

CLAUDIA RUIZ:

Good morning, good afternoon, good evening to everyone. Welcome to the 2020 At-Large leadership intro and leadership development call.

On the call today we have Maureen Hilyard, Abdulkarim Oloyede, Ali Almeshal, Amrita Choudhury, Carlos Raúl Gutiérrez, Cheryl Langdon-Orr, Daniel Nanghaka, Greg Shatan, Joanna Kulesza, Jonathan Zuck, Judith Hellerstein, Lianna Galstyan, Marita Moll, Matthias Hudobnik, Nadira Al-Araj, Natalia Filina, Olivier Crépin-Leblond, Ricardo Holmquist, and Sébastien Bachollet.

From staff, we have Heidi Ullrich, Silvia Vivanco, Gisella Gruber, Evin Erdogdu, Yesim Nazlar, Alperen Eken, and myself, Claudia Ruiz on call management. We have Spanish and French interpretation on the call today.

We have received apologies from Justine Chew and Satish Babu. Our interpreters for today are David and Paula on Spanish and Camila and Claire on French. I would like to remind everyone to please state their name when speaking for the transcription purposes and also so the interpreters can identify you on the other language channel, and to please keep your microphones muted when not speaking to prevent any background noise.

Thank you very much, and with this, I turn the call over to you, Maureen.

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*Note: The following is the output resulting from transcribing an audio file into a word/text document. Although the transcription is largely accurate, in some cases may be incomplete or inaccurate due to inaudible passages and grammatical corrections. It is posted as an aid to the original audio file, but should not be treated as an authoritative record.*

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MAUREEN HILYARD:

Thank you very much, Claudia, and welcome, everyone. I did notice a [inaudible] on the hour, and that's fine, it's so great to see you here. So, welcome, everyone, and thank you for being able to make it to what is really going to be the first of a few leadership-focused sessions that I would like to introduce this year as part of a goal to build and strengthen leadership capacity within At-Large based on some of the things we introduced during ICANN 69. But really to look at how we might help each other to cope more effectively in this continuing virtual environment and being more effective leaders as well.

But following ATLAS III at our last ICANN meeting in November 2019 which seems so long ago, we became engaged in a rather frenetic workload that was majorly initiated by ATLAS III, and also by the completion work that we needed to do on the At-Large review activities. So that kept us busy.

So this year, hopefully, things are not going to be so hectic. We've got a better idea of our systems and how they work, and we've got some great leaders setting meaningful goals for their areas of responsibility. But I think especially in the area of prioritization—and that's going to be how we decide what is [inaudible] At-Large. And it's significant. This was a very first session of ICANN 69, was Ricardo's session on implementation thresher, and we've made a start already on looking at priorities for At-Large in our operation section.

But therefore, in order to set us all off on our journey over the next year, I just wanted everyone to be introduced to what our At-Large leaders have in store for community engagement. And while we still have business as usual for much of our policy and outreach and

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engagement and the At-Large operation activities, we're also looking at a range of other activities in which we can engage more people in education and capacity building activities that will strengthen the work that we're doing within At-Large and within ICANN itself, but also out in our communities. And again, this was highlighted during ICANN 69 by Jonathan [inaudible] session on DNS abuse.

So this session is first of all to introduce our workplan to all our leaders and see how they can incorporate some of what is important to At-Large into their regional activities. Then we can look at how we could be supported by staff and the resources that we would need to undertake this work [in an] At-Large context that is internally but that we can take out into the regions as well.

And then we're going to end the sessions with a bit of [adviceathon] on how we can do this effectively with the help of Melissa Allgood who, as well as other skills, is a specialist on the area of professional [inaudible] development. She's going to be a wonderful resource for us.

But without further ado and because I know that we've got Joanna here and she's come in directly before a lecture she's got to give, I'd like her to be able to start with her section of the workplan so we can look at what is in store and then continue to maneuver around what ICANN may also have in store for us. I think all we can do is to prepare for the unexpected in that regard.

So if we can have the workplan up, please, and then we can look at ... the workplan is actually also linked to the agenda if you want to see that

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[for yourself.] But we'll start off with Jonna and all the things [she's got for us.] Thank you, Joanna.

JOANNA KULESZA:

Thank you very much, Maureen. Thank you for arranging the agenda so as for me to be able to attend also to my other commitments. And I do apologize that I will have to leave the meeting early. Indeed, thanks to Maureen's wonderful and supportive leadership, I had the opportunity to focus on capacity building, but as everything within ICANN, this is a team effort. You can see here the things we have been working on. I'm also going to add a link to [inaudible].

Oh, there's my audio. So again, thank you, Maureen, for adjusting the agenda to my commitments. I'm really glad to be here. Thanks to Maureen's wonderful leadership and support, I had the opportunity to focus on capacity building together with the team, because this, as everything within ICANN, is a team effort. Together with Alfredo Calderon we co-chaired the Capacity Building Working Group. That working group would be the focal point for capacity building within At-Large as we're trying to build forever more sustainable links across the ICANN community.

The model that we developed over the last two years [if one is to speak of] would be for Daniel to focus on outreach together with his team, the young folks or the newbies or those who are looking for a place within the ICANN community come in, capacity building helps them to understand what it is, the work that we're doing with the position of At-Large sometimes, the DNS itself is puzzling and confusing, so this is

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where capacity building comes in. And then hopefully, they will feel informed enough to support policy, and that is where Jonathan and Olivier have been leading the work wonderfully.

So, what we've done in terms of building capacity of those joining At-Large and supporting the ICANN community is we work in three subgroups. The most active one is led by Hadia, who just joined us. Wonderful to have you here, Hadia, with us. Thank you for finding the time to join us. Feel free to intervene.

So there's a subgroup that is focused on webinars. There is a longstanding tradition of the At-Large webinars. These focus on things that are currently relevant for the community. All these working groups are open, you're more than welcome to join, to pose a topic that you feel is relevant that you would want more information on. So that would be one of the themes that we are pursuing.

Another subgroup is focused on ICANN Learn courses. We've worked around this for quite some time now. Maureen has been wonderful in coordinating all the efforts between the volunteers within At-Large and the ICANN Learn, staff, the team that is supported by the Org. So there are [two] courses concurrently in development. We're looking forward to those being successfully concluded.

The third project is a bit larger. In a sense, it's combined with the work that is provided by the Org in terms of providing us with materials, both teaching materials and study materials, those that would support our outreach and presentation, and that would be the third team that [inaudible] has been wonderful in leading. So those would be the pieces

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of work that we focused on thus far, and as you can see, they would also be put here on the charts.

