chapters. It is the foundation upon which partnerships are built. It is true that roles and responsibilities are described in some of the corporate documentation, however compliance is variable. Work being undertaken in this area includes:

- Review of current policies and procedures documents
 - Documents identified
 - Work with the community to revise and develop policy documents as appropriate
 - Identify tools and procedures for ensuring that the policies are followed and consistently applied
- Development of a chapter policy document

Dependencies

Receiving the support and participation of the chapters in developing these policies. This will lengthen the development period, but is seen as essential to the development process.

Stakeholder relationship management strategy

This is a critical and substantial area of work that is focussed on developing a model for building strong, sustainable and trusting relationships with chapters and between chapters (as two distinct but related areas).

As a foundation, this activity requires a common and shared understanding of roles and responsibilities within the ISOC community. This requires constructive interactions and communication between all parties, upon which co-operation and trust are built. The quality of current communications in the network is variable; with a degree of adversarial interaction that is not productive. This is an area for development.

- Review and document all methods of communication with chapters;
- Examine the roles and quality of relationships within the ISOC community;
- Identify areas for development;
- Define strategies for managing relationships;
- Operationalise strategies to develop a fully functional network of stakeholder relationships.

The Regional Bureau's require a special mention. They enable a high degree of personal contact, support and guidance with chapters. They are an important component of managing relationships and we anticipate expanding the Bureau concept to other regions. Moving forward, we see an expanded role for the Bureaus in supporting this area of chapter development.

Dependencies

The ability to operationalise the strategies for improving stakeholder relationships lies partly in the provision of technical infrastructure, technical developmental resources and communications support as mentioned below. Also, this activity may require an external facilitator for some face-to-face work.

Tools, communications and support

This area could be considered an operational aspect of the 'stakeholder relationship' area of work in that it discusses the 'tools' of communication, information and support.

Tools

- Improving the membership system;
- Website, including a chapter wiki supporting the needs of the chapters;
- Speaker support program connecting speakers with events;
- On-line forums, meetings and seminars;
- Development of remote participation tools;
- Archived library of media (including audio and webcasts).

Communications

- Update and expand website material;
- Develop chapter outreach material and templates;
- Chapter "in a box kit" for new chapters to help get them up and running;
- Guidelines for talking to the media and the press;
- 'White' papers and position papers (through Policy and Education);
- Develop supporting sponsorship materials and guidelines.

Support

- Define 'service' levels in responding to chapters or chapter applicants;
- Respond to chapter applications and to chapter requests;
- Monitor chapter activity and assist with chapter rejuvenation as necessary;
- Promoting and supporting multi-lingual communications.

Dependencies

The ability to deliver effective communications and information tools is dependant on developments in ISOC's technical infrastructure, technical developmental resources and communications support. There are also dependencies on the policy and education departments with respect to the provision of information.

Funding Support

This area will examine various models for supporting chapter development, with the objective of creating a model that leads to "sustainable" chapters and is also scalable in terms of the financial obligation to ISOC. Currently, funding of chapter projects takes place through the Project Funding program. Work to be undertaken includes:

- Continuation and review of the Project Funding program;
- Evaluate models for increased financial support to chapters;
- Draw up recommendations and seek approval as appropriate;
- Implement and operationalise.

Dependencies

This work area will have financial impact on the organisation and will be embedded in ISOC's budget and planning process.

Timelines and Priorities

Due to the critical nature of some of the dependencies across the activity areas and the scope of our activities, we are not yet able to provide accurate timelines for all initiatives. These will be developed in consultation with the appropriate departments. Please also note that additional staff resources will be available in October 2007, with the appointment of the Manager for chapters and individual members. This will allow many developmental activities to fully commence in 2008.

Organization Member Development Plan

Terry Monroe and Drew Dvorshak

Introduction

This document provides a high level overview of the multi-year strategic plan to develop a larger, more robust, diverse and involved body of organizational members, contributors and sponsors, each of which will support and help advance ISOC's mission and goals.

