ATLAS III, ICANN 66 MONTREAL, CANADA

Report by the ALAC Chair, Maureen Hilyard

At-Large Leaders at ICANN 66 Montreal Canada, November 2019.

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I.   EXECUTIVE SUMMARY

It took nearly two years of planning and countless meetings and the cast of hundreds of volunteers who were involved in putting this event together deserve a well-earned vote of thanks from the At-Large Community for its success. And, this was made a reality through the support given for the project and our vision for the future of At-Large by the ICANN Board and ICANN Org.

ATLAS III was the start of our search for future thought leaders and agents of innovation and change within At-Large in the key areas of policy and outreach and engagement. We wanted to encourage more meaningful engagement and participation by more of our At-Large community, so that we can be all become more effective contributors to ICANN's vision to *be a champion of the single, open and globally interoperable Internet by being the independent, trusted, multistakeholder steward of the Internet's unique identifiers and by providing an open and collaborative environment where diverse stakeholders come together in the global public interest.*

In Montreal, ATLAS enabled our participants to experience the process of policy discussion and the policy development process within At-Large as well as the wider context of ICANN. They could then understand what the process entailed and what we mean by active participation and engagement. Each potential applicant had to undertake a series of ICANN Learn topics before they could even apply, not only to assess their interest and capacity for studying so that they could participate meaningfully in the policy work of At-Large, but more importantly, to gauge the level of commitment each applicant was prepared to give, to put themselves forward as potential At-Large Ambassadors. In At-Large, we need informed and active participation in our policy and outreach engagement activities. The reality of it all will be in their commitment when they start receiving a regular flow of emails and find they have to participate in long hours of meetings at unsociable hours, all in a virtual environment with people they may never get to meet, and with no assurance that travel to an actual ICANN meeting will ever eventuate. Our metric is - How many of the sixty participants we selected will we retain over the next five years??

We have to accept the inevitable. Many of our volunteers do not work in the domain name industry or even own a website. Many simply have an interest in learning more about how the Internet works and the importance of domain names and IP addresses within this network of networks. Many of our At-Large community may not come to ICANN initially with any real knowledge of the domain name system, but they believe in ICANN's multistakeholder model and have an interest in being among its diverse stakeholders who contribute to the formulation of policies that will maintain an internet that is open and trusted and has the public interest at its heart. The role of At-Large to harness this interest and to build a larger, stronger and well-informed community of active At-Large participants in ICANN's policy and outreach programs. We need to grow and build our At-Large Ambassador network within our global communities to raise awareness and build greater understanding among other Internet end-users about why they should help ICANN to achieve its mission.

Following Montreal, post-ATLAS activities have been developed to help us to achieve our goals for the future. It will begin with an analysis of the feedback from our new ATLAS Ambassadors. Recommendations from their feedback will be incorporated into our four proposed areas of continuous improvement within At-Large, our RALOs and out into the ALSes. These improvement areas are Policy Involvement, Capacity Building. Outreach and Engagement, and Communication – all aimed at enhancing our quality of participation in policy and outreach. An important outcome will be Sustainability Plan for Enhanced Participation by all our members. Other Post-ATLAS activities are found in the four key development areas of our At-Large 2020 Workplan (pp23-26). We have requested information about the actual cost of the event, so that we can make a further request to use any residual funds to help to support the implementation of some of our Post-ATLAS activities.

II.   BACKGROUND

The development of the ATLAS programme arose out of our own internal review as to the effectiveness of our current use of our individual At-Large members to meet our policy and outreach engagement objectives and spreading appropriate outreach and policy messages out into their communities. While there is a long-standing goal to build our ALS numbers so that there is at least one ALS in each country, our principal goal is to make those who join up to be ACTIVE in our work. But we need to build capacity and understanding of the work we do in ICANN. This will require a lot of work and resources in order to help especially new members to gain a better understanding and appreciation of what occurs during ICANN's multistakeholder discussions and the diverse views that must coalesce in order to gain a consensus. To help with their enhancing understanding, we began 2019 in Kobe with the introduction of more policy sessions into our ICANN meetings and to bring other stakeholder groups into these discussions, to introduce At-Large not only to the diversity of perspectives but also to look at any common ground. We have also asked RALO leaders to cooperate by giving more focus to policy in their monthly RALO meetings and capacity building activities. In this way, potential applicants might realise the importance of having the appropriate knowledge and feel more comfortable with important issues they may come across at an ICANN meeting. It also highlighted for us that developing appropriate resources for ourselves and with ICANN Learn might help build and strengthen the development of new knowledge among those who want to be engaged and to participate. This is an important focus for moving At-Large forward and so it became our vision for ATLAS III - developing thought leaders and change agents who can enhance the contribution that At-Large can make in the ICANN of the future.

III.   INTRODUCTION

1.   FINALISING ATLAS II

Before we could officially undertake our ATLAS III event in Montreal, we first of all had to sign off on the final two advice items to the Board from the ATLAS II Final Declaration. The Board declared the following advice items as completed on 19 September 2019, although it must be noted that within ICANN, these advice items identified as concerns in 2014, still remain important issues in ICANN today. Brian Cute's project is working on Issue 1 and the Information Transparency Project will eventually get around to improving our wiki experience when other priorities are dealt with:

> 1. Future of Multi-Stakeholder Models (Recommendation 7): "A periodic review of ICANN's MSM should be performed to ensure that the processes and the composition of ICANN's constituent parts adequately address the relevant decision-making requirements in the Corporation."
>
> 2. Future of Multi-Stakeholder Models (Recommendation 37): "Additional logistical support from ICANN is needed to improve the At-Large wiki."

2.   ESTABLISHING AN ORGANISING COMMITTEE

Discussions about what ATLAS III might entail were initiated at the Abu Dhabi meeting in October 2017 after we had been informed by ICANN Finance that the ATLAS would not be at the Kobe meeting in March 2019 as we had originally proposed, but would be delayed until the next financial year - to the

Montreal meeting in November 2019. In December 2017, a small group of former ATLAS organisers, started brainstorming about what our next ATLAS might involve and what metrics might be used to choose our travellers, noting the difficulties of assessing participation.

On 10 September 2018, we received a letter from the CEO and President, Goran Marby that the ICANN Board had authorised ICANN Org to contract for a meeting space for ATLAS III at the meeting in Montreal. We were then given a deadline of two weeks to identify how much space we needed, without the benefit of knowing what we were going to do or for how many people? This initiated a frenzy of meetings and discussions among a hastily constituted Organising Committee including Maureen Hilyard, Alan Greenberg, Olivier Crepin Leblond and Eduardo Diaz. Heidi Ulrich and Gisella Gruber as staff support and Chery Langdon-Orr who was seconded as a technical advisor. We made an urgent decision so that the Montreal Meeting Committee could finalise their own ICANN arrangements and from then on, we were able to finally start our own planning for ATLAS III.

IV.   STARTING WORK ON ATLAS III

1.   **THE ORGANISING COMMITTEE** – A small group (Alan, Maureen, Olivier, Eduardo and Cheryl) and At-Large staff first met on 14 Dec 2017 to start brainstorming possible ideas for ATLAS III that would help us establish a "journey", based on earlier informal discussions at the Abu Dhabi meeting (ICANN60, Nov 2017). Our initial intent was to study metrics data from ATLAS II based on our internal tracking systems, to gauge any improvement in levels of ALS member participation in At-Large and ICANN activities since ATLAS II. (Agenda). The results that were available were not indicative of any real improvement in participation. This activated a specific improvement goal.

2.   **SETTING UP FOR ATLAS III** – For most of 2018, active participants within At-Large were engaged in work activities associated with the eight (8) activities detailed in the At-Large Review Implementation Plan. An interim report was due in mid-December 2018. At the same time during this period, staff and the Organisation Committee began setting up processes and online workspaces in preparation for greater involvement by the At-Large Community. This involved the establishment of the ATLAS III Summit Home Page (p23) the development of an introductory overview about ATLAS and its purpose and goals (p23), as well as other relevant pages for the community wiki to cater for the Leadership Selection/Delegates and Program committees.

