YESIM NAZLAR:	Good morning, good afternoon, and good evening to everyone. Apologies for the delay in starting the call. Welcome to the ATLAS III Leadership Development Team (LDT) Subgroup call taking place on Monday, 28 January 2019, at 18:30 UTC.

On our call today on the English channel, we have Maureen Hilyard, Olivier Crépin-Leblond, Cheryl Langdon-Orr, Tijani Ben Jemaa, Vernatius Ezeama, Pastor Peters Omoragbon, Natalia Filina, Abdulkarim Ayopo Oloyede, Shreedeep Rayamajhi, Priyatosh Jana, Alfredo Calderon, Eduardo Diaz, Lianna Galstyan, Alan Greenberg, Eranga Samararthna, Amir Qayyum, Aris Ignacio, Justine Chew, and Alberto Soto.

On the Spanish channel, we have Sylvia Herlein Leite. And on the French channel, we have Gabdibé Gab-Hingonne.

We have received apologies from Michel Tchonang Linze, Sergio Salinas Porto, and from Kaili Kan.

From staff side, we have Heidi Ullrich, Gisella Gruber, and myself, Yeşim Nazlar, present on today's call. And I'll be managing this call.

We'll have Spanish and French interpretation. Our Spanish interpreters are Veronica and Paula. And our French interpreter is Camilla.

Before we start, as usual, I would like to remind everyone to please state your names before speaking not only for the transcription but also for the interpretation purposes please.

Now I would like to leave the floor back to you, Maureen. Thank you.

MAUREEN HILYARD: Thank you, Yeşim. And apologies again for the delay in getting this meeting started. The meeting [inaudible] quite important because we really want to start work on establishing the criteria for the selection of travelers to Montreal. I must admit this meeting is probably a little bit more advanced in time than I had originally planned so that I spent quite a bit of time on my weekend putting together something that I hope will be useful in helping us make that selection.

I think one of the things that I've tried to do, and this is without consultation with my colleague Alan Greenberg who is working with me, but I know how busy he has been and, honestly, it was a frantic time to get something ready for this meeting. But as I go through, I hope you can understand why I'm presenting it in a way that we get as much involvement of the people that we have in this team as possible so that we're actually – one of the things that we're trying to do within the whole of the ATLAS program is to encourage people to become engaged and active in the activities in which they have been assigned. I'm just hoping that we can show it within our group, the ATLAS and the programming group, that we've got active people working actively on those groups initially. And hopefully a lot of those people will come from these groups because you're involved and you know what's going to be expected.

I think that's the overview. I'd like to get some questions from you at the end of the session anyway. But if I could have the – are there any questions at this particular point in time? No? Okay, can I have the PowerPoint presentation set up? Can that be up please?

One of the first things, of course – okay, if everyone can see that. Again, reinforcing our goals and objectives for this particular group, our goal is "to build strong leadership skills within At-Large that will develop competent, visionary, and policy-focused leaders who will not only advocate for the rights and interests of Internet end users within ICANN, but also appropriately represent the interests of ICANN within their local and global outreach and engagement." I think that, as we will discuss later, the goal actually encompasses a lot of different aspects that relate to what we are trying to do. So it's really good if we at least use this as our focus.

What we're going to be doing today is to look at the first objective. We probably won't concentrate so much on the others as yet. This presentation will be available on the ATLAS Summit page that deals with our leadership team activities. But what we'll be doing today is looking at developing "a set of demonstrable criteria to select the 60 already active At-Large invitees to ATLAS III."

I must admit I think when I first wrote this, I had a set of measurable criteria. As it was very rightfully raised, sometimes there are criteria that it's difficult to measure as such but you can demonstrate. So I think that this is where we're looking at criteria that we can demonstrate that that person can actually achieve that criterion.

Okay, so that's the whole purpose of this particular activity. But what I thought I would do is first of all go through the survey. Thank you very much to the 18 out of the 27 participants who actually responded to it because it does give me a good picture of what people within this group

feel about what is important about leadership and what is important about leadership in At-Large.

