

Ladies and gentlemen, please welcome George Sadowsky, chair of the ICANN board of CEO search committee. Thank you.

[Applause]

GEORGE SADOWSKY: Thank you very much. I'm really glad we were able to have this session during this ICANN meeting. I know that the selection of the CEO is an important issue in ICANN, as it is for every board. Just an observation I'd make is that while organizational boards have different degrees in the extent to which they get involved in matters of organizations, there is one fundamental obligation for a board that all organizations honor and that is the selection and guidance of the chief executive officer.

Given the fact that Rod Beckstrom has told us that he intends to step down at the end of his term, at the end of June next year, the board has decided to go into action so that we have enough time, enough time for consultation, enough time for search, enough time to do what we need to do to ensure that we made a good selection and that the process of turning over from Rod to the new person will be done cleanly, well, thoroughly and accurately.

So the purpose of this session -- excuse me. Let me see if I can use this control. Ah, yes, it works.

There are several purposes to this session. First of all, we want to inform you, the community, of the CEO search process that we are going to undertake. Now, in making this description, you should be aware that the search committee is now ten days old. We've met. We've talked. We've shared opinions. We've come to closure on a relatively few things, but the majority of things that we'll be talking about, we'll be doing in the next week or two and over the course of the search.

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So we may be able within this presentation to respond to many of the questions you have, but not necessarily all of them. We're just going to have to say "we haven't discussed that yet." We may have opinions. We haven't come together. But we will, and it is going to be important that we not make commitments and say things before we really understand what we're doing.

So we're going to share with you the board's view of the overarching principles and the criteria for selection. This description is going to reflect the board's best thinking to date. It's not meant to be a closed list. It is meant to be a list that has been seriously considered and discussed. But we want to come to you for community input because if you don't know what you are looking for, anything will satisfy it or maybe nothing will satisfy it.

And we want your opinion, and we're going to suggest ways in which -- how you can provide that opinion in the relatively short-term so we can be sure we know what we're doing. We want individual opinions. We want you to tell us both here verbally and in writing later what you feel are the criteria. And Rod Beckstrom has given a perfect example of that at the last session in which he gave his own individual opinion regarding the characteristics of the new CEO that he would like to see.

Let us know what you think, and reach out and encourage candidates you think are good candidates to consider applying once the application process opens. It is really important we have a good set of candidates. The better the set of candidates, the better the selection ultimately will be.

I'm joined on the platform with most of the search committee. There are eight of us, and that's half the voting members of the board: Cherine Chalaby; Steve Crocker who is, I believe, not here -- he is tending to other business -- Bertrand de La Chapelle; Chris Disspain; Erika Mann who, I believe, is also not here but is a member of the committee; Ray Plzak; and Rajasekhar Ramaraj. We are the committee. We will probably do the lion's share of the grunt work in terms of the search process. But you should also know that we intend to maintain a very close relationship with regard to the process with the rest of the

board. We're going to keep them as informed as we possibly can so that the ultimate decision which will be made by the board will be made by some very well-informed people.

We have a rough timeline for this process. And it's rough because, again, we haven't converged on exactly what deadlines -- what milestones we're going to set. Right now we are concerned about refining the criteria desired, and we're going to be doing that in October and November. At the same time, we look for expertise in the private sector to help us to do the search. We'll be doing that in November, and it's our hope that we can then start a formal search process at or near the beginning of December.

The search and selection process, of course, is the majority of the time and it will be going on November through April, I don't know maybe December through March. It is not clear. The one thing that will govern how quickly we move along this timeline is how thoroughly a job -- is how thorough a job we think we're doing because if we think we are really doing a good job and we are moving faster, we are not going to be concerned about it.

If we think we are not doing a good job and trying to maintain the timeline, we are going to slow down. We, I believe, will be able to start accepting expressions of interest at the beginning of December. Those will all go through the search firm, the search expertise, that we hire. So there will be uniform treatment of all applications for the position.

We hope to make an announcement in May and have the new CEO take office on July 1st, 2012.