V.   SELECTING THE ATLAS PARTICIPANTS

1.   **CALL FOR AT-LARGE VOLUNTEERS -** Following a call for volunteers to participate in the two ATLAS III committees (Leadership Selection/Delegates Team and the Program Committee), a final list of Delegates and Program volunteers were formed by 4 December 2018. The Delegates team were to develop the criteria for selection while the Program committee were tasked with what the program would look like to achieve the objectives of our ATLAS event.

2. **SURVEY OF ATLAS DELEGATES VOLUNTEERS**
    a. At-Large volunteers in the Delegates group participated in a **survey** that looked at the skills and attributes of a leader, with specific attention to leaders within At-Large.
    b. A **webinar** was then presented to the combined Delegates and Program teams to deliver the analysis of the survey data and from the results, to build a set of criteria related to At-Large leadership from which the Delegates committee could create the final set of criteria and performance indicators for the selection process.
    c. The goal and objectives for the work of the Delegates group were reinforced.

    GOAL
    •To build strong leadership skills within At-Large that will develop competent, visionary and policy-focused leaders who will not only advocate for the rights and interests of Internet end-users within ICANN, but also appropriately represent the interests of ICANN within their local and global outreach and engagement.
    OBJECTIVES
    •Develop a set of demonstrable criteria to select 60 active At-Large invitees to ATLASIII
    •Support the Programming Team's preparatory program for prospective applicants

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3. **SELECTION OF THE PARTICIPANTS**
    a. **The Delegates team** was then divided into 4 groups of about 7-8 people (this included a Spanish-speaking group of 7 members) to select their criteria and to set their performance indicators. These were then discussed by the full group and a small group consisting of the 4 group leaders, created a final list of desired leadership skills and attributes, and performance indicators. This team also decided that there were three important criteria that any applicants had to align with in order to even proceed to the application process
        i.   They were a member of an ALS or a registered unaffiliated member
        ii. They had completed the 5 study (ICANN Learn or webinar) activities that the Program Team were developing
        iii. They had attended at least one RALO, At-Large or ALAC meeting

    b. **Selection Matrix -** a matrix was designed by Justine Chew (APRALO) to automate much of the selection process based on the results of the application form. The staff was given some training in the use of the matrix. A separate set of questions would provide the final assessments which would be done by a special Applicant Selection Committee.

    c. **Equity issue** - During the Kobe meeting in February, there was some considerable discussion about the limitation of 60 candidates imposed by the Board. There was concern raised by some that some RALOs would be more advantaged than others. The ALAC Leadership Team agreed that there should be at least 10 attendees from each RALO from among all those that applied. This recommendation was accepted by the At-Large group. We were later to find that because there were minimal applicants from EURALO and NARALO, there were 19 applicants who were selected from AFRALO and yet 7 were unable to attend due to visa issues.

d. **Applicant Selection Committee** – While the mandatory application criteria and the automated application selection matrix dealt easily with much of the application data, there was a section relating to performance indicators that required some human assessment. The requirements of each RALO's candidate for this role were:
   i. **Representative of a Regional At-Large Organisation (RALO)**
   ii. **Experience as a leader** in At-Large or other ICANN section
   iii. **Had an awareness about ATLAS and its objectives**

   The RALOs selected: Fatimata Seye Sylla (AF), Holly Raiche (AP) Yrjo Lansipuro (EU) Humberto Carrasco (LAC) and John Laprise (NA) who conscientiously assigned scores to the individual responses from the application forms that had been separated by staff to only include those who had fulfilled the pre-learning and membership expectations.

e. **THE ANNOUNCEMENT:**

> A final list was successfully selected and agreed upon at the Marrakech meeting by the panel but there was a snag to the publication of the list of successful candidates on the designated day. Because we had neglected to ask applicants for their permission to display their names and RALOs if they were successful (due to GDPR requirements), Legal would not allow the list to be published, even on our wiki space which requires an entry login. This created a lot of confusion among the At-Large members who wanted to know the results of the selection process, so that At-Large staff were required to notify all the 60 successful candidates individually. It was at least a week later before a final list was able to be published. There is now a requirement for members to give their permission to have their names published on our wiki space for working groups as well as situations such as this.

VI.   DEVELOPING THE PROGRAM

The Program Committee divided their proposed activities up among three key subgroups

1. Capacity
2. Program
3. Outcomes

1.   CAPACITY SUBGROUP

The capacity sub-group decided that in order to be assured that everyone who was intending to participate in the ATLAS event was on the same level of understanding about how ICANN works and some key areas of policy, that they would insist that all applicants must undertake a study course that could establish at least some common understandings among those who were selected to participate in the event. These were to be offered either by webinar or the ICANN Learn courses. Webinars were offered in Spanish and French and English, but the ICANN Learn programs were predominantly in English. The issue of translations is an area we would like to address as part of our Communication Strategy 2020.

The ICANN Learn courses selected for ATLAS III Pre-learning, included:

1. [Domain Names Demystified](#)

2. [Introduction to the Generic Names Supporting Organization (GNSO)](#)

3. [Onboarding: Country Code Names Supporting Organization (ccNSO)](#)

4. [Onboarding: Governmental Advisory Committee (GAC)](#)

5. [Cybersecurity Basics](#)

The webinars involved the much appreciated participation of members from our partner organisations in ICANN and included the following topics:

1. Domain Names (based on our selection of the ICANN Learn "Domain Names Demystified")

2. GNSO (based on our selection of "Introduction to the GNSO")

3. ccNSO (based on our selection of Onboarding: ccNSO")

4. GAC (based on our selection of Onboarding: Governmental Advisory Committee (GAC)

5. Cybersecurity (based on our selection of Cybersecurity Basics)

Participants interested in applying for ATLAS III had to complete at least the Webinar or its associated ICANN Learn topic in each of the 5 areas. ICANN Learn had its own monitoring system and could pass on the completion results of each participant. Webinar attendance was recorded by staff during the first ten minutes of the session. Anyone joining after this without providing an explanation was counted as absent. We were insistent that timeliness was a serious component of consideration of their future applications. Their complying with these expectations allowed them to be added to the matrix and sent the [application form](#) for completion of the second phase of the application process – the assessment of their active participation in At-Large or ICANN activities by the ATLAS III Selection Panel.

2. PROGRAM SUBGROUP

The Program Subgroup were fortunate to employ the skills of David Kolb of Incite Learning to work with them on developing a suitable program that could introduce Leadership alongside a skills-based program to introduce the ATLAS participants to policy issues. This was done by an alternate program of plenaries and practical breakout sessions. Plenaries involved some formal presentation that focused mainly on leadership.

The essential backgrounder to the ATLAS III Program was the introduction to GDPR and the EPDP based in an imaginary land where it was the task of discussion groups to unpack and evaluate the diverse opinions of the different "tribes" and to work towards achieving consensus about the matter under discussion. These discussions formed the context for the breakout sessions. The concept of consensus – the desired outcome of discussions in At-Large – was also discussed.

3. OUTCOMES SUBGROUP

This group became more active as the program developed and began creating a survey which would not only gather feedback on what the participants might have learned from the ATLAS program, but also how they might use their new learnings as they became more involved in policy discussions. For many of our new ICANN meeting attendees, this was at an introductory level. The purpose of the leadership and policy combined program was to develop thought leaders who might use this opportunity to build on what they had learned and become more active in participation that would help them to be better policy advocates and more effective Outreach and Policy Ambassadors in their regions for At-Large.

The Post-ATLAS survey is currently being undertaken by ATLAS participants and an analysis of the feedback will contribute to the development of other already identified tasks and activities that constitute our planned set of POST-ATLAS activities.