So what I've actually shown here is the numbers of the people who are actually involved in this particular group, where they came from. And also remembering, as I said, your participation is really important in this particular activity. So there are some expectations of this group later on that are actually going to require some real knowledge and skills, and we need to know more about what you can give to this group to help to achieve the sorts of things that we want to do.

Thank you, Alan, for pointing out the typo. Great. I'll deal with that later.

So thank you to those who actually participated in the survey. One of the things you'll note too is that there was actually no one from NARALO. But we actually only have one person in the group from NARALO, and I think she's one of the local ALS members. So it's really good to have her on the team. I'm not quite sure if she's here. So there were not participants from NARALO. They all decided to go into the programming group. I think there are three of them.

Carrying on, one of the questions that I ask or a group of questions that I asked was actually within the group what are we looking at with regards to people who have actually already had a leadership role within At-Large. Or I think the question was to do with At-Large. So that we've actually, when you have a look at it, we've actually got quite a reasonable number of people who are currently or have already been in a leadership role. So we've got some experience within the team

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already that actually indicates that it's not pie-in-the-sky contributions to the discussions that we have where these are people who have actually had that personal experience from the ALAC chair – that's not me. My contribution to the survey was actually as a [trialist]. So my inputs weren't included into the actual results. But from RALO chair, unfortunately, no one who had experience from the RALO secretariat actually responded, and yet it's a very important role within all the RALOs. But working group chair but also a couple of people who had leadership roles outside of At-Large as well, which brings in another perspective.

Then we go into what people were – I wanted to find out what sort of experience people had with ICANN Learn courses because they too are going to be very important to this particular activity within ATLAS because Eduardo and Olivier will be including ICANN Learn courses as prerequisites to the programs that they will be running in Montreal. It was really good to see that 60% of the people who responded have actually been engaged. And they recommended some courses already, which I hope Eduardo and Olivier take note of, as being courses that they feel would be appropriate for our future leaders to actually be involved in and to take note of. So that was another plus.

Also, finding out whether people had actually ever had a mentoring role. I think that as we move forward, mentoring has actually been an activity that we could be providing for people who request that who later on down the track especially in relation to mentoring and in relation to the policy areas. But I think that, again, a good number have actually had mentoring experience and also both mentors and as mentees. That's really good because you have to know what mentees

might want in order to be helpful as a guide to them as [they're] moving through their activities.

Then we were looking at what were some of the important traits of a good leader. This is in a very general [inaudible] that the traits themselves were taken from, and attributes for the second thing were taken just from a pretty generic kind of source. But I think that when it boils down, it's quite interesting to see what is considered important in a good leader.

In this particular activity, the highest levels of what was of importance here: honest and integrity, commitment and passion, and being a good communicator as your top three. So I think [it's] those sorts of things and I think that if we look at our leaders that we have within At-Large, you think that they would be important traits that these people may possess and probably do.

Looking at the attributes – and, of course, the traits are considered those characteristics that you basically have innately, but attributes are those that you have but you can actually improve on and you can learn these skills. So, again, people can become better and more effective communicators, learning new skills. I guess this is the sort of thing that the programming committee will be reinforcing. What are some of those attributes that we can develop within some of our current active members who are aspiring to a leadership role? What they might – how we can actually build their skills to make them more effective leaders.

But communication and also promoting team building and encouraging that whole building teams and getting people working together. I guess

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that is important, especially for At-Large where we have a large community and our whole focus is trying to get people participating, getting them engaged, making sure that they've got the information they need to feel that they are [inaudible] with regards to the important aspects of some of the policy that's being discussed. I don't think we could ever be as knowledgeable as some of the people that we have within At-Large on some of the issues. For some people, they actually already may be working in a particular issue area and are very knowledgeable. And they are the people that we need to be listening to. I think you can only understand what's going on by hearing and by reading information that we can prepare, hopefully, that is at a level that gives people some comfort zone of understanding.