So input is welcomed from everyone. Most of this session, by the way - - nobody here will be talking. We are going to be listening to you, and you can consider this, if you wish, a dedicated open forum to expressing your individual opinions regarding the criteria that we should be using.

You can also express your opinions by e-mail to the search committee. That information will stay inside the committee. And the address is ceosearch2012@icann.org. These slides, by the way, will be available --

they may already be available -- on the Web site for the Dakar meeting. And the session is being transcribed, so you don't have to take notes if you are willing to go and look for those two files when you want to think about your criteria and respond to us.

And we're going to accept input through the 15th of November, of next month. That is not a terribly long time. On the other hand, if you have ideas about this and you spend some time thinking about it, we think it's long enough. This is not a public comment period. This is a period -- an accelerated period in which we are obtaining input for consideration for essentially ending up in the job description and the requirements for the CEO.

Now, here we have some caveats. ICANN is not an usual organization. You've heard this before. Many of our speakers will say this. It is not a typical for-profit organization, although we contract, we collect money, we have a 70-some-million-dollar budget. We have business operations which are very important to our objectives. It's not a not-for-profit organization either in the same sense that most are, although we are -- let's see, we are founded by the authority of the Attorney General of the State of California in accordance with the rules for founding not-for-profit corporations in California. And we do have a requirement to be very concerned about the global public interest. Those are typically not-for-profit objectives.

We, in addition, have contracts with parts of supporting organizations in the community, and we have a major contractual agreement for one of our major functions, the IANA function, with the Department of Commerce of the United States. So we essentially have many masters. That makes the choice and the fashioning of requirements for the CEO very different from those in a for-profit or a pure non-profit environment. There is no one bottom line.

In fact, in commercial organizations, there is no one bottom line either. But there is an overwhelming favorite, and that is cash in has to be greater than cash out.

So we have an issue here where we want to put a lot of requirements on this person. It is a complex environment. And when you see the list of requirements, you're going to think, no one person is going to meet all these criteria in a really good way. And the question is: Are we looking for a Superman who can walk on water or leap tall buildings? Or woman. I am sorry. A person.

SEBASTIEN BACHOLLET: A being.

GEORGE SADOWSKY: Thank you. Who gave me that opinion? Sebastien. Thank you, Sebastien. Person.

Hello, Erika.

[Laughter]

So that leads to the question: Where do we really need the strengths? Of all the criteria, which are the most important? That's perhaps is not the best way to put it because there is not one most important criteria. But, certainly, all of our candidates are going to have a distribution of strengths across the various criteria that we have. And it is very difficult to say which pattern is the best because there are lots of patterns. And, ultimately, it comes down to an individual decision.

But there are clearly some things that are more important than others. Some of them are dictated by the environment. Some of them are dictated by the strengths we already have on the ICANN board, et cetera.

So what I want you to think about when you look at these criteria are not only what's important but where are you going to place the emphasis? What are you going to look for first, second, third? What combinations are going to be really useful for you? So before I go on to the criteria, I'd like to ask my fellow committee members if there is anything they wish to add to what I've said or subtract from it? Steve?

STEVE CROCKER:

Thank you, George. So, first of all, I apologize for coming in late. There was a press conference that did not want to end. And there were questions raised in there, of course, about CEO succession as well.

The little byplay that just took place about the unintended miscue of saying "Superman" and getting very quick reaction from two of our board members, I think, is indicative of an important point, which is we function here -- the people that you see up here -- as a subset of the board to carry out a lot of the mechanical work and do a lot of the assembling on behalf of the board. This is not a closed group for -- apart from the board. The board will be involved in all of the key decisions and is obviously fully engaged, as you can see, right down to being very quick if we veer off of the proper course.

And I think that's healthy. I think that's very healthy.

Further, that's only a microcosm of what we are doing right here right now, which is to have a process that engages the community. So we expect to have a lot of input and we look forward to it. That said, there are some aspects which this is not going to be a group popularity contest. We're not going to have a public vote about who our next CEO is going to be. There will be a kind of business-like process. Exact details we will work out.

