NCPH Intersessional meeting, January 29th 2013
Stakeholder Engagement Dialogue 14:00 Local time

David Olive: Thank you very much. If we could take our seats. And I hope you enjoyed lunch. We're sorry we're running a little late at the moment but this was to allow other consultations and discussions to continue on and we thank you for that.

This session relates to the stakeholder engagement dialogue. And we have this until 4 o'clock. You have the program. It follows with discussions on the RAA, the Whois and the new gTLD program. Probably not in that order, I'm sorry.

And with that we will have a discussion mainly start off with Sally Costerton. And I will be chiming in as well. So with that, thank you for your attention and I'll now turn it over to Sally for some remarks and further discussion.

Sally Costerton: Thank you, David. Good afternoon, everybody. I think I've met quite a few of you; probably not all of you, in the last four and a half months. But I see quite familiar faces around the table and I'm quite happy to be in that position.

I'm sorry. Is that better? Yeah, we're good. Okay.

So for those of you who I haven't met my name is Sally Costerton and I am leading the Stakeholder Engagement team here at ICANN. I joined in the middle of September. And the first thing - more or less the first thing I did was go to the Toronto meeting where I met quite a lot of you.

And I was thoroughly ICANN-ized. Is that the right word? And for many of you you're ICANN veterans and you've probably forgotten what it was like the first time you went to an ICANN meeting. Well maybe you still bear the scars. But it's - it was both kind of terrifying and wonderful at the same time.

And in many ways I think if it hadn't been for that, you know, it helped me to understand this very special community that we have. And it isn't like anything else I've ever done in my career.

And I try and remember that every day because it's a very important part of trying to make plans and to implement the plans that I've been asked to do here to try and take the best of the experience I've had from my career, which has mainly been in private business specifically running a large public relations firm in AMEA and - called Hill & Knowlton, for any of you that are interested.

So I've been a consultant for 25 years and predominantly working in the area of reputation stakeholder engagement, reputation management and (unintelligible).

While I was a CEO for quite a chunk of that time so I have also had experience in running large multinational teams across multiple geographies with all the things that come with time zone issues, language issues, cultural issues.

So all of these things are here at ICANN. They are the same and yet they are not the same. And in the last four and a half months working with the fantastic team here and working with many of you in the community I've had the opportunity to develop an integrated plan with my partner in crime who I see sitting by the window there, Dr. Tarek Kamel who is my - yeah, who is my partner. I mean, we run the team together.

We have a different focus; Tarek looks after governments. He looks after the - we like to call it the (I-stars). This is, I know, a very unofficial word. Wendy's looking at me. The other Internet governance groups and he also looks after engagement with the international government organization.

And I look after other stakeholders, particularly working here very closely with David. Here in the community I manage the team, the resources so people and money, the planning function. I also have communications reporting to me and I have meetings reporting to me so Nick Tomasso's team who many of you will be familiar with.

Underneath that is our digital presence; how we engage online and how we present ourselves and also how do we implement our strategy in terms of pulling it all together.

So so far we are - Tarek and I are - we're working with David on Fadi's leadership team. And I know you saw Fadi this morning so I won't - try not to repeat anything he told you. But suffice to say that it's our job to make that vision realized; everything you heard this morning.

And it's a great team to work with. It's very senior, it's very experienced. And I think that for those of us that are new to the Internet community, particularly myself, we have calm, wise voices around that leadership table who remind us of this uniqueness of how we work and how we work with the community. So I hope that we - that I will always try and remember that.

So those are a bit of introductions. Now in terms of how we've structured the team I think you might want to know that. And, by the way, just interrupt me if you want me to say less or focus on something else so I'll try and give you a broad picture.

So Tarek and I have eight (unintelligible) regional vice presidents and they are distributed around the world. I think you know many of them. So we have

Jamie Hedlund in North America. We have Pierre Dandjinou in Africa, Veni Markovski in Russia and CIS.

We have Nigel Hickson based out of Brussels who looks after Europe. We have Xiaodong Lee who's looking after Asia. And we have Bahar Esmat who is down in Cairo looking after Middle East. And we finally have Sava Vocea based out of Brisbane looking after Australia and the Pacific Islands.

So we're pretty happy, Tarek and I, that we have got that infrastructure now pretty - pretty baked as the Americans say. I've spent too much time in California. I'm going to start saying elevator soon and then I'll know it's definitely time to go home.

The - Tarek and I are both based in Brussels although it does sometimes feel like we live on airplanes probably like most of you. It's a significant shift for Fadi -I'm sure he referred to it in his comments about internationalization - to have two senior executives based primarily outside Los Angeles.

He, I know, also referred to our plans to expand the international - to improve the internationalization of our engagement not only with people but also by putting a more substantive office structure around the time zone hubs, which I think he talked about this morning so you've already heard that.

That isn't done - it's not done exclusively for stakeholder engagement but of course it helps. If the goal is to take ICANN to the stakeholders rather than demand that ICANN come - that stakeholders come to ICANN here in California obviously having feet on the ground closer to some of those stakeholders in time zones that make sense is helpful.

And as part of that process I'm working very closely with the HR team here and (unintelligible) the financial team as well as Fadi and our leadership team in terms of how we roll out the matrix model that you saw Fadi present in Toronto into those new hub offices.

We will maintain engagement offices which are plainly for stakeholder engagement here - not here in DC. As you know we have a significant office in DC, in Brussels because we have (unintelligible) of stakeholders in those places and it makes a lot of sense to be there on the ground.

Over time we may look at doing that in other cities. It rather depends on what is needed in terms of where are our new Internet users coming from and what kind of infrastructure will we need to put in place to start them. So that is linked to what we're doing. It's an enabling platform, if you will, for us in Engagement.

Now (in addition) the region - in addition to the regional vice presidents, whom we are putting one or two other people in, and we will shortly put somebody in to fulfill who will be at manager level. We're putting somebody else into Europe. I anticipate during this year that we will put somebody else in probably - certainly in the Russia CIS region at a more junior level. Because clearly these - and more in Asia.

And in fact I'm in Asia in a couple of weeks time, may see some of you again, at the - just ahead of the (Apricot) meeting. And I'm doing some interviewing on the ground there looking to bolster our team in Asia, which is a very important commitment that we've made to the community and I think we're a little behind the beat with that. In fact I know we're a little behind the beat with that so we have to catch up.

In addition we have added Nora Abusitta to our team who I see has just helpfully walked in so if you don't know who she is this is the lady here in the blue outfit who is - sorry, that's not good for the people on the phone - on remote access. Nora is - has a diplomatic background and she was, prior to her time at ICANN, was working for - and I know I'm going to - was the UAE Ambassador here in LA wasn't it?

Washington DC, thank you. And she is working very closely with Tarek who is - and you may hear some more about that tomorrow in terms of reaching out particularly to the international government organizations, IGOs. It's the first time I think - certainly as far as I'm aware - that ICANN has put in place somebody specifically at HQ who is pulling those relationships together.

Now I should make it clear each and every one of the regional vice presidents has a full engagement strategy for their region. And we haven't presented those to the Board yet but we will be doing in the next few days.

And once that process is being - and gone, hopefully, successfully, then those engagement plans will be shared with the community by each RVP. And I'm sure we will have - you will already, actually, many of you currently had input into them -- they're living documents. But there's no - we want them to be - to be transparent, we want people to feel they can contribute on an ongoing basis.

Those RVPs will also work with Nora because each one of them has some different responsibilities to different IGOs around the world partly depending on their expertise and partly depending on where they're based. So, for example, Nigel Hickson in Europe is our point person for the ITU, just for example very self evidently. Nora is coordinating that globally.

It is becoming a smaller and smaller world. It's important that we are joined up in terms of our dialogue with IGOs so we don't want to get too fractured, too regionalized; we need both, bottom up, top down if you will or local and global is a better way of putting it.

In addition we have Mandy, who many of you know, Mandy Carver, who is now - who's also sitting there hiding behind - or beside Tarek. Wave to - everybody knows Mandy.

Mandy Carver: (Unintelligible).

