**INPUT TO THE ICANN STRATEGY CONVERSATION**
April – June 2013

> What do you think are the most important forces potentially affecting the Internet in the next 1-5 years that should be broadly taken into consideration when ICANN creates its new five-year strategy?

**Government / Politics** (*Policy, Regulation*)
- It is important that government and corporations not clamp down on the free exchange of information
- It will be important for ICANN to help internet users make authentic connections to accurate information, and reliable product providers
- Increasing security threats and both private parties' and governments' inability to curb this trend reduces internet users' trust and constrains rapid growth of internet use to its full potential. It will also trigger increased government regulation and reduced openness and ease of access.
- ITU – Lack of gov't support: Low legitimacy, Weak institutions (neg); multistakeholder model (pos); Demonstrate multistakeholder model works (role); Single inter-operable Internet (why?)
- Regulation/ policy: National vs. global uncertainty (culture clash) (neg); Efficiency: speed, consistency, ethics (pos); Coordination, Facilitation (role); Mandate (bottom up vs. top down) (why?)
- Cyber security: Economic impact, Political impact, Impact scaling (neg); Knowledge sharing, Understanding regional needs (pos); Awareness, Facilitation (role); It impacts ICANN's mandate (why?)
- Consumer – Voter, User, Citizens
- Cultural difference: Comms more difficult, Speed of working, Assumption-based decision making, Inability to cooperate (neg); Diversity, Allows us to get to our own business, Speed of work, Justification (pos); Further internationalization, Education / learn, Communication, Inclusion, Maturation, internationalization with full legitimacy, Structure processes (role)
- Organizational Overlaps & Gaps: competition; lack of role clarity, "__" can fall through the cracks (neg); Can lead to cooperation, Many hands make light work, Can just get on with it (pos); Role clarity, Identify & manage overlaps and gaps, Foster cooperation, Communication, Highlight complementary relationships (role)
- Control: stops innovation, sets unrealistic expectations on ICANN, ICANN killed (neg); Protection of vulnerable communities, Reduce scope, Stability (pos); Role clarity & identity, Assume authority, Lead within mandate, Trust in your authority & scope, Engage with orgs / govs, Problem-solving mentality, Problem-solution facilitation (role)
- Geopolitics: ICANN is a bargaining chip, Loss of "big dog" (US Gov) (neg); Tension between global & national priorities, Freedom from US Gov, Change brings new friends, Creation of new models & arrangements for shared issues (pos); Evolve the relationship with elephant, Play the numbers game, Engage BRICS, Engage small countries, Address relevant challenges of developing countries, Act global / respect national (role)
- Security: Ecosystem is constantly under attack, Provides justification for control, Lead to disproportionate response (neg); Innovations that lead to positives, Opportunities for cooperation, Breeds opportunity (pos); Role clarity / education / learn /