We're trying to advance on all of these things, for example by gaining, obtaining feedback on individual webinars or the efforts that we have provided. So that would be my very brief intro. I know we are pressed for time, so I'm going to stop here. I think this covers most of the issues you will find in the chart, and the capacity building efforts are indeed seen as a real asset, if you will, from those joining the At-Large or the ICANN, for them to build capacity and be able to get involved into ICANN policy, as that is the core point of this entire ICANN exercise that we are all a part of.

I'm going to stop here. Feel free to address any issues that I might have missed out on. Again, thank you for having me. I'm again very much looking forward to all of this work being picked up again by a new eager team. I'm looking forward to working with you. Thank you very much.

MAUREEN HILYARD:

Thank you. We've allocated 30 minutes for each of the three sessions. It's really just an introduction. Everyone has access to a copy of the workplan. But just to have our leaders give a brief introduction to what [is important for] them. So we'll have Jonathan next. Thank you, Jonathan. On Policy.

JONATHAN ZUCK:

Hey there. Maybe we can stop the screen share, because that way my picture will be bigger and I can throw up a slide as part of my camera. So

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in the upper right corner, if you change your view to speaker view instead of gallery view, you'll get a little bit bigger picture of me.

As Maureen said, my name is Jonathan Zuck, and I am the co-chair of the Consolidated Policy Working Group for the At-Large. This is a working group that has been commissioned by the ALAC to discuss the At-Large participation in ICANN policy development processes.

There's some complexity to that because most policy is developed inside the GNSO, and in some ways, we are like a satellite to the GNSO as an advisory committee. And so the CPWG has been involved primarily to date in responding for requests for public comment on the outcome of a particular policy development process. So there'll be like an interim draft or something like that of the proposed solution or recommendations, etc., and the ALAC will be asked to comment on those recommendations. And it's the CPWG that is sort of the sweatshop where all of those issues get discussed and we try to build consensus, and then within the CPWG, we make a set of recommendations to the ALAC for positions that we might want to take. And given approval of those positions, we draft comments and then the ALAC submits those comments on behalf of the At-Large community.

So part of what has happened over the past couple of years is a kind of evolution of the Consolidated Policy Working Group to figure out its best practices and how it should operate and what seems to work and not work, and what the evolving role of the CPWG should be.

So one of the goals of the ALAC is to have the CPWG play a kind of coordination role of the participation of At-Large volunteers in the

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policy development process generally so that we can develop positions in advance and support the folks that are participating in these working groups around the ICANN community and provide support along the way, and then participate in public comments and provide ALAC advice, etc. but participate along the entire way and provide support for those volunteers that are participating directly in those working groups.

So there's a couple of things that lend themselves to that. One is the draft charter to kind of embody this evolution of the CPWG. And then what falls from that is a new course we've been developing, which is a guide for At-Large volunteers to participate in ICANN policy development. So it talks about the specific aspects of participation if you're in the At-Large as opposed to just in the ICANN community generally. There is a course on ICANN Learn right now that's about policy development in ICANN, and it's well worth everyone taking that course, even if you have some experience, as a kind of refresher to understand how policy gets developed inside of ICANN. and it's just a small part of that that discusses At-Large participation.

So the CPWG is going to sort of expand that process and develop those processes. The process begins with the charter, and this course will go into detail about how we intend to operate so that people can learn and get spun up on how to operate in the CPWG.

The next piece of this implementation of this is the implementation of a position development process. So the idea here is that as early on as possible, the At-Large community, via the CPWG, is developing its positions on topics of interest and discussions that are going on inside of ICANN.



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So in some instances, this may be things that we are the ones to initiate or there's a kind of campaign issue, and in those cases ... We have two examples of that. One is DNS abuse, and the other is universal acceptance where we are trying to create an ever evolving discussion about those topics, and that means that we are making proposals, it means that we're chairing plenary discussions during ICANN meetings and workshops, and we've even begun brainstorming an education campaign for individual Internet users to help themselves prevent themselves from being affected by DNS abuse.

So there are campaign issues like that, but then there are also issues that are initiated elsewhere in the organization and often, that initiation comes in the form of an issue report that the ICANN staff puts together. So that's really one of the earliest points of entry, if you will, into the ICANN policy development process, and that's when we as the ICANN community want to begin to develop our positions on those issues so that we're not trying to quickly do this as just part of a public comment period but develop positions early, identify the shepherds of those topics within the ICANN community and then identify volunteers to participate in the working groups to kind of carry the banner of those issues into those working groups, come back to the CPWG with questions or challenges that they're facing inside the working group so that the CPWG can provide support to those volunteers and send them back into the fray more prepared.

So on the top of this is something called a position development process that you see in this diagram, and the idea is that we're going to begin by looking at a topic, identify the talking points for that topic, discuss them, we identify shepherds for that position, and then ultimately, this results

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in a document for approval by the ALAC as, for now, the position that the At-Large will be taking on this. And it can evolve, obviously, as the topic gets discussed, but it becomes a starting point for our participation in policy development processes around ICANN.

Then the next piece of this, as I said, is a kind of working group support framework that we want to try and evolve and formalize. And then finally, another objective for this year is to continue to encourage ICANN to adopt some threaded discussion and consensus building tools to better handle the conversations that happen when we're not on Zoom so that we can make more efficient use of our ... I want to call it offline time, but by offline I just mean we're not on Zoom. So it's a substitute for e-mail, right? That is a very difficult way to have a conversation. The conversation get fragmented, they go off on weird tangents, and then we never know where we stand. So to integrate polling and decision making into our non-Zoom discussions, if you will, is another important objective for the CPWG this coming year, and we continue to work with ICANN to evaluate tools that will allow us to have more efficient and constructive conversations when we're not in Zoom so that we can make use of both places.

So those are the big objectives for the CPWG this coming year. We'll continue to carry the banner on DNS abuse and on universal acceptance as campaign issues, but our big objective is to develop our process earlier in the process and then to continue to evolve those processes, those positions, and to provide support for those that are actively engaged in the policy development structures that are in place, like PDPs or cross-community working groups. So that's kind of my intro to what we're doing this year, and I'm happy to take questions or answer

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questions. I haven't been reading the chat, so I'll do that now, but feel free to raise your hand if you've got a question. And please speak up. We're trying to encourage everybody to turn their camera on, say hello, introduce themselves and become part of the process. Thanks, Maureen. I'm happy to take questions or take them at the end.

MAUREEN HILYARD:

Yeah, probably at the end. Thank you, Jonathan. Policy is really important within our organization and the work that we're doing. It's great that Jonathan's actually given an explanation of the process. So that's excellent. Now I'd like to bring in Daniel who is the chair of our outreach and engagement. Daniel, if you can just give us a brief overview of what your plans are with regards to outreach and engagement and any new developments that you're thinking of doing [in there, please.] Thank you.