Sally Costerton: Not as tall as Nora, it's got to be said but she is there and she is standing up. And Mandy is - we're very lucky to have Mandy. She has a lot of experience at ICANN. Most if not all of you will know Mandy. And her expertise coming out of the original global partnership team; she's now running our department so this is now quite a large group.

It's quite a complex group to run and manage and we've asked Mandy to take that over and she's doing a number of other things, particularly with Tarek on the governmental side, which she'll talk to you about tomorrow but that's her day job.

Now on top of that we have made a new appointment, which some of you will be aware of, which is to put in place and build out a new Business Engagement team. This is an area of ICANN - external engagement or stakeholder engagement - that's been relatively modest in the past as I think it's fair to say.

And clearly, for all the reasons that you are more than well aware of and Fadi elucidated this morning, I think he updated you on our discussions with the Registries, Registrars and new gTLD applicants and the influx - the very, very significant influx of new stakeholders in this community.

And we decided to appoint Chris Mondini who used to be Fadi's Chief of Staff so I think many of you will know, as Head of Stakeholder Engagement Business or BE, Business Engagement, however you want to phrase it.

And his task working with me is really to help us start to engage at a higher level with business as a whole. So this is not specifically the DNS industry, it's not that but it's more than that.

It's about helping us to drive the dialogue with business in a bigger sense in terms of understanding how do we bring them to ICANN so very much,

hopefully, compatible with what the BC is doing and supporting the groups in the sense of making sure that we are investing properly and supporting that stakeholder group.

So we will have a lot more to say about that during the meeting I'm sure. But it's very important for us that we partner well with you in the community and that we understand how we do that.

So who have I missed out? Have I missed anybody out, Tarek? He's not listening to me.

Tarek Kamel: That's all.

Sally Costerton: That's all I think.

Tarek Kamel: (Unintelligible).

Sally Costerton: Yes, (unintelligible) who we've hired, who works in Brussels who is executive assistant for Tarek and I. Yes, Robin?

Robin Gross: Yes, I was just wondering if there was somebody hired to be a non commercial engagement person or...

Sally Costerton: Not yet but this is not because we don't want to and this is one of the things - I mean, I'm pretty much done with my introductory comments and what I want to do is - you jumped ahead of me - is ask you, okay so now you need to tell me what you need. Okay, so this is a great example of that. So this is not done, what I've just described.

It's getting there but it's not finished. And we're very well aware that we need to make sure that we have, as far as we possibly can, that we have modeled, if you will, the community model to make sure that we have everybody's

needs addressed. So can I come back and we can talk about that a bit more in a minute?

The other thing - and those of you, which is most of you, I think, probably who managed organizations or managed people, will realize is that as these organizations grow they require - this is people, I mean, we're trying to attract the very, very best talent that we can into ICANN, into this special and unique organization.

So I'm spending more time talking to people, interviewing people, trying to persuade people that they, you know, just to get them engaged to come and be part of this journey.

I mean, Fadi is a wonderful evangelist for ICANN. So I quite - I would say to him I need you to meet this person. I need you to explain this incredible opportunity in a way that they can relate to. So we're doing quite a bit of that and I hope that you will - I'm sure you will be very thoughtful of that. This is a big task.

There's one other - sorry.

John Berard: Sally, John Berard from the Business Constituency.

Sally Costerton: Yes.

John Berard: Good to see you again. What is the story that you're telling about ICANN?

Sally Costerton: The narrative?

John Berard: Yes.

Sally Costerton: I can tell you - I'll give you a very personal answer to that if I may. I am telling them that this is an opportunity to come and work in a unique place at a

unique time, which is both very challenging, frankly, and very exciting as the Internet continues to grow exponentially on an international and truly global environment with a tremendously diverse group of stakeholders to help us to sustain and open, free, sustainable Internet. I mean, this is the vision that we will share.

And in my case, in my part of the forest, I'm typically hiring people who are from the communication...

John Berard: Excuse me, I don't think I was clear. I didn't mean in terms of seducing people to come to work at ICANN.

Sally Costerton: Okay.

John Berard: I meant in terms of the public story that you're telling that you seek...

((Crosstalk))

Sally Costerton: You mean, yes, okay.

John Berard: Right, that by which you seek to get companies and others to become more - to develop an infinity for and participation in ICANN.

((Crosstalk))

Sally Costerton: But it depends on the stakeholder group because everybody has slightly different needs. And it's like any other kind of communications and engagement. At a regional level most of our engagement is happening at a regional level. People want to be communicated where they are.

One of the criticisms that has been levied at ICANN in the past is it's too American. So one of the first messages we need to communicate is we are internationalizing.

We are hiring people, we are engaging with you in your - with people who understand your issues, your background and also your regional requirements because they are different from region to region. But we're also supporting that globally where it's appropriate to make sure that we don't get too fragmented.

In terms of the - what is the message for each stakeholder group if there is an overarching message it is we want to hear what you have to say; we want to help you to engage. We want you to understand enough that you can engage.

Which brings me to the second area I wanted to talk about which is the other big piece under my wing, if you will, which is our online presence which I spoke to earlier.

There are lots of different ways to engage with stakeholders. RVPs, groups on the ground, working groups, committees, panels, conferences, face time is one way. It's a very important way. Not very scalable.

If we are going to truly represent the future Internet user groups, if we get the next (unintelligible) we cannot do that without engaging better online; we just can't. We need better engagement tools. We need more fluid engagement tools that allow us to see a more holistic view of this community that we belong to.

And we need to do that (unintelligible) very quickly. And we need to do that in a way that works for the community, that the community feels engaged with, it feels positive about and they're (parceled). We are, I think, somewhat behind in that area. And it is quite a big project.

What tends to happen is that people will come and say we want better - oh it could be anything, you know, we want to (microfiche) this or we want a better

tool for that. And sometimes we deliver on that and sometimes we don't and mostly we do and it's usually okay and it works.

I would not describe it today as a world-class community engagement environment; I just wouldn't. And I think that's what we need. You know, why wouldn't we meet that, you know, if we are a truly world class organization in that way that Fadi was describing to you this morning that needs to be supported not just with the best talent but also with the best digital environment, the best tools and the best platforms.

And we're always going to be (unintelligible) in our ability to scale internationally until we can really deliver that.

Marc Trachtenberg: Marc Trachtenberg from the IPC. When you talk about engagement and outreach, you know, are you talking about engagement with existing stakeholder groups or are you talking about engagement with people who are not in these stakeholder groups and trying to pull them into participation?

And to the extent that it's the latter, you know, what really are the metrics for success of that? Is it more people who, you know, have active membership in particular constituencies, get more people participating in, you know, working groups or coming to meetings or, you know, what is the metric for success in that regard?

Sally Costerton: The first question is it's...

((Crosstalk))

Sally Costerton: ...and it needs to happen reasonably (unintelligible) otherwise (unintelligible). And always (unintelligible) that metrics I cannot stress very clearly (unintelligible) which has been (unintelligible). And out of that (unintelligible). And once (unintelligible) and (unintelligible).

I'm so sorry, I wasn't on the microphone. Can you get me now? We're using the (waffle) model as a central engagement methodology for all of our engagements, that's one thing.

That allows us to populate the model which you just decided on say okay where are we now in terms of, you know, this is - what we in the marketing terms we call awareness, interest, desire, action, it's a very classic funnel.

So how many do we have at the moment that are aware that's it? And that might be enough, by the way. That's okay. Not everybody - it doesn't have to become an (advancement), you know. But making - being clear with our strategies, where are we now and what is our desired state so that gives you clear metrics about levels of engagement, numbers of people over and around the world.

The second thing we're doing in terms of setting metrics is we have commissioned a reputation benchmark study for ICANN. Some of you have participated in the qualitative phase of that which has been quite limited, about 25-30 interviews, which we did - some of you took part in this in Toronto actually and did phone interviews afterwards.

And it is a very detailed, very data-driven view of (unintelligible). So it allows us to look at many different indicators of reputation. And when I say reputation what I really mean is trust. This is not about making ICANN famous. This is about - the degree to which ICANN stakeholders provide it with the legitimacy to do what it needs to do. That's what I mean by that. It's important. So we don't think this is (unintelligible).