communicate, Identify security goals & focus, Become competent, Liaise with security players (role)
- Internet Governance: Evolve global Internet governance ecosystem (I*, IGO, others)
- Governance challenges (pressure for more govt. involvement in Net)
- Quickly accelerating sensor market (impact on IPv6 Carrier Grade NATs)
- No standards, conventions, best practices, to combat crime where CGNs deployed
- Legislation posing challenges to individuals' rights to privacy,
- Legislation creating opportunities for fragmenting/balkanizing the Net
- Legislation imposing restrictions on Internet innovation, Net resiliency
- ITU's role and consolidation of control
- Regulation and policy development
- Cyber security and enforcement within and across borders
- Consumer or User – voters, citizens, civic participation
- Power shift into government controls
- Shifting power from developed to developing countries
- Censorship via DNS UES (walled Net gardens)
- Monetize / Tax Internet
- Questions on the legitimacy of ICANN model – "multi-stakeholder"
- Undermine local laws – e.g. Poker Sites & WTO
- Digital Natives joining Government / Retiring older Generation
- Moving government services on-line, closure of phone service
- SDN complicates forensic investigations
- Internet OTT Apps kill settlement fees
- Critical infrastructure – the Internet is now considered a critical infrastructure element
- Government-driven cyber attacks – use of Internet in waging war or influence
- ITU changing role – becoming more powerful?
- Democratic publishing causes changes in laws
- IP law fight comes to a head – Governments and laws still trying to keep pace
- Increased hacktivism and government reactions
- Cibercrime,financial crack, government implementation cost, wide digital gap
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**Technology** (*Hardware, Software, Networks*)
- Navigation – Dotless, Search, Interface, Apps: Misdirection Inconsistency (neg); Ease of use (pos); (well-governed) TLD Expansion, Post–delegation governance, Security/ stability review (role); Mandate mission (why?)
- Cyber threats: Undermines user confidence, Destabilizes systems (neg); Highlights software & application flaws (pos); Redundancy Coordinator (root server, LE) (role); Technical coordinator (mission) (why?)
- Net Neutrality: Shapes navigation, Changes business models (adverse to consumers) (neg); Stirs innovation (pos); None (possibly ombudsmen role) (role); Not in scope (why?)

- Walled Garden (networks): Over-dependency, User capture, Diminishes interconnectivity (neg); Ease of use, Familiarity (pos); Promoting names as alternate to platforms (role); Promote charged w/ governing (why?)
- Internationalization: Chicken or egg? Fragmentation of name space & users, Complexity, Miscommunication / conflicts (neg); Increased user access use, Reach (new users), Supports, innovation, New players (producers/ providers), Cultural identity / expression (pos); Facilitating outreach (role); "One Internet" Global mission, Everyone connected, Internationalized data & WhoIs (i18n), Continue ICANN's internationalization activities & commitment, Continued internationalization of ICANN, Create more technical competence in the international community, Invest time to understand our IDN strategy & impact to DNS interoperability (why?)
- Speed of Scaling: Instability, security challenges (neg); Advances in tech enables scale / new capabilities, Infrastructure – creation of larger marketplaces, New products & services (pos); Plan for speed & scaling – make it a fundamental assumption, Manage growth (i.e., slow things down when / if needed), Think about ICANN's responsibility representing future innovations, Scale: legal, operational, administrative, policy, development processes, IP Address allocation system (RIR), ensure health, stability, relationships (role)
- Replacement Technology for DNS: Fragmentation, Confusion for users & market, Undermine existing controls / disruption, Economic disruption (neg); Drives improvements / new capabilities, Reduce complexity, Lower costs in tech adoption (pos); Develop capacity to be more forward looking / identify trends & be pro-active vs. reactive, Preservation mentality is counterintuitive to forward looking, New method of engagement, ICANN to evaluate to discredit or find sound and endorse, Public interest role for ICANN? (role)
- Value of Domains in Question: Fragmentation, Confusion, Value of a specific name (neg); Political & economic pressure around name space (pos); Review the business model: increase price, new products & services, Start charging for existing free services (meetings, IDN), Demand generation for domains, Enable new downstream business models, Consider shrinking mandate (role)
- Control Fragmentation: Hostile control of infrastructure, Confusion / ambiguity of control, Security (neg); Self determination,  Enables alternative business models, Trail blazing (pos); Primarily indirect actions; Engage new constituencies & coalition, Outreach to counter (or limit) fragmentation, Government engagement / treaties, Response should be appropriate to nature of fragmentation (political, economic, culture, other) (role)
- Security: Consider evolving beyond a coordination role, Incorporating threat awareness (proactively) with comms and education, Improve technical sophistication (role)
- Technical and Structural Evolution: technological evolution (DNS related); Toward a landscape of machine "user" pervasiveness; Structural evolution / regional structures
- Mobile (driving Internet access/use; disruptive)
- Resiliency & sustainability tested by growth in devices
- Playing catch-up with security technology & expertise for IPv6
- Navigation of web: Dotless, Search, Interface/Icon click, Apps
- Cyber threats: malware, scams, hijacking
- Net Neutrality