VII. ATLAS III IN MONTREAL
1. ATLAS III Webinars – preparing for Montreal
2. Welcome to Montreal
3. Introduction to the Program by David Kolb
4. ATLAS III Communication Strategy
5. Prizegiving

1. ATLASIII WEBINARS – PREPARING FOR MONTREAL

a) Visa and Travel information: This webinar involved a presentation by Joseph de Jesus from Constituency travel to talk about travel and visa issues, and an opportunity for anyone to ask any questions of concern to them. At the time (October) visa issues were a concern, particularly from the African region although other countries were already experiencing difficulty trying to comply with the documentation needs expected of the Canadian authorities connected to their particular countries. By the time we got to Montreal, only 43 of the original 60 selected participants were able to attend in person in Montreal. 7 members withdrew for work-related reasons, while 10 were denied entry into Canada. There was a lot of discussion before their arrival that ICANN needs to consider visa issues for some countries that often experience difficulty. There did seem to be some inconsistency in the way that visas appeared to have been issued. If At-Large is to be fully participative, then ICANN must try to ensure that those who are entitled to come and have met the strict pre-conditions that we set for them to participate, should be given every opportunity to attend. It was suggested that the choice of venues for future ICANN meetings needs to be more carefully considered.

RALO	Non-attendees	Reasons for non-attendance
AFRALO	7 out of 19	All with visas denied
APRALO	4 out of 20	2 for work commitments and 2 for visas (Fiji & Armenia)
EURALO	1 out of 6	Work commitment
LACRALO	5 out of 13	1 for visa denial, 3 for work and 1 new appointee to GNSO
NARALO	0 out of 2	

b) [What to expect at ATLAS III?:](#) This webinar involved an explanation of the Case Study on which the break-out sessions were based; and introduction to the ICANN meeting schedule and sessions that travellers would be expected to attend; Key ATLAS III messages and how to spread the word about what we were trying to achieve from ATLAS III; and some information about registration, travel, and accommodation.

2. WELCOME TO MONTREAL

The first event of the ATLAS program was a brief Welcome by the ALAC Chair, establishing the purpose of the event and the outcomes we hoped to achieve in order to enhance the work of At-Large within the ICANN of the future.

The CEO and President, Goran Marby, then congratulated everyone who had been able to make it to Montreal, and for the effort that had been made by the staff and leadership of At-Large, but also by the travellers who had had to go through an arduous application process to be included into the event. He wished everyone an enjoyable meeting.

3. INTRODUCTION TO THE PROGRAM BY DAVID KOLB – THE KEY ATTRIBUTES OF LEADERSHIP.

The ATLAS program was introduced by a **panel of leaders** from across the five RALOs expressing their views about the characteristics and core attributes of leaders within At-Large. The panel included Jonathan Zuck (NA), Roberto Gaetano (EU) Fatimata Seye Sylla (AF), Justine Chew (AP) and Leon Sanchez (LAC).

Leaders from within At-Large – Jonathan, Roberto, Fatimata, Justine & Leon.

Following this panel discussion and questions from the floor, David Kolb of Incite Learning continued with a plenary [presentation](#) that further explored leadership characteristics, attributes and skills. The topics he discussed included: Thought and Change Leadership, Effective Communication, Conflict and Influence, Intercultural Awareness, Coaching, Personal presence, Presentations, Time Management, Delegation and Meeting Facilitation.

The full ATLAS III program can be found on pp 17-19. Plenary sessions were interspersed with Break-out sessions which were related to the Expedited Policy Development Process (EPDP) on Temporary Specification for gTLD Registration Data under discussion. These training sessions gave individuals an opportunity to self-activate some of the leadership theory within the breakout activities. There were animated discussions and participants became very much involved in their role play activities, guided by mentors and coaches from among the ALAC and RALO leaders assigned to each of the groups.

This was the multistakeholder session where headphones were necessary as participants contributed a steady discussion in French, Spanish and English. Thank you to the Interpreters who did a great job all week.

4. ATLAS III COMMUNICATIONS STRATEGY AND AT-A-GLANCE MESSAGE POINTS

Throughout the build-up to ATLASIII, travellers were directed to the ATLAS Communications Strategy Wiki space and the message points that we wanted ATLAS Travellers to convey in their hallway and networking conversations. These messages were specifically targeting At-Large and ICANN Community members including ICANN Org. These messages applied to At-Large Leaders as well as ATLAS II Participants before, during and after ATLAS III.

> ATLAS III is an assembly of future At-Large Ambassadors, focused on developing and nurturing potential thought leaders and change agents who will implement what has resulted from the At-Large Review Process, namely, more effective participation of At-Large members in the policy advice process.

Three Key Messages:
- ➢ ATLAS III is an assembly of future policy and outreach ambassadors.
- ➢ ATLAS III will provide participants with the skills required to effectively represent the best interests of end users within ICANN.
- ➢ ATLAS III Ambassadors will be our thought leaders and change agents within At-Large and ICANN.

5. PRIZEGIVING – CERTIFICATES AND AT-LARGE AMBASSADOR PINS

At the conclusion of the ATLAS event, each participant received a certificate and At-Large Ambassadors pin to commemorate the event, but only if they had attended all the plenaries and breakout sessions and were active participants in ATLAS assignments particularly the breakout sessions. Gifts were presented to those in attendance in recognition of their participation. Many thanks to the At-Large staff for their outstanding efforts to ensure that things went smoothly for the presenters and the participants. Thanks to Heidi, Gisella, Silvia, Evin, Yesim and Michelle.

6. PRE-ICANN66 POLICY REPORT TEXT (BY AT-LARGE STAFF):
The Third At-Large Summit (ATLAS) III

At the ICANN66 Annual General Meeting (AGM) the main focus of the At-Large community will be the third At-Large Summit (ATLAS III) which will take place, 4-7 November 2019. ATLAS III is the key event in the At-Large 5-year cycle and will help shape the activities of the At-Large community in the years ahead.

ATLAS III is an assembly of future policy and outreach ambassadors which will provide participants with the skills required to effectively represent the best interests of end users within ICANN.

Nearly 60 members were selected to take part in the third At-Large Summit (ATLAS III) that is taking place 4-7 November during ICANN66. The ATLAS III participants were required to complete a series of courses on issues of importance to ICANN and At-Large as well as complete an application before being selected by the ATLAS III Selection Committee.

The summit will consist of a series of plenary sessions and 7 break-out groups which will provide training and interactive, hands-on practice of key learning skills. A case study on the EPDP Phase 1 will serve as focus for the training. Current At-Large leaders will serve as coaches and facilitators of the break-out sessions. ATLAS III also will include networking events to facilitate the ability of participants to get to know At-Large members from around the globe as well as members of the ICANN community. All ATLAS III participants will be clearly recognizable with a purple ATLAS III ribbon on their name tag, so feel free to speak with them.

The final day will be reserved for a wrap up and discussing post-ATLAS III activities. Post-summit activities will include the establishment of an ATLAS III Ambassador program to assist in working on ensuring the increased engagement being thought leaders and change agents within At-Large and ICANN . This program will run in parallel with the At-Large Review Implementation Issue 2, focusing on increasing the engagement of ALSes and individuals.

For more on ATLAS III activity, please visit the ATLAS III website; ATLAS III workspace and the At-Large schedule during ICANN66.

7. POST-ICANN66 POLICY REPORT TEXT (BY AT-LARGE STAFF):

Third At-Large Summit (ATLAS III) Activities

The third At-Large Summit (ATLAS III) was an assembly of future policy and outreach ambassadors who will implement outcomes from the At-Large Review such as the participation of At-Large members in the ALAC policy advice process. The Summit consisted of a series of plenary sessions and six breakout groups which provided training and interactive, hands-on practice of key skills. A case study on Phase 1 of the Expedited Policy Development Process (EPDP) on the Temporary Specification for gTLD Registration Data served as the focus for the training. Current At-Large leaders served as coaches and facilitators of the breakout sessions. ATLAS III also included networking events for participants to get to know At-Large members from around the globe as well as other members of the ICANN community.