The tone of voice of our media relations matters. The way the ICANN community works it provides legitimacy for everybody in it on an ongoing basis. And this is a way of measuring that in a more scientific way on an ongoing basis on a global basis. So we will do it annually. The first quant phase will be presented in Beijing.

So for any of you that are wanting to fill in that we can do a separate Webinar on it, you know, it'll be a transparent process. And I can take you through, if you'd like me to, and I'm not going to do it now because it's a separate topic, I can take you through or even bring the consultants in to brief you on the methodology we're using and how it's being handled. Some of you were already aware of that but I can share that.

So I hope that answers your question. I mean, there are other kinds of metrics but those are two obvious ones.

Marc Trachtenberg: Well I'm going to guess, you know, what is the desired state?

Sally Costerton: What is the desired state?

Marc Trachtenberg: What is - you said there's a desired state; what is the desired state...

((Crosstalk))

Marc Trachtenberg: ...because I think that you need some sort of not arbitrary...

Sally Costerton: Yes.

Marc Trachtenberg: ...you know, concept but you need some sort of more concrete generally numbers to determine when you've reached your goal what the...

Sally Costerton: Yes.

Marc Trachtenberg: ...desired state is.

Sally Costerton: Yes.

Marc Trachtenberg: And I think when you ask, you know, stakeholder groups well what do you need to reach the desired state; well, you can't answer that question without knowing what the desired state is...

((Crosstalk))

Sally Costerton: No, you can't.

Marc Trachtenberg: Is it more members?

Sally Costerton: Well, this is partly why, I mean, I think we should - I should turn the floor over to you in a second because this very much depends partly on what you think. I mean, it's not up to me to say ICANN is this big it needs to be this big. You know, that's just not how ICANN works and that's not my job.

And anyway scale is only one of the issues. You know, how do geographically, how diverse are we, how deep are we in different communities? How many countries are we, you know, do we really have functional groups in?

You know, how well is the community representative of - there are many different dimensions of this. And what I would like to get a much better sense from you in terms of - I think Fadi was talking to you this morning explaining to you how we want to take inputs from the community groups to make sure that we understand what you need.

That's not just how many conferences do you want to go to, I mean, for example, although it is partly that. We do have to actually get a sense of what the physical customer, to use that word, requirement is to make sure that we actually have the resources to give you what you need.

But it's also getting your perceptions on some of these issues. So, you know, if the communities that you have now, whichever community we're talking to,

you know, whether it's the Registry Registrar community, whether it's a not for profit group, what is your goal the - what's your goal? And where and when and how does that work - what would success look like for you in the business community?

What would it look like for Robin? What would it look like for others? So that we have a much better - now we can't then say fine, we're going to deliver that all for you because of course we can't. But what we can do is work with that and work with you and with that as a clear (unintelligible) that's more distinct than it is now.

So there's two-way partnerships going on here both what do we think needs to be done overall, I mean, you heard Fadi's plan and how do we deliver that, how do we implement that from the air, if you will, from the CEO but also how do we make sure we've got the right detailed inputs from the community, that we've got the right provision at the region, we've got the right type of staff on the team to a point, Robin, have we got enough representation of the different stakeholder groups themselves in the outreach team either globally or regionally.

And what does - and, as I say, what does success look like for you as groups? And I recognize that this group is a huge group; this is one group. I mean, you have different priorities. You're going to have some different - in lots of ways, you know, different regional terms and kinds of things that you need.

And the more detail we have about that and the more you can follow that through David to me and then David and I can say okay let's agree how we're going to prioritize this and let's share that back with the community. We'll have a much better - a much better plan.

David Olive: We have a question from Kristina Rosette from the remote participation. "When you were talking about online tools does this mean the impending demise of confluence wiki? Not that I would complain," she says.

Sally Costerton: Thank you, Kristina. I think I'm going to take the 5th. You think it's good? Robin likes conflict. Well you know what, here's the thing. If you talk about wikis and ICANN everyone has a different opinion. It's quite - I've never seen anything, a piece of technology, that people have so many different opinions about. It's quite remarkable.

I think the short answer for Kristina is, I don't know. We haven't made those decisions yet. What I don't want to do is to make tactical decisions about single platforms. That (feels to me to be) the wrong thing. And this (is something that) is so broken that we absolutely have to fix it right now or we can't function, which is a different requirement.

I want to take a more strategic view of our overall engagement tools and platforms so that we are building in some (unintelligible) ability to be approved. Not easy on the Web because new innovations come along all the time but something that's going to give us a more joined up view.

There's another reason for that, which is the - when some of you may have heard Fadi at Toronto ask me - state whether I would take a look at the meeting - not the meeting locations, the meeting program, if you will. And the reason was because he's had a lot of stakeholders saying to him we do not have enough time in the meeting agendas for cross stakeholder engagement. It is not enough.

And we are having to create all sorts of complicated work-arounds, starting to have meetings earlier to the point where people were having meetings before the meetings before - crazy stuff and it's driving these meetings out for a ridiculously long time, we're meeting at midnight or meeting at 6:30 in the morning, whatever.

And I spoke to a lot of you about that over the last four months, got a lot of input. And we're sharing some thoughts with the Board about how we can open up the agenda to create some more cross-stakeholder time in Beijing. It's not perfect because we, you know, the agenda for Beijing was more, you know, we chose - everything was chosen some time ago.

But hopefully it will be - we will make some tweaks that I hope you will appreciate. Absolutely you need to share feedback on that as we do it. And we will evolve it together.

And on the meeting point working with the PPC and after a public comment process we are going to recommend to the Board that we set up a multi - now how am I going to get this right because it's got a strange acronym, a community working group I'm going to call it - it's actually got a longer name - but a community working group to look at the meeting structure rather like we set the ATRT Review Group, this kind of thing.

So assuming this is all agreed this week then that will be something that will come out from the PPC fairly soon is the creation of that working group. And that will have a look both at the question of the location and the rhythm of the meeting, which was the piece that went to public comment but also I think - personally I think it should also look at this question of how do we make the agenda work for the best of everybody - for the good of everybody without making the meeting three weeks long.

I did start out, by the way, on that process by asking for the - feedback bottom up. I went to all the stakeholders and said which (unintelligible) you think you could give up? Well that didn't work. If anything the meeting got longer. People were saying well actually there's this other thing I really need since you're asking the question. I'd like this session.

So we do need to take a deeper - a look at that. But it is linked to the tools because these are opportunities for us to engage with each other, the face to face meetings. The problem is we're not providing the community at the moment with very many other opportunities to work together on a cross stakeholder basis. And that's a problem.

I can see Marilyn's hand and I can see somebody's else's hand. Oh hi. I don't know who wants to go first.

Marilyn Cade: (Unintelligible). I'm sure that everyone in this room, Sally, wants to have an opportunity to thank you for - and to thank Fadi and Tarek for the initiatives and I think the commitment to move forward on some things that we've been asking for for quite a really long time and that ICANN has not, for one reason or another, been in a position to fulfill.

But leading aside any gTLD policy differences that I may see among the stakeholder groups that are here I see a great commonality in building and strengthening the organization and the role that the organization needs to play.

And I think that's one of the really unique issues is that - at ICANN is the willingness to just do so much work to try to build and strengthen and participate.

To me looking at it from a BC perspective, and others will want to comment on this, I think we really need significant focus on tools today that help us to improve the performance and strengthen the value equation to the constituencies and stakeholders that we're presenting working with and that help us partner with you to significantly deepen and broaden that.

And I say that because there's a lot of new initiatives that I heard about today and I've been hearing about including events in other regions. And I don't feel comfortable that I know how any of these stakeholder groups and - are going

to be able to really be included in - and in an affected way - in some of those new advancement activities.

And I think it's just sort of the question of timing. But it is also going to be a question of asking ICANN, I think, to - somebody made a reference earlier today and that is - in a discussion - and that is so if you wanted to call the European Union who would you call?