So it's all to do with – so we've got team building, we've got communication and for a leader to be a good communicator. But there are also things like being responsible, being accountable, thinking strategically, acting strategically, managing the complexities of all the sorts of things that can come up even within a working group. Just dealing with opposing views and all those kinds of things. So it's really important that we help to build the skills of people who can work through all those kinds of issues and be effective within At-Large in particular because that's our focus.

Then the final question that I did ask was for personal views, and I asked for three. So I had to go through all the different lists and basically [did] a count of the sorts of things that were seen to be important with regards to skills and knowledge. Because if we're going to be looking at criteria, we want to find out for At-Large what would be important skills and what would be important knowledge areas for these leaders.

So, again, there was some correlation between the generic kinds of leadership characteristics and the skills and knowledge areas that people raised. Looking at the top five in the skills area: that a leader of At-Large mission and a vision for the future. Is an effective communicator and articulate.(I try to do that as much as I can.) Ability to organize and lead by example. Can motivate and inspire and carry others along. And for the fifth one, accountable, responsible, honest.

So when you're looking at those sorts of skills [inaudible] you chose them as criteria, if that's the skill, what would be the indicators that you would actually propose that they could demonstrate that they had a degree of level of those particular skills?

Similarly, looking at the knowledge areas, it was quite interesting to see that, of course, as a leader of At-Large ICANN would feature highly in this area for At-Large. But good to see that policy also featured for a lot of people. And that is really, really important because for At-Large policy as well as outreach and engagement, these are the two areas, but more so focusing on policy. Our purpose of outreach and engagement is to bring people into the policy area. So this is where our focus needs to be.

And interesting too that the Internet governance process featured highly as well as that shared leadership aspect is important. I think that a lot of people said that making sure that more people have opportunities for leadership and that came up as quite an important aspect for many people.

I must admit I was – the interesting thing that two people mentioned the DNS [inaudible] although the ICANN [inaudible] thing was organizational and to do with the history and hierarchy and all that sort of stuff. The DNS was only mentioned by a couple of people but [inaudible] think that this would have been incorporated into the mission and objectives anyway.

So moving on then, when we're looking at goals and objectives, what I've done here is I've actually highlighted those important words that if we're looking at the criteria for selection, that the goal of this particular activity, and in fact for ATLAS as a whole, is that we want to keep some of these words in our minds all the time. That we're looking at building strong leadership skills [inaudible]. I've highlighted in green what I think are the important things: strong leadership skills, focusing on Internet end users, and [it's] demonstrable criteria. Those are the key things.

But we're also looking at competency, having a vision, being policy focused, but also that they can advocate for the rights of end users and that they can represent the interests of At-Large and ICANN within that outreach or whatever kind of activity that you're in representing your RALO or your region or your ALS. All those sorts of things.

ALAN GREENBERG: Maureen?

MAUREEN HILYARD: Yes?

ALAN GREENBERG: I just wanted to interject, I've got construction going here so I'm trying to stay on mute, but there's a typo in the goal and it's represent the interests of end users within ICANN, not just At-Large.

MAUREEN HILYARD: Yeah, I guess. Thank you.

ALAN GREENBERG: Okay, I'll go back on mute.

MAUREEN HILYARD: Thank you for that. Okay, taking that into account, those are the things that I'd actually like you to focus on, taking into account the traits, attributes, skills, and knowledge areas that have already been discussed. So that's the focus.

Now I know [inaudible] people are saying, "What are these working groups?" When I was looking at – the group is probably a little bit larger than what we originally intended. But when we had all these people applying, we thought we don't want to [inaudible] anyone out. We want – anyone who has actually volunteered obviously wants to be involved, so we put everybody in.