DANIEL NANGHAKA:

Thank you very much, Maureen. Regarding outreach and engagement, I'm happy to share that we have done a little bit of some great milestones over this fiscal year, and as we shall be diving into the new fiscal year, there are a lot of things that are happening. First and foremost is that we're having a new team of regional outreach liaisons. We shall be having a brief meeting with the team the coming week where we are going to be discussing a lot of how best to incorporate the strategic plan.

In reference to the outreach strategy that was developed, there were key points that were highlighted. One of them is, how do we build an

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effective outreach strategy in these challenging times whereby we have limited access to face-to-face meetings and meetings are going virtual? And with that, there is a lot of collaboration that is happening together with the Global Stakeholder Engagement team. I'm happy to share that a lot of work has been done by the Global Stakeholder Engagement team and which I have no doubt that this collaboration is working strongly each day that passes by.

And also, regarding the outreach strategy implementation, it's going to be done directly in collaboration with the regional liaisons whereby with the regional leaders, together with their respective vice president, the [inaudible] stakeholder engagement team, we shall be able to come up with appropriate events and activities that we can implement in each region.

Following the recent ICANN 69, there were key action points that were taken up, that were recommended for outreach and engagement. One of them was from CPWG and the other is coming in from capacity building. But in reference to our strategy, we still put at the front collaboration. And with this kind of collaboration, we're seeing our Social Media Working Group having its power throughout all the respective meetings, and also, we are seeing capacity building at the front, just as Joanna has mentioned. So it's not only a joint effort of the outreach and engagement team, but we are diving into all the other various stakeholders in order to strengthen outreach and engagement.

So what do we have on our to-do list now? Together with the regional liaisons, we shall be coming up with new regional outreach strategies for each of the respective regions, and then also, we shall be leveraging

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on the power of capacity building in the respective regions such that they can enhance membership. I'm also happy to share that a lot of work has been done by the ALS mobilization team, and of which that work is going to enhance how we're able to outreach and get to case specific organizations or individuals that are going to be able to be impactful in the policy development process of At-Large.

And with those respective few remarks, I'm going to ask you all to join us for the next outreach and engagement call where we shall be discussing more on this as just a simple wrap-up in reference to our respective regional strategy.

And then also, I'm happy to mention that since the next ICANN meeting will be in LACRALO, Lilian will be taking over the leadership of the Social Media Working Group, and definitely through outreach and engagement, we're going to create a very strong collaboration. I'm happy to share that Natalia did a tremendous job for the IGF and then also for ICANN 69, and we're hoping to see all these efforts replicated for the next ICANN 70 with a lot of collaboration at the front.

With those few remarks, I'd like to hand the floor back to Maureen. Thank you.

MAUREEN HILYARD:

Thank you, Daniel, for that excellent overview of what you're going to be doing in O&E. And I'm really looking forward to seeing the work of the brand-new regional liaison team [coming through, brilliant,] and I'm really glad that you mentioned the Social Media Working Group and the excellent work that they have been doing. And one of the things too is

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that they're really being inclusive of the three areas, our three Work Stream areas of policy, outreach and engagement, and capacity building. All those sorts of things are really important in building that and strengthening our engagement across At-Large but also within the community. So I think it's going to be a really exciting year.

Okay, so I'm going to use the three minutes I've got left to look at what we've got in the Operations, Finance and Budget area. In this particular section of work, it's sort of the odds and sods of stuff that is really cross-At-Large, not really focusing on those three core Work Streams that we've actually got above, but they're still things that are quite important to us.

This very first one is the additional budget requests which are coming up soon, and the OFB working group which is now to be taken over by Holly Raiche as Ricardo's other commitments have meant that he's unable to chair this particular working group—he's done a fantastic job to date, and Holly's got big shoes to fill. And this is where the whole prioritization activity is meant to take place with a small team working on that inside the operations.

But I'm just reminding all the regional chairs and leaders that additional budget requests are coming up soon and the Finance and Budget Subcommittee have had their training that they'll be giving the right information out to you about what is in and what isn't for requests. But these are the other sorts of things that are happening, and they're continuing. The ALS mobilization is finalizing. We'd like to finalize that slightly before the next ICANN meeting at least, and the unaffiliated individual member work party which is the other connected activity.

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But as I mentioned, we're going to be working on leadership, capacity building, and also what I haven't got down there is strengthening our relationships with other areas within the community, with the GAC and the newly develop relationships that we're [inaudible] with NCSG and the great session that Joanna ran during ICANN 69 on human rights. So that's some area that we will go into.

Okay, I think Judith has her hand up, and I'm just on my last minute, but Judith, if you'd like a quick intervention, please.

JUDITH HELLERSTEIN:

Thanks so much for this. So, where would you find the Technology Taskforce? Because we're working with Jonathan on some consensus tools, but we're also working on other areas of capacity development and other technologies.

MAUREEN HILYARD:

Exactly, that's where it goes, and we'll just add that to Joanna's list, just another ...

JUDITH HELLERSTEIN:

Yeah, because we straddle the policy and ...

MAUREEN HILYARD:

Exactly. And I think this is one of the things about capacity building, it's actually building strengths in policy as well as outreach. It has that

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underlying role. So what you raise is exactly right. It's in the capacity building, I'll make sure that it's there. Thank you.

Okay. We're pressed for time and we've got some really important things to relay to you. I'd like to now move on to Heidi's group where they're going to introduce themselves and their roles and how they support the work that we're doing before we move on to Melissa's [inaudible]. Thank you. Heidi.

HEIDI ULLRICH:

Thank you, Maureen, and hello everyone. My name is Heidi Ullrich. I'm vice president for policy and At-Large relations. It's my honor today to introduce a great team on this overview of what staff support is available for you as you implement your 2021 workplan.

But before we introduce the team, I'd like to go ahead and just have a very basic introduction to the newbies as well as perhaps those that have been around, just to refresh on some of the basics of At-Large. Next slide, please.

We're going to go over the main areas of the presentation. It'll be about At-Large, the introduction, the RALOs, the regional At-Large organizations, the working groups, meetings, administrative items, and then some resources for you. So this is the basic introduction to At-Large. A lot of you use ALAC and At-Large interchangeably. A lot of people within ICANN Org as well as the community. But just to point out that the ALAC actually is the 15-member body of the At-Large Advisory Committee itself, while At-Large is the broader community that incorporates ALAC but also the At-Large Structures, individuals, liaisons,



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and all members of the At-Large, including within the ALSes. So just to point out how that structure is.

It's a bottom-up, globally dispersed community. Starting at the ground level, the grass roots is the ALSes and the individuals. Then there's the five regional At-Large organizations, they're the umbrella organizations that work with the ALSes and have that relationship with the ALAC itself. Then there are also liaisons there, and also the board seat 15 which At-Large selects. It's a three-year term, and currently León Sanchez is in that seat.