VIII. BOARD ACKNOWLEDGMENT OF ATLAS III

Whereas, the Third At-Large Summit (ATLAS III) was held during ICANN66 in Montreal, Canada between 4 November and 7 November 2019.

Whereas, ATLAS III built on both ATLAS II held at ICANN50 in London, United Kingdom in June 2014 as well as the first summit organized in March 2009 at ICANN34 in Mexico.

Whereas, the At-Large community continues the Summit's spirit of engagement and nurturing the abilities of future leaders of At-Large to become change agents within their Regional At-Large Organizations (RALOs) through a set of post-ATLAS III implementation activities.

Resolved (2019.11.07.17), the Board extends its congratulations on the successful Summit held during ICANN66 in Montreal.

Resolved (2019.11.07.18), the Board affirms the significance of the ATLAS III meeting and its outcomes as valuable input from the At-Large community of individual Internet users towards strengthening ICANN.

Resolved (2019.11.07.19), the Board expresses its great appreciation for the tremendous effort made by the At-Large community in delivering the Third At-Large Summit and the post-ATLAS III implementation activities.

Resolved (2019.11.07.20), the Board looks forward to following up with the ALAC on any inputs that are provided to the Board resulting from the Third At-Large Summit and post-ATLAS III implementation activities.

Rationale for Resolutions 2019.11.07.17 – 2019.11.07.20

The Third At-Large Summit (ATLAS III), which was made possible by the Board approving funds for the event, is an assembly of future At-Large Ambassadors, focused on developing and nurturing potential thought leaders and change agents who will implement what has resulted from the At-Large Review Process, namely, more effective participation of At-Large members in the policy advice process.

A Board Resolution acknowledging the significant effort, including over 12 months of planning that went into the development and implementation of ATLAS III, will have positive community impacts. The ATLAS III Organizing Committee, ATLAS III Program Working Group, ATLAS III Leadership Development Team, ATLAS III Selection Committee, ATLAS III participants, At-Large Leadership, and other members of the At-Large community would welcome Board acknowledgement and thanks for a successful ATLAS III.

The At-Large community will begin work on a number of Post-ATLAS III implementation activities immediately following the close of the Third At-Large Summit. The Post-ATLAS III implementation will take the place of a formal Declaration such as was submitted at the two previous At-Large Summits.
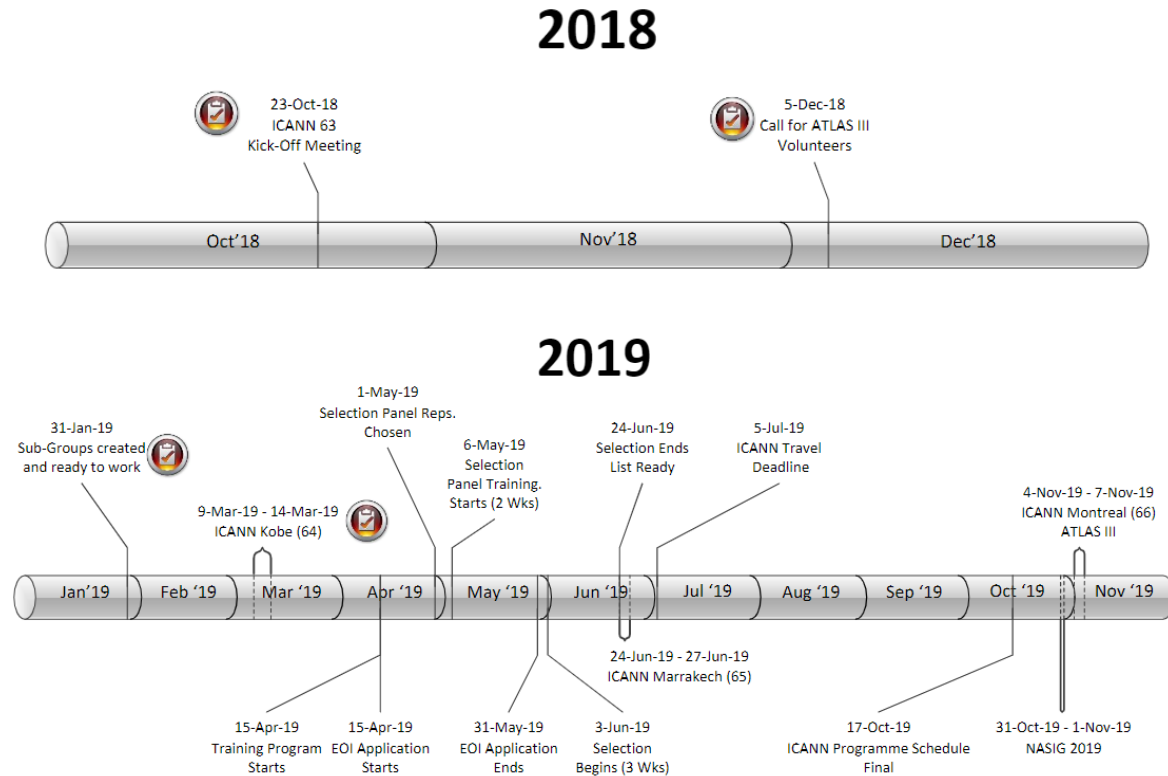
There is no anticipated fiscal impact from this decision, and there will be no impact on the security, stability and resiliency of the domain name system as a result of this action.

This is an Organizational Administrative Function for which public comment is not required.

IX. ATLAS III TABLES AND GRAPHICS
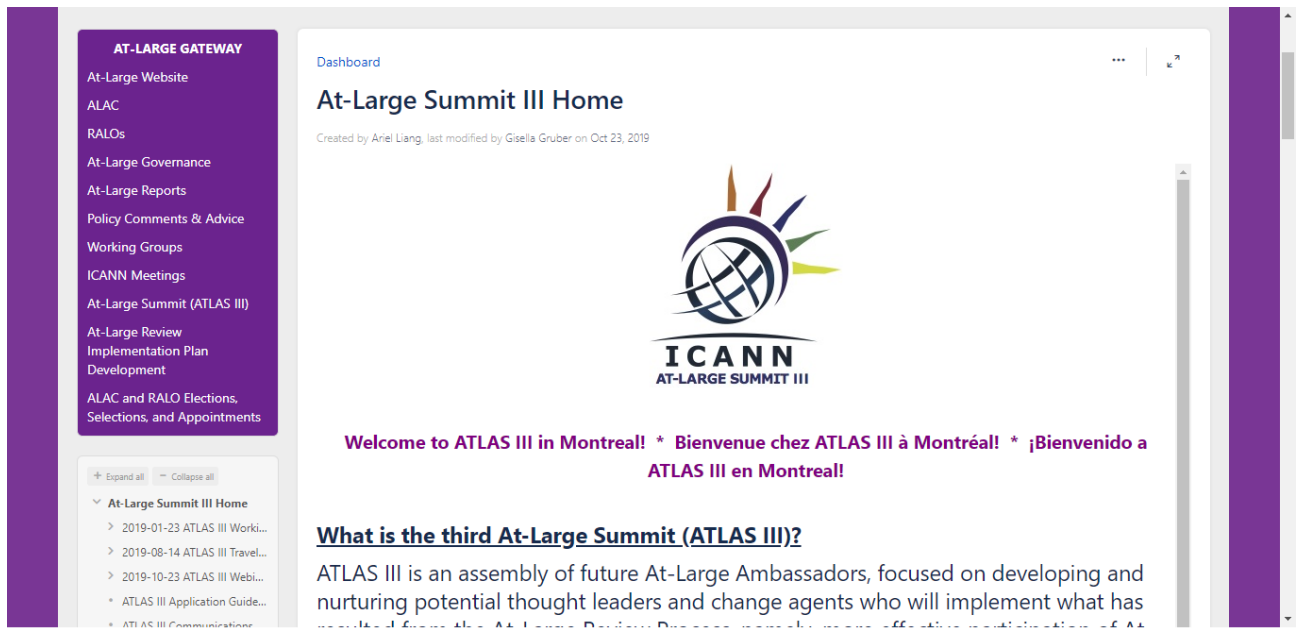
ATLAS III Timeline

@15 Apr 2019

2018

Oct'18	Nov'18	Dec'18

23-Oct-18 — ICANN 63 Kick-Off Meeting

5-Dec-18 — Call for ATLAS III Volunteers

2019

Jan'19	Feb '19	Mar '19	Apr '19	May '19	Jun '19	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19