- Walled Garden (networks)
- Internationalization – reaching all users in their languages
- New technology enabling cyber-crime
- Network hijacks (ISP issue) e.g. YouTube India
- DANE makes ICANN the foundation of internet security
- Increase in request for ICANN security roles
- Increasing sophistication in DNS technology
- Increasing internationalization of DNS
- Failure of RPKI reduces credibility of IETF/ RIRs
- Fundamental shift in internet navigation
- Massive impact to enterprises for gTLD & IDN acceptance
- Cloud hosting?
- Mobile, mobile, mobile!
- Rise of mobile apps eliminate domain names need
- WHOIS policy (new)
- The Internet of Things / IP everywhere
- We cheated every time from your main members directly & i think we will force to buy domain names at their cost, term & conditions

**Business / Economics** (*Business Models, Monetization*)
- Keeping the gTLDs open for all generic terms.  Allowing any one company to monopolize a gTLD would not promote innovation.
- In the next five years, the total number of internet users might well double. Today, the internet is fairly "Western World centric". This will change significantly over the coming years. The larger part of the new users will come from countries and cultures that are presently not well represented on the internet. The diversity in content, cultures, values and norms will increase. Innovation will further increase. This will add great value to the internet, both for the incumbent users as well as the new ones. It will also add pressure on the current multi-stakeholder self-regulation model and will challenge the single, global, open internet of today. Because of differences in values, norms and legislation, but also because of certain governments resisting the openness, ease of access and freedom of speech of/on the internet.
- The importance of and the dependency of our societies and economies on the internet will increase further. By itself, this will augment the global trend of increased government's involvement and regulation, both at national levels as well as globally. This will increase pressure on the existing governance models and might slow down development and innovation
- Forces that want the internet to remain free (of costs) vs parties that increasingly want paid services. This in combination with free content vs IP. These two forces are more and more opposed, the pressure on existing models is increasing
- Focusing on the 4 external forces diagram, I cannot help but ask- "Where is ICANN in the picture?" ICANN is not the Internet. The Internet is a platform that has evolved to such a global size and materiality that it IS foundational; naturally resilient due the exponential power of shared self-interest. It will survive- with or without ICANN. Therefore, if I may bravely voice the quiet legitimate concern of many... The questions

that beg asking are..."Does the Internet need ICANN?" And "Why?" Is the "Multi-Stakeholder Model" sufficient justification for ICANN existence?