We're now going to move on to the staff introductions. And while you're the ALT Plus, we're the A+ team, we like to call ourselves that because we do pride ourselves on providing you with excellent service as you implement your activities.

As I mentioned, my name is Heidi Ullrich, and I'm based in Southern California. I've been with ICANN coming up on 12 years. My primary responsibilities are working with Maureen on the ALAC, making sure that the ALAC works effectively, efficiently, follows the rules of procedure. I'm the team leader for all of At-Large, so that includes my team but also internally, working with the other departments within ICANN, and I also support several of the working groups in some of their activities, including for example the additional budget request as Maureen mentioned. So I'm going to turn it over to my team starting with Gisella.

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GISELLA GRUBER:

Thank you very much. Welcome to everyone. My name is Gisella Gruber. I've been with ICANN close to 12 years and I'm based in the city of Bath in the United Kingdom. I'm however not British, I'm South African Austrian French, and I speak several languages.

I'm the manager of At-Large relations and operation support. I support two of the five regions within At-Large, those are APRALO which is the Asia Pacific regional At-Large organization, and EURALO, the European regional At-Large organization.

Within At-Large, I also oversee the operation support which covers the administrative side of the At-Large team, and I'm very fortunate to have on the team with me Yesim Nazlar, Claudia Ruiz, and Michelle DeSmyter. I'll hand it over to Silvia. Thank you.

SILVIA VIVANCO:

Thank you very much, Gisella. Hello everyone. I'm Silvia Vivanco. I am the At-Large regional affairs senior manager. In this capacity, I provide support to three RALOs: AFRALO, LACRALO and NARALO, coordinating their activities and the engagement the At-Large community and with the other ICANN stakeholders. I also coordinate the cross-RALO activities. I am based in Lima, Peru, and I've been with ICANN nine years now. Thank you, and over to my colleague, Yesim.

YESIM NAZLAR:

Thanks so much, Silvia. My name is Yesim Nazlar, and I'm the operations support specialist based in Istanbul, Turkey, at the Middle East and Africa regional office. I've been working for ICANN for five years, and I'm

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responsible for administrative operations such as scheduling the calls and running them, of course, as well as managing the mailing lists. And last but not least, responding to the daily requests. And with this, I would like to hand the floor over to my colleague, Evin Erdogdu.

EVIN ERDOGDU:

Thank you, Yesim. Hi, my name is Evin Ashley Erdogdu. I've been a part of the At-Large team almost four years. It'll be four years in January. I started in the support function and have moved to policy as a primary function. Currently, I'm staff support for the CPWG which is the working group that [shepherds] At-Large policy activity. Jonathan provided great detail on that group.

I mainly support the community in developing ALAC advice in response to ICANN public comments, including policy and operational topics. I also lead communications for the community, including managing At-Large social media accounts on Twitter, Facebook and YouTube, and acting as staff support for the At-Large Social Media Working Group.

I update the At-Large website with all pertinent At-Large activity and published outcomes. I also work with the team to develop the At-Large content for the ICANN policy outlet report and outcomes report which are policy team briefings before and after each ICANN meeting.

In addition, I process membership applications for all At-Large Structures and individual members across the five RALOs, and whenever the ALAC votes on ratifying ALAC statements or advice, on ALS applications or when the At-Large community holds annual elections, I manage all votes through a secure voting system we use called BigPulse.

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So if you ever need your voting credentials to be updated, please contact me.

I'm also staff support for the At-Large Technology Taskforce which examines technology and collaboration tools available to the community. I enjoy working for At-Large because of the unique community we have within ICANN representing end users, and my own civil society experience. I first heard about ICANN many years ago after studying international relations at Boston University and I began my career working with civil society, later getting a certification from Rice University in nonprofit and civil society management. So I feel ICANN At-Large is a perfect fit.

Personally, I'm a dual US-Turkish citizen and I'm affiliated with the ICANN Middle East and Africa office based in Istanbul with Yesim. I'm currently located in Houston, Texas which is UTC-5, with my family, including my dog named Buddy who I adopted in Istanbul, so he's also a dual US-Turkish citizen.

With that, I'll hand it over to my colleague, Claudia Ruiz. Thank you.

CLAUDIA RUIZ:

Hello everyone. My name is Claudia Ruiz. I'm in operations support. I joined ICANN about three years ago. I live in Los Angeles, California which is UTC-8. I am bilingual, English and Spanish. I spend most of my days supporting At-Large. I also assist a little bit with ccNSO. And because I'm bilingual and my time zone, I support the LACRALO calls. Thank you very much, and I turn the call over now to Gisella who will

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speak about Michelle DeSymter who is an apology for this call. Thank you.

GISELLA GRUBER: Thank you very much. Unfortunately, our colleague Michelle DeSmyter is not able to join us this evening, or wherever you may be located, a different time zone. But many of you already know her dulcet tones on our conference calls. Michelle joined ICANN as SOAC support in September 2015, and she's based in Illinois. She supports both At-Large and the GNSO, which gives her insight into both groups. I'll now hand it back to Heidi. Thank you very much.

ALPEREN EKEN: Yeah, [inaudible].

GISELLA GRUBER: My apologies. Over to you, Alperen.

ALPEREN EKEN: Thank you, Gisella. I am Alperen Eken. You can call me Alp. I have worked for ICANN for a year in Istanbul as a compliance analyst, and then I started to pursue my education again and now I am doing my master's in John Hopkins University, and I'm working on conflict management and public policy. Also working at At-Large part-time.

In At-Large, I worked on several issues and working groups like ATLAS III, At-Large regional policy engagement, At-Large review implementation,

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ALS mobilization work party, unaffiliated individuals work party, and upcoming ICANN Learn courses.

In addition to supporting these groups and activities, I help the group and the community in general regarding designing surveys, analyzing data and other support as it is needed. Thank you, and I will hand over to Evin again.

EVIN ERDOGDU:

Actually, we had a great presentation by Jonathan on CPWG and policy, so we can probably skip this section. So I can hand it over to Silvia and Gisella. Thanks.

SILVIA VIVANCO:

Thank you very much, Evin. I will briefly talk about the five RALOs, cross-RALOs and the ARPEP. First, the ARPEP. The ARPEP is the At-Large regional policy engagement program. That's a mouthful. This program arose out of the discussions in the ATLAS III community, the ATLAS III meeting, where we realized that there was a need for a program to be developed to better manage the growing number of ALSes and individuals, which is expected to continue throughout the years.

Later, we met with our colleagues in GSE in Montréal where we had a brainstorming session to better coordinate and synchronize our activities. So the goal of this program is to have a joint approach to the At-Large community membership management. We plan to strengthen the engagement between At-Large staff, the GSE staff, and to integrate

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our activities so we can better leverage the regional work and participation of all the communities in policy advice activities.