And to us it's a little bit at ICANN if we want to get actively engaged and partner with some of these new initiatives who do we call? And I think you're pointing out some new folks that we can turn to for that. But I think this is going to be a little bit of a journey not just in a conversation today but a little bit of a sequence of engagements between the stakeholder leadership as well as other groups that undoubtedly ICANN is encountering.

And then the question is going to be how do we incorporate those new players into ICANN in a meaningful way and give them a place to hang out and to be effective in not just on gTLD policy but more broadly. And that, I do think, is a much longer term conversation that others are probably going to be much more articulate on.

But I think right now materials are a huge challenge for us. And I don't think that the BC is alone in terms of that.

Sally Costerton: I still haven't got the hang of this mic thing. I will get there. I think you're absolutely right. You know, I mean, everything you say is right. It's the journey and to use a commonly used expression, but it really is a journey because unlike most other organizations of course nobody has ever done what we're trying to do here at ICANN before.

I mean, that's always true. We're always having to write the best practice handbook. We don't - it's not easy for us to pick up Harvard Business Review or the things that you do in other businesses to see how someone else did it.

We have to learn from each other and we have to sometimes learn in very real - in real time with many external pressures, some of them very hard and very vocal and very antagonistic.

I think having better clarity about some of the tactical issues like producing materials is actually very important. It's not just important for the functioning but it has to have a more regular dialogue, if you will, about what you need and what's happening and how do we find ways to hang out.

I quite like that expression. I think that's the digital strategy, by the way, is exactly about that. How do we find ways to hang out together and (unintelligible) so I might call it that - and for the future. That's exactly what's not there right now.

I mean, if you can hang out on the ICANN Website, congratulations. It's not a kind of a hanging-out kind of a place. It does other things but it doesn't do that. If you want to hang out right now you've got to do this. You've got to get on a plane, you've got to fly sometimes to the other side of the world.

If we're successful collectively in growing this community, in embracing new stakeholders as they come into the world here into our world that is just not (unintelligible) possible, it's not sustainable. We have to find other ways to hang out, digital ways to hang out.

Now to the point on materials, I think Fadi said it this morning but I'll reiterate it. To make sure that we do this and that it happens and that it's not just on a laundry list David and I (unintelligible) each of however you want to organize this, each of the stakeholder groups to submit just a very simple email, not templates, not plans, not Board submissions.

You can send it on a Post-It note, that's absolutely fine. You can send it on SMS. But we need a sense - a plan for you for 2014 preferably (unintelligible)

2014 what do you think you're going to need in your stakeholder group by region? And that should include materials.

Now of course you're going to need some things later that you didn't know you needed, that's always the way. But I would like us to get onto a more forward-looking footing with the community about provision of capacity building tools and events and videos and micro-sites and whatever it might be that we need so that I can plan a budget for them.

Because this stuff is really, really hard to deliver if we're doing it, you know, unexpectedly without a budget code attached to them and frankly, more importantly, I haven't got personnel allocated to deal with that because they're doing something else.

So I would ask - I'm going to ask David to collate those, to work with you. I don't mind what format you send them in, as I say. We know what - providing we know what you mean that's fine. And any other comments you want to make either there or on email to me or through to David about goals and aspirations, how you'd like to measure the success of engagement in your community, put those in too.

I will commit to set up a Webinar with the reputation benchmarking firm so you know what we're doing anyway and how you can use that framework if you wish to. I don't think you have to. We're not going to mandate but you might find it helpful.

Once we have those - and we'll give you a deadline; David will speak to Xavier because as you well know budgets have deadlines. And we will ask for inputs and time for us to factor these in to the 2014 FY budget.

Now we won't be able to give everybody everything they want obviously. So - and we will get requests for more than we have money for obviously. But I know that we'll find the right way to discuss amongst ourselves amicably and

transparently, you know, how that should - how that should be allocated. But I hope that you will find that a much more effective process.

The final thing I'd say on tools is that as we get our digital tools better it should be much easier to put downloadable content into the Web because these days, you know, this is really a much easier way of doing most of this. I'm sorry, I haven't forgotten you.

And I know that you will - you should want, you know, you should be able to do that on a much more automated fashion than you have been able to in the past.

Kathy Kleinman: Kathy Kleinman. (Unintelligible) Users Constituency so I go back to the old days where we didn't have schedules, we didn't have rooms, we didn't have publications. So two things that are coming, as I listen to you, and I just thought I'd give you some candid feedback is is first the medical refrain, do no harm.

While you are listening to people please find out what's working and don't change it because there are some things that are working; they're much more open, you know, meetings are open. There are a lot of good things about the meetings that take place at ICANN now. And the people are adding meetings before and after it's because maybe what's happening at the core is actually working and they want more time. But before we change things.

Another think I wanted to tell is I did a survey of some of the people I know in the room is whether we knew anything about what you were talking about of some of the outreach, some of the studies, some of the models. The answer was no.

So you're not reaching some of the stakeholder groups and the constituencies on some of this. I just wanted to let you know that I didn't know some of the models you were talking about. I don't - I haven't been on many

of the calls. Not that you have to reach everyone personally but I haven't even heard about some of this and neither have some of the leaders in our stakeholder group or (unintelligible) responding.

So when you set up your communication if you want to reach out to all the leaders to make sure that you have representatives from all the stakeholder groups and constituencies because certainly in NCUC and CSG we do a lot of global outreach and engagement and education so we're happy to share with you what we've done over all these years and what's worked and what we need help with.

When you ask for the communications it would be really good if even if the deadline - maybe we could see what others are asking for because it turns out that people have asked for things unequally because they didn't know in some ways what they could ask for. And we don't want that.

So we want to see what other people are asking for. We want to see what you're giving. We want to see what the creative members of our community are asking for. And then say thanks, we want that too because it's a good idea and we want to share. So I just thought I'd share with you that some of us (unintelligible).

Sally Costerton: Oh, Kathy, I'm sorry about that. So I just want to make sure I understood the point you're making. So on that specific issue about not understanding about the tools. You mean you didn't understand what I was saying or you hadn't heard it before?

Kathy Kleinman: Well that I heard that - I heard models and ideas that were thrown out and that you had talked to a lot of people about them and I hadn't heard the model or the idea or...

((Crosstalk))

Sally Costerton: Can you just give me an example? I just want to - I'm not denying it I just want to be clear.

((Crosstalk))

Kathy Kleinman: ...about reputation. I know it came up several times (in) - with some of the engagement models...

((Crosstalk))

Sally Costerton: ...the waffle model. The waffle model?

Kathy Kleinman: Is that…

((Crosstalk))

Sally Costerton: Maybe it is referred to as something else.

((Crosstalk))

Sally Costerton: I just want to make sure that I'm explaining myself properly.

Marilyn Cade: Sally, I don't think we called it that; I think it was called - I think it was called something else.

Sally Costerton: That's maybe the case, yes. It's a...

((Crosstalk))

Sally Costerton: Yes, it's the way that you map stakeholders coming into the ICANN community up an adoption curve. So from the very first stages where they were becoming aware of ICANN to the point at the highest level as it were where they might be an Ambassador.

I mean, I may be making a wrong assumption that the community - that there are more people that have been involved in this than I hear people rather. Marilyn's laughing...

((Crosstalk))

Marilyn Cade: I think those PowerPoints were presented - it's Marilyn Cade. Those PowerPoints were presented a very long time ago and then repeated in some Board committee - subcommittee briefing. But I don't think we ever had a - and there were members of the community in those briefings but I don't think we had a good label for...

Sally Costerton: Thank you, Kathy, for that clarification. Okay, that's fine. I understand what you mean. Sorry, I wasn't quite sure which bit wasn't being clear hence my question.

The reputation benchmarking was - that's okay...

Kathy Kleinman: That's recent, right?

Sally Costerton: That's very recent.

((Crosstalk))

Kathy Kleinman: I read some of that.

Sally Costerton: That is very recent...

Kathy Kleinman: But I haven't seen the study.

Sally Costerton: No - but we haven't distributed that.

Kathy Kleinman: Okay.

Sally Costerton: So that's next. But to your observation firstly I would say to everybody if you don't understand what I'm saying or you haven't heard it do what Kathy did; that's really, really helpful.