I don't know if it was covered but one of the key things that we did in getting ourselves organized was to draw a very, very bright line between the people involved in the process on the board and any of the candidates that we might look at. Every single person was asked if they considered themselves a potential candidate even under extreme conditions that we might change our mind and come back. Every single person on the current board and on the incoming board voluntarily chose to make the declaration that they are not a candidate, will not be a candidate under any circumstance. And then we matched that with a formal resolution by the board that we will not consider any current or incoming board members as candidates under any circumstance during this process. So there is a very crisp, clean line.

We did not go further than that. We did not rule out other groups of people. We have not said anything more. There is a lot more for us to discuss. But the first thing we wanted to make clear was that the people at the very core, at the inside of this process, are not potential candidates whether they might change their mind or whatever, there's no possibility that we'll wind up in that circumstance. So I wanted to share that. Thank you.

GEORGE SADOWSKY: Anyone else? Erika?

ERIKA MANN: I think you captured this all very well, George, with the exception of the "guy." But that's fine.

I have just maybe two points which I think are important. And you touched on them briefly. This is the timing which I think it's interesting to watch because it will be -- it is an interesting timing in many ways. The new gTLD program will be well underway, so it is more a consolidation phase. But nonetheless there will be many challenges ahead of us, and it would be good -- truly good again to find a personality which fits for those kind of challenges, which we see.

And then, of course, the timing in many other ways because expectation to ICANN instead of decreasing and it is rising which is on one side very good but on the other side, when expectations are high on different sides, particular from governments, it is always critical. So it is as George said, indeed truly important to find the right personality, the right character with the right professional but very personal skills as well which suit into this complicated environment. Because let's be frank, the way ICANN is and the multistakeholder model that we always talk about, it is not a well-known model. So it is still important that this -- that we have somebody who can translate this very well into the broader world.

Just wanted to make those short remarks, George.

GEORGE SADOWSKY:

Thank you. Thank you, Steve. I did not mention that story, and I'm glad you brought it up, especially in view of the press announcements which don't have the story right. And thank you, Erika. I think it's clear that the challenges are changing, and perhaps a CEO would have been very good ten years ago wouldn't be very good now and conversely. That's a function of how people read the challenges and what we're going to have to do to meet them.

Okay. So, without further ado, this represents the board's best thinking at the present time, that there are four criteria, slightly overlapping possibly, but, nevertheless, distinguishable: Technical criteria, community criteria, management and leadership skills and personal skills and values. I remind you this deck is on the Web site and the session is being transcribed.

So I'm not -- I'm going to try to avoid reading all of this but leave the slide up long enough so you can see it and you don't feel robbed of its content.

So in the technical area, we would like the CEO to have a good knowledge of Internet architecture up to a point but, nevertheless, a good understanding of the unique global identifiers of the Internet and what they mean and why they are the way they are; an understanding of domain names and, perhaps, at some level, how the domain name system works; knowledge of Internet protocol addresses and autonomous system numbers, and protocol port and parameter numbers. Some basic understanding of this, we feel, is really important.

In addition, there is institutional knowledge, which is technical, an understanding and familiarity with the components of ICANN among others, the gTLD registries, registrars; ccTLD registries and all that that implies; I.P. address registries; Internet technical standards; protocols; PDPs, policy development procedures; and our commitment to the public interest; and the broad range of the largest Internet community, the community of users, consisting of businesses, individuals, academic organizations, noncommercial users, the whole panoply of the 2 billion -

- represented by the 2 billion people that are users of the Internet right now. That's important.

With respect to community, we go beyond that. And we would like the new CEO to have a good understanding of the existing environment of organizations involved in the development of the Internet and Internet applications. You can think of this as a good understanding of the Internet ecosystem and included as examples only because there are many more organizations than the ones listed here on this slide are the IETF, The Internet Society, W3C, going a bit further you have ETSI, you have the international telecommunications union, you have the international organization for standards, the you have the Unicode body. There are, as we know -- we are responsible for a slice of the Internet space. There are lots of other slices. These organizations have their responsibilities and we all work together to make the Internet safe, secure, functional, reliable. So we want the CEO to understand that.