So one of the things that I'm really keen on, we could do it as a whole group, but I think that sometimes when you do it in a big group that you do tend to miss people who may have a contribution to make but they don't have – they feel that they're going to be repeating what somebody else said, so they don't say anything. But I think it's really

important, for example, that everybody does have an opportunity to have their say.

So I went through the list and basically said Group 1, Group 2, Group 3, Group 4 so that they're very mixed groups. I've chosen people who I know who have been leaders within our groups already, so I know that they already have that experience to coordinate the discussions that these particular groups will have. The Group 4 are all from LACRALO. I wanted them also to feel comfortable within their group. I thought it was a big enough group to be able to put together so that they actually have a meaningful conversation and contribution to this discussion as well.

What I'm hoping to do is for the leaders – and I have asked staff if it would be possible to actually have mailing groups specifically for these particular groups, a short-term one because it's a short-term activity. Rather than everybody having to write out everybody else's e-mail addresses, they can write [inaudible]. And I'd like the threads to be kept together, the conversations to be kept together so that we can all – because there's people like myself, Alan, Cheryl, Eduardo, and Olivier may want to jump into a discussion that a particular group is having. But sort of like a mailing group for each of those.

But that's something that we'll work on over the next day to see if we can totally engage everyone and get everyone's points of view. Which is the same sort of thing that we try to do for policy. It's the same [inaudible] focusing on this particular activity at the moment. So those are the groups.

What we'll actually be doing, this is the actual task as such, most of the activities will be done by e-mail I suspect. Although, the leader may ask for Skype conversation or I don't know whether you now but the AC is available if a group wanted to discuss something using that platform. I would like – probably the e-mail would be more convenient for me because I'd be able to see the participation level of everyone in the group and what ideas are coming out.

The working group leader will lead and moderate the discussions so that there will be some sort of coordination. Although I'm hoping that everyone will contribute, of course, but that the leaders are skilled enough anyway to understand what it is that we're wanting to do. And that, of course, is the task. And that the eventual outcome will be something that we can discuss later on and come to an agreement about what the eventual criteria will be.

But the task, of course, is using any of the traits, attributes, skills, and knowledge suggestions we have been discussing, identify the criteria and demonstrable indicators which your group would use to select the ATLAS invitees. So each group will probably have a different list, but I'm feeling pretty confident that there are going to be some commonalities, and that's what we will use to build our own list.

So you can decide on as many or as few criteria, but just remembering that [must address] the important expectations of ATLAS goal and the indicators must be fair and achievable. [inaudible] such that everyone can achieve what it is that you're setting as your criteria.

What we do have to look at is whether this task will require two or three weeks. I'm opting for three weeks, but is that too much time? But then again, I'm taking into account the amount of time that people may have to put into this discussion. I'll probably be led by the leaders on that particular issue.

Say it were three weeks, Then the groups will report back with their list of criteria and indicators to the whole team – that's us – on the 11th or the 18th, depending on how many weeks they need. And we will have further discussion the following week to build on creating a final list which we will present in Kobe to the ATLAS team, that is the programming and as well as the ALAC.

Okay, that's the task. And I have Tijani's hand up.

TIJANI BEN JEMAA: Thank you very much, Maureen. On the Slide 3, I see that you mentioned 18/27. I understood what is 18. It was people who took the survey. But 27, is it the number of people to whom the survey was sent?

MAUREEN HILYARD: Yes. It was sent to all people who were on our list, yes.

TIJANI BEN JEMAA: Okay, second question. I don't see NARALO here on the camembert.

MAUREEN HILYARD: Sorry. Can I have that again, please?

TIJANI BEN JEMAA: I don't see NARALO on the camembert. On the graphic.

MAUREEN HILYARD: Yes, that's right.

TIJANI BEN JEMAA: I see only four [inaudible].

MAUREEN HILYARD: There was only one member. If you have a look at the leadership list, there's actually only member from NARALO who is on the list. And I think she is a local ALS member who has recently just been put on to the list. I think there were three members from NARALO who put their names down, but they all opted for the programming group. No one opted from NARALO to come onto this group.