The program launched, as you may recall, in April 2020 with calls with GSE and RALO leaders to streamline, synchronize and coordinate outreach and engagement activities which is already happening. The collaboration with global stakeholder engagement is already a tradition. We have been working with them throughout the years. They are actually our natural partners. So we do a lot of things together. They are listed there on the slide, but I don't want to go over all of them now. I will just point you to the Wiki page where you can see what we have been doing and what we'll be doing together.

So, thank you. Next slide, please. I'm going to talk about the RALOs. So I'm going to talk about the three RALOs I manage. AFRALO currently has 65 ALSes, 16 individual members and three observers, and you can see there the website which is a one-stop shop where you can access all the information and the Wiki portal which is, as you know, more interactive where you can post all the information and you can see the current activities and working groups.

I'd like to highlight the AFRALO-AfrICANN statements which are already 24 since 2010, and the AFRALO community is successfully [inaudible] at nearly every ICANN public meeting, the African community participating at ICANN meetings. They discuss current issues from the African perspective and they come up with a statement that they presented to the Board, to the Org, and to relevant stakeholders for debate and consideration. So this is a very important highlight for AFRALO.

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LACRALO has 61 ALSes, 11 observers which soon will be named individual members. They have a website, also Wiki portal, and a highlight is that LACRALO will be the host for the upcoming ICANN 70 meeting in Cancun. And they will also be organizing a general assembly. As you know, we're still expecting to hear whether this meeting will be held in-person or online.

Then I want to talk about NARALO. We have 23 ALSes and 31 individual members. There is a website as well as a Wiki. And this year, the highlight has been the 2020 capacity building webinars. Based on this crisis, the leadership decided to focus most of the call on capacity building webinars which have been very well attended, very welcomed, and including with participation from other stakeholders on topics selected by NARALO membership.

Another highlight is the general assembly which will be held in ICANN 72 in Seattle in October 2021. And I am very hopeful that we'll be able to meet in person by then. Thank you very much, and over to Gisella.

GISELLA GRUBER:

Thank you very much, Silvia. So I manage the two remaining regions, which is APRALO—Asia Pacific Regional At-Large Organization—as well as EURALO, which is the European Regional At-Large Organization.

APRALO consists of 59 ALSes as well as 30 individual members, and one of the highlights within the region is the APRALO policy forum which was initiated back in 2019 and implemented this year in 2020. So the goal of this forum is to coordinate regional policy-related activities including establishing input from an end user's perspective on policy-



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related matters. And Justine Chew, our ALAC member, leads the policy forum.

For EURALO, EURALO consists of 38 ALSes as well as 64 individual members and five observers. Now, this is the only RALO where the individual members are part of an ALS. In this case, it is the EURALO individual association and the EURALO individual association represents these individual members.

We have a few upcoming activities in the region. We have something coming up tomorrow, which is the ICANN 69 readout hosted by ICANN, EURALO and ISOC UK. We had the French readout last week, which was a great success. If you would like more information, please do contact staff. It is scheduled at 16:00 UTC.

We also have the 2020 EURALO general assembly which will be virtual, on the 16th of December at 18:00 UTC, and the 2021 EURALO general assembly is hopefully going to be face-to-face. It is a funded general assembly. This is all subject to COVID-19. And it'll be held during EuroDIG from the 28th to the 30th of June in Trieste, in Italy.

For all the RALOs, you can find all additional information on both the Wiki page as well as the website. We also remain at your disposal for any further information. And I'll now hand the floor over to Alperen for an overview of the At-Large working groups. Thank you very much.

ALPEREN EKEN:

Thank you again, Gisella. There are established goals and objectives for each of the three tracks or streams of At-Large activity: policy, outreach

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and engagement and operations. There is clear direction and opportunity for member participation, engagement and leadership.

For the same reason, At-Large working groups are also organized under these three tracks or streams. One, policy, two, outreach and engagement, and three, operations. The best ways to navigate working groups are, first, the websites, and second, At-Large workspace. Next slide, please.

Thank you. Here, we can find two small snippets and also you can find the links on the left-hand side. The top image is the website. When you click “get involved,” you will find current volunteer opportunities, and under current volunteer opportunities, you will find all working groups of At-Large. Under sponsoring organizations, you will find ALAC or RALOs. Under group type, you will find three of those tracks, as I mentioned, and under topic, you will find the topic of the working group.

And the second one is At-Large workspace. At-Large gateway is the best way to reach working groups. Evin will be talking about it later. Under At-Large working groups, you will see policy, outreach and engagement and operations, and also, you can find the archived ALAC working groups or subcommittees. Thank you so much, and I will hand it over to you, Evin, if I'm not wrong.

HEIDI ULLRICH:

I think we're going to give it actually to Gisella to talk about the meetings. Gisella.

GISELLA GRUBER:

Hi. Thank you. So I'm just going to give a brief overview of the ICANN public meetings and how At-Large puts together their schedule. ICANN hold three public meetings in a year. In 2020, due to COVID-19, for the first time ever, the meetings were held virtually. The three meetings are the community forum held in March, the policy forum in June, and the annual general meeting generally in October or November.

So the list of the meetings, dates and regions—we rotate regions—can all be found on the ICANN website calendar. The next ICANN public meeting, ICANN 70, is going to be held in March 2021 in Cancun, Mexico. That is where it's currently scheduled, but again, due to the global pandemic, we are not yet sure whether it's going to be face-to-face or virtual.

From an At-Large perspective, the schedule is put together by the At-Large planning committee. For those interested, the call for interest for the ICANN 70 planning committee will be sent out shortly, and we are planning to have our first meeting early December. We hold weekly meetings and this is to put the schedule together, also to collate the list of groups that we meet with during the ICANN meeting, and as you can well imagine, now that it has become virtual, we try and work in a different way to prioritize which of the groups that we have to meet with during the ICANN week or weeks, and then we see which groups we can meet with either before or after the ICANN meetings.

There's also very close cross-collaboration between the SOs and ACs, and that's not only at a support level when we put the schedules

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together and avoid conflicts but also with the SOAC chairs who meet on a regular basis to discuss topics of interest for the ICANN public meetings.

And the way we set the schedule up and the agendas is we have three At-Large tracks which are policy, outreach, and operations. And that is the main overview of the scheduling. As I said, please do look out for the e-mail as we will be setting up the ICANN 70 planning committee shortly and we are always interested to hear from people and what they would like to see at a n ICANN meeting.

Thank you very much, and I'll now hand it over to Evin for the At-Large website and workspace.