And, finally, there is international awareness. Government stakeholders, what is their role in Internet Governance? Now, that's a subject which is hotly debated at the present time in which different organizations have different opinions. And if you had been at the recent IGF in Nairobi a couple of weeks ago, you could have heard a broad spectrum of opinions about what governments should or should not do, how they should involve themselves. It is a drama which is in process. And it's a very important one in terms of the decisions taken and how they affect the future of the Internet. It's important that the new CEO really understand this and be able to participate creatively and productively in those discussions.

So in order to do that, we believe that the CEO has to have experience in interacting with a range of cultures because they're all there in these discussions. There are different cultures, different languages, different scripts and different value systems. And so the CEO has to be comfortable in dealing with an environment like that in a way that allows forward progress and productivity.

So, finally, the new CEO has to be sensitive to the values of ICANN and really the Internet ecosystem, the ISTAR set of organizations and he has to be able to build confidence and trust in this organization by outside parties. And he has to do it in certain ways. First of all, achieving operational excellence, maintaining the excellence we have, increasing the degree to which we can be considered an excellent operating organization.

The person has to foster respect for bottom-up, inclusive, multistakeholder activities through the multistakeholder model which ICANN embodies. And as an example of one of the major issues that is currently being debated in the international environment, the person has to understand the natural tensions between things like intellectual property rights, privacy, freedom of speech, freedom of choice, awful these tensions may never -- all of these tensions may never be resolved, but they are in play. And the CEO has to understand them and operate well for the benefit of ICANN and the benefit of the Internet in these spaces.

The CEO has to be able to manage and lead. We have now -- sorry, this slide has some old numbers on it. The person has to manage an organization with a budget of 70 to \$80 million right now and growing, 130 staff, probably growing; multiple offices -- excuse me, that's a typo - - in multiple countries with a multicultural staff. The CEO has to be able to work with the volunteer community. And it is a large distributed set of volunteers who give a lot of time to develop ICANN policy in this bottom-up process that we think is a good one, and we want to maintain and make stronger.

So that's important. There are large programs coming up. The new gTLD program is a challenge. It is the biggest thing that ICANN has done to date, I think, or will have done to date when it is done. And that needs to be managed, and it has to be not only managed but the proper amount of delegation -- effective delegation and guidance to the organization has to be given. And the CEO is at the top of the organization. And it is that person's job to do that.

Finally, we realize that there's going to be some -- the probability of rapid growth is much higher than the probability of staying where we are and higher than any decrease in size. So the CEO has to be able to react to that growth, to plan for it, to manage it, to exploit it to the benefit of the organization. The issues will be complex. The numbers -- the number of programs will likely grow, and the number of offices will grow and, so, the CEO has to be able to do that.

And, finally -- and in this particular set of activities the IANA contract looms large in terms of a major function that we are committed to do under the current contract and that we would like to continue to do under a future contract.

The CEO has to be able to prioritize and manage resources. The CEO in this kind of an environment, it is essential that the CEO be able to foster consensus because we have such a variety of opinions, variety of value systems, variety of cultures. Building consensus is not easy, but it is important for the reputation of the organization and its ability to function. Key staff need to be attracted, retained and the CEO has to have the ability to provide the thought leadership that will attract and energize the community and the board.

So mutual trust really is very important. A relationship of mutual trust has to exist between the CEO and the board and the community and the outside organizations with which ICANN does business. If you don't have trust, everything is a problem. If you do have trust, a lot of things become easy. This is a key. We need to be kept up to date and informed on key issues as a board and as a community, and we also need to take advantage of the skills that exist on the board and in the community. The board at the moment consists with one exception of volunteers also and we're very conscious of the time commitments that members of the community make to make this organization work. And it's really important that when we do know something and can do it well, that's recognized and that we are used in ways that we feel good about as well as contributing value to the organization.

And, finally, it goes without saying that the CEO has to be able to listen to the board and act in accordance with the guidelines that the board gives.

