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YEŞİM NAZLAR: [...] start the recording. Good morning, good afternoon, and good evening to everyone. Welcome to the ICANN Academy Intercultural Awareness Program call, taking place on Wednesday, 6<sup>th</sup> of December 2017, at 16:00 UTC. On our call today, we have Sandra Hoferichter, David Kolb, Satish Babu, and Javier Rua-Jovet. We have received apologies from Vassilis Chantziaras, Ana Neves, and Ines Hfaiedh. From staff, we have Heidi Ullrich, Gisella Gruber, and myself, Yeşim Nazlar - I'll be managing today's call as well. Before we start, I would like to remind everyone to state their names before speaking for transcription purposes, please, and now I would like to leave the floor back to you, David and Sandra. Thank you.

DAVID KOLB: Thank you. It's David Kolb. Sandra, I'll turn it over to you to start the call out, and go from there.

SANDRA HOFERICHTER: Thank you, David. Thank you, Yeşim. Welcome, everyone, to this call. I think we are a good team - although not everyone could join us, but we have at least from each group who was involved in the set-up of this program, a representative or two, so, I think we can move forward, and update the others by email. The agenda is pretty clear - what we are going to achieve on this call today. We review what has happened, and we will decide on the next steps. We announce that a follow-up webinar will be taking place, so here we have to review how the course went, and what the content was, and what might be useful for a follow-up

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webinar, and also, what we communicate towards the ICANN Academy Working Group, because we should keep in mind that we still have, or we always have to get these connections to the broader ICANN Academy group. I think they are waiting for the work team to give a summary or a review on the intercultural training, because there were a lot of people interested in getting a member of the work team, so. I think we can do this in any case during ICANN61 in Puerto Rico, but I think we should also contact them beforehand, via email, giving a review, and, well, inviting them for [UNKNOWN]. Here I would rely on Satish - Satish, mainly because [UNKNOWN] was not in Abu Dhabi, but also [UNKNOWN], it's great that you're here, and since we have the next meeting in your country, I think you can really contribute to that one.

So, with this, I would actually like to hand over to David, who will, on behalf of [UNKNOWN], give a review, and let us know his ideas. Then we should really listen to what, in this case, Satish has to say, and Heidi, and those who have participated in the course, and quickly go through this evaluation forms we had. I must admit, I haven't had time - I was travelling a lot today, so I haven't had the time to go through this form, so I'm curious. Over to you, David.

DAVID KOLB:

Thank you so much. This is David, for the record. I did go through the evaluation, just to identify patterns here and there that I'll share when I get to that point. So, I guess to start out, the purpose of the Intercultural Awareness Program was really - it's pilot, let's frame it that way - was to look at what content would be most useful to the participants, from the insight/learning side, in terms of intercultural awareness, but then also

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to look at, with the emphasis being on what the implications are for ICANN, and what are the ICANN interactions reference culture, and trying to discover more about that.

So, we had the six hour session in Abu Dhabi, with Vassilis Chantziaras, facilitating, and then there was an option of having additional webinars, if there were topics that emerged from that workshop that we didn't have time to address, or that were kind-of off content but of interest to the group.

I guess I'm looking for two things from Satish, and others, that were there, I'm saying, so - were there topics that emerged, and just general impressions of the program, and then I can go through the evaluations as well.

SATISH BABU: Can you hear me? This is Satish.

DAVID KOLB: Yes.

SATISH BABU: Thank you, David. I'm not sure how good my internet line is - if you are unable to hear me, then I'll type in my responses - but here are my general comments.

I think as a pilot, the program went off exceedingly well. Of course, as the pilot, there was certain, maybe, it was difficult to predict how it was

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going to turn out, but I think on the whole, it went off really well. There was a fairly diverse group - although I see at least one person saying there should be more diversity among the participants, I felt that it was quite diverse. The topics discussed were relevant, and quite fun, which I think is an important aspect of this - of any such program. If you ask me exactly how the program performed, vis-a-vis cultural sensitivity, it's not easy to answer, because the definition of the intercultural sensitivity, or intelligence, or awareness, is fairly flexible, and I think in terms of sensitisation of multiple cultures, it was very good. I think the overall atmosphere was respectful of each other, the food was great, and the arrangements were excellent - thanks to Heidi and her team.