31-Jan-19 — Sub-Groups created and ready to work

9-Mar-19 - 14-Mar-19 — ICANN Kobe (64)

1-May-19 — Selection Panel Reps. Chosen

6-May-19 — Selection Panel Training. Starts (2 Wks)

24-Jun-19 — Selection Ends List Ready

5-Jul-19 — ICANN Travel Deadline

4-Nov-19 - 7-Nov-19 — ICANN Montreal (66) ATLAS III

24-Jun-19 - 27-Jun-19 — ICANN Marrakech (65)

15-Apr-19 — Training Program Starts

15-Apr-19 — EOI Application Starts

31-May-19 — EOI Application Ends

3-Jun-19 — Selection Begins (3 Wks)

17-Oct-19 — ICANN Programme Schedule Final

31-Oct-19 - 1-Nov-19 — NASIG 2019

a. GOALS AND OBJECTIVES FOR ATLAS III

ATLASIII 2019, ICANN66, MONTREAL, CANADA

PURPOSE	ATLASIII will be an assembly of the future leaders of At-Large, focused on developing and nurturing their abilities to become thought leaders and change agents who will effectively implement what has resulted from the Review Process.
ORGANISING COMMITTEE PREPARATION	In August 2018, a small Organising Committee met to address an urgent call about meeting area requirements for the ATLAS event. The CEO approached the Board to request a budget for ATLASIII. The Board approved $400k (for the venue and 60 travellers). One large plenary room / ALAC meeting room and four breakout areas were reserved for the event. The ATLASIII programme will involve two workstreams: Leadership Development (coordinated by Maureen Hilyard & Alan Greenberg), and Programming (coordinated by Olivier Crepin-Leblond & Eduardo Diaz). Logistics will be coordinated by staff and Sponsorship will be sought independently for any additional activities.

ORGANISING COMMITTEE: Maureen Hilyard (Chair), Alan Greenberg, Olivier Crepin Leblond, Eduardo Diaz, Heidi Ullrich, Gisella Gruber, Cheryl Langdon-Orr

GOALS AND OBJECTIVES	LEADERSHIP DEVELOPMENT	PROGRAMMING
	GOAL: To support a strong leadership skills programme that will develop competent, visionary, and knowledgeable policy-focused leaders who will not only advocate for the rights and interests of internet end-users within ICANN but also appropriately and actively represent the interests of ICANN within their local and global outreach and engagement activities.	**SCOPE:** Plenary Conferences, Workshops, Networking Event(s), and other ICANN meetings. **RESPONSIBILITIES:** 1. Define & structure all scoped events leading up to ATLAS III (Jan to Nov 2019) 2. Define & structure all scoped events at ATLAS III 3. Develop specific meeting processes to capture expected outcomes (for example: discussion and deliberation time frames, consensus process, etc)
	OBJECTIVES: 1. To develop a set of demonstrable criteria whereby we can select the 60 At-Large invitees to ATLASIII 2. To support the preparatory programme in which prospective applicants will be expected to participate, as a lead-up to the ATLAS programme at ICANN66. 3. To identify and encourage the development of a policy focus for each invitee so that they can provide inputs and feedback both at community level as well as at the At-Large/ALAC level. 4. To incorporate a mentorship program whereby we may build leadership capacity within the invitees that will create a strong contingent of potential future leaders within the ALAC, RALOs and Working Groups.	**EXPECTED OUTCOME(s):** 1. Daily summary reports 2. ATLAS III outcomes to follow through after the event 3. A general report of ATLAS III activity 4. Fully functional and motivated next generation of At-Large Leaders 5. Short video Interviews of selected participants

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b. DEVELOPMENT OF THE ATLAS III WIKI

c. PROPOSED SCHEDULE OF KEY ATLAS III ACTIVITIES

Timing	Target	Activities (Status)
Prior to ATLAS III	ATLAS III participants	• ATLAS III Prep Call on what to expect at ATLAS III (complete) • Information on where relevant information is located (complete)
	At-Large community	• Message from Chair on overall aim and next steps • RALO leaders' messages; • RALO newsletters (complete) • ICANN community • Staff blog (complete) • Pre-ICANN66 Webinar (complete) • Staff Briefing to Board (HU) and to SOAC Chairs (MH) • Pre-ICANN66 Policy Report (complete)
During ATLAS III	At-Large community, ICANN community,	• Daily Updates (4-7 November) • Goran's welcoming comments • ICANN66 daily newsletters • Short videos of daily events shown on ICANN screens/information booth • Updates to key groups (Board/GAC/GNSO, etc) by chairs and liaisons • Networking – All ATLAS III participants have 'at-a-glance' comments ready
Post ATLAS III		• Chair's Report (blogged and email list) (in progress) • Post-ICANN66 Policy Report (complete) • RALO newsletters • ATLAS III Ambassadors –Videos and spotlights, and other materials

COMMUNICATION – KEY MESSAGES

Message	Target	Who should communicate	Timing
ATLAS III At-A-Glance ATLAS III is an assembly of future At-Large Ambassadors, focused on developing and nurturing potential thought leaders and change agents who will implement what has resulted from the At-Large Review Process, namely, more effective participation of At-Large members in the policy advice process.	At-Large and ICANN Community Members and ICANN org	At-Large leaders and ATLAS III participants	Pre and During ATLAS III
3 Key Messages: ATLAS III is an assembly of future policy and outreach ambassadors. ATLAS III will provide participants with the skills required to effectively represent the best interests of the end users within ICANN. ATLAS III Ambassadors will be our thought leaders and change agents within At-Large and ICANN.	At-Large and ICANN Community Members and ICANN org	At-Large leaders, ATLAS III participants, At-Large support staff	Pre and During ATLAS III

d. MONTREAL MEETING – MONDAY 4 November 2019

Time	Session	Notes
9.00	Welcome Ceremony	ATLAS attendance
10.30	ICANN66 Plenary, EPDP Phase 2 – Unified Access Model for non-Public gTLD Registration Data	ATLAS attendance
13.30	Public Forum 1	ATLAS attendance
15.15	ATLAS III Plenary 1 - Thought and Change Leadership: Effective Communication Welcome to ATLAS III - Maureen Hilyard, ALAC Chair (15:15 - 15:25) . Introduction to ATLAS III - Olivier Crépin-Leblond and Eduardo Diaz (15:25-15:30) Opening Comments - Göran Marby, President and CEO of ICANN (15:30-15:35) Introduction of ATLAS III Workshop and Case Study (15:35-15:45) PRESENTATION: ICANN ATLAS III Exploration of At-Large Organizational Leadership with Panel of Leaders (15:45-16:10) Skills of Leaders Emphasizing "Thought Leadership and Change Leadership" (16:10-16:25) Effective Communication/Listening and Asserting Skills (16:25-16:45)	**ATLAS SESSION PLENARY** Facilitator David Kolb Incite Learning