Finally, the fourth category, personal skills and values, we want someone with excellent communication skills. Communication style varies with culture. We need to ensure that the person understands that and can do it to a fair extent. We want strong listening skills. We want big ears on our CEO. We want good public speaking skills. We want negotiating skills, and negotiating skills that work toward win-win situations. And we want clearly a basis for this is good people networking skills, strong relationships with not only people in the community but people outside it.

We need someone who can show some empathy for others from a variety of different backgrounds. We need someone who is international. We need someone who understands ICANN's role, ICANN's slice of -- if you wish, of the governance process vis-a-vis that of the other organizations in the Internet ecosystem. And by an understanding, not only an understanding but a willingness to work in accordance with the relationships that have been defined between the slices.

We want someone who is aligned with what we believe our core ICANN values are: Integrity, trust, humility, technical excellence, and, above all, acting in the public interest.

And someone who embodies this multistakeholder value system and who works within it, who wants to work within it, who believes in it, who believes that this is the right way to proceed and wants to exploit it for the benefit of the Internet in general.

So that concludes my remarks, and I'd like to ask members of the committee if they'd like to add to it before we open the floor for comments. Bertrand?

BERTRAND DE LA CHAPELLE: Thank you, George. Just one comment.

Among this list of criteria, there will be a balance between two poles. As you saw, one pole is existing knowledge by the candidates of the system, the technical dimensions, the type of actors, the general ecosystem, and the policy issues and the technical issues.

It's a lot of things to know, because the CEO, as most of us are at the intersection of many structures, many problems, many questions.

The second dimension is unrelated to the topics. It's related to the skills, the management, the leadership skills, and so on.

And so those two elements are to be taken into account when evaluating the different candidates in terms of the proportion of those two components. Of course if you can have both, that's wonderful, but sometimes you have to balance one versus the other, and this is related also to how much the candidates have been involved in the community or not.

I just wanted to make that point. The general elements that I would like to highlight are the final points that George has mentioned, which is the embodiment of the multistakeholder values, the notions of trust, respect, and fundamentally one of the fundamental criteria is to make sure that the person will personify, in a large respect, this organization and is perceived as conveying the values that the organization practices, whoever he meets or she meets, and wherever it is. Thank you.

CHERINE CHALABY:

Thank you, George. And perhaps one of the points we did not stress, but it's -- I think it's mentioned there, is the relationship between the CEO and the chairman.

And I think that it's very important that the incoming CEO forms a very trusting and teaming relationship with the chairman, and both of them feel that they are on the same side working for the benefit of the same organization.

And perhaps, Steve, you want to say something about that? You mentioned this yesterday as well, but I think it's crucial for us that this is a very important criteria as well.

STEVE CROCKER:

Thank you, Cherine.

The -- it is obviously crucial. The way we're structured is that the board chair has a unique and special job of herding the cats on the board and trying to make organized sense out of a diverse set of opinions and skills, and has been tasked in the past and in continuing with being the spokesperson for the board to communicate the wishes and directions of the board to the staff, and that means really to the CEO and then the CEO manages that process through the rest of the staff.

So as Cherine has said, an important -- a good working relationship is essential.

And I've already said once, although I'm having a little trouble remembering the setting, but I'm sure it will come up. The CEO is the primary spokesperson for the organization. The chair of the board is the chair of just the board. Our selection pool is very, very small. It is only the board members. We don't go searching for -- worldwide for somebody to fill the position of being chair of the board. We search for board members, and out of the board we choose a chair.

So my perspective, and not wanting to speak for past or future chairs, is that my first task is to be of service to the board, to be a spokesperson on behalf of the board to the CEO.

There are ceremonial aspects that come along. I've been dragged now to various meetings and sat through green rooms and press conferences and there will be more of that to come, and it's fine. Happy to do that. Try to do it without too much embarrassment or tripping and falling or any of the usual risks.

But there is no competition, from my point of view. We hire a CEO, we pay well, we expect a full-time commitment, and we do not try to compete with that from the board, not even from the chair.

GEORGE SADOWSKY: Thank you, Steve. Well, now it's your turn. We'd like to hear from you. We have two microphones set up in each aisle. We'll take questions alternately. I would ask you to, first of all, just state your name for the record, and to the extent you can do so, limit your contribution to making succinct points and points that you feel are important, so that we can hear from as many people as possible. Thank you.