Goals

The goals of the Organization Member program are:

- Strong and engaged membership
- High retention rates among current members
- Sustained annual growth in new members
- Expand sponsorship for IETF, policy and education programs

Focus

To achieve these goals, the Organization Member Development plan will focus on the following areas:

- Develop a compelling value proposition
- Revise the contribution/benefits structure
- Provide opportunities for meaningful member engagement in ISOC programs and activities
- Expand membership recruitment
- Improve membership print & electronic materials
- Establish a strategy for sponsorship development

Overview

Develop a Compelling Value Proposition

Developing a clear and compelling value proposition is essential to both member retention and recruitment. In particular, providing examples of specific actions and outcomes that explain tangible value to the organization is key to improving retention and attracting new members. Work to be undertaken in this area includes:

- Meet regularly with ISOC program managers to identify areas of value from ISOC programs and initiatives
- Work with existing members to identify the value they perceive from ISOC.
- Provide feedback to program directors on ideas and suggestions received from members and Advisory Council on ways to create member value
- Refine the value proposition to include examples of specific actions and outcomes that result in tangible value.

Revise the Contribution/Benefits Structure

Communicating clear reasons and guidance on the appropriate dollar amount of support expected from members will enhance the case for membership and also will augment the general value proposition by presenting a compelling set of direct benefits which increase with the value of an organization's investment in ISOC. Work to be undertaken in this area includes:

- Research various contribution models, including those used by other non-profit, charitable organizations
- Review ISOC's current contribution levels and identify areas for improvement

- Re-examine the Platinum sponsorship program and generate new program benefits.

Meaningful Member Engagement

The clearest ways to translate the ISOC value proposition into value realized for members is providing expanded opportunities for members to participate in a meaningful manner within ISOC. A key vehicle for this is the Advisory Council. Work to be undertaken in this area includes:

- Managing the Advisory Council to effectively perform functions and do the work outlined in its charter
- Establish meaningful contact with at least one of the Advisory Council representatives from each member.
- Encourage organization members to expand the roster of people available to participate in the Advisory Council to include backgrounds and skill sets related to each of ISOC's three focus areas (policy, education, standards).
- Expand the Advisory Council email distribution list to include more than two representatives per organization
- Engage the Advisory Council to provide input and expertise in support of specific ISOC projects (e.g., Internet 2020, User Centric Internet).
- Work with the policy and education programs to identify opportunities for organization members to participate in workshops and events.

Expand Member Recruitment

Membership recruitment continues to be focused on a number of key sectors within the Internet community, including product providers, network access providers, ISPs, ccTLDs, and national research and education networks. Going forward we plan to expand our member case to other sectors for which the Internet is a key component of their business (e.g., e-commerce based/reliant companies, finance & banking). Work to be undertaken in this area includes:

- Increase staff support in the Geneva office to focus on member recruitment in EMEA.
- Initiate a project to generate an expanded list of prospective members.
- Expand the use of customer relationship management tools for tracking member recruitment activities.
- Work with current members to provide staff with prospective member contacts
- Help members to be recruiters by providing them with tools so they can make personal appeals to prospects (e.g., membership collateral, PowerPoint, etc).

Membership Communication Materials

Professional grade collateral communicating the value proposition of organizational membership is absolutely necessary for large-scale outreach to prospective members. As the messaging for the printed materials develops it will be adapted for the organizational members section of the website. Work to be undertaken in this area includes:

- Work with communications to build our portfolio of membership recruitment materials
- Work with communications/IT to improve the membership content on the ISOC website.

Sponsorship Development Strategy

With the growing emphasis on sponsorships in support of the IETF, as well as policy and education programs, it is important that ISOC establish a clear sponsorship strategy. Work to be undertaken in this area includes:

- For the IETF hosting and sponsorship opportunities, work with the IAOC, ISOC members, IETF Administrator and others to create a list of potential hosts and sponsors.

- Research and identify innovative programs for generating IETF sponsorships
- Work with policy and education to identify upcoming opportunities for sponsorship, including new programs and initiatives that will expand member value.

Timelines and Priorities

Because of the critical nature of some dependencies across the activity areas and the scope of our activities, we are not yet able to provide accurate timelines for all initiatives. Similarly, the time it takes to fill the staff position in Geneva will impact how quickly we can develop our lead generation project. However, we are committed to having a dues/benefits restructuring proposal for approval at the December Board meeting. Also, we are working with the communications department to complete our membership collateral materials in the next few months. The other activities related to member involvement, retention and recruitment are ongoing.

Individual Member Development Program

Terry Monroe and Anne Lord

Introduction

This document provides a high level overview of a development program for growing the number of individuals who qualify as “Sustaining Members”.