EVIN ERDOGDU:

Thanks so much. So, start with the At-Large website. Just a general overview of how to find things here, the main points of entry. You'll see on our main page here, we have the working groups sorted by topic, and underneath them are the working groups listed, but at the top here, we have the latest comments and advice that the community is working on, and if you click on any of them, you'll see an individual page for them which includes progress and who the penholders are.

This one is a recent one that was just submitted yesterday. You can see the penholders, the dates of how they developed their statement, the background of the statement, and then also a link to their Wiki workspace for the community-held comments on the topic.

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There's also a policy summary page, so if you go to policy-summary, you have a list of all the policy comments and advice from the community and you can also search with keywords and penholder. And also by topic. So definitely look for this, it's a really handy tool for learning about the end user perspective on a variety of things at ICANN. And then also at the bottom, we have featured events, and these are also good links to the latest activity that we have. So recently, there were several At-Large capacity building webinars that were publicized, and then we also have a dashboard for all At-Large policy sessions at ICANN meetings. And this is provided ahead of each ICANN meeting, showing the general activities, resources, outreach, how to get engaged, and then we have a couple of specific pages on DNS abuse and universal acceptance as well.

Also, for community, we can go to the ALAC page, so there are [inaudible] for the ALAC profiles, the full list of ALAC members and the liaisons [inaudible] ICANN. So please do check that. And also, the community has different [inaudible] here as well. So AFRALO as an example, you can see a bit about AFRALO and the AFRALO leadership here, and specific organizing documents they have.

Okay, so now I'll show the Wiki workspace. Let's start here at the At-Large gateway. This purple gateway is a very handy reference how to navigate the Wiki because this is a collaborative workspace. So starting with the At-Large Advisory Committee has their own page here, including information about the At-Large summit, and also At-Large staff announcements that are put here.

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Then there are separate pages for the RALOs. [inaudible] each of the different RALOs here. And then also, [inaudible] you'll find the current ALAC written documents, which Heidi noted in the chat as well. [inaudible].

We have the organogram here as well, and [inaudible] the ALAC to the different RALOs, and also to ICANN. But here, under the ALAC section is the ALAC onboarding page. This document was created several years ago. It's a great reference for how the community operates, but it does need a little bit of updating, so we're actually in progress of updating that, but just to give you an idea, you can read it all here.

There are also pages for the At-Large summit, the At-Large review implementation plan of elections, selections and appointments, and priority activities, as well as ICANN meetings. I'll just show the policy comments and advice page because this is a very handy reference for any [inaudible] has its own workspace, and you can also see which working group is shepherding it. So if it's policy, the CPWG takes it. If it's operations or budget-related, the OFB working group takes it.

Right now we have one, so here you can see an overview with the topic explanations, the draft submitted for discussion, and the community can also comment on this. And when you're part of the community, this workspace is interactive. You have credentials to log in and comment, so that's why we use this a lot.

There's also an executive summary page, so if you'd like to get the high level summary of what ALAC statements are saying, please check out this stage, and then the working groups, I think. Also, Alperen noted this

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but this is also a great space to go to just for live updates with these groups as well. so I think that covers everything. Unless there are questions, I'll just stop sharing and turn it over to Heidi, I think. Or Yesim.

YESIM NAZLAR:

Thanks so much, Evin. Now I would like to cover the basics of administrative tasks. If you're interested in joining an At-Large working group, please send an e-mail to At-Large staff and we will be contacting you with the GDPR consent form that you will need to complete. And please remember that you will need to complete the GDPR form for each and every time as it's not a blanket form.

I also would like to touch base on the statements of interest, as we call them, SOIs. Please remember that your SOI page is your At-Large business card, so very important to keep it up to date all the time. And last but not least, the Doodles. So whenever you receive a Doodle e-mail, please complete the Doodle as soon as possible, as we are using the Doodles to find the most suitable times for all of you and we would like to get our calls scheduled as soon as possible to give you the maximum notice time. I hope I was brief enough. With no further ado, I would like to leave the floor over to Heidi Ullrich. Thanks so much.

HEIDI ULLRICH:

Thanks very much, Yesim, and thanks very much to everyone on my great team. Just to summarize here, this slide is really looking—and you've heard this a little bit before on this call—there are now several existing strategies that are really useful to take into consideration when

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you're planning your activities, working group and RALO activities. The communication strategy, the outreach and engagement strategy, the post-ATLAS III survey analysis has a lot of information for working groups and RALO leadership that bring up the At-Large ambassadors.

There's also the idea of, we've heard a little bit today, the natural partners that we're going to hear a little bit more with Melissa, is how to bring that collaboration with your natural partners, whether it be within other working groups, we heard from Jonathan about policy and outreach and engagement on DNS abuse. We've heard a little bit with the GSE and At-Large for outreach and engagement as well. So using those natural partners is a great way to streamline and make the implementation of the workplan more effective and efficient.

And Maureen also mentioned some of the monetary resources, and that includes the additional budget requests. The process has just started. You're going to be getting an e-mail very shortly on how that process will work for fiscal year 22, as well as once travel is allowed again, you'll be able to do the community regional outreach program, or the CROP, to help you implement your outreach and engagement strategic plans.

The last slide is just basically a resource page, and again, all these slides will be posted. There's the staff support. Primarily, we could use that staff e-mail because then one of us will see it. We all get a lot of e-mails, so using that e-mail is likely your best, unless you have a very specific request for one of the staff [that you've heard.]



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And then finally, on the At-Large social media, you can learn a lot more. Very active. Evin works with the social media team on that. Facebook, the Twitter, and also the ICANN YouTube channel as well. So Maureen, that ends the At-Large staff onboarding presentation, and we'll hand it back to you now. Thank you.

MAUREEN HILYARD:

Thank you very much, Heidi, and I think that this has been an excellent session just explaining what happens, who makes it actually happen, and it's all due to the staff. And I know I'm quite fortunate that I meet up with them every week and [inaudible] our work. I'm very pleased to be able to work with such a great team, and I think it's really given us a great appreciation of how involved they are in what we do. So thank you, Heid, and your team, for all that you do for At-Large as we try to do our work as well.

So now we're going to move on to Melissa and her presentation. So I don't want to hold her up much longer. Thank you, Melissa. Let's go with what you have to offer. Thank you.

MELISSA ALLGOOD:

Thank you, Maureen, and thank you for inviting me here today. My name is Melissa Allgood, and I am based in DC. I joined Org last year in the role of conflict resolution specialist. And while I am on the policy team, I don't serve the same type of functions as my colleagues who just introduced themselves do. My background is in high conflict mediation and dispute resolution.

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I have joined as a resource for tools, tips, ideas, training, navigating through ICANN's bottom-up model. My presentation today is very high-level, and I'm going to do my best to get us out on time. It's always fun going fast. So you will see far more words per slide than I otherwise feel comfortable with, but I did this so this document can be an ongoing resource for your community. Many of the concepts I'm going to discuss today are actually referenced in the consensus playbook, so that's another document that you can go to for some of these tips and tools. And of course, I'm always happy to engage in further conversations about these topics.