So, these are the positives that I would enumerate. On the other side of that, what we can improve - maybe the structuring of the session, especially the first part, which is the self introductions. I for one thought that there should not be any time spent on personal introductions, because we had already circulated in writing who we were, what our backgrounds were, and I would have thought that perhaps we should have stuck to some aspect, I mean, the original idea, of some aspect of our cultures which we wanted to showcase. That would have been, you know, quite sufficient from my perspective, since we could always refer to the documentation for the actual background.

[OVERLAP]

Yes, that's right - the phone call as well. So I felt that we consumed too much time in the initial thing, especially because, David, I think you were reluctant to intervene when people were speaking, and some of us did speak at length, so. I mean, I appreciate the fact that you had very

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carefully refrained from intervening except to drop a few broad hints, which some of us took these hints, other did not take. So, that is one area where we can maybe structure it better for the next time.

Actually, I'm not even going to [UNKNOWN] anything else that is, you know, not wholly positive - this is the only thing that I felt should be looked into. Otherwise, I think the participants had a lot of interesting times, and it opened up 'ah ha!' moments, when people suddenly realised certain aspects, or blind spots that they had. So, this is my off-hand, of-the-cuff, feedback. Thank you very much.

DAVID KOLB:

Thanks you, Satish. Heidi, how about you, since you were there [UNKNOWN] as well, some observations of the program itself, and general impressions?

HEIDI ULLRICH:

Thank you very much, David. I also agree with what Satish just said. I think it went well for a pilot, very well. I do agree fully that the introductions probably lasted a little too long - I think they lasted, gosh, I would say probably about an hour and a half, or two?

DAVID KOLB:

Oh, wow.

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HEIDI ULLRICH: So, yeah. Out of the short day that we had, that just took up a huge amount, which even though Vassilis tried his best to have everyone-

DAVID KOLB: [LAUGHTER]

HEIDI ULLRICH: - it was such a large group, and everyone was so eager, that, you know - he didn't manage to shorten that. I think that could be shortened. I think there could be a format change, so that people wouldn't go on, as well as - I saw the evaluations - there were requests for having the program be full-day, which I also agree with. I think there was so much material, that having it in this shortened period probably wasn't the best. Also, a lot of people had to leave about mid-way through, because of their flights, etc., so that, coupled with the very full, very long introductions, probably limited what they received from that program. Maybe holding it at the beginning of the ICANN meeting? It's something that we need to think about, because then we need to bring in people for an extra night, so we need to think about when we would do that. Maybe having it over two days? I don't know. It's something that the group would need to think about.

Also, there was a room change - very last minute. It actually happened overnight. So, if we could co-ordinate that a little bit better, to what the needs are of the facilitators, so we can ensure that the room that we do have meets the requirements, so we can set that up, and definitely the (rounds). The second room we were in, in the afternoon, the original one that we had planned for - it had (rounds), it was beautiful, you

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know, it had a really nice set-up, it had flip charts in it, then the room that we ended up in the morning because of the video/audio requirements, was not set-up properly. It was in classroom style, almost? Luckily, Vassilis was able to get everyone to move up and circle the chairs a little bit, but that was not ideal, I thought.

Also, there was a recording requirement apparently - there had been some initial talk about having it recorded for ICANN HR purposes, in case they had some interest in it, but that wasn't communicated fully, so that's the reason for the room change, partly. There just needs to be more joining up, I guess.

But, overall - you saw from the photos, and perhaps [UNKNOWN] has put the link into the workspace, but the few of the photos that we've displayed so far, they show the enthusiasm that was going on.

DAVID KOLB: It looked like it, and it also showed the diversity that Satish mentioned, as well.

HEIDI ULLRICH: Absolutely, yeah.

DAVID KLOB: So, a quick question too - what about the group size? I know we were kind-of playing with this larger group versus that 20-to-30 mix. What was our total participant number, when all's said and done?

HEIDI ULLRICH: Gisella, do you recall that? You were handling - this is Heidi - I know you were down. We had originally 37 registrations, but I think in the end we were down to, I would say, about 29, or something?