TIJANI BEN JEMAA: So last point, I think that defining criteria is something, but you said it in your text, you said it should be achievable criteria. So we need also how to measure those criteria. The metrics to measure if people will meet this criteria. This is also something to define I think. Thank you.

MAUREEN HILYARD: Yes, thank you, Tijani. I think I tried to explain that, that some of the criteria may not be very easily measured. So what we're looking at is

saying, what working group experience have you had? They may say that they have been a member of this working group and this working group but not as a chair. They have to be able to explain the level or the degree of involvement. But we will take probably apply a measure, but it won't actually be measuring. We just want people to be able to demonstrate what their potential is. Cheryl?

CHERYL LANGDON-ORR: Thanks, Maureen. I think what you've just articulated is very important in response to Tijani's question on some of the metrics. As you did clearly articulate, some of the things are more easily measured than others. But things like exp and statements of skillsets – and this is something that I think this group will benefit from as individuals as well as you as a team or several sub teams I hope – will be working on to ensure that the next gen, and I'm not being ageist there, the next wave then perhaps is the best term of better equipped, more efficient, and more effective leaders which is what after all you're trying to create here will benefit from as well is performance as part of a measurable.

So five of you can say I've been part of XYZ working group or ABC activity and I chaired in. But if you were the most appallingly boring and badly managed chair, that's a poor performance. So we find that out. And we may find that out by testing you within this process, and it may be something that you need to find out as you're developing this next wave of leaders by helping, assessing, and testing their performance.

Now if you happen to be someone who says, "Oh, look, I'm on 16 working groups" but you don't turn up to them, that's another thing

that one can look at as a performance metric and that's still a valid measure. Now you find out why people are falling on the negative side of expectations and try and put in support and mechanisms and training and clear methodologies to help them meet expectations. So I'm not suggesting that perhaps as I'm often prone to do we take a more brutal or Occam's razor approach to this because you're all far kinder and more caring than I'm ever likely to be. But these things are still measurable, although they don't work in the quantitative side of the equation. They work in the qualitative side of the equation.

And if you want, one day I can bore you all about how you can actually analyze that because I happen to have worked in nonparametric analysis during my university years. So trust me, it's measurable. Thank you.

MAUREEN HILYARD: Thank you, Cheryl. Abdulkarim?

ABDULKARIM OLOYEDE: Hello. I have two questions. The first one is we have this [inaudible] groups, subgroups, [will] be working together. From [inaudible] this subgroup will have about two or three weeks to [inaudible] subject. For [inaudible] two to three weeks would probably be about two or three weeks before I can [inaudible]. So how do you intend to [inaudible] the contributions you get from these four subgroups together before the ICANN meeting in Kobe? Because you said you were going to submit the report then. That is the first one.

The second one is these subgroups are working in parallel. How do you [inaudible]? Because I'm thinking I'm not so sure how this is going to work [inaudible]. Thank you.

MAUREEN HILYARD: Thank you, Abdulkarim. The connection was a little bit scratchy, but I hope I can [inaudible] your questions right. I know it's a pretty tight schedule that we have. But we want to, once the criteria and indicators have been decided on before Kobe that we take to Kobe, I'm hoping that's when we'll be opening up the calls for people to make applications. Up until that time too, the application will also involve not just the criteria but also the involvement in the preparatory courses that the programming committee is expecting as well. So that as well as within their application not only will they have to meet the criteria that we set but they will also have to meet some expectations of the programming group as well.

So, as Justine said, we have two or three weeks for coming up with a list of criteria. And so there will be a deadline for the groups to come up with their criteria. We'll be keeping a watching brief on those conversations as they happen. And then we will meet together as this group, just the leadership development team will meet together and we will discuss those four groups of criteria and look for commonalities and discuss which criteria are important, which criteria are not so important, and are they appropriate indicators that we're actually asking for applicants to provide some information on.