Kathy Kleinman: Look silly?

Sally Costerton: No the hand going up there. No.

Bill Drake: This is Bill Drake. It's not that we can't understand the words when you speak them it's that most of us have never heard any of this before and that we're puzzled by this because we have had a strong interest in engagement for quite some time, we've been jumping up and down in various contexts about the outreach and engagement with the Board and everybody else for - well certainly four years I was on the GNSO Council.

Things are starting to move but it's not clear exactly how they're moving. I think you guys have got an active process internally where you're discussing all this and so it's clear in your head but it's not being communicated to us in a way that brings us along.

The discussion, as far as I know, about outreach is a email list with 60 names on it that occasionally pops up an announcement like oh we have a Speakers Bureau for the staff now. And we go oh.

But there hasn't been a real staff community engagement dialogue on an ongoing structured way - ongoing structured basis that would allow us to fully engage with all the points you're trying to develop and give you feedback in a timely manner and make sure that what you're doing is calibrated to meet our particular needs.

And what the BC needs, for example, is going to be different from what NCUC needs. And when we started out with Robin saying have you talked to anybody in NCSG or have you hired a staffer for NCSG and you said no, not yet, more generally I don't think there's been any dialogue in Non Commercial about this.

So we're all just kind of walking in here going oh, you've got all this stuff happening...

Sally Costerton: Right.

Bill Drake: ...that's not nice. We've been having all these conversations in parallel uninformed by any understanding what you're doing. And maybe it'd make sense to merge files in a structured way and make sure that we're on board going forward.

Sally Costerton: That's pretty helpful, Bill. And, by the way, I'm not saying to the point about hiring people, Robin's point that she raised earlier, the point you just made now, it's (unintelligible) that's a timing issue, not a lack of transparency issue. We just - it's not done yet.

To the point about engagement - community staff engagement on outreach, which is what you're talking about, part of the reason, you know, I'm here is to try and make this better, try and improve this. So I say - I take that as a very constructive comment and I see it as such.

I think that there is - this is part - this is a big part of the reason why David is here with me in this meeting. Because we need to make sure that there's a staff level that we are being very joined up as it were about how handle community staff engagement.

And that's - we can - working together more closely will help us to do that. It's not the whole solution but it will us to find better mechanisms to do that. But a

manageable - that would give us the right kind of input and that don't drag us all into extremely slow processes that are distressing for everybody but it helps to have more transparency over what's happening.

I would say that we will have a - I think - I certainly will plan to have an open session at the voting meeting on stakeholder engagement where we - now that's not entirely what you're saying Bill, you were talking about, I think, more ongoing dialogue about what's happening and how people feel about that. And it's not instead of but I'm just mentioning it while I'm thinking about it.

And there were some other hands that went up. Oh goodness me. One here and one here. Wolfgang.

Wolfgang Kleinwachter: Yeah, thank you very much. And I think that's a great opportunity to bring, you know, this group where we can have this open discussion together because it helps to promote understanding and so that we like can go to the various layers of the problem.

You know, I want to continue what Bill has said, you know, I see it like, you know, a number of circles. So you are now with - here in Los Angeles, the very core circle then you have the inner circle. I think we are part of the circle with the broader community. If you go further down then you have the outer circle and then outer-outer circle.

If you go - you know, I was in Dubai with the WCIT meeting. If you ask people about ICANN, you know, governmental representative or, you know, nongovernmental members of the delegation a lot of people have never heard about ICANN. So they were shocked that this became such an issue during the meeting.

But it means if we talk about outreach and engagement we have to, you know, such a layered approach. Probably the communication needs for the -

let's say the inner and outer circle are different from the communication needs, you know, which are on the edges of the circle.

So - and so far, you know, if we have just one strategy then you will miss the point. You have to have a very different (data) strategy and have to define exactly what are the target groups. And, you know, there are a lot of people in particular in the non-American world who have never heard about it and they need a different approach then probably, you know, a business in the United States in the Business Constituency.

Sometimes I ask myself why big (unintelligible) American players like (unintelligible) from China are not members of the Business Constituency. I think they are big billion dollar businesses and so they are, you know, we are missing them in the ICANN communities. They are potential members.

But we have to talk to them in a different way than we are talking to the, you know, the old crowd. And, you know, and the other problem is, indeed, it's teaching education and other outreach.

If, you know, a young student, you know, wants to understand how the United Nations is working he goes in a library and he has, you know, 50 or 100 books about United Nations, the history, the constitution and all the various bodies, you know, the Security Council, the General Assembly.

If a student goes to the library and wants to know what ICANN is, the history of ICANN, there are no books; there is no material where newcomers, outsiders, can get, you know, a guideline first, you know, for first readers and something like that.

And the same is, you know, with, you know, we raised this issue already with Bill in the wiki seven years ago that we say okay where you can study Internet governance. You know, aren't universities offering courses that they

can learn how - what it is. So we have to protect now the discussion on the ICANN Academy. I hope this will make a difference.

As we have discussed this morning in our constituency about a monthly Webinar where we, you know, we have a lot of academics so this is unused potential, you know, which can, at low cost, make a big difference by doing more outreach in this way. And I think these are two points I wanted to raise. Thank you very much.

Sally Costerton: Thank you. I agree with all of that. And the concentric circles is how I think; it's exactly how I'm approaching the problem and have a team approaching the problem just as a bit of insight just to help us try understand each other better. I think that's exactly right.

And sometimes you have to draw right the way through the circles, some things force you to do that, external threats or major changes in an organization or major changes to the Internet. And some things you deal with in different ways but you're absolutely right and soon the right resourcing model behind that at a staff level let alone, you know, and how we engage the community in that process and how we - it's almost an organic model.

You know, how do we actually make sure that everybody has the right tools but that it's manageable, that we share analysis, that we share, you know, we share - the tent overall; we're in the same tent. We're not all just wandering off doing - I'm not saying people do but, you know, we're not just deciding what we'd like to do and saying it because we think there's sport in it but that we're pushing towards a bigger goal.

That's got to - and somebody said what's the desired state? That's probably how I would describe the desired state actually. That's a good way - vision - what you describe that.

Alain Berranger: Alain Berranger from NPOC and NCSG. I wanted to reflect on that - referring to the matter (before) from Wolfgang of that first or second circle. Let's say this group here, which are non staff, are the first circle.

And in - I was wondering if we have even - if we have thought about the challenges of - that ICANN has to operate as a non corporate - non profit corporation in California and all the requirements of operating like a corporation and at the same time walking the talk about being a true multistakeholder organization.

And so that's alluding to the problem Bill mentioned that the two pieces, the staff and the management, and this first circle, which is not perfect; we're missing Russia and China and etcetera, but leaving that aside as another issue, we're not going at the same speed and we don't have the same resources.

I'm getting a - I'm getting branded here as the guy that always talks about this community being short of resources. But think about it for a moment because we all are or have been in large corporate groups or large NGOs in our various stages in life.

And think about the cost of what - of the reorganization that has occurred since Fadi has become CEO. Think of the cost. I see that - I see that Xavier is not here. But, you know, as senior VPs and regional VPs plus all the direct and indirect costs and you can do your own calculation; it's millions of dollars of resources that are - and I think it's great.

I think what you are doing is great. I'm not criticizing that. But that allows you access to resources to reflect upon how are you going to do stakeholders engagement. But then when you - how do you use this group? You bring us once, this is the first intercessional. How do you get this group to contribute at the same - with the same intensity and the same resourcefulness at the same pace that staff and management is going to?

So there is a - there is a lack of synchronization. There's a time lag between - that what you need to do as a corporation and what you need to do to walk and talk to the multi-stakeholder process.

I'm not saying - I don't have a solution for that. But I know that if you - that problem has to be solved if we are going to meet our goal.

Sally Costerton: I think you've put your finger on an extremely central question. And it's one that is probably, I would say, is taking up a lot of my time. You know, you say when you're going to sleep at night and, you know, it's that kind of time, where you try and chew these very hard questions.

And that is almost, you know, that is a profoundly central question for ICANN as a community and how it evolves into the future. And it's not just about stakeholder engagement, I mean, it applies - that's just the most visible bit if you know what I mean.