- ICANN has gone astray and is seriously off course. Your gTLDs program is a DISASTER! And it will only get worse--"Will thousands of new top level domains change the internet? - Opinion - Al Jazeera English: "Protecting trademarks in the new domain space will increase costs - that will presumably be passed on to consumers."--Wasn't this the real intent of ICANN all along--full employment of lawyers, burdens on businesses, increased costs to consumers, marketplace confusion, fraud, and worse?
- Competing Business Models: Legal, Delays (neg); Innovation (pos); Education, Facilitate discussion (role); Neutral party (why?)
- IP Protection Compliance: Expansion allows abuse (neg); Expansion allows more descriptive relevant name space (pos); Protect TM. Balance responsibility (role); Protection across borders (global) (why?)
- Identity Presence: Reliance on search & social networks (neg); More entities can exist directly on the Net (pos); Prevent abuse of power; Encourage competition (role); To provide more robust & easier experience for user; Encourage innovation & globalization (why?)
- Credibility Reputation Transparency: Expansion allows for more malicious acting (neg); Credible, transparent internet allows for SMEs to participate globally (pos); Maintain trust (role); Unique position in industry (why?)
- Consolidation Globalization: Subnets (neg); Promotes trade, scale, uniformity – shared understanding; Easier to enter new markets (pos); To be an enabler/ catalyst – prevent fragmentation; To keep it together as a single internet (role); Multi-stakeholder model (why?)
- New business modes: New business models disrupt known ICANN model and practices (neg); ICANN as engine for innovation and new business models and adoption of technology (pos); Ensure ICANN model encourages business innovation, Evolve governing structure of GNSO, Regional GNSO, Reduce GNSO clique behavior, Avoid silo behavior, GNSO policy, processes flexible for changing partnerships (role)
- Business internationalization: put strain on ICANN to respond to global interest (neg); creates opportunity to grow as a community with a process of internationalization (pos); Link ccTLDs that target registrants outside of country into GNSO process, Link ccTLDs that have function as gTLD operators into GNSO process, Distribute level of participation at ICANN more evenly globally, GAC competing with GNSO (role)
- User Behavior Changing: user barrier to participate at ICANN (neg); Drives change at ICANN --> efficiency and inclusiveness (pos); Convene local internet community at each ICANN Meeting, Establish At-Large structures in countries / strengthen At-Large regions, Combine with local regional teams (role)
- Regulation: Business interests at conflict between government regulations and ICANN policy maker, Can disrupt cross-border data flows (neg);  The role of policy development process of the 50s in regulation at the identifiers of the Internet (pos)
- New Regions: Polarizes / divergence of number regions and ICANN regions, Divide the Internet to be islands not a global one, Disrupts economic centers of gravity (neg); Creates new bridges and alliances for ICANN, Disrupts economic centers of gravity (pos); Regionalize the GNSO, Increase independence from US Gov. relationship / IANA function, More regional presence to promote / implement regional, local strategies, Benefits of common network outweigh benefits of closed network, Bring new regional level of participation up to level of NA / EMEA, Implement regional strategy via

engagement with reg. groups and orgs, Promote the value of global business engagement, Regional meetings on relevant topics in China, India, Russia, Brazil (role)

- Funding: Constraints in access to capital, Less funds to participate at ICANN (e.g., PDP) (neg); More entrepreneurs / more people can fund more things: virtualized capital and crowd funding (pos); Ensure IPR considerations are taken into account early and always across ICANN (role)
- Industry (including ngTLDs): Empower a responsible global DNS industry that fosters growth; Opening the DNS to innovation and disruption… and ICANN's role'; New commerce and business models for the DNS
- Change in perception of domain names (due to new gTLD launches)
- Development Framework: Address the challenges of developing countries for inclusion for development; Evolve a framework for development (capacity building, etc.)
- Multistakeholder Model: How should the MSM evolve? Should it consolidate?
- Secure and Stable DNS Ecosystem = roadmap of the future
- Diminishing prominence of domain names
- Navigation by search results, icons, custom apps
- Competing (even conflicting) business models
- IP Protection and compliance
- Identity and presence – how will companies exist online? Apps, Social, Website?
- Credibility, reputation, transparency of companies with customers and community
- Consolidation and globalization of businesses
- TLD Hacking - poor security in non-Internet operators
- New gTLD bubble burst
- Death of bricks & mortar retail
- IPv6 kills RIR business model
- Domains use to *protocol* IP rights
- V.I. & industry consolidation (Registrar & Registry)
- Infrastructure & media merge (a la Comcast)
- Telcos battle not to be a "dumb pipe"
- New feudalism (i.e. Google, Amazon)
- ISP consolidation (rebuilding monopolies)
- Dominance and role of .com in question
- New players change the registries and registrars model
- Very different business models for registries and registrars
- Big brands take over GAC & GNSO (= ICANN)
- New business models "suppliers"
- "Commercial" censorship
- Decline of phone & television companies
- Content archives kill new production
- International shifts in markets (rise of China & India)
- Big money coming into ICANN (new gTLDs)
- Static or declining economies (EU, US)
- Internet driven international workforce shifts
- Ecommerce shifts
- New trademark infringement monitoring businesses

- New Business and Policy associated with Internet
- More people adopting an online lifestyle causing multiple people wanting the same domain name. Domains should be limited to country of origin and more protection from name hoarders. I have my name hoarded by a Japanese person and its being used as a place holder.