So we will do that. That's also before Kobe. And then the following week, we will have a meeting with the programming leadership team together so that everybody has an idea, everybody gets an opportunity to have some input into the criteria that we have actually developed. And that final list is what we will take to Kobe to present to the ALAC. Alan?

ALAN GREENBERG: Thank you very much. Two points. Number one, on criteria and measurement and things like that, it would be nice if everything in life was something we could put definitive numbers on and say every one above a 5 wins and everyone below a 5 loses. Much of what we're dealing with are not going to be measurable like that.

That being said, we are going to have to evaluate people based on their applications. We don't have the luxury of face-to-face interviews and things like that for many of these people. And some of them we will not be particularly familiar with. So we have to make sure when we set the criteria, we think about how we're going to ask the question and make sure that we get answers that will help us make the judgment. And that's not necessarily easy, but I think we have to recognize that we are going to have to make these hard decisions based on what people answer to these questions or what they can demonstrate. And as we put the criteria together, I think we have to remember how it is we're going to be asking for the information and getting the answers and going forward.

All of that being said, our timeline is really tight. Maureen just described an awful lot of work that has to be done in the next few weeks. Ideally, we would have had all of this put together before January, but we didn't and we're working with a timeline where we cannot alter the dates where we have to start giving names for travel. So as we commit to doing this going forward, it's going to be a bunch of work over the next few weeks, and it really has to be done. Thank you.

MAUREEN HILYARD: Thank you, Alan. Olivier?

OLIVIER CRÉPIN-LEBLOND: Thanks very much, Maureen. Can you hear me well?

MAUREEN HILYARD: Very well, thank you.

OLIVIER CRÉPIN-LEBLOND: All right, thanks. I just wanted to ask just one thing, and I'm speaking here as leading the other group, with regards to the criteria that you gave [to assess]. I believe that one of the criteria will be that the courses or certain type of courses will have been taken. I just wanted to get that as a starting point for our other group to start its work later on this week. Thank you.

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MAUREEN HILYARD: Thank you, Olivier. Yes, that would be an additional one that we would include. I think what we're actually just working on at the moment is just getting those personal criteria organized. I think I have actually mentioned that the prerequisite courses that people have to undertake will also be included into that criteria. Thank you very much.

Are there any other questions that anyone wants to raise? I know that Justine has actually been putting some questions in there, and I hope we've clarified it for her and for any others. Alberto?

ALBERTO SOTO: Perhaps whenever we have doubt, because we cannot have interviews as it was said before, but perhaps we can resort to the RALO chairs when we have many doubts because as you know we need to know our people within the RALO. So I think that would be a solution or a tool that we may use. Thank you.

MAUREEN HILYARD: Thank you very much for that suggestion, Alberto. I think that, as has been mentioned, there are people who are going to apply that we will not know. It's just that they may be very active in areas that we may not have that much involvement in. So there will be great value in having chats with RALO leaders or anyone. Like, for example, if they put in their indicators a particular strength in a particular area that we may be able to get some clarification on some of those things.

But I think that all said and done, we are looking at active people. And over the next few weeks, we're probably going to see more activity

going on. Eduardo and Olivier are going to see a lot in the program group that we're not going to be privy to. So they will also be good resource people to call on as well. So it's going to be important that we make sure that the right people are selected.

Are there any other questions or queries? Okay, I do – "must have a question to provide context." Okay, like a referee or something. We are hoping that we don't need to go down that track because our whole thing is having some sort of profile within At-Large in particular. So within the policy area is going to be very important. But there may be others who are actually only just coming into the system and are learning more about policy and will get more involved once they're more engaged in the business of At-Large and their RALO to start off with. So we'll look at covering all those kinds of aspects as well.

And perhaps in your working groups you might take note of how are we going to assist the potential of up and coming active people apart from those ones who already are active and already have a very active leadership role across the board. Because those people will be applying as well.