And I - the longer I'm at ICANN the more committed I am to the potential of a really world class multi-stakeholder model. To be able to show the world that it is possible however many people say that it isn't possible - that it is possible to build a truly bottom up, truly global model that can govern resources, that can look after resources that are shared with an eye on the future, with an eye on the past. This is a tremendously challenging exciting (brief). It's also incredibly difficult.

And each and every one of us in this room is here probably because of that. I mean, that's probably the thing that unites all of us in a funny way is that we want to try to not just be in it today but to be part of it as a better solution tomorrow because we all think it can better. We love it; we don't it to go away but we know it can be better.

And sometimes we get very frustrated because easy things don't seem to happen. And sometimes we get very scared because it seems like such a hard thing to do. The biggest challenge that I - the biggest challenge that I have hit so far is trying to solve that problem and it's not, thankfully, just down to me to solve it. And I'm glad you - I'm really going to hope that you're all on board is what Alain said because that would be tremendously helpful.

It's scale, it's practical things, it's to get you all here in a room is incredibly time consuming and expensive. And just can't do it that often. I mean, even if we felt this was optimal - and it very is optimal, it probably isn't (unintelligible) but, you know, it needs to start with. It's - you couldn't do it; even big corporations can't do this. You just would never have enough money and enough time.

The - that's why I'm spending a lot of time trying to focus on what kind of online tools, what kind of environments, what kind of other things can we use to mimic this process, to the closest way that we can. And I'm not going to sit here and say the answer is on the digital tools; look, I'm not saying that.

But there are different aspects of what you've described. There's intent; do we want to share? Are we prepared to be transparent? You know, it's important to me that we are very - it's very clear that we - this is what this community is. It is not the staff doing things to other people. It is a community that we are all part of and that we all have to - different bits and influence in different parts of it.

And as you say if we're in staff model our job is to manage resources for the community as a whole and that's a very important part of this. But it is it is going to take time and it is going to take energy to find the right solutions to get us to an optimal state where it's a fully, fully functional 24x7 kind of problem solving set of groups able to aggregate in a single group which is really what you're saying.

You know, how do we become very close, very integrated, lots of back and forth. And that's my goal. And if I could wave a magic wand and deliver that tomorrow I would.

But we will have to work on it together and it's a lot of different things; it's (unintelligible), it's meetings like this, it's more SO AC communication, it's more better use of face to face meetings, it's more involvement of community members and the programs like going on panels or whatever it is that we get involved with.

It's better production of materials so the message is getting out there. It's more - more involvement in regional working groups and more engagement at regional levels with different parts of the community. And we have to somehow try to orchestrate this if that's the right word up here.

And trust me, that's what we're trying to do. So if it doesn't always look like we are we really, really are. But we're not always going to get it right. And I know that you'll hold us accountable for it if we don't. We have some more questions I think, David.

David Olive: Elisa and then Klaus and then (unintelligible) and others.

Elisa Cooper: Thank you. So I'm Elisa Cooper with the Business Constituency. And I think we're excited that we have an opportunity to put down our wish list for 2014. That said I can tell you that in the business community there's still a lot of confusion and concern about the new gTLD program, the desire for just some very basic kinds of materials like a timeline that can be printed out from a Website or a FAQ sheet that's not sort of spread across, you know, hundreds of pages.

And so are you saying it won't really be until 2014 until we would see some of those materials? Or by when you do think that we might see some of those things available?

Sally Costerton: Good question. No, 2014 is about saying let's start the new financial year on the right footing. That's not to say nothing's going to happen before July. Quite clearly some very major things are going to happen before July.

To your (unintelligible) around gTLD communications and so it's a great question. I think we can do a better job. I'm not going to pretend we can't; I think we can.

I've sat in different meetings with some of you in different parts of the world having exactly that conversation. We've put some additional resource in here at headquarters very recently to accelerate exactly that. And it's a mixture of straightforward common tools like a FAQ sheet - a FAQ sheet is a FAQ sheet - and slightly more sophisticated - not exactly an app but the ability to be able to go and say, you know, where am I in this process as an applicant, for example.

It's something that we want to be able to deliver as fast as we can. So we've got a new person who's joined - I don't know if Fadi mentioned it this morning, did he mention Chris? Chris Gift who was part of the team that developed MyICANN. And he's come to join us running Online Services.

So - and my Comms team, forgive me if this sounds like too departmental, but while we're here since you asked the question. The Comms team is charged with - more on the straightforward comm side. And the final thing is that we need, I think, with some degree of urgency, some good external - I'm going to say PR campaign, if you will, that generally raises awareness of the gTLDs.

Because we're at a very different stage now that the application process is closed. We obviously do that as ICANN running through the application phase. But I don't think there's any reason now why we shouldn't be doing that education-based really.

So I'm really hopeful that we are - well I know we're training (unintelligible), that I do know. I'm very hopeful that we'll be in much better shape. It will never be enough but, you know, and it's Fadi so I know he told you this morning; I know he was very candid with you, you know, the process of delivering and he was in Amsterdam last week - is tough, you know.

But we're very, you know, we're rowing in the boat. And that is an area where I think we have to deliver here. We probably can't reach out to the community to say please do it for us.

Klaus Stoll: Thank you very much. Klaus Stoll, NPOC. And, Sally, I'm very grateful that you shared your vision and that was very important for me to hear because I share your vision and now we know how to support you.

Talking about that and going back a little bit to Wolfgang and Elisa please, it's not enough just to say - or to describe and to provide material is how it works. More important is why is this relevant? And Internet governance also becoming more and more relevant and we have to combine the how with the why.

The second one is a, as you mentioned, as a tactile scale. And for me it's actually one of the easiest factors because I'm engaged most of my working life in networks, in NGO networks, in development networks, in political networks and things like that. And I'm operating networks.

I can reach thousands if not millions of people. And there are many people in this room who are in the same position. The question is how we can get these networks together and get that how and why in there. And I think then we are very much on that way where we want to go and where the vision and the - is going.

And the second thing is it's people - and we have to be aware that ICANN will have - and has a lot of friends and partners and why, not only because ICANN is something nice, because we have the same interest. Working Internet governance is the interest of a lot of sectors all around this world and working together with the sector and making that going is, for me, I think a challenge but a doable task and I'm looking forward to do it.

And as I'm saying, Sally, call - be brave enough to call the people in the room who say use it, you can do it, do it. Thank you.

Sally Costerton: Thank you for that. I take the points about networks. And it's a very well made point. And I'm thinking in a (unintelligible) way thinking more strategically about, you know, how our community - how we reach the further edges of our community is very important.

And to your point about the why I so agree with you. I think if I had one observation I think that, at least from where I'm sitting, ICANN talks a lot about the what and not very much about the why.

And as a shift in weight from (unintelligible) as it were I know from my past experience that if you can motivate people behind the central movement, mission, whatever - well not mission, vision, where you have - it's a very high order goal, an open and sustainable Internet. I mean, many, many, many people want the same thing.

You're right and we have a lot of friends. And we have a lot of natural supporters. And we spend, as human beings do, often too much time worrying about the people that don't like us than the people - perhaps the people that do. And I think that's a really great observation and I think it's really helpful.

Man: (Unintelligible) in the queue.

Man: Okay, thank you. Sorry. First I make a comment on what Alain said. I'm an economist; if it weren't for scarce resources all economists would be out of work so we're grateful for that.

But I'd like to come back to the comment that Marc made at the beginning about what kind of metrics would be used to measure progress along this road. There are deliverables, there are milestones and one of the things that I didn't hear was in this discussion of the concentric circles and in stakeholder engagement was, to use the term that Fadi used this morning, ICANN as a stakeholder engagement facilitator; that the stakeholders should be carrying on extensive discussions with themselves if Internet governance is important to them.

So one of the metrics I think that we should be looking at here is to what extent have the stakeholders in Africa or the Caribbean or in the civil society community or in the business community at the small and medium enterprise, to what extent have they coalesced on their own resources to carry on a discussion that got seeded by a facilitation as opposed to trying to get them all on a plane and here and get a room for 5000 people.