Time	Session	Notes
17.00	ATLAS III Break Out Sessions 1 Discussion of case and what to do as thought leaders and change leaders to move the process ahead. In the middle of each breakout, coaches will carry out a learning exercise to see how effectively groups are using listening and asserting skills.	**ATLAS SESSION** **BREAK OUTS** ALAC & RALO LEADERS AS COACHES
17.00	Joint NCUC-At-Large ICANN66 Outreach Policy Chill-Out at ICANN	Appointed ALAC members & Olivier Crepin Leblond
18.30	GALA EVENING	

e. MONTREAL MEETING TUESDAY 5 NOVEMBER 2019

Time	Session	Notes
7.45	Social Media Tweet Up Breakfast	John Laprise
8.30	ATLAS III Plenary 2 - Conflict and Influence Introduction to Day 2 (8:30-8:35) Conflict Management Skills (8:35-9:30) Ethical Influence using DOASAP model (Desired Outcome, Assess and Ask Stakeholders, Assert with Power)(9:30-10:15)	**PLENARY** Facilitator David Kolb Incite Learning
10.30	ATLAS III Break Out Sessions 2 ATLAS III Breakout Group 1 in ALAC Room with French and Spanish interpretation 1.Break Out Sessions (10:30-11:30) Conflict and Influence Practice with Case Participants talk about their positions on the case and utilize the conflict and influence skills. Coaches facilitate the discussion and do a team learning session with them to see how they are influencing and handling conflicts	**BREAK OUTS** ALAC & RALO LEADERS AS COACHES
11.30	2. Plenary (11:30-12:00) All groups return to plenary to talk about intercultural communications and awareness to prepare for GAC/Board Meeting observations.	**PLENARY** Facilitator David Kolb Incite Learning
12.15	ISOC-At-Large Lunch	ATLAS Session
14.15	Joint ALAC & GAC Meeting	ATLAS Observation
15.15	Joint ICANN Board & GAC meeting	ATLAS Observation
17.00	**ATLAS III Plenary 3 – Coaching** **Coaching using a solution focused targeted questioning approach (17:00-17:30)** **Coaching practice in groups of three (17:30-18:30)** The coaching topics will be something real to each of the leaders with another leader coaching them and the third observing the coaching model usage. This will be done with three rounds of about 20 minutes each.	**PLENARY** Facilitator David Kolb Incite Learning

f. MONTREAL MEETING WEDNESDAY 6 NOVEMBER 2019

Time	Session	Notes
8.30	ATLAS III Plenary 4 - Personal and Public Presentations Welcome and Plan for the Day (8:30-8:35) Personal Presence (8:35-9:15) Pyramid Principle for Structured Thinking and Presentations (9:15-10:15)	**PLENARY** Facilitator David Kolb Incite Learning
10.30	ICANN PLEANARY – DNS Abuse	
12.15	ICANN ACADEMY WG	
13.30	ATLAS III Break Out Sessions 4 - Presentations Preparing presentation and statements of points of view and/or recommendations going forward for case with team coaches in each room. (13:30-14:30) 2. Back to plenary room for presentations of points of view/statements to larger group (14:30-15:00) This will be done in small groups with each member presenting their team point of view to members of other learning teams.	Facilitator: David Kolb, Incite Learning Coaches: At-Large Leadership
15.45	Joint ALAC & Board Meeting	ATLAS Observation
17.00	ATLAS III Plenary 5 - Time Management and Meeting Facilitation 1**. Time management and Delegation** (17:00-17:45) Presentation of models for time management and discussion of best practice. Delegation exercise and best practice. 2. **Meeting Facilitation** (17:45-18:30) Stages of meetings and groups Staying on agenda Handling queue ICANN nuance and best practices	Facilitator: David Kolb, Incite Learning
18.45	ATLAS NETWORKING EVENT SPONSORED BY VERISIGN	Keith Drazek, Goran Marby, Cherine Chalaby

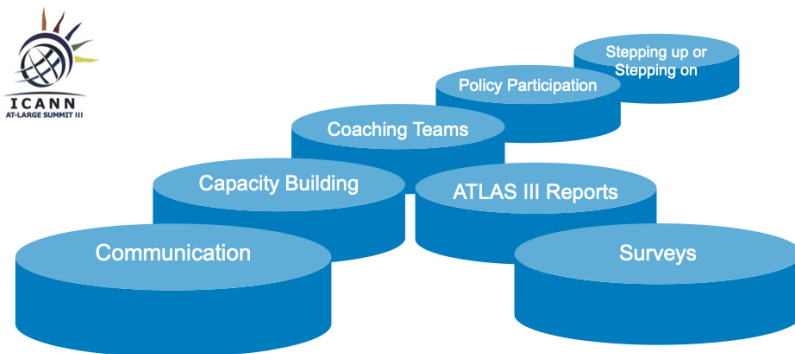## g. MONTREAL MEETING THURSDAY 7 NOVEMBER 2019

8.30	ICANN PUBLIC BOARD MEETING (AGM)	
10.30	ICANN PLENARY – MULTISTAKEHOLDER MODEL	
12.15	**ATLAS III Wrap Up Session Part 1 (Working Lunch)** Welcome and Aim of Session (12:15-12:25) Comments of Maarten Botterman, ICANN Chairman of the Board (12:25-12:30) Comments of León Sánchez, ICANN Vice-Chairman of the Board and ICANN Board Director Selected by At-Large (12:30-12:35) Recognition of ATLAS III Participants and Welcome to At-Large Ambassador (Coaches distribute gifts) (12:35-13:15)	
13.30	**ATLAS III Wrap Up Session Part 2 (13:30-14:30)** Welcome and Aim of Session (13:30-13:35) Discussion of key learnings from Atlas III, how the skills were applied at the meeting, and commitments for development (13:35-14:25) **At-Large Ambassador Journey - ATLAS III**. Next Steps (14:25-14:30)	

X. POST-ATLAS ACTIVITIES

1. Post-ATLAS Feedback From Participants (Lead: Eduardo Diaz)

Tasks	Implementation	Outcomes
ATLAS III Program Committee Survey	This survey will go out soon to get feedback from the participants of the ATLAS III program	
	The Program committee can recruit other volunteers with the appropriate skills to do an analysis of the feedback from ATLAS III Participants	
	Recommendations will be developed from the analysis of the feedback for implementation by the Participants, the ALAC and/or RALOs	
	Recommendations must align with the ATLAS Ambassadors' Journey graphic to provide specific tasks, objectives and outcomes for each step of their journey.	
	These recommendations will also be incorporated into the relevant 2020 schedules for At-Large Policy, Outreach, Capacity Building and Communications.	
ATLAS Participants/At-Large Ambassador Reports	All ATLAS III Participants/At-Large Ambassadors to complete a report on their experiences of ATLAS III	
At-Large Academic Engagement	Develop an At-Large Academic Strategic Plan that fits into the post-ATLAS III activities. Joanna to lead small group to develop proposal.	

2.. ALS Sustainable Management Plan (Leads: Heidi and Alperen)

Tasks	Implementation	Outcomes
ATLAS III Program Committee Interview Results	Review and analysis of feedback	
Collaboration between At-Large regional leadership, At-Large Staff and GSE RVPs	More regular communication and collaboration between At-Large regional leadership, At-Large Staff and GSE RVPs with goals of more effective engagement and participation as well as strengthening the RALO/ALS/Individual relationship	
Creation of 'At-Large liaisons' in Regional offices	The At-Large Liaisons will work closely with At-Large staff and RALO leadership	

3. Completion of At-Large Review Implementation Plan Activities

h. ALS MOBILISATION WORKING GROUP - ISSUE 2 (Lead: Alan)

Tasks	Implementation	Outcomes
Reference document		
Membership of WG Members		
Set up workspace and hold first call		
Group Discussions		
Completion of Activities and ALAC Approval		

- Criteria and process for individual unaffiliated membership
  - Review of the registration process - do we ask if they are registrants or even know about domains?
  - What skills and knowledge do they bring to the work of At-Large and ICANN?
  - What interests do they actually have that can add value to the work of At-Large within ICANN - internet governance is not enough.
  - How do we assess the engagement of individuals within the work of At-Large?
  - How do they carry out their outreach to their communities?
  - Do we make it a requirement for evidence of community engagement - a report required of at least one community activity related to ICANN?