Goals

The goals of the Sustaining Member development program are:

- Meet the target number of Sustaining Members that would allow for the election of additional ISOC Trustees, thereby fulfilling our governance model.
- Expand participation within ISOC of those individuals who have been or currently are leaders in the Internet community

Current Value Proposition

Individual Members are very important to ISOC, participating in the activities of ISOC chapters and supporting ISOC’s mission. Many of our initiatives for 2007-2009 are intended to increase their participation in ISOC activities

While we continue to see growth in the level of ISOC global members (currently topping 26,000), progress continues to be slow in convincing members and friends of the ISOC community to join at this paying level of membership (\$75/year), despite outreach efforts to various communities (e.g., IETF, amongst others).

At present, there is no significant difference in the benefits offered to these sustaining members over and above the global membership category, other than the opportunity to participate in the governance processes of ISOC (which itself would require 500 sustaining members plus an additional 500 members from the Organization members as part of their membership benefit). The historical position has been that joining ISOC is an altruistic gesture (i.e., people join because they support our mission and want to contribute), rather than on a more traditional membership value proposition.

A Plan for Moving Forward

We have identified two approaches for moving forward with this program: (1) to create a unique value proposition for sustaining members different than for free members that would encourage more individuals to pay the \$75 to become a Sustaining Member; (2) establish new categories of Sustaining Members in addition to the \$75 subscription model.

Based on the survey conducted in November 2003, the main features individuals indicated they would be willing to pay for are as follows: membership card, quarterly publication (hardcopy), virtual library, members-only area. The virtual library scored the highest in terms of “importance” to members. The other unique value proposition to sustaining members is the ability to select Trustees for the Board (once we achieve the necessary level of Sustaining Members). One issue is whether providing unique services to paid members may be viewed as ISOC veering from its historic model of treating all individual members similarly in terms of benefits.

Assuming a primary objective of the Sustaining Member program remains the opportunity for individual members to participate in ISOC governance (i.e., voting for up to three new Trustees), the second approach we present expands the criteria for Sustaining Membership.

Specifically, we recommend establishing two new categories of ISOC individual membership, each of

which would also have Sustaining Member status. (NOTE: Category names are only for illustrative purposes and can be changed):

- ISOC Fellow¹ – this level of sustaining membership would be open to those individuals who have made significant contributions to ISOC. There would be no fee for this membership, in recognition of the time and contributions of these individuals to ISOC. Examples of those to include in this category: ex-ISOC Board members, ex-chapter officers, ex-ISOC Vice Presidents (e.g., chapters, policy, etc) and ISOC Pioneers.
- Internet Senior Member – this level of sustaining membership would be open to individuals who have made significant contributions over a sustained number of years to the advancement of the Internet. This would include longstanding contributors and participants to the IETF (and related groups). This group could also include key individuals who are influencers in shaping the Internet (with the caveat that they support ISOC mission) beyond the technical community (business, policy). This would provide a good opportunity to expand participation within ISOC beyond its current community. Like the ISOC Fellow, there would be no fee for this membership.

Timelines and Priorities

Assuming the Board supports proceeding in this direction, our next step will be to develop a preliminary list of individuals that could be considered for these new membership categories. In addition, we would look to establish a committee to set eligibility criteria for each category, to suggest individuals for consideration, and to review nominations annually.

¹ A different descriptor may be more appropriate given the current use of “fellow” in connection with the ISOC Fellow to the IETF program

Major Strategic Initiative - The Road to 2020

Lucy Lynch

In the last year, the Internet Society (ISOC) determined to take on a new set of initiatives intended to have a long-term strategic impact on the development of the global Internet. These initiatives would be in keeping with ISOC's mission and core values. Various calls for proposals drew mixed results and the Board then undertook a redefinition of the Strategic Initiative process. After some discussion, it was agreed to focus on "Internet 2020" as a possible Major Strategic Initiative and ultimately a 2020 Vision statement was proposed.

Further exploration of the rubric of Internet 2020 focused on two major topics: current problems with the Internet, and potential futures for the Internet. Subsequent reviews have shown the list of "problems" under discussion to be highly inter-dependent, and therefore isolating a long term project to a single problem would be premature. However, it is evident that there are a number of smaller strategic issues that need to be addressed in the near term to support critical developments in the Internet. The "futures" group, in turn, found that the only way to tackle many of the high level goals on their list was to re-frame them in terms of more practical experiences grounded in the current state of the Internet. It is also clear that building up to a major initiative such as Internet 2020 requires further investment in a few strategic areas.