JANICE DOUMA LANGE: George, Janice Lange speaking on behalf of Kieren McCarthy of dot Nxt. Is the board also looking at the role of the CEO? Will it consider breaking up the president and the CEO roles, and will it consider making the CEO a nonvoting board member? Thank you.

GEORGE SADOWSKY: The search committee has no -- no remit to address any of those questions, and I -- so I'm going to take a pass on that.

I would encourage you to give opinions rather than ask questions because you're likely to hear that, well, we haven't come to closure on that yet and you're not likely to get a lot of information.

ALEJANDRO PISANTY: Good afternoon. My name is Alejandro Pisanty. Spell that P-i-s-a-n-t-y.

I have a set of four prepared comments, after hearing this.

First, I think that there is a bit of disingenuity in the statements I have just heard. There's a big missing piece, which is that the board itself is a challenge. And I say this with full knowledge or, as we say in Spanish, in the Spanish Twitter community #yo confieso, "I confess." The board can be a challenge to the CEO as large as almost any other. The ability to

work with a shifting board coming and going, criteria in opposite directions, internal board politics, unclear instructions.

The CEO you're looking for must know that this board or its successors may -- that the CEO must be able to aptly guess the outcome of processes that are ongoing and which won't be there for a year or two and still help have everything prepared for when a decision is made.

Chairs change, so you're probably looking in an insufficient way when you're planning for the relationship with the present chair. You have to foresee very different kinds of chairs. And there's a big question which I think the new CEO will have to be part of and decisive, which is the ethics questions. Especially some of them affecting the board.

There are a number of sessions coming forward, and the balancing of the different duties, including the duty of care for the corporation and its good name, which is not in the hands of the CEO to produce but certainly to manage the fallout of actions, particularly, I want to go to board members.

Second, I do not agree with Bertrand that the two poles are what you know and what you are able to do in this community. This is standard for any organization.

The two poles that I think are determinant for the future of ICANN and, in particular, will be manifested in the choice of CEO are the process of - - or the outlook for business facilitation, the ability or the consideration of the ability for the ICANN environment to become a place where new businesses can be made, and within that, whether you want to foster speculative bubble-type kinds of businesses or substantial long-lasting robust innovation. That's a subset within the business side. And it's business facilitation versus creating and maintaining a sense of stewardship of a global community comments of a -- and I just repeat that these were done most deliberately -- that this is not only a traditionalist perception of the Internet but I think that the future of the Internet is only well-served by a sense of stewardship from ICANN.

A third point is very practical, and we know its evil consequences, its terribly poisonous consequences. The previous selection process -- and I'm not pointing fingers at anyone in particular in a personal way. The previous selection process created a horrible hurdle for the new CEO to meet three years -- three years ago, which is, it says to the community, "We don't want any of you. You are too academic. You are too much of an insider. You are too much of a domainer. You are too much of a ccTLD manager, too much of anything that we have already seen. We want something completely new and different." That created a very difficult job for the new CEO. The new CEO had to be superhuman because he would have to tell the community, "I am much" -- the community was asking, "So who is this superman that's better than any of us?" So transmitting to the community that it's a worthy community, that it can produce good CEOs, is not only important for the community but also for whoever you decide to designate, because you will be creating an artificial hurdle that's very hard to beat if you taint the position in such a way.

And the fourth one is to consider two very practical hiring points.

One of them is that ICANN will probably -- will be best served by a CEO for whom there is a clear statement of place of residence and the option that salaries are not a ratchet mechanism which only functions in one direction, that as much as they can rise, they can also be started at a lower position, would also serve all of the above. Thank you.

GEORGE SADOWSKY:

Thank you. Steve?

STEVE CROCKER:

So in addition to spelling Alejandro's name correctly, we should also note that Alejandro is a close friend and valued colleague who served as vice chair of the board for a number of years, and I have the highest respect and affection for him and greatly enjoyed, thoroughly enjoyed, serving on the board with him as vice chair.