Now what we do have to decide then is the timeframe. This is a key issue for us. Do we need to take the whole three weeks? Slyvia? Nice to have you, Sylvia. Is Sylvia working through the interpreter.

YESIM NAZLAR: Sorry, Maureen. Just checking with the interpreters. I cannot hear Sylvia speaking, [but] she is not speaking at the moment.

MAUREEN HILYARD: Okay.

SYLVIA HERLEIN: Hello. Can you hear me?

MAUREEN HILYARD: Yes, we can. Thank you.

SYLVIA HERLEIN: Hello? Can you hear me?

MAUREEN HILYARD: Yes, we can hear you.

SYLVIA HERLEIN: Okay, thank you. I hope you can hear me okay. I would like to ask about the – I mean, we have 60 MVPs. Are we going to take into account a minimum, a percentage for representation for each of the RALOs? Are we going to take that into account, representation per RALO?

MAUREEN HILYARD: Thank you for that question, Sylvia. What we're looking at is across At-Large for potential leadership. We are hoping, of course, that we will get active participants from across all the RALOs. I don't think that we can say that we're going to have like 10 from each of the regions because

it's going to be on – I mean, we don't do that for our working group leaders or other sorts of generic kinds of positions. It's who applies for those positions.

We would really like to think that there are going to be active members, active participants across the RALOs who are going to be really trying to get into this list of 60 invitees. And I cannot at this particular point in time assure everyone that there will be equitable representation, although we would like to see and to make sure that every RALO has representation. That's my own personal viewpoint. Alan?

ALAN GREENBERG: Thank you very much. Certainly, it would be nice to have roughly equal representation. And if there are good candidates, that's where we're going to be aiming. But it has to depend on good candidates, and the people from each RALO are going to have to work to make sure that they do have good candidates who apply and make sure the message gets out.

That being said, we are going to end up with people who are selected and cannot travel for one reason or another and we'll have to make substitutions probably at the last moment. So we're certainly not working on an overall quota or a guarantee, but the target is to have a good distribution. Thank you.

MAUREEN HILYARD: Thank you, Alan, for that. Okay, now we've got no more minutes now because the French interpreter has to leave. But my question was, do

we need two weeks or do we need three? I'm going to say two weeks. So that means that you're going to have to work really, really hard. As we see, we've got a tight timeframe.

So our next meeting would be the week of the 11th of February. So those leaders will actually have to try and get a message ready to go out to their – oh, okay. "Two weeks and one week back up." Okay, we'll see how we're going after two weeks then, Justine. And a message will go out to all the groups after two weeks and we will see how we go.

And, oh, the EOIs for applicants will be going out on the 15th. Wow. Okay, so let's go with this, and we'll get started. I'm still working with the staff on getting the mailing groups organized. Hopefully, we can do that. Yes, I'm really looking forward to seeing these groups come up with their ideas. So everybody could be starting to write down their ideas to present on your e-mail list to your group and to your group leaders.

Alan, is your hand up for a reason?

ALAN GREENBERG: My hand is up. I just wanted clarity, please. You've just agreed to two weeks and week back up, and Cheryl says the requests for EOIs is going out in two weeks. You can't have both.

MAUREEN HILYARD: Yeah, well, actually I didn't realize that the EOIs were going out on that date. But [maybe] we can get some clarity on that over the next few weeks anyway, okay?

ALAN GREENBERG: I would suggest over the next day or so. Thank you.

MAUREEN HILYARD: Yes, definitely. Thank you. Thank you, [everyone]. Okay, so we're making it two weeks. Everyone get themselves organized so that we can see if we can clarify when things are going to happen with the further clarification on the next meeting date, etc. Okay? So busy, busy.

Thank you, everyone, for coming today. Really appreciated the discussion. And, yes, I'm really looking forward to the work that eventuates from this. Okay, thank you. Bye.

[END OF TRANSCRIPTION]