Next steps:

- Internet 2020 vision refinement and ISOC's long-term strategy
- Strategic capacity building within ISOC

Internet 2020 vision refinement and ISOC's long-term strategy

In order to define a major project designed to impact the Internet in 2020, it is essential that ISOC renew its strategic vision of both itself and the Internet. ISOC holds to a set of goals and principles that hold current in the context of today's Internet and if these are to be extended into the future, a clear vision of ISOC in 2020 as well as a picture of what we want the Internet to be in 2020 must be articulated.

Therefore, we propose a three-day Board level Strategic Retreat be held in early October 2007, with a focus on ISOC and the Internet in 2020. Management, in concert with the Board, will organize the retreat and will help design and drive tactical activities to support planning for the retreat as well as to further the development of these visions. Suggestions for key topics will be solicited and partners and stakeholders will be consulted.

Question before the Board: *Do we have your support to proceed in this manner?*

Strategic capacity building within ISOC

Before a Major Strategic Initiative is undertaken, staff will need to build our internal structures for soliciting support for and managing tactical projects. ISOC needs to extend its network of collaborators in order to build a solid base to support a major project: this includes funding partnerships as well as program partnerships.

In order to assert a leadership role and to build our project expertise, it is proposed that ISOC staff charter a set of special "Internet Futures" projects to support several cross-cutting mid-range (1-3 year) initiatives and several smaller tactical (3-6 month) projects. The projects selected should address critical issues and focus on areas where ISOC has maximum leverage. By definition, this will involve areas where we have a high level of synergy across our stakeholder communities. "Internet

Futures” projects would seek answers to questions framed as “how can we” rather than sending out “you should” based directives and would be in keeping with ISOC's stated principles.

The “Internet Futures” projects will be selected by ISOC staff with input from our partners and stakeholders and will be driven by solicitations designed to target subject areas that have: the potential for immediate impact on interesting technical or deployment issues, and draw from experts and technologies already known to ISOC. Projects will be scoped to have both a defined deliverable and a clear sunset. Ideally, projects will also have a migration strategy where-by any work product will then be owned by the future users or maintainers.

Projects will be selected based on the following criteria:

- Potential impact on Internet problems already deemed interesting (see list below)
- Synergy with our current partnerships (i.e. IETF, Org members, I* organizations, etc.)
- Advocacy for technical and deployment solutions that are in keeping with ISOC goals.
- Activities must have a catalytic effect, amplifying ISOC efforts and extending our reach.

This initial set of projects will serve as a proving ground for a multi-stakeholder process that will pull together players with overlapping spheres of interest to share in moving emerging technologies forward. ISOC will serve as the catalyst and host, providing a place where problems can be fully discussed, solutions proposed and agreed upon, and resources supplied to help with resolution. An arsenal of tools including: tactical funding, subject experts, digital assets, publications, and organized gatherings will be brought to bear. This approach to problem solving will help ISOC build strategic project management capacity and is expected to lead to larger, or multi-phased efforts once the framework has been proven.

Board of Trustees support for this first phase of our Major Strategic Initiatives will allow the first cycle of project specification, execution, evaluation, and disposition to begin.

Question before the Board: *Do we have your support to proceed in this manner?*

I look forward to our discussion, and I'll talk with you all in San Juan.

Internet Futures Projects

Initial Scope:

- Target mid-range projects
- Synergistic activities that leverage ISOC's multi-stakeholder base
- Position efforts at a middle layer (technology -> implementation)

Selection Criteria:

Projects will be selected based on the following criteria:

- Potential impact on Internet problems already deemed interesting (see list below)
- Synergy with our current partnerships (i.e. IETF, Org members, I* organizations, etc.)
- Advocacy for technical and deployment solutions that are in keeping with ISOC goals.
- Activities must have a catalytic effect, amplifying ISOC efforts and extending our reach.

Structured Activities:

- ISOC staff to provide leadership and drive efforts through a formal process
- Scope: limited duration projects, defined deliverables, clear migration strategies
- Projects should not replace current on-going ISOC activities, but may support cross-cutting topics
- Efforts will build out from existing circles of trust

Key Topic Areas:

- Internationalization
- Routing & Addressing
- Accountability and Identity
- Unwanted traffic

Examples of Potential Initiatives

1-2 projects with mid-range outcomes (2-3 year)

-- examples

- Coordinated support for v4 to v6 deployment (case studies, surveys, stake holder meetings, etc)
- Advocating for IDN (support for punycode deployment)

1-3 tactical projects with short range outcomes (3-6 months)

-- examples:

- An advisory white paper on v4 exhaustion and next steps (w/FAQ)
- An on-line data-base of Internet Futures related technical projects (GENI/Clean Slate/IGF/etc.)