**Users / Socio-Cultural** (*Use Patterns, Behaviors*)
- Hive Mind: Powerful, Ungovernable, ("vigilante") (neg); Powerful, Meritocracy, Represents inevitable open Internet (pos); Understand & Use (role); Natural alignment of values (why?)
- Everyone: Extremes, Myopic, "Cyberbullying (neg); Inclusion (pos); Include (role)
- Always On: Together alone (neg); Connected, Utility (pos); New gTLDs, Operational excellence (role); It needs to work (why?)
- Monetization or Pay vs. Free Content and Services: Piracy (neg); Access, Forces innovation (pos); Inform, Be neutral (role); Facilitate innovation for choice (why?)
- Empowered: Threatens vested interests, Enables negatives (neg); Personal development (pos); Facilitate (role)
- Culture: Script allows walled garden, Lack of interconnectivity & communication, Language complexity, Cultural sensitivity, Fear of American / English dominance (neg); Language allows more people to be online, Education, Global, borderless communities of interest, Grow mutual understanding (pos); Show strong leadership in IDN strategy, Become a hub and resource for education, Localizing our content, Use plain English, Find a way to integrate new groups, (needs global restructure of SO / AC), Continue to internationalize staff, board, community, Linguistic / regional split (role)
- Geo:  Competing Internets, Law & regulatory confusion, Threat to Nation-State model (corporate & government) (neg); Borderless Internet, Virtual workplace (work from where you are), Broader reach (pos); Launch global user awareness campaign (one open Internet), More regional meetings, Global virtual meeting system, ICANN to become a regulatory body?, Create innovative policy making, [IMAGE: ICANN boat in international waters], Help governments create; national, multistakeholder models (role)
- Monetization: Threat to existing biz models, Monopolies, Socioeconomic class system (polarization)  (neg); Open / free market (increased competition), New business opportunities for women, minorities, youth, Trust as a competitive advantage, Innovation (pos); Create a quality trust mark, Create economic (wealth-creation) model around open Internet, Money does not equal solution for every problem, Create a foundation for global Internet development, Establish a true exchange program, Virtual entrepreneurial Internet incubator (role)
- Demographic: Political instability (age), Complexity & confusion, Pressure on Internet to enable more scripts (neg); Rise of non-English users, Massive empowerment (voice), Social services, Save languages / cultures (pos); Platform for more diverse (relevant) engagements, Direct participation vs. representation (election) , Evolve the mixed model to the expert model, Find a way to engage new constituents (role)
- User Expectations: Privacy concerns with social networks, Marginalization / crime, fraud, Growing corporate & government control (neg); Demand of visual content,

Force for freedom of expression & transparency, Productivity gain / business opportunity, Power of becoming an advocacy group (pos); Promote DNSsec globally, Build user expectations into new directory services, Strengthen contractual compliance with public interest issues, Put public interest first, Lower barrier to new gTLD round, Evolve the role of governments in Internet governance (role)