So I think that metric of the horizontal engagement among the stakeholders is an important one.

Sally Costerton: That's a very, very good piece of input. Thank you.

Jimson Olufuye: Thank you. My name is Jimson Olufuye (unintelligible) Africa (unintelligible) the Business Constituency. I had the privilege of being one of the five business (constituents in the) working group in (IGF) improvement and I know how much a lot of discussion by ICANN came up.

I want to really commend the initiative to reach out and to broaden the scope of ICANN. I want to ask this question and that is what is the strategy of

engaging the United Nations vis-à-vis (unintelligible) development, the VPs and really outcome (unintelligible).

Sally Costerton: I am going to defer that to tomorrow's session because it's part of Tarek's comments and presentation. So I'm going to do that for two reasons; one, because he is already planning to discuss it with you and also because he is much better qualified to give you a better observation than I can.

And as we're working as a team here I want to give you the very best input from ICANN that we can give and it would be him rather than me. I have awareness of it but it's in his particular area. So I'm going to ask Rob to make sure that that comes up if we can re-ask that question or we could tell Tarek that we want him to answer that question and make sure that he includes it in his comments. Thank you.

Steve Metalitz: Thank you. Steve Metalitz from the Intellectual Property Constituency. Sally, near the beginning of your presentation you talked about the concerns about the over scheduling at the face to face meetings and the frustration that there wasn't time for cross-constituency meetings and this type of thing and kind of reached ahead in Toronto.

Has that - how has that concern been addressed? Is the schedule going to be substantially different in Beijing than it is in Toronto? And if this isn't the right meeting to ask that in someone can maybe tell me which one will be a better one to raise that.

Sally Costerton: No, this is a perfectly fine time to ask that question. I can tell you that we have had a go at it which is a combination of kind of getting everybody's inputs that we could sort of (unintelligible), some of which I can assure you came to us quite (unintelligible), I mean, because we have fairly strong opinions about this issue as you may know and some informal discussions with staff, the Board, with other members of the community.

We will make some recommendations to the Board on this in two days. So the only reason I'm not going to tell you specifically what the recommendation is is because we haven't shared it with the Board yet and that would not be very correct of me.

But I can tell you that that will happen. I would describe it as - it's certainly not a revolution. I'm going to be honest with you about that. We've tried to address the things that seem to be causing the most disruption and the most pain.

And what I can tell you the strategy that we've applied to it or a strategy which is when I took a more detailed look at what was on the agenda and kind of well where could we - because there are some things you can't change - well you could change but you'd have to take a completely different sort of set.

So things like the constituency day, for example, I mean, it's very desired, it's very wanted, it's kind of why would you change that; it seems like a bad place to start. But you have to look at the areas (unintelligible) and say well, okay, these - somebody said to us well the Monday used to be a cross-constituency day and now it isn't, not very much.

And we said well why not? And they said well the staff are using it for staff meetings. Okay. So, you know, you dig in other root cause analysis as Steve Crocker has taught me to say, you know, root, root - I don't know, that's something - I've got that wrong. Anyway, no root cause analysis.

So we've had a look at some of the places where putting it simplistically where staff was postponing the agenda, if that's the right word, they were using the time to update the community. Could we do that update another way?

And in some cases we think we can. So the recommendations that will go the Board will suggest that we take some of that into Webinars, well publicized, well managed in advance, you know, if we need to do more than one we'll do more than one; if we need to do them in different time zones - it won't cover everything but we'll take some of - excuse me, the big topics, which actually could be done perfectly well, because they're really update sessions, and take them off the face of that agenda.

We wouldn't do it drastically but we'll pilot it. And if that works that helps us next time because that gives a little bit more wind in the sales to say well okay, you know, now we - perhaps we can do a bit more of that or we could even do more Webinars and more frequently, more of the time.

I mean, we don't just have to do them around meetings. I mean, this comes back to your point, Alain, about how do we find ways to work much more frequently on things together, much more continuously.

Because there is this culture at ICANN that we go into a meeting cycle this way. I don't know, down into a meeting cycle. And then we will collapse in a heap for a bit and then nothing very much happens for a bit. And then we go up, you know, these meetings (unintelligible) could drive a certain kind of set of behavior patterns in terms of how people want to run meetings.

And that can have the effect of sort of sucking the oxygen out from the rest of the year if you know what I mean. So more on that when the Board have heard it. But that's how we're approaching the problem and we're trying to be very pragmatic about it. And we'll see and we'll ask for feedback.

Marc Trachtenberg: Marc Trachtenberg from the IPC. Sally, you said earlier that you wanted a wish list of, you know, what it is that we think that we need and you recognize that it would differ by constituency. And in some cases I think we've already identified these things and asked for them in the past but have been denied.

So, I mean, is worth resubmitting these things or, you know, are those things off the table? One example is it's a funded secretariat. And I think, you know, using the IPC as an example we've had an increasing number of applicants from a variety of regions for people who want to join the IPC.

So we have less need for assistance and outreach to get new members but we have, you know, in our view, greater needs in the area of being able to, you know, adequately and coherently respond to comments in the face of numerous and really generally short deadlines. And so, you know, for us, you know, a funded secretariat would be extremely helpful to help us engage, you know, with ICANN.

Similarly funding for IPC members to attend meetings, you know, for us we view that as much more helpful for our engagement than, you know, assistance in trying to recruit new members.

Additionally, things like being able to manage our existing members more efficiently, funding for tools that, you know, we get to select instead of, you know, using a more generic GNSO toolkit which may not exactly meet our needs and also would alleviate, you know, the burden from ICANN to have to develop those tools and maintain them. But, you know, again these things are based on our view of what we need and it really depends on the metrics.

So to the extent that metrics are, you know, having more people in constituencies, you know, then our needs would be different and would be more along the lines of, you know, funding for regional outreach meetings with, you know, funding for us - for representatives of the constituency to be able to attend those meetings or funding for creation of, you know, collateral on various materials that we could send out to people.

So, you know, again it kind of comes back to, you know, what is the metric? What is the goal and what is the desire? And to what extent is it really up to us to decide what we need?

Sally Costerton: Well a couple of things on that. Firstly there's only so much resource. I mean, there always is. You come from the Business Constituency, you know that.

Marc Trachtenberg: Right.

Sally Costerton: And there is only so much cake. So one of the questions will be that David will give to me is he'll say, you know, I want a bigger cake than you have. I can assure you that what he's going to say. So there will be - he will ask you prioritize because there will be must haves, nice to haves, could haves, you know, or - you know what I mean.

I think probably from my perspective on Stakeholder Engagement side, there's two different issues there, one is strategy, what should the goal be for the Business Constituency? You're in a better position to decide that than I am. It's your constituency.

So if you said to me, which you just did, actually, do you know what actually recruitment is quite easy for us; people are kind of - they want to come and join the IPC group. So we don't - that's not a goal for us. I'm over-simplifying what you're saying. But we have this goal; we have a different goal.

We want to get our people out on panels. We want to - we want to be physically speaking on behalf of ICANN. We're there to drive understanding or there to drive engagement and education, for example. But that requires presence and tools, you know, content.

Now some of the content we're developing for the Speaker Bureau, which you already are aware of, I think, which is, you know, will be over a period of time I hope a lot of (unintelligible) which might help, Wolfgang, with your point which is when you look at ICANN and go how does it work, what do we do, we're beginning to build a body of content that actually, you know, do more to help people to understand that.

Once those (unintelligible) are done and dusted and we're comfortable with them then they just have to be used for when we say to somebody on the Board or in staff or ultimately in the community please will you go and speak for us on this panel to represent the whole if ICANN there's no reason why a standard gTLD applicant deck, for example, should be, you know, used providing they understand the rules of engagement and they don't get changed and, you know, they've all been through legal and so on and so forth.

So that might be much more useful for your constituency. If you come back to David and say here's the kind of meetings we want to go to; this is what we're talking about in terms of scale, here's what I'd love, here's what I'll live with, here's what I really have to have, that's exactly what we're talking about.