So my session goal here is to first discuss tools for meeting infrastructure so you can help meet your 2021 goals, and then secondly, tools to improve dialog within this leadership group here today to attain the same goals. Next slide, please.

Our first topic is going to have four subtopics: process agreements, group culture, best practices for meetings, and facilitating the process. Next slide, please.

Process agreements. What these are is just basic rules that are going to govern your committee. They're standards that everyone is going to be held accountable to. And I've listed some examples on the slides. Certainly not a complete list, but I encourage you, as you are starting this new year and having changes in the leadership, to consider codifying what standards you would like to hold your group accountable to, whether that is all functioning in good faith, leading interactions with respect, acknowledging everyone's concerns and thoughts. I always enjoy a focus on having everyone commit to be focused in the present

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and the future and not in the past, which is challenging for all of us at times. And certainly to attend meetings fully prepared, ready to contribute.

I really encourage you to consider adding these types of standards to your agreements to foster transparency. Ultimately, to do the hard work that you're all tasked with doing, it helps if your group trusts one another. And the more transparent we can be about our expectations and in our communication, the more trust we can cultivate. We'll talk more about those things later. Next slide, please.

So the second subset is group culture. Again, back to trust. Cultivating group culture really begins with discussing, having an open two-way exchange of dialog. As leaders, I would imagine that many of you want to shepherd your group through their process, whatever they're working through, to what end, in a fair manner and you want to demonstrate that to your group to the extent possible. And you also need to trust as leaders that the individuals within your group are operating in good faith.

So a first good step towards cultivating all of that actually starts within your group leadership teams themselves. Those of you that are chairs or heads of committee, you have expectations and details that you need to be executed upon by the people on your group leadership, and you need to communicate that to your group leadership.

Also though, it's a two-way exchange. Group leadership, co-chairs and the like, you need to communicate to your leaders up the chain what you need from them in order to establish and execute upon your role.

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So rather than just a one-way communication exchange, I would encourage that to be two-way. Next slide, please.

Claudia, would you put up the first poll? I have a poll. We're going to try to make this a little interactive. The question is going to be, have you attended a meeting that did not produce tangible action items or didn't result in forward progress? And Claudia, use your discretion in posting the results. I'd imagine most of you are going to say yes, but we shall see.

CLAUDIA RUIZ:

So far, we have about 54% that have voted, and unanimously, they're all saying yes.

MELISSA ALLGOOD:

All right. I know, Jonathan, I see you saying "No leading questions." So, to that end, I encourage you to really be thoughtful about your best meeting practices. And a really very tangible tool in establishing best meeting practices is called the four Ps. The four Ps are purpose, product, people and process. And rather than saying, "Oh, we have a meeting on Tuesday and we need to make the agenda," I encourage you to say, "Okay, we have a meeting on Tuesday. Let's be strategic in this agenda. Why are we having the meeting? What is the goal of the meeting? What output do we want to leave this meeting with? What products do we want to create? Who needs to be there to make this decision to get this output? And the process is, what conversations need to take place? How should we structure those conversations?"

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So in doing that, in answering those questions, you can create a focused agenda. One of the things that I think is excellent in your community across the board is you typically have a standing agenda item to make sure everyone agrees upon the agenda. It's kind of at the top after the welcome, in my observation.

So if you have this very strategically crafted agenda, then at the top of your meeting, everybody agrees to it, you guys are off to the races. As leaders—we'll discuss this in a moment—you really are the facilitators of this process, and you're less concerned, in most situations, in generating specific outcomes versus we need to reach this goal. And there's not always a straight line to do that, and you're going to have groups that take you in different directions. So I encourage you to be thoughtful and strategic in your meeting planning but still allow enough flexibility to follow where the group goes and the thoughts and the knowledge that you have on your committees and in your working groups. Next slide, please.

Most of these that are in the next two slides, you guys already do. So I'm not going to go through many of these, other than, those of you that aren't familiar with the parking lot, this is when a member shares an idea or a thought. It might not be totally on topic with your agenda, but it's important and it needs further explanation. We do what's called putting that in the parking lot, and that means to put it to the side but you want to ensure that you return to these items, whether it's in Any Other Business or a future agenda. Putting things in the parking lot and not returning to them is going to bring distrust within your group. But as long as you come back to them, people are going to feel seen and

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heard, which is kind of the foundation of communication. We all want to be seen and heard, recognized and valued. Next slide, please.

So more meeting tips. And this is very challenging in your ecosphere, but I encourage you to always think about topics that being pitched at the right level. Overly technical or detailed presentations get very challenging. And I'd imagine this is something that Joanna really navigates a lot with in her work, but it's relevant to all of you. So I encourage you to think about that.

You guys are great at using online tools, and I know there are many on this call that are committed to cultivating new tools as well, so we don't really need to get into that. But chat is something that I would encourage all of you that are going to be leading meetings to be very deliberate about. If you are chairing or facilitating the meeting, I'd really encourage you to have someone else monitor it. It is next to impossible to do both well.

I would also encourage you to be deliberate about chat and instruct your groups accordingly. Many groups tend to ask questions in chat, and that is a lost opportunity for collaboration and communication. So I would encourage you to consider asking your participants to raise their hand if they want to discuss something, because that makes it more of a robust conversation and less of a presentation one-way dialog.

The other thing that you have to be delicate with chat is very quickly, two conversations can emerge, the one that's happening in the meeting and the one that's happening in chat. And none of us can be fully

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present in two conversations at the same time. So just be strategic with that. Next slide, please.

Finally, the last subtopic is facilitation. And I could talk to you guys for hours about facilitation and my thoughts and ideas on the process, but I encourage all of you as leaders of groups to focus on putting the needs of the group first and the individual second. Oh, we have a poll. I apologize. Claudia, would you put up that poll? There we go. Have you ever attended a meeting where one person moved the entire group off the topic or off the agenda? More leading questions, Jonathan.

CLAUDIA RUIZ:

We have about 60% that have answered.

MELISSA ALLGOOD:

Okay, let's go ahead and post them, just because we're short on time. Okay, so overwhelmingly, the response was yes. I encourage all of you, in these situations as leaders, to put the needs of the group first and the individual second. And what that means is respectfully but firmly intervening in a situation where maybe somebody is repeatedly interjecting or making the same point to keep the group on course. You can do that by using the parking lot that we just discussed. If you have strong group process agreements like we discussed at the beginning, you can refer someone back to those. We can always take the issue offline to discuss later. Sometimes it might just be as simple as saying "Heidi, I hear you, we have addressed your point. We can discuss it further later offline if you'd like, but we need to get back to the agenda."