- Increase in TLDs: Increased confusion (neg); Decreased confusion (pos); Universal access, Registry policies (role)
- Security notification, Cybercrime malware: Reduces trust, increases fear, ICANN relevance (neg); Galvanize interests to address issue, act vs. bad actors (pos); Addressing Ry, Ry bad actors, Facilitate actions at cybercrime, Facilitation / Training (role); Increased trust & innovation, Underscores ICANN relevance bylaws (why?)
- Change in geographic location, Increase # users & Internationalization: Increased state involvement (w/ negative results), Increased users & ratio to ICANN engagement (neg); Increased user benefit & value free & open Net, Increased internationalization of ICANN (pos); Thought leader facilitator (role); One free open Net / Internationalization (why?)
- Navigation, Advertising trends, Path to Net Access (e.g. hash tags & apps) & Multiple Screens: Decreased reliance on DN (DN subsumed), Decreased ICANN stakeholders (neg); Enable more people to get online, Opportunity for innovation (pos)
- Privacy, Opt-in / out, Role privacy, Gov. regulation, Access to protection of data
- Increase in global users + devices (drives crime, governance etc. needs)
- Voice, touch, and automation (e.g., in sensors) displace domains for user input
- "Hive Mind" effect – group practices for good (i.e. meritocracy) or bad (i.e. vigilante)
- "Hive mind": mobilizing the collective behind a purpose, using the easy, global reach of the internet: from Anonymous to Twitter. A tremendous force can be released at governments, multinationals, individuals to support a cause if well played, potentially a meritocracy.
- Everyone – reaching a point where most of the world is online
- Always on, always connected
- Monetization: Pay vs. Free content and services
- Empowered users – information, connection, action, sharing, etc.
- Increase in TLDs can increase & decrease confusion – a new element on the Internet
- Security and Cybercrime considerations
- Global growth and distribution in location of the Internet
- Navigation and paths to access content and information: advertising, apps, hashtags
- Privacy (opt-in / -out) and Government regulation; access to protection of my data
- All ages of users are coming online now
- Increased transparency changes social norms eg. "Chat Roulette"
- Increase in informed people
- Data mining & privacy
- More demands & expectations by users
- Increase dependency on Internet by users
- Shift in user locations
- Decline of privacy and value of privacy – new meanings of privacy in generations
- Online education
- Cyber attacks
- Involvement of user populations in ICANN (eg. one billion Asian users)

- Local > global
- Increase in user power
- Decline of involvement in "background utility"
- "Freedom of speech" re-defined
- Futile nature of censorship
- Increasing use of Net for social/political issues
- Blogs replacing journalism
- ICANN is the most important force affecting the internet now. There is no secure strategy in how to deal with people who know that IPs are not owned

What are the most important things to keep in mind when considering how the above forces connect with ICANN's mission and core values (as detailed in our bylaws)?

- Is this in the best interest of the greater good, considering all global interests?
- ICANN's role is limited and in the longer term, the importance of the DNS might well decline
- Strengthening, explaining and defending self-regulation and the multistakeholder has to be a key factor in ICANN's strategy. ICANN should not act alone in this, but must join forces with key parties in the sector
- ICANN's formal relation with a single government and it being subject to a US national law only, poses increasing threat to its role and position and to the multistakeholder model internationally. The governance structure will have to develop the coming years to limit that pressure to endurable levels.
- Outside of the domain name space, ICANN does not in practice "coordinate the 3 identifiers that make the Public Internet happen". At best, ICANN is an IANA administrator- permitted by the largesse of USA Government. What happens to ICANN if it loses the next USG bid round? What right will it have to renew the Verisign .com contract- moving forward?  IS ICANN the body that "governs the Global Internet"? There is a lack of congruence between what is written in the ICANN Articles and By-Laws - and true practice/mandate.
- ICANN's mission and core values as set forth in the bylaws are fine--the problem is in execution--ICANN has departed from its mission and core values. Everything about ICANN leads one to believe that all domain holders are Fortune 1000 corporations, or governmental entities, with armies of lawyers and bureaucrats to employ chasing intellectual property rights, trademarks, etc. ICANN has forgotten that most domain holders are individuals and small companies.
- Principles: Open, global, bottoms-up, multi-equal-stakeholder model; Trust, shared fate, an open Internet; Engagement; Encouraging internationalization via engagement
- Focus Areas: The Multi-stakeholder Model; Public interest first / Mission; Technical excellence
- Public policy has to made complex efforts like an estrategy to avoid organized crime, staying in the border of legal innovation, no only virtual also interoperability with elite enforcement groups
- Cheating is the most important thing.
- Platform accessible to all
- Implement changes quickly and force all registrars to treat the processes equally. Now each company seems to have different rules and speeds of getting things done. Make the registrars stop the abusive advertising and up-selling on purchase! This practice has gotten out of control.

