

# **President's Report**

## **Submitted by: Lynn St. Amour**

### **March 15, 2008**

Dear Trustees,

The Internet Society has spent the last several years building up our activities and adding critical resources. Last year, the society took one of its most significant steps yet, with the addition of several new senior hires and three new departments (Communications, Standards & Technology, and Global Strategic Engagement). 2008 will continue this transformation as we take the next step in structuring the organization for even greater challenges ahead.

The organizational transformation of the Internet Society is critically important to ISOC's continued success as the organization's rapid growth means that we are outgrowing the current structure. This is one of the most challenging tests facing ISOC this year.

In 2008 we continue our efforts to transform the organization from a small, highly concentrated staff to a global organization with a matrixed, virtual team model. This transformation recognizes that many of our activities happen at the boundaries of our core functional areas: technical and policy, policy and education, etc. In addition, as our capabilities increase we are able to take on ever more strategic, long-term projects, which by their very nature require a broad range of expertise and support.

Last December, the Board approved a plan and a budget for ISOC that moved us from the three "pillar format" (Standards, Public Policy, and Education) to a matrix model focused on a small set of these longer term, more strategic Initiatives.

#### **INITIATIVES:**

For 2008-2010, three high level strategic "Initiatives" were approved:

##### **I - Enabling Access Initiative**

This Initiative addresses the fundamental impediments to Internet growth and usability. It is comprised of three programmatic areas:

1. Policy, Regulation, and the Access Environment,
2. Technical Capacity Building, and
3. Underserved Communities.

##### **II – InterNetWorks Initiative**

The InterNetWorks Initiative focuses on the continued operation of the global Internet. It also is comprised of three programmatic areas:

1. Common and Open Internet,
2. Global Addressing, and

### 3. Security and Stability.

Finally, the Board gave its support to undertake a new Major Strategic Initiative (MSI):

#### **III - Trust & Identity Initiative -**

This Initiative will enable us to become a primary advocate for Trust and Identity, by identifying and promoting activities that resolve some of the most persistent issues in this critical area. Initial activities for 2008-2010 are designed to:

1. Map the opportunities, achieve internal alignment on the Initiative and publish position papers,
2. Engage new audiences and foster increased collaboration amongst appropriate parties,
3. Integrate new communities and build bridges connecting research, standardization, development, and deployment.

#### **OPERATING ENVIRONMENT: INITIATIVES, PROGRAMS, FUNCTIONS & GOALS:**

These Initiatives and their key Programs, joined with programs considered “core” to individual functional areas such as Public Policy, Communications, Membership, now serve as the organizing model for all our activities. For reference, these concepts and plans are detailed in the 2008 – 2010 Budget document: <http://isoc.org/isoc/general/trustees/docs/dec2007/budget.pdf> and an update on these is to be found elsewhere in the Board package. A graphical representation of the model is attached in Appendix 1 to this report.

2008 also sees our core departmental activities increase significantly and across the board. We are actively engaged in building strategic level plans in critical functional areas. We are expanding our commitments in all areas of operations while working to establish ISOC as a key partner in the collaborative standards and technology arena. And we are engaging policy decision makers at the highest levels. All these activities will be accomplished through coordination and tight integration of the initiatives and core functional programs.

The ISOC management team is actively working to establish Goals & Objectives for the Initiatives and key Programs (Initiative-specific and functional). This effort is well underway across the organization, and ultimately will form the base of Goals and Objectives for each employee. The graphical representation in Appendix 1 is being produced on our web site, with links to supporting abstracts, descriptions, goals and objectives. It will show the linkages between Programs, and reflect the leaders for the Initiatives and Programs. This tool will be a useful reference and operational guide for our staff, members and stakeholders.

The target date for completion of the first phase of goal-setting is Q1 2008. This effort is extremely critical to ensure focus on the tasks at hand. ISOC as a whole will need to execute well if we are to meet all our commitments.

#### **HR & ISOC ENVIRONMENT:**

As reported at the last Board meeting, we are actively engaged across the range of human resource activities as we work to build a supportive and productive environment for all of our personnel. This effort extends well beyond administrative processes and operational systems to include a review of our organization structure. An organization-wide effort is underway to identify improvements that will ensure we are structured properly to deliver as fully and effectively on our mission as possible.

## **EXECUTIVE TEAM TRANSFORMATION:**

As ISOC has grown, so have the opportunities in front of us. This growth and the opportunities we see requires a transformation at the highest levels of the organization. There are new areas of emphasis and some areas simply requiring more support. Below, I outline the strategically important areas for ISOC and where I intend to focus my efforts. I note that by definition these areas are strategic, broad in scope, and multi-year in nature. Success in these activities will depend largely upon the success of the organizational transformation.

## **THE IMPERATIVES:**

### **1 Additional and Diverse Sources of Revenue:**

My first imperative is to build additional and more diverse financial resources. We are very dependent upon revenues from a single source (.ORG). As a mission-based charitable organization we must pay attention to our levels of public funding. As a matter of some importance, for ISOC and for our commitments to the IETF, we need to build up additional revenue streams. Work began late last year in both these areas, and our efforts are steadily increasing here. We need to meet our current revenue targets, while at the same time building resources for the future. This involves sourcing new revenue streams, shoring up our Member activities, and rekindling our efforts in Strategic Fundraising and Grants, etc.