DAVID KLOB: Okay.

HEIDI ULLRICH: That's my... Gisella?

GISELLA GRUBER: Gisella here. I'll get the final numbers through to you.

DAVID KLOB: Oh, no worries, that's fine. I was just looking plus or minus. Did it feel, physically - as you were with that - feel like that was unwieldy? Or, did it feel like that was containable, no problem? It was easy enough?

HEIDI ULLRICH: In my opinion- [INTERRUPTED] Go ahead, Gisella. I think we've the same answer. [LAUGHTER]

GISELLA GRUBER: It might be, it maybe was just a tad on the large side, just basically to get some more ground work done. Again, maybe if it's structured in a

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different manner, it may have changed the outcome. I'm sorry, I'm actually quite unable to talk.

DAVID KLOB:

That's fine, no worries. Thank you, though. Thanks for making the effort. Okay, so that's good to note, because that was one of my concerns as well, and that also addresses the introductions. In looking at these evaluations, I think that it's echoed that the introductions went on too long, and I know that one of our purposes of having the pre-call was to do the introductions of everybody so that we could save time when we got there. I guess that just got repeated, versus, you know, not doing the intros physically. There was probably also other ways to do that, that wouldn't take as long - maybe breaking into smaller groups. You almost start missing content with it, so we'll definitely look at it in the next iteration.

The patterns that I saw in the evaluations, you know, a few of these - and again, we had a total of 20 evaluations that were in the ones that were sent, so, if we had 29 people, and we had people leaving early, it sounds like most people filled out an evaluation. There were a lot of one off comments. The numbers generally were tending toward the 6/7 range. There were a few that trended a little bit maybe to 4 in value for time spent. There was one that I think whoever was filling it out got the scale wrong at first, because the other comments that he had made through his evaluation were at the upper end of the scale, and the first comments were at the lower end of the scale - it just seemed incongruent, so. I looked at that as a one off.

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What I saw that repeated a couple of times, is doing more pre-work via email and calls, prior to the program, and some of the specifics around that were to send out the content, so we can read through that before the program. A little bit less talk around food - I guess the food presentation went a little long, and there were maybe three or four comments made about that. More face-to-face time in discussions about relativity to ICANN, and being specific on that - there were a few comments there. I think also bridging on that - more time to discuss different points of view.

So, generally - and I see this a lot - it wasn't that it was too lecture-y, it was maybe that it was too, in this shorter time frame that we were playing with, that maybe going into a full day, a 9-5 kind-of structure, that would provide more time for smaller group discussion on points of view, and things like that.

There was also a couple of comments on doing it before the meeting versus after the meeting, so that they could play with the cultural concepts during the meetings, and have that awareness that fresh for them as they entered the meetings. Then, generally, there was a lot about- it's just as important to say what was not said, which is, you know, on the topics that I found most useful - there were three or four that said 'all', least useful 'none', so there was a lot of reinforcement that we're getting pretty close to what will be an effective program for people.

That was my overall take on the evaluations. I'm open to other comments or observations that people made reading through those. Okay, that's a comfortable length of pause by western culture.

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So, the next thing is the webinar topic. The webinars are something that I put into the design as a follow up, in case there were topics that emerged. So, I didn't get anything from Vassilis as to specific topics that came out, but was there anything that came out of the day that struck you - for those that were there - as yeah, this is something we should do a follow up webinar/call on to continue our discussion, or to enrich content around this area. I'll take that as a not.

We have a few different ways to go. One is to solicit the group, now that they're past the program - and I think we could do this via email in a survey, if you will, come to mind, that you'd like to have more information about when we think about culture, and perhaps I can put together, based on what we've talked about in the program, I can put together a list of possible add-ons that they could chose from, as well as add others in. It's one option. A second option, then, is to do a call with the participants as a follow-on to the program, see what topics emerge from that call, and see what patterns support enough of a topic where it's of interest to the larger body of the group, versus just one, or two, or three in the group. The third option is to say, well, the follow up call isn't necessary, or the follow up webinar isn't necessary, and just the one day face-to-face event is the way we should structure the program.

JAVIER RUA-JOVET: Can you hear me?

MULTIPLE SPEAKERS: Yes.