What key factors should we consider related to ICANN's roles, responsibilities, operations, and structure?

- Criteria for domain name structure ought to be put into place as a minimal filter. So for instance a .org ought to be a "real" public charity with 501c3 status (or intent/pending application). While governments and businesses are likely to choose the domain name ending that fits, others are grabbing domain names that can stream traffic to their websites. There ought to be an effort to manage or at least filter out false fronts.
- Fairness, integrity, transparency, authenticity
- Present trends like the sharp increase in mobile internet use, apps, social media and ever smarter search engines will increasingly influence the use of (and eventually demand for) domain names -
- the present global economic developments put a strain on (almost) global sales of domain names. Combined with the above trends, a sudden and rapid change is not unthinkable
- The new gTLDs constitute a significant -and potentially land-shift- change. However, the two trends above suggest these are not the best times for (a large number of) successful new launches. However, gTLDs targeting specific groups and innovative gTLDs offering interesting services to a large customer base at zero or no costs might get a very rapid uptake. On the negative side, there is a risk of confusion at user level (no longer understanding the DNS and TLDs, not knowing what to trust and what not) and the risk of (partly) failure of the program. The last factor would lead to strongly reduced support of the present governance model and increased governments' involvement.
- The new gTLD program does not change ICANN's role or responsibilities. It will however hugely affect ICANN's operations and potentially its structure. But it changes operations very much  and structure potentially. Transparency, accountability, efficiency, cost effectiveness and operational excellence are key. There is visible improvement, but ample room for more
- Strategic Plan 2013 Effort: 1) ICANN must be accepted by Governments as that 'global governing body'; 2) ICANN must never lose the IANA function granted by the USA Government.  Within the complexities of the Internet context, the Multi-Stakeholder Model is simply insufficient to justify ICANN existence.
- Simplify, simplify, simplify. ICANN is over-lawyered, bureaucratic, and sclerotic. Streamline processes, Streamline the organization, and streamline the regulatory framework.
- Should the policy dev. process of supporting organizations be changed?
- Evolve current policy development process to be more effective and efficient
- Usability – Ensure people of all nationalities and interests join ICANN's discussions easily and effectively (language, platforms, content, feedback)
- Talent – Attracting world class talent and expertise to contribute to ICANN community
- What we do and how we do it: ICANN evolving role; Mission / Vision; Discovering the meaning of life; What we do and why we do it; S.W.A.T.; Reporting > evaluation > feedback > improvement; International and its impact on the Internet

- Organizational development and excellence: HR – the people we need, where we need them; Responsible compliance; 21st century operations; ICANN and scalability; Communications and outreach; Compliance; Organization development and excellence; Budget timeline
- Being global (i. policy development, ii. Multistakeholder Model, iii. evolving relationships); New policy development process and strategy; Evolving the governance relationships and structures; Evolution of ICANN Multistakeholder Governance Structure; Evolving governance relationships and structures; Evolving the Multistakeholder Model; Building relationships with I* and Govs; Ensuring IPR issues are considered early and throughout the ICANN community processes; Balancing global influence and participation in ICANN; Evolution of the IANA functions and contract to the entire ICANN community; Achieving appropriate role within domain of international organizations; Establishing distributed regional centers of governance and engagement
- Policy process excellence / improvement
- PDP excellence
- Role of staff in PDP
- Government has to be an active partner in the action strategies
- Monitor main members as concern to cheating & price decide.
- Clear plan for how to engage
- Issue a certificate of name like a stock and require minimums.