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Your responsibility is to the group first. I would encourage you to consider it that way at least. But the individual is very important as well. So you always want to be aware of feelings, treat people with respect, take cultures into consideration, and again, back to transparency, explain why you're intervening to keep the group on course. Make sure you check in with the individual after the fact to the extent possible, because both are very important. The group and the individual are both important, and there are ways to navigate both accordingly in the role of leadership.

Okay, so we're short on time. I'd like to move on to the next slide to talk about our second topic, which is improving dialog in this group here today, within this leadership group. Our four subsections are going to be active listening and summarizing skills, fostering leadership group culture, identifying and collaborating with your natural partners, and streamlining duplicative work. Next slide, please.

So active listening and summarizing are skills that many of you are familiar with, and there are a lot of components to focusing on active listening and they're all very important: listening to cues, watching nonverbals, being completely present and focused, certainly letting go of your assumptions and your own thoughts that might be projected into what someone else is saying.

All of these things are important. But if you take nothing else from my short time with you today, it is a suggestion to be even more focused on asking questions. Open ended, neutral, clarifying questions. This is hard for everyone across the ICANN community, and this part of our community has even another level of challenge because there are so



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many languages. And many of you are having to navigate operating in a non-native language, which I have huge respect for.

So I encourage you to ask more questions. That's what active listening is fundamentally about. I see oftentimes across the ICANN ecosphere people make declaratory statements at one another and there are no follow-up questions by leaders. So it can very quickly look like two people are in opposition on a particular issue, but if we ask some of those kind of drilling down clarifying questions, you might find that there's actually more points of agreement, more alignment than you otherwise would have known without asking those questions. Next slide, please.

Active listening and summarizing always go together, and again, this is one of these topics I could talk about ad nauseum. But ultimately, the goal of active listening is to make sure that you really clarify the speakers' relevant positions, ask all of the follow-up questions, and then you verbalize them back. For instance, if I was in an exchange with Heidi, she just states all her points, I ask all my questions, and then I would say, "Heidi, what I've heard from you is your concerns are A, B, C and D and your proposed solutions are X, Y, Z. Did I get all of that right?" And that gives Heidi the opportunity to say, "Yes, all of that is correct," or, "No, you missed something," and then we go through the exercise again. But ultimately, what you want to do is get to the point of shared understanding. You are operating from the same set of facts. Whether or not you agree with one another is really irrelevant, it's more of understanding everyone's position and what's underneath it, the why underneath it. Next slide, please.

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So focusing on leadership group culture. This is very similar to your community, your working group culture. You want to cultivate trust through this two-way exchange of information utilizing these skills, active listening and summarizing. And I also encourage those of you being asked those questions to lead with transparency, because ultimately, I would encourage you to really fully share with each other your individual and your group goals. Not everyone comes to this ecosystem for the same purposes and the same reasons, so you're not always going to have all of your goals aligned. But where those goals do align, you can collaborate and work together. Next slide, please.

I've been very encouraged in this exchange today with the conversation about collaborating with natural partners. We've heard so many references to this today. And I think that this is something that you guys could really consider leaning into. As I've heard across the ICANN world, there's a lot of understandable volunteer fatigue out there. You guys all have lives and careers outside of the ICANN world, and I recognize that it oftentimes can feel like the same handful of people do so much of the heavy lifting.

So I would encourage you to figure out ways to have dialogs, active listening, summarizing, being transparent, to figure out where your goals align, and then to establish communication structures to align those outputs.

So what I mean by that is we've heard all this discussion about various committees that are doing work in collaboration. I would encourage you guys to go one step further, and that is to, say for instance, outreach and engagement and social media, those two committees, identify

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where you have an alignment and then identify people on each one of those committees that are going to own the communication. Person A and B are going to own the communication in the exchange.

From there, you'll identify how those people are going to communicate. Is it going to be a set meeting on Zoom, is it a phone call, is it e-mail, is it a Slack-type exchange? Whatever it is, you establish how you're going to communicate, and then you make sure that it is continuous and ongoing.

You might decide to meet once a month or once a quarter. Whatever it is, get it on the books, have someone own it, and really get connected, because if I can have the next slide—we're going to skip past this one. I was going to ask you guys, the next slide is about asking you guys to identify existing working groups for this partnership. I've heard great things from you guys today. I've heard outreach and engagement and social media, outreach and engagement and capacity building, outreach and engagement and GSE, O&E and policy. So you guys are clearly already thinking about these connections. So in the interest of time, I'd like to go to the next slide.

But taking that next step and identifying where your goals align, where the communication can be had, and giving people ownership of those communication channels can really help you streamline your duplicative work. So if I could have the final slide, these are my parting thoughts. You guys can all read them, but I encourage you to foster new and different communication, collaboration across the board.

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As I mentioned before, I am absolutely here as a resource in any way that I might help. The easiest way to get a hold of me is to talk to one of your fabulous ICANN Org staffers in your part of the ICANN world, and they can get a hold of me and we can collaborate on how I might help. I've asked Claudia to drop into the chat if she hasn't already—I don't look at the chat when I'm presenting—the consensus playbook. It is another great resource. I know the document can be daunting. I was involved in the creation of it. It is 100 pages long, but if you go to the first appendix, it is a shortcut roadmap kind of thing, so it will give you more guidance on where to go for some particular topics. That can be helpful.

But anyway, thanks again for letting me be here today. I'm two minutes over. So close.

MAUREEN HILYARD:

Thank you so much, Melissa. I'm sure we will be okay with two minutes, but what I want to do is thank you for—we were told we would get some tips, and this has just been great. And based on your work and your observations across the ICANN community, we can appreciate that these are valuable pointers [inaudible] leadership best practice. And [inaudible] based on these observations that you've shared with us, these important practices.

For me, [inaudible] new to perhaps a leadership role, but so that we can all be more effective in what we're doing and our work together, and I'm also very grateful that we'll be able to access your tips after this meeting because the presentation is on the agenda if people want to

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get a hold of it. But it was a good ending to what we've been doing today, and thank you very much to Melissa, to Heidi, and to my leadership team for being available and for introducing this, what I think is hopefully a helpful session to everyone who's been able to participate, and especially for those new leaders within our community.

We haven't had a chance to have questions and answers, but I hope that you will go back to your regions and have a little think about it, because there will be other opportunities for us to talk about what we've actually learned today and how we're developing these skills within our region and within At-Large.

So, thank you very much, everyone. Little bit over, but I really have appreciated that everyone stuck with us. Have a great day.

CLAUDIA RUIZ:

Thank you all very much for joining. This meeting is adjourned. Please enjoy the rest of your day.

**[END OF TRANSCRIPTION]**