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JAVIER RUA-JOVET:

I got lost this collection for for a second, so I don't know what was the last thing you spoke about, but I just wanted to say that - just thinking out-loud, and this could be crazy, this could be counter-productive, but - just thinking out loud, one thing that's really, really relevant in ICANN's cultural, you know, issues - I just left a call regarding the [UNKNOWN], and it's so [UNKNOWN], and it's so interesting to listen in, and participate in conversations that really make evident how different cultures regard different- the value of things like sovereignty, or geography, in cultural and linguistic groups, from different communities.

I'm just saying, I don't know how we could plug into a cultural awareness (course), or [UNKNOWN], the fact that for some - I know this a lot that in Western culture, there's a bigger focusing on individualism, and [UNKNOWN] human rights, and less state intervention, and I see a bigger concern for community, of communitarian ideals in other cultures. I don't know if that's something that would be too difficult to plug into a [UNKNOWN] controversial. To me it's fascinating, because it's like living in different universes, you know. I don't know if it's too dangerous, or if it's too difficult, but, to be specific - when you hear our conversations between Iran, the Iranian [UNKNOWN] from the GAC, you know, versus the Canadian guy on the importance of a religious place, it really strikes how far apart they are.

And I don't want to stress difference-ness, and make things difficult, but it's something that - dealing with both issues, I guess the issue is dealing correctly with both issues, in a way that's productive. In a way that doesn't create more conflict. Some people just want to be insolent and

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create more conflict and keep on, you know fighting over a point that will not get resolved, so I guess, what's really useful - how to get productively beyond this flash point, in a way that [UNKNOWN] gets things done, and I guess [UNKNOWN] the process itself, but some people just don't leave their position, no matter how much conversation happens. I don't know, it's just a thought. I don't know if that means anything, but it really strikes me how some just want to keep on pushing an agenda, and not really- it's a really, really, culturally rooted agenda, and maybe it's just a fact to be cognisant of that. That's it.

DAVID KLOB:

One way I'd respond to that is that's something that we should build into the face-to-face portions, because it is, if I was paraphrasing what you were saying, is how do we honour differences in a way that gives the other person voice yet saves face as well. It isn't just pushing an agenda. Which would be a great discussion face-to-face - harder to do in a webinar or call format, for sure. I've just made a note here on my page to go on a longer session specially, that could be part of the discussion.

Satish, how about you?

SATISH BABU:

Thank you, David. This is Satish, for the record. I have three quick points. The first is in response to your question - if there was something we wanted changed in the topics, and so on. It's likely that participants did want some kind of prioritisation of these various items covered, in terms of the time spent on them. I think it is useful to get this from the 29 participants who were there. That's the first point. The second is maybe

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we should have an email survey first, because everybody can respond to that, irrespective of their time-zones, or when it's convenient. Then, if necessary, we could have a call based on the input from the survey.

The third point that I had was the issue of the ICANN culture. I believe that ICANN has a unique culture, that many of us have picked up on the way [UNKNOWN]. Now, different organisations have different cultures - the UN, which is also an international organisation, has its own culture - but the ICANN culture is a mix of international culture, plus the freedom of the internet, plus the agility and the flexibility, etc., so, there is something unique there. Now, without imposing on people, or being prescriptive, it may be useful to discuss what are the elements of ICANN culture, especially seeing as we have very senior board members, and so on, in the group, so that we have a shared vision of what ICANN culture is. That's it. Thank you.

DAVID KLOB:

Thanks. Something that came to mind as you were speaking is that it would be interesting that after we do the dichotomies in the meeting, like, look at your relational, and individualistic, and collectivist, and view of time, and those things - we have the ethnic cultures, but as an exercise for the group, it's like, let's define the ICANN culture on these dichotomies as well. Where does ICANN fall, and where do you integrate with ICANN your own culture, and just really show how people adjust?

HEIDI ULLRICH:

David, this is Heidi. Pardon me, I'm sorry, I don't have my hand raised. I think that from what Javier said, it would be relatively easy, I would

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think, to have webinars on both dimensions that you went through during the course, and then people could bring in, perhaps, their own views on where they stand - have a survey on where they stand on each one of those, so they can see the cultures, where they lie, normally, on the dimensions. Again, that individual versus collective, etc.