- Review registration process for ALS applicants (and for unaffiliated members)
  - What requested information is irrelevant?

- What information is needed to ensure engagement is an objective?
- What do they know about ICANN and At-Large already?
- What background knowledge do ALS members who will participate in At-Large bring to help us do our work within ICANN?
- Who are identified as the key participants within the ALS?
- Are new applicants aware of the requirements for regular participation and the deregistration process?

- Should we make an expectation that each ALS must demonstrate that they are carrying at least ONE outreach activity related to ICANN per year in their community, and that they have at least ONE person from their ALS actively engaged in an At-Large or ICANN working group or other activity

ii. COMPLETION OF THE AT-LARGE REVIEW IMPLEMENTATION PLAN ACTIVITIES (Lead: Cheryl Langdon-Orr and Heidi Ullrich)

Tasks	Implementation	Outcomes
Status Report 2	Report to be prepared and submitted to the OEC by mid-December 2019	
Remaining Implementation Activities	Finalization of remaining items by April 2020	
Final Report	Report to be prepared and submitted to the OEC by mid-May 2020	

4. 2020 AT-LARGE WORKPLAN ACTIVITIES

Maureen Hilyard (ALAC Chair), Joanna Kulesza (VC Capacity) Jonathan Zuck (VC Policy)

i. POLICY INVOLVEMENT (Lead: Jonathan Zuck)

Tasks	Implementation	Outcomes
CPWG Charter	CPWG confirmation of charter, ALAC ratification of the document and distribution strategy with Comms	
At-Large Policy Platform	Presentation of final document at ICANN67 Community Forum in Cancún	
Policy resource development	Policy Fact Sheets Videos Learning Resources	
Statements and advice		
Incorporate recommendations from the ATLAS III Surveys relating to policy development for ATLAS Ambassadors		

ii. CAPACITY BUILDING (Lead: Joanna Kulesza)

Tasks	Implementation	Outcomes
Catalogue of ICANN Learn webinars/courses	Establish a library of Onboarding resources (working in with other constituency partners (GAC and NPOC) about: • ICANN • At-Large. GAC, NPOC • Policy development and policy writing	 ICANN Learn Course Catalogue - Nov. 2019
Road-map through the multitude of ICANN Learn courses and other primer material	• Identify relevant ICANN Learn courses and At-Large webinars • Develop Comms plan to promote ICANN Learn courses • Identify gaps in courses and create necessary courses • Develop courses (101, 201, 301 which lead to a certificate or other form of recognition) • Contribute to the development of relevant material that can enhance the understanding ALS and individual members about issues of importance to ICANN (focusing on simple non-technical language and in different	

Tasks	Implementation	Outcomes
	languages other than UN languages currently offered by ICANN)	
Coaches and mentors	• ATLAS III participants assigned as mentors/coaches to all ALSes/individuals in their region • Develop roadmap for mentors to cover with their mentees, including regular check-ins • Regular feedback by coaches and mentors • Recognition of achievements (ladders for leadership?)	
Development of the At-Large Ambassador Program	• Establish program for ATLAS III participants to become At-Large Ambassadors in their region • The program will be based on the recommendations that arise out of the ATLASIII survey and interviews relating to Capacity Building for ATLAS Ambassadors • Ambassadors to increase knowledge in their own ALSes and then widen activities to local then regional activities • Work with coaches, RALO leadership team and GSE regional liaisons. • Establish roadmap for each successive step with recognition (including at GA, etc).	

iii. OUTREACH AND ENGAGEMENT (Lead: Daniel Nanghaka)

Tasks	Implementation	Outcomes
At-Large Participation Toolkit	Develop a set of materials for each stage of involvement: 1) Onboarding; 2) Initial engagement (WG membership; assigned a coach/mentor; 3) Policy Advice development involvement; 4) At-Large leadership	
General Assemblies (planning in collaboration with the Regional Leadership of RALOs who have General Assemblies in 2020-2021: EURALO and LACRALO)	• How can ATLAS III activities and learning be carried on to GAs as a process of continued learning and skill building resulting in increased engagement? • What kind of information is important to impart to members about At-Large to encourage greater engagement by individual members (unaffiliated and ALS) • Has an assessment been carried out about those who were invited to the last RALO GA and how many are actually engaged a year later?	
RALO Outreach and Engagement Strategies	• RALO O&E co-Chairs to be appointed by the RALOs • Ensure that RALO strategies are prepared and presented to GSE VCs • To include implementation plans and allocation of CROP and Discretionary Funding	

| Tasks	Implementation	Outcomes
	• Role of At-Large Ambassadors to be developed in consultation with the RALO co-Chairs (who will discuss with RALO leadership) • Co-Chairs to share policy resources produced in-house by their RALOs in collaboration with their CPWG representatives • Incorporate the recommendations that come out of the ATLAS Survey relating to Outreach	
Repository of skills and interests	• Survey of those members who are the key participants within ALSes for skills and interests as they relate to key policy areas and outreach activities • Analysis of surveys to identify possible capacity building needs and identify potential leaders in various interests (policy/engagement/outreach/etc.) • Identify how these skills and interests relate to the policy, engagement and outreach activities of At-Large and ICANN	

iv. COMMUNICATIONS (Lead: Maureen Hilyard)

| Tasks	Implementation	Outcomes
At-Large Comms Strategy	• Develop key messages we want to give about Post-ATLAS At-Large • incorporate any recommendations relating to communications from the ATLAS III survey	
Coordinate with NPOC and GAC Underserved Regions WG, and Public Policy WG		
Coordinate Resource Development activities (from Policy, Capacity Building and Outreach)		
GSE Coordination in the regions (2xSallys) - Pacific Plan		
Periodic Updates on ITI/ITP		
ALT+ At-Large projects for SO-AC flexibility fund	In preparation for the Los Angeles SOAC Chairs meeting at the end of January 2020	
Feedback on CCEG-IG	Send information to David Olive	

5. RALO COMMITMENTS FROM ATLAS III

RALO	Commitment	Outcomes
AFRALO	Engaging and participating in WGs	
	Giving feedback to the RALO about the participation and engagement	
	Reviewing the ROP for participation and finding ways to improve them	
APRALO	Creating a document of shared experiences gained during ATLAS3	
	Planning to hold joint APRALO outreach events across all individuals and ALSes	
	Increasing local community to engage and outreach	
	Holding joint webinars across the community	
	Increasing participation to the CPWG & Monthly Calls	
EURALO	Becoming more visible and effective participants	
	Becoming liaisons for communications on behalf of ICANN to each of their National internet community	
	Creating interest groups for discussion such as IPR, Cybersecurity	
	During the IGFs, ALSes, ICANN multi-stakeholder approach, and ICANN outreach will be promoted	
LACRALO	Everything said will be in a one-pager, that is to reaffirm the commitments, and to be shared with At-Large	
	Each ALS will take action to communicate ICANN's vision and mission outside of ICANN	
	Making sure of engagement and inclusion from gender and indigenous groups Communicating ICANNs work within the ALSes	
	Committing senior members to become mentors to 2-3 ALSes in the region	
NARALO	Committing each member regularly to participate one or more monthly meetings or WG sessions	
	Picking a specific area of interest within At Large among active topics	
	Using the topic and leverage active participation within At-Large	