**Structural Elements:**
- Who are ICANN customers?
- End user / customer
- GAC, GNSO relationships
- Future structure of AC / SO
- Strengthening address space "presence"
- Policy SO -> AC and AC -> SO
- Internal governance
- The role of end-users in the future of DNS
- Should IANA become independent of US Government?
- Should IANA remain with ICANN?
- Evolve role of governments in IG issues and ICANN
- The role of governments in the future of DNS
- ICANN = Regulator?
- IPR impact on ICANN
- Abuse, cooperation, and corruption

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> Do you have any other thoughts or comments?

Values: trust, independence, impartial
- Operational excellence, sustainable, delegation
- ICANN financial stability (long term)
- Market dynamics
- Center of knowledge / expertise
- Economics of system
- Research
- Center of excellence: technical, security, multilingual
- Market understanding
- Culture of expertise: technical and economic
- A healthy eco-system
- Ensure reputable and trusted ecosystem (RIRs, gTLDS, ccTLDs)
- Relationships and cooperation
- Financial relationships with allies
- Internet governance
- Regional development
- Removing barriers
- Regional economic development (and underdevelopment), themes, issues
- Role clarity
- Understood communications
- Collaboration tools
- More distributed meetings (face-to-face doesn't scale)
- Barriers to participation
- Effective participation without requiring attendance
- Process excellence / certainty
- Coordination / technical coordination
- Issue-based cooperation and problem solving
- MSM Innovation
- Rigorous / complete justification for outputs
- "Big Dog" (or "Elephant") referred to ICANN's association with the US Government, and whether it's helpful or harmful. This topic also included a longer discussion on IANA's relationship to ICANN.
- ICANN to better understand IDN Technology and ICANN's role with it
- The terms Legitimacy and Authority in relation to ICANN's role were debated.
- ICANN to better understand the coordination which happens already between root server operators
- I have heard about these changes, yet was directed to this website by <http://doteco.org/dot-eco/> the environmental community that has come together to create a new domain name ending: .ECO. I happened upon this campaign while searching/surfing for a domain name to distinguish my independent work from the non-profit I have been developing (www.parkwatershed.org). Dot.eco makes total sense to me - a person who works in and with environmental circles all the time.

Please take authentic domain name ending distinctions into consideration as ICANN proceeds with the next iteration of the internet.

- I think the new gTLDs will definitely be embraced and provide appropriate governance over Internet ecosystem. The coming years, more than ever, ICANN needs a clear and consistent strategy. Internally, it needs a fairly strong but visionary hand to get the organization meet both its internal operational challenges as well as the external ones related to its role and position.
- Get back to your core mission and quit dreaming of schemes like the gTLDs to force companies and individuals to needlessly spend time and money protecting trademarks etc. The top level domain scheme of .com, .net, .org, was fine until ICANN ruined it with the new gTLDs program. Notwithstanding the vested interests of law firms and lawyers who profit by the skewed schemes of ICANN, you should focus on operating in accordance with the mandate given you by the US Department of Commerce and not to make members of the legal profession wealthy skimming profits from domain holders.
- Vision statement is needed and can reside in strategic plan.
- Capacity Building: Learning and capacity building, training; Towards a mixed weird / non weird "landscape".
- ICANN to be recognized as the independent authority to perform IANA function.
- Define role of global public interest: business freedoms vs. government regulations
- Define the synergy between the regulatory role of governments and the policies developed in ICANN to coordinate the administration and management of the unique identifiers of the Internet
- Define role of IPR in ICANN policy development
- MSM – Demonstrate how the Multistakeholder Model works
- Find innovative ways to obtain public comments
- Clear and simple process for business *Quick *Reliable *Compliance *Predictable *Responsive
- Should we widen the access to gTLD – overcoming limits of cost & language?
- If you have plus information about studies in public policy that you could share, please use twitter for communicate it
- Enable a better, more responsive whois data base so that people can communicate not be stone walled when trying to purchase a name.