### **2 Change Opinions and Instigate Action:**

Second, with our recent moves to source significant technical and policy expertise in-house, we are now able to participate in the most important technical areas impacting the development of the Internet. Coupled with our expertise in Internet policy and our Major Strategic Initiative – Trust and Identity in the Internet, these new resources provide us with a tremendous platform. We need to maximize both our capabilities and opportunities in these critical areas at what is a very important and challenging time for the Internet. Seizing the opportunity will involve all aspects of the organization. Our efforts must touch and also depend upon communications, member and chapter development, education, policy, standards, and regulation. We will require significant new business processes internally, as well as different delivery and outreach models. **We need to *change opinions and instigate action on key issues***, a much larger endeavor than “educating”.

### **3 Strategic Partnership Development:**

My third imperative is strategic partnership development. We have “partners” with whom we work: ISOC Members and Chapters, IETF, PIR, ICANN, UNESCO, RIR’s, etc. Our common interest is in supporting the Internet’s development and working to ensure the “*Internet is for Everyone*”. And then there are those with whom we aspire to work such as key governments, International organizations, regional policy organizations, etc. We clearly have responsibilities to our current partners, and plans to significantly increase our engagement with them. And we need to work with new partners. Successful execution in this area will require relationship building at the highest levels, strategic reviews and careful prioritization, not only with current partners but also with new organizations to ensure we are using our resources and partners to best advantage.

### **4 Organizational Transformation:**

The fourth imperative will focus on organizational transformation as discussed above. Driving ISOC’s development while transforming the organization is of vital importance. Success will lie in the collective value of our individual efforts.

## **5 Board Development and Governance:**

Fifth, I will work with the Board to advance the Society's governance model and capabilities, and in accordance with the Board's decision late last year, work to further Board Development activities.

Success in these five imperatives is critical for ISOC's future. As I stated previously, this growth requires a transformation at the highest levels of the organization. We are putting in place processes that ensure appropriate transfers of accountability and authority from me to the Executive team. This transfer is important as ISOC needs to rely on its entire management team for future successes and further growth, and I need to reduce my workload. The time is now right in terms of staffing levels and staff readiness.

### **SUPPORTING INFORMATION:**

Supporting Information on our Initiatives, Programs, Departments and Financial Statements is contained in the individual submissions elsewhere in the Board package.

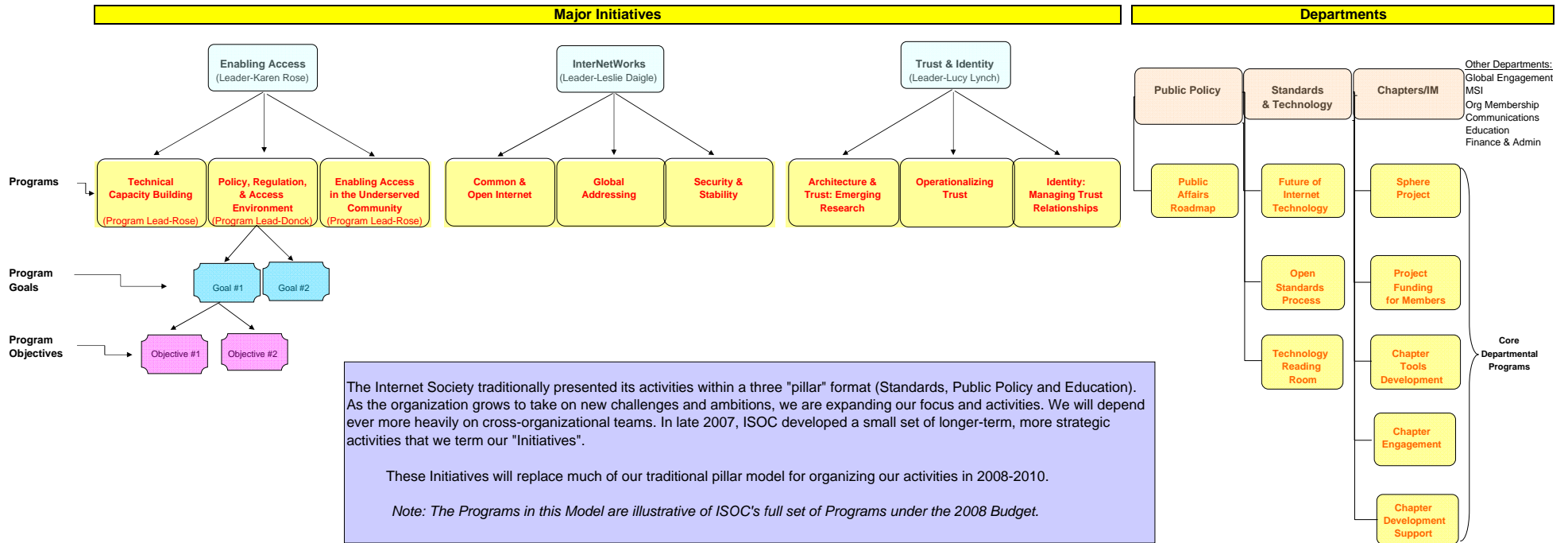
### **SUMMARY:**

Our financial position is healthy and stable. Our organization is growing as is our outreach and credibility in ever widening circles. And the planned organizational transformation is proceeding apace. We will continue to build on the strong platform that we've put in place over the last several years. And finally, as I have said before, we will strive to make this an organization where employees, members and stakeholders feel valued, and where contributions from all are maximized, recognized, and rewarded.

**Lynn St.Amour  
President & CEO  
Internet Society**

# APPENDIX 1

## Internet Society Initiative and Program Model





# ISOC 2008 Organization Chart Geographic View