So Alejandro, you raise several different points, sort of exceeding our ability to remember them accurately as we go, so -- but I'll take a shot.

With respect to the board being a challenge, we have all heard this and I've lived through multiple administrations and watched the dynamics. I want to take issue with you, actually, on this.

We are a bunch of pussycats. We're easy. What I think has not actually happened well in the past -- and this spans multiple relationships -- is that the board, like any other group, needs to be given a certain amount of attention, given information, brought into confidence.

There's been a -- historically -- and I don't want to characterize this just in the present circumstance -- a sense of distance and a sense that the board is difficult to deal with. I actually think that our board, particularly now, is eager, absolutely eager, to have a close, comfortable, supportive working relationship with the CEO.

I've -- in the time that I've been first vice chair for a few months and now chair for even fewer months, have been working very hard to try to develop the processes inside, most of which would not be visible and not -- not real exciting, flow of information, setting expectations, trying to build a certain level of discipline within the board.

I'm -- I'm expecting that as a group, that we will become easier and easier to deal with. The other side of that is that in the many, many constituencies that a CEO has to identify and has to sort of understand what -- what it will take to build that kind of relationship, whether it's governments or whether it's the TLD community or whether it's business in general or the technical community, the board itself is a small, but very distinct, community of its own and has -- yes, indeed, it imposes a bit of a load on the CEO just like any group does, but I actually don't think that it's all that hard and I look forward to a very, very supportive, close, and positive relationship. I think it will feed on itself and go well.

The -- I'm being passed a note saying that I should say less and say thank you for your input, basically.

[Laughter]

STEVE CROCKER:

Very good advice. But I wanted to respond to that first point.

The other points are all extremely important and worth listening to, but I think I will take the advice that's just been passed to me here. Thank you.

GEORGE SADOWSKY:

Okay. From my left.

DESIREE MILOSHEVIC:

Okay. My name is Desiree Miloshevic, senior public policy advisor with Afilias but sharing my personal opinion here.

First of all, thank you for a very good presentation and the requirements that you're looking for in the new CEO. I think this approach is much more open and I appreciate that.

One little thing that I'd like to add to that is that it would be really beneficial if all the applications of the candidates would be transparent and public, because this is a not-for-profit organization and you might have discussed this in the past but it's really important to get this transparency, because anyone running for this seat should be proud to be running for this place and have no open conflict of interest that the community can see for themselves. Thank you.

GEORGE SADOWSKY:

Thank you, Desiree.

DESIREE MILOSHEVIC:

Is this a no or yes? Will you consider it?

GEORGE SADOWSKY: The board will -- the committee and the board will consider everything that is said in this room at this time, and will consider everything that is submitted by e-mail to us. We'll even stop and listen to you in the hallway.

DESIREE MILOSHEVIC: Thank you.

RON ANDRUFF: Thank you, Mr. Chairman. Ron Andruff, also a member of the business constituency but speaking personally.

I also commend the fact that we have a committee and it's talking to the community. It's really, really helpful and we're -- I think everyone in this room and all of the community is very grateful to have this exchange because we haven't had it in the past so thank you for that.

I wanted to echo the comments of the salaries being pegged to performance.

In fact, salary levels within ICANN have been a part of a hot debate over the years, and many have felt that the salaries might be a little on the high level. Others have felt the staff is so burdened they deserve them.

And that's all well and good, but we understand with the last go-round with the CEO, things like the toolkit, which was a very important part for the various constituencies to do various things weren't possible because there were overruns with salary levels that went out to the previous CEO or the current CEO.

So I think it's really important that when you're establishing the pay threshold, that it's performance-based, and if the individual that joins us and leads us earns two or three or four million dollars, all well and good, if, in fact, we're hitting marks, benchmarks, that move the organization forward. Thank you very much.

GEORGE SADOWSKY: Thank you. Werner?

WERNER STAUB: Werner Staub from CORE but right now speaking in a personal capacity.

It may be inspired by the fact that I don't know the president, the name of the president of my country, which is Switzerland, which is usual. And it is related to the fact that we have term limits, even for the president of the country, and they're very short. They can repeat but it's actually only one year only. Now, as it changes quickly, people don't necessarily remember, but it does actually work.