Then, on the Satish's part about the organisational culture - I think that's really an excellent idea, and David - just following up and going into detail onto what you suggested - not only just ICANN culture, but perhaps even going into what the SOAC, RALO, [UNKNOWN] cultures might be, so when people are interacting with those, they would understand how to act, or react, due to those cultures.

DAVID KOLB: Interesting. Javier, I see your hand again.

JAVIER RUA-JOVET: It's an old hand, but I'll- [OVERLAP] say that. Yeah, I'm sorry, but in any case - what Heidi said right now, that's great. I mean, it's a little on the ICANN culture, it's a different culture, it's a different community, [UNKNOWN], and there's even cultural warfare between some- I mean, when you listen, you know, there's a lot of GAC speak about not having the same rights on the Board versus ALAC [UNKNOWN] member, so there's like inter-ICANN squabbles that merit a conversation, you know. For example, I think that GAC is very important, and GAC is fundamental to maintain and enhance ICANN's legitimacy as a global entity, so, it's really hard to understand why it doesn't have a Board member, for example. But yeah, part of the- [TECHNICAL INTERFERENCE] SOAC, or

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the current GAC culture, it's 'hey, I'm a state, and [UNKNOWN], and I'm less equal in many ways,' so.

That's a great point that Heidi brings up, not only as a point about general ICANN culture, and the multi-stakeholder [UNKNOWN], and the particular details between the SOAC, that we could really learn a lot.

DAVID KOLB:

Yeah, I'm intrigued by the whole notion. I remember my first meeting in Durban, I don't know how many years ago, and walking into the different meetings with, just, fresh eyes, and there's definitely cultural nuances between, you know, GAC, and At-Large, and (GNSO), and there's stark differences - in terms of formality versus informality too. Interesting.

So, what I'm hearing in next steps is a couple of things. So, one is let's survey the participants, and perhaps the email versus trying to do a call with them, to survey them on what topics could be helpful for webinars, to see if we get any pattern back from that. There isn't necessarily any sense of urgency around that, meaning it has to happen in the next few weeks, given it's holiday time for many, but we can send out the survey, and in January look at what the responses are, and then if there's a good call for having a webinar path, then we can schedule that. You know, and proceed from there.

So, the next meeting is Puerto Rico, so, that's March. That gives us some time to look at doing a follow-up webinar, and also we can survey them for input on what the next session might look like as well. Would anybody add to those next steps?



HEIDI ULLRICH: David, this is Heidi.

DAVID KOLB: Mhmm.

HEIDI ULLRICH: So, I would think that that would be a good way forward in-between. I think it's understood that there would be interest in hearing - the Academy Working Group, they're interested in hearing about how it went, but I also think just the members of the people who went to the course would like to hear some follow-up. There's really been no feedback, or no follow-up, so I think if Sandra could just send a note, perhaps talk about this call a little bit, perhaps send some of the photos, or the links, so they can see that, and then the survey as well, so they will hear that, and they will see that there is a follow-up planned to start early next year.

DAVID KOLB: Great. So, quick question on the survey - is there any internal tools at ICANN to, if I put together the questions for the survey, like Survey Monkey, or something like that, that ICANN uses, that people are used to using, or just an informal email to- [INTERRUPTED]

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HEIDI ULLRICH: Yeah, this is Heidi. Gisella and Yeşim - if you can talk to that. I know, Gisella, you have some issues with your voice right now, but, I know that for ICANN meetings, we do a really nice online survey about the topics, you know, on who they would like to see at At-Large, who you would like to speak with, what some of the topics are, so I would think just a tool like that would be useful. Yeşim, I don't know if you're able to talk to that one? I think you worked with Gisella on that.

YEŞİM NAZLAR: Hi, Heidi. Actually, I'm not working about the surveys, [UNKNOWN]. So, unfortunately I can't add anything to that. Sorry for that.

HEIDI ULLRICH: Yep, that's fine. Thank you. But I know we can use that - it's a relatively simple tool. We can use that one, I think.