So the additional benefit of giving me some metrics - that's the point, your point about metrics - ideally from each of the communities so I've got a much better feel about what success looks like for you in the next 12 months both, you know, at a higher level but also at a very tactical level.

And so the final point about this model, which I know realize I'm going to have to give a proper name to and launch it properly so that everyone knows what I'm talking about, but that's a good example. If we want to populate -if we all are using the same model for stakeholder engagement across the whole of ICANN, which I want us to do, otherwise we're talking about apples and bananas and cheese and that's not helpful.

Then you may say, look, I think I've got this many constituency (unintelligible) and this here and this here and I'd like to use that like this. That's what makes sense to our community if we want more at this level, know more at this level, a few at this level. And that gives us something to work towards.

So I hope that's helpful. But - and to your earlier question can I - can we submit things that were previously rejected...

Marc Trachtenberg: Well not can we, I mean, is it worth doing?

Sally Costerton: Is it worth - no, I know.

Marc Trachtenberg: Right.

((Crosstalk))

Sally Costerton: Is it worth it. The answer is - I don't really know the answer to - I'm not avoiding it but sort of it depends. I mean, I don't think we should work on the assumption that we should reject ideas for all time. I mean, there's just something really wrong with them.

And in fact David's got a session tomorrow with you as a group to talk in more detail about that - some of those specific requirements - those sort of community requirements.

So you will get a - even before we get to the submission stage and the Post-It Note stage you'll have the opportunity tomorrow to dig into that in a bit more depth.

I wouldn't take anything off the table.

Marc Trachtenberg: So they're not off the table simply because they've not been approved?

Sally Costerton: No, I wouldn't - I wouldn't take anything off the table at this stage. If it's a good idea and we think it's going to help hit the goals it doesn't mean we can do - ultimately do it.

Marc Trachtenberg: Right.

Sally Costerton: But we should put it into the hopper would be my view.

Marc Trachtenberg: Right.

Sally Costerton: I mean, we need to maximize the engagement. It's a question on how we square the circle between, you know, resources and objectives and what's available to us.

David Olive: And we'll talk more about this tomorrow.

Sally Costerton: Sure.

((Crosstalk))

David Olive: ...policy development input but it also - there's other elements of capacity building. Bill Drake and then finally...

Bill Drake: Thank you. Being an academic I like strategic vision kind of talks and models and frameworks and all that kind of stuff. And we've heard a bit of that from Kurt before and now here. But I guess I'm operating in a more prosaic level like with concrete operational steps, things we can do.

I'm looking at the Website for ICANN. I've been doing searches on it for outreach, outreach initiatives, community outreach, everything else, I'm coming up only with stuff on compliance, ALAC activities, the GNSO, outreach taskforce, the proposal that didn't go forward and so on.

The first step to me - and I hate to sound like a broken record - is can't we create a space and bring all the people who are interested in this together, get the staff materials online in a place where those most concerned about this can interact with you about them and begin to have a structured dialogue in which we start to do the session, the description, of the session so that

after introductions and comments from each constituency on their engagement plans and expectations we'll have dialogue with the staff.

Maybe having that kind of a dialogue around the constituencies and what they're doing and so on and trying to aggregate some experiences would be useful and doing it on a sort of cross organization basis.

NCUC with absolute zero money has grown to 277 members, 84 organizations and 193 individuals; zero money. No paradigms, no theories, no resources, no nothing, we just did some outreach to people.

I think that there's a lot of different experiences in the community that we could be sharing now and talking about what's worked and what hasn't and start doing this in a concrete pragmatic operational sense pending the soul realization of larger geo-strategic conceptualizations.

Sally Costerton: Well I wouldn't want you to think that this is not an operational plan. I agree with what you're saying; you can't not agree with what you're saying. So, I mean, it's very sensible. The way - each regional vice president will publish an engagement plan. And at a minimum they should be engaging with you in the regions that you represent at the level that you're describing at a minimum.

Not, you know, that is the whole point in the engagement plan; it's a two-way process. It's listening and acting. Now I'm not saying that plan is now finished, it's an engagement process to start the dialogue, let's put it that way. Okay?

The global debate - discussion, the sort of - there's two different issues here; one is how do we engage the regional level with our regional vice presidents in terms of regional engagement?

And the second is how do we gather, if you will, sort of at this level - if I'm going to call this global; I don't know if that's the right way of pushing it -

central - to have an ongoing dialogue about how the plan is working across the world, who's doing what, what's happening in the group.

I'm very open to discussing how we do that differently as time moves on. With one caveat, which is that I want to avoid a very bureaucratic solution. And I'm not suggesting you're suggesting a bureaucratic solution, just to be clear.

And we're not - with global models and schematics these are not required. You'll notice I haven't shown you any slides. But, you know, we need to strike a balance between getting the right level of input, understanding what you're doing, you understanding what we think we should be doing and having some debate about that but then implementing in country. Because most of our stakeholders are in a geography and they want to be dealt with there.

So, yes, I hear you. We will start with a regional engagement plan and if each one of those regional engagement heads needs to be discussing what your local - your regional and local stakeholder group needs from them and that is what David's talking about at least to begin with in terms of making sure those requests are coming up this way. And that's what we've been discussing today.

Bill Drake: For us I'm not sure that a regional-based approach is where we would start personally.

Sally Costerton: Well if that's...

((Crosstalk))

Bill Drake: If it has to be refracted through that lens then I think we're starting someplace other than where we would.

Sally Costerton: It doesn't have to be. Every - your groups are all different. Some of you have different - have very strong regional footprints and some of you don't. So for

those that you do we must capture that at a regional level or we'll miss key things that we need to increase.

But that's - for example, I mean, when David talks to your group I would expect you to be - if you want to do outreach, you know, around the world then we need to know where that is and where you want to be. And you (unintelligible) or we don't. We'll do it all online or we'll do it a different way. That's fine too. But then at least we know.

And you say well here's what I need from you, David, or I need from you at the team and staff, I need this, this and this. Okay, we hear you. So not everybody - I'm not suggesting everybody has to save this is what we need in France, you know, let's be practical about this.

We had one more question I think? Do we have another one?

David Olive: Chris Chaplow.

Chris Chaplow: Yeah, thank you. Chris Chaplow from the Business Constituency. Thanks so much, Sally. I just wanted to me there very quick points; one following on from what Bill said actually on his first question about the surprise about something happening with Speakers Bureau or not really knowing what was going on.

And it made me suddenly realize there's a big difference in the departments - not the departments that you've taken over but communications, meetings and policy, for example, where with policy we're all very familiar with interacting with the staff at meetings, in the corridor, even in the bath afterwards.

With meeting department and the communications department they're very secretive. We don't really know or have very little interaction so it's just a

suggestion to look towards David and Robin what's going on there and perhaps bring that to those other departments.

Second point endorsing what Elisa said about material that we need and as you probably know in the Business Constituency we've already started out of desperation to do certain things. We need the materials that we could be proud of and (unintelligible) to business and we started that with our newsletter putting something in - useful inside such as the organizational chart of the community.

And hopefully for the next one we'll dare to start and do an organizational chart for the staff structure - the structural departments. And if we can manage that then we'll have to do an extra print run because we won't get to get through the doors with people wanting a copy.

And last point just quickly on the Webinars I think this is a good idea. There's only thing that I found with those that you've got to know the level of the Webinar before you go on it. And it would be very useful to publish that. This is a Webinar for insiders. This is a Webinar for newcomers.

You know, in the meeting here you can raise or lower the level knowing who your audience are. You know, I've wasted a lot of time sitting through Webinars because they were at the wrong level for me so sort of multiple channels on that. Thank you.

David Olive: Sally, thank you very much. And in terms of the cooperation and consultations with the group here, as well as other SOs and ACs, this is a new hat I'm wearing and I shall look forward to engaging you more on that hat in cooperation with Sally and Tarek and the Stakeholder Engagement so thank you for this dialogue and thank you, Sally.

Next we have our new gTLD briefing with Kristine Willett and also we're joined by the new Vice President for DNS Engagement, Cyrus Namazi, who

wanted to introduce you to. Fadi had mentioned this this morning and he's able to join us. He will also...

END