Appendix 1: AT-LARGE ORGANISATIONAL STRUCTURE 2020

AT-LARGE ADVISORY COMMITTEE (ALAC) ORGANISATIONAL CHART - 2020 (15/11/19)
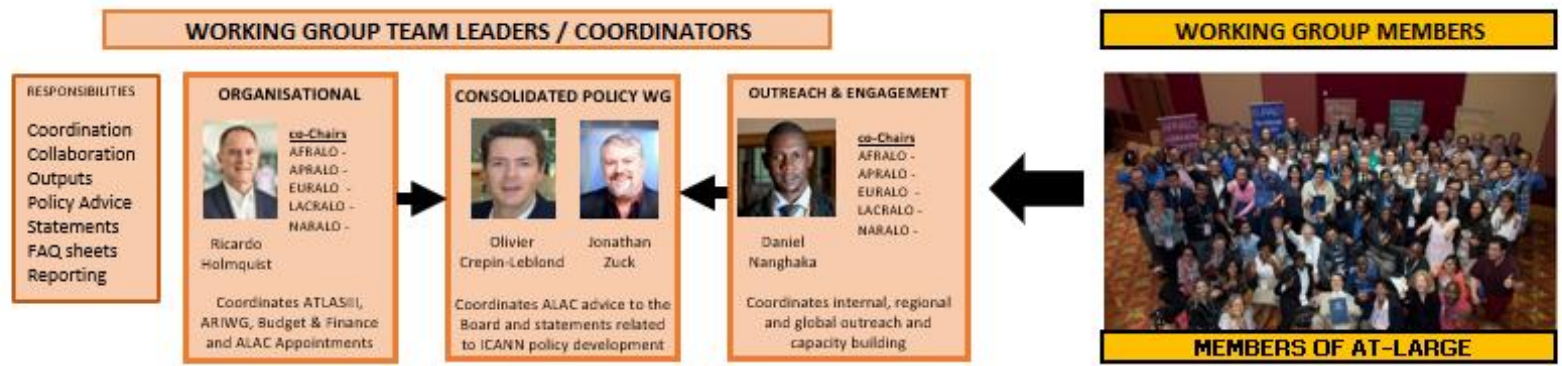
6. REGIONAL AT-LARGE ORGANISATIONAL (RALO) LEADERSHIP 2020

LEADERSHIP TEAMS WITHIN THE REGIONAL ORGANISATIONS OF AT-LARGE - 2020
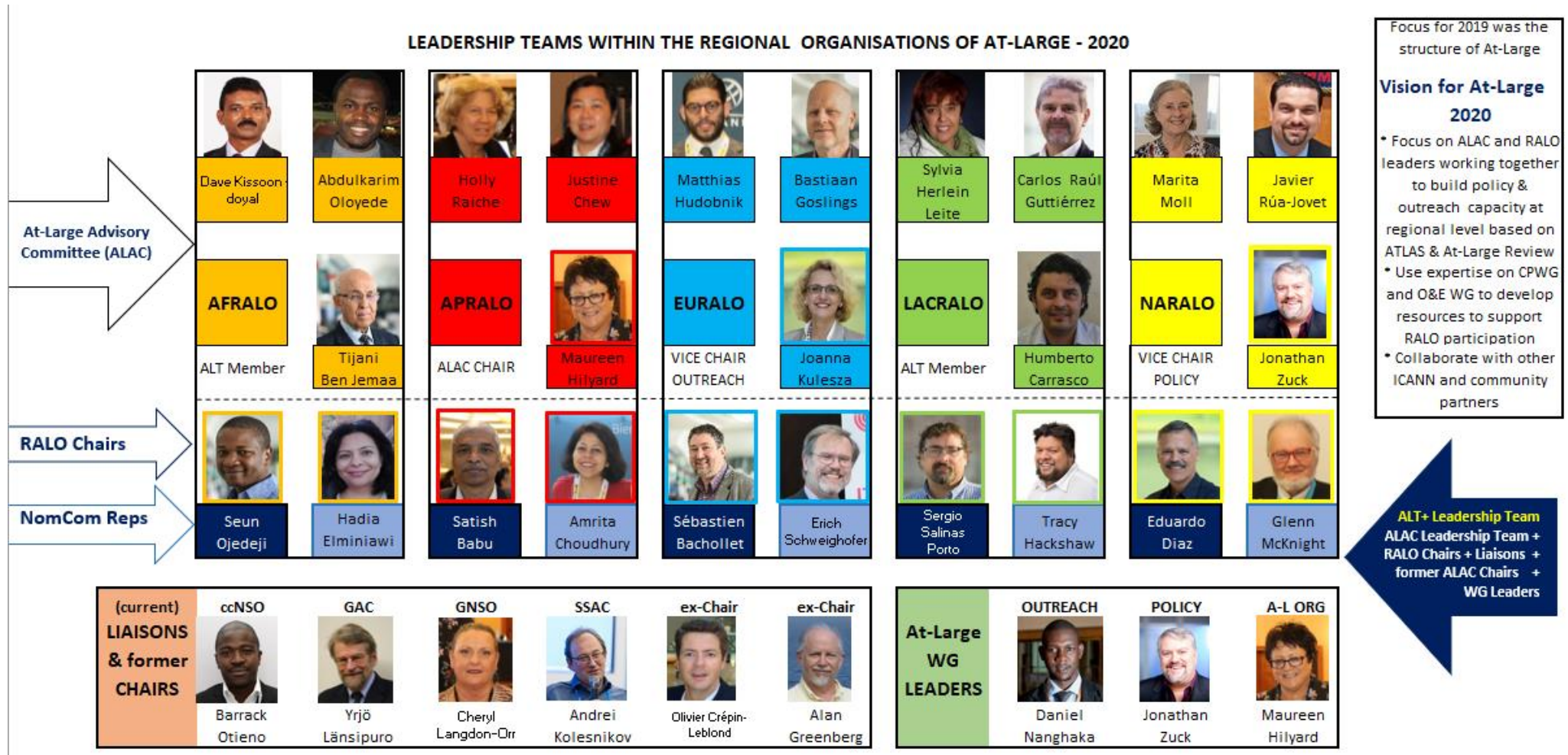
7. AT-LARGE COMMUNICATIONS STRATEGY 2020

POLICY

* Policy Platform is detailed on the CPWG wiki page
* Duties focus on: Advice to the Board and contributing to Public Comment statements
* Developing Talking Points for ensuring consistent communication and messaging at ICANN meetings and for use in regional communities
* Coordination with Policy staff
* ALAC members have a liaison role for monthly RALO meetings
* Contribute towards the development of resources that promote the distribution of At-Large Policy stances via videos, podcasts, etc (see Capacity Building)

ORGANISATION

* Comms coordination for ALAC / At- Large, RALOS & Staff re: mailing lists, skype chats, skype & zoom calls; translation services; real time transcription; technology taskforce; photos, personal data, GDPR consent forms; eBooks, newsletters; At-Large website & community wiki; ALAC reports, etc; Policy Advice and Public comment statements; coordination with other sections of the ICANN community.
* Coordination of reporting requirements of the Finance and Budget Sub-Committee; the ALAC Appointments Selection Committee; At-Large Review Implementation WG; ATLAS III including the Summit Communications Strategy and Post-ATLAS Activities.

At-Large Communication Strategy 2020

OUTREACH AND ENGAGEMENT

* Aim is to reach out to prospective members as well as engage new and existing members (onboarding programmes)
* All Co-Chairs provide monthly liaison reports to their RALOs
* Community outreach is about ICANN and At-Large
* Policy outreach is a focus – coordinating with Policy, Capacity Building and Social Media WGs

SOCIAL MEDIA

* Raise awareness and enhance end-user engagement with their communities by developing a strong and sustainable presence on social media
* Co-Chairs to liaise with RALOs
* Distribution of At-Large and Policy messages via Facebook, Twitter, Blogs, Instagram, Linkedin, etc

CAPACITY BUILDING

* Assess capacity training needs regarding key policy topics, skills and knowledge
* Design programmes that can contribute to meeting these needs – webinars, relevant ICANN Learn and other online courses
* Contribute to the development of Policy resource-kits that will support outreach teams in their work in their communities including a specific website page with access to appropriate At-Large and ICANN webinars, fact sheets, etc