DAVID KOLB: Okay. So, my next step is I will commit to putting together some survey content, as a first draft, then I'll run that by our core group here, and see if those questions are hitting what we want to hit, then we can refine it from there. Then I'm hearing from Sandra to put out a note to the working group, about this call, and the general comments on the evaluations, and things like that, just as a touch point with them. Anything else?

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HEIDI ULLRICH: Sandra, are you able to do that? Are you able to commit to that? If you're speaking, we can't hear you.

SANDRA HOFERICHTER: I do speak - can you hear me?

DAVID KOLB: Yes.

HEIDI ULLRICH: Yes, sorry.

SANDRA HOFERICHTER: Can you hear me?

HEIDI ULLRICH: Yes.

SANDRA HOFERICHTER: Yes, I agree to send out that note. Just to make sure we send pictures, I would need a link to the pictures, and also the evaluation forms. Is that right?

HEIDI ULLRICH: Well, did you want to send the evaluation forms out to everyone? Is that what you're saying you would like to do?

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[OVERLAP]

That's something that we need to decide. Yeah, go ahead.

SANDRA HOFERICHTER: Heidi, I understand the way that you said sending all the evaluation forms, and that was my question. I wouldn't mind, I think we can do this, but- [INTERRUPTED]

HEIDI ULLRICH: Yeah, I meant the survey. I meant the survey for webinar topics. That's something else we need to talk about - do we, you know, we have the evaluations that we've sent just for the work team members, do we want to send those to all members? Some of them have their names on them, some of them don't. Then, the next thing is that we took videos - long videos - of some of the discussions on the flip charts. Do we want to send those to the participant members? Do we want to post those? There was some discussion during the course of people having not signed up or agreed to have themselves filmed, and that's why they're not posted right now. So, I think we need to get clarity on that as well.

SANDRA HOFERICHTER: I would like to make the evaluation forms available, but for this we should make sure that no names are on it. Maybe we have to put some colour on it. Sending five mega-bites via email is not so popular, so maybe we can post that on the wiki page of the Awareness Program. Would that be possible?

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HEIDI ULLRICH: Yeah, so, are you talking about the evaluations, or are you talking about the videos of the flip chart sessions?

SANDRA HOFERICHTER: First I'm talking about the evaluations, because we can- [INTERRUPTED]

HEIDI ULLRICH: Okay, okay. So, we'll go ahead and see if we can redact the names, that's first thing, then second thing - we'll talk about the videos.

SANDRA HOFERICHTER: Regarding the videos - I would like to see them, and then we could actually use them maybe in the working group meeting in Puerto Rico, but I'd have to see them first, I don't know what it is. If we are going to use one of these videos in Puerto Rico, then we have to make sure the people on the video agree that it's going to be displayed.

HEIDI ULLRICH: Yes, correct.

SANDRA HOFERICHTER: I would not publicly make them available. I would not put them on the wiki, I would not send them via email to the working group, or the work team, nothing like this. I might use part of it, or all of it, but then we should agree with the people in the video [UNKNOWN].

HEIDI ULLRICH: So, just, sorry - I may have missed something. Are we planning a work team session in Puerto Rico to review this, or?

SANDRA HOFERICHTER: We should have a regular ICANN Academy Working Group meeting, and I think the working team of this program should then summarise.

HEIDI ULLRICH: Okay, I understand. Okay. That sort-of leads up to the next step, Sandra, about the fiscal year additional budget request. Do you want to talk about that now, or?

SANDRA HOFERICHTER: We can talk about this now, but Heidi, I don't have much to say because this was always in your hands, so you guide us through the process.

HEIDI ULLRICH: Okay. Again it might be - this is Heidi - it might be this group, it might be the Academy Working Group as a whole, but that's where a summary to both the participants, as well as the Academy Working Group would be useful, of course, in the next week or so, and that is because the process for the fiscal year '19 additional budget request, through which this program was approved, to some extent - well, the [UNKNOWN] program was approved - we stretched the budget, etc., to make this one happen, but that opened yesterday, and it will close on the 31<sup>st</sup> of January, so if

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you would like to have this pilot continue, then a fiscal year request should be put in, again, by the 31<sup>st</sup>, and it should, I would think, go through the Academy Working Group. The templates - I'll go ahead and send you the page, the wiki page is set up already for the fiscal year '19, and there is all the information that you need from the finance department, including the template, which is pretty much the same as last year, so it would just require someone completing the template, and putting in information on how this course went. I think again the evaluations, the workspace with the agenda, etc., I think that would show how well received and useful this course is. Thank you.

SANDRA HOFERICHTER: Heidi, one question - who would be the entity applying for the additional budget? Would it be the ICANN Academy Working Group, or?

HEIDI ULLRICH: Correct, yeah, it would. It would be, basically, Sandra, I think you prepared it last time, but it would be very similar to what you did last year, or what we've done for the Leadership Program, and the [UNKNOWN] Program, and putting in a request for another course, maybe a full day, and then putting in the evidence of how successful this course was for a first pilot. I can certainly help you with that.

SANDRA HOFERICHTER: Okay. I think the process from me is rather clear - I reach out to the Academy Working Group, and providing links to the wiki page. I would kindly ask you to upload the evaluation forms on the wiki page, taking

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out real names, so that this is anonymous, and then I can actually ask the working group - including many of the working group members who have been part of the program - if there's consent to apply as a working group for these additional funds, but I would not like to facilitate this process on my own, it should now really be the working group doing these things.

HEIDI ULLRICH: Yeah, absolutely, and I think that will strengthen it. Yeah, I fully agree.

SANDRA HOFERICHTER: For this, we would need all the information that is possible, like wiki pictures, evaluation forms, and whatever we have - participant lists, programs - whatever we have from the Intercultural Awareness Program. This should be posted on the wiki, and once this is done, I will send out that email. Is that okay?

HEIDI ULLRICH: Yes, that will probably happen early next week, I would think.

SANDRA HOFERICHTER: Very good.

HEIDI ULLRICH: And I know that you among many others will be heading to the IGF around that time.



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SANDRA HOFERICHTER: Yeah, I'm leaving on the 16<sup>th</sup>, and actually next week is the last week I can do something, because after that I go directly on vacation, and will be back- [INTERRUPTED]

HEIDI ULLRICH: Okay.

DAVID KOLB: Great.

HEIDI ULLRICH: Thank you.

SANDRA HOFERICHTER: So, we can do next week, fine. It would be actually good to send that out next week, so then the working group has time to look at it over the seasonal break, and we can make a decision early in January. That would be a good time-frame, I think.

DAVID KOLB: And, in terms of estimates on cost, and all those things - since we're a big part of that budget, [UNKNOWN]. I'd go back to the SOW we had, and I think those costs are totally in line with what would occur going forward.

[OVERLAP]

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HEIDI ULLRICH: [...] we'll be in touch.

DAVID KOLB: Yeah, please. It sounds good. Anything else we need to discuss? I want to honour everybody, we've got six minutes left, but not necessarily.

SANDRA HOFERICHTER: I would like - Sandra speaking - I would like to thank Satish and Javier that you've participated in this call, and took responsibility as working members. I would really, in the future, like to see others running the program. I would really like to step back a little bit on this [UNKNOWN] facilitate the working group, but for the programs we should set up work teams, and I would be very happy if Satish and Javier would remain on that working [UNKNOWN], on this course in particular, and of course others as well as you.

DAVID KOLB: Maybe have a program leader that's charged with co-ordinating that particular program. That could be a shifting role, too.

Alright. Well, okay - thank you everybody for your time, and we will follow-up. I will put together content for the survey - Heidi, should I send that to you?

HEIDI ULLRICH: Yes, please.

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DAVID KOLB: [OVERLAP] the whole group for review.

HEIDI ULLRICH: I think the whole team, as well as - yeah, I'll do that, and then I'll send it to [UNKNOWN]. Thank you so much.

DAVID KOLB: Okay, sounds good. Then Sandra's got the note, and that should be our next step. Thanks, everybody.

HEIDI ULLRICH: Thanks so much.

DAVID KOLB: Have a great day, or evening, where ever you are.

MULTIPLE SPEAKERS: Thank you, everyone. Bye.

YEŞİM NAZLAR: Thank you all - this meeting is now adjourned. Have a lovely rest of the day. Bye.

**[END OF TRANSCRIPTION]**