And if we look at the problem that we have had in ICANN, ICANN has, over time, always become much too strongly dependent on a CEO. It wasn't actually bad if you had a change, even if you had a good person.

So should we really go and try to find superman or superwoman or rather a capable person that can be replaced and actually is going to be good at making herself or himself replaceable? That is probably the focus that we should look for, not the super person, but also with a limit. Probably also at a much lower salary. Maybe not more than the President of the United States could be a threshold.

But about performance, if they again -- a post, like a political post, what kind of performance? That is really difficult to understand. I mean, if you're able to give performance pay to a president of a central bank or of a country, is it about the inflation rate or is it about the number of wars? This makes no sense. So I think we should definitely abandon performance pay as a rule for the CEO. Rather, try to make sure we can permanently groom a number of potential successors at all times.

GEORGE SADOWSKY: Okay. Thank you. I hope we can focus on the characteristics of the CEO here. Next.

KHALED FATTAL:

Thank you, George. Khaled Fattal, multilingual Internet group. I'm group chairman.

Two thoughts come to mind and I would like to conclude them with recommendations to the search criteria, so at least you have something that you can take with you to consider and then perhaps either implement or not.

In -- first of all, looking at the criteria that you have described so far, I would like to consider it as a starting blueprint that's a work in progress, and I think if that's the case, I think that's very encouraging.

One fundamental point that I think is -- that ICANN is engaging in, which will change the structure and the -- the Internet as we know it very shortly, is the new gTLDs and IDN gTLDs.

So bearing in mind that we are already, with the Affirmation of Commitments and the role of ICANN is serving the global public interest, what I would urge and recommend is that the committee factor into the search criteria on that component not only the public interest, but always using the term "global public interest."

So I would make this as a formal recommendation. That's one.

Secondly, when it comes to the new gTLDs and the possibility of the right candidate that can serve, one of the key components that I think we need to look at is the transparency that will not hinder us but will allow us to actually free the space.

So conflicts of interest are significantly important to be not just minimized, to be taken out of the equation. So what I would recommend on that space as well, knowing that the new gTLDs are going to be touching virtually everybody, the committee and the board should address to what level of non-conflict of interest should the new president come in in their involvement in the new gTLDs and that would help make sure that in the future, whatever is going to be addressed is very transparent and would not hinder the future of the multistakeholder process that we all believe in. Thank you very much.

GEORGE SADOWSKY: Okay. Thank you. Sebastien?

SEBASTIEN BACHOLLET: Yes. I am board member but I am -- I don't know even if I talk on my behalf, but I will try. And I take this because another board member made a comment this morning -- this afternoon and then I think I can do that also.

My belief is that the next CEO can come from anywhere, and the goal is to find good people -- a good person. It's not to find the sheep with five legs, like we say in French.

It's not to find the superman or the superwoman. We need somebody who will run the organization effectively under the guidance of the board.

And my second point is that we need to have somebody who is keen to help this organization to become more and more at the service -- the staff must be at the service of the volunteers of this organization, because they are our heart, they are doing the real work, and they need support.

And not a reverse.

We have very good specialists in this community who are keen to spend time to participate through our group, through a discussion, through anything we have to do, and we need to have the tools to support them and staff must be the first tool to support our community. Thank you.

GEORGE SADOWSKY: Thank you.

JEFF BRUEGGEMAN: Thanks. Jeff Brueggeman with AT&T speaking for ICC today and thank you for the opportunity to engage with you on this important issue and

we applaud the transparent process that this -- this selection process is being undertaken, and we hope that that continues.

That transparency and communication is a very valuable part of the selection process and we are happy to see that it's getting off to such a strong start.

As far as the selection criteria, we also think that is a very worthy way to approach this issue. That's how businesses approach these types of things, and I think particularly given the fact that ICANN has many unique aspects to it, and we're at this critical juncture, both with the new gTLD program being launched, the importance of the internal work here, as well as the broader challenges of Internet governance right now, we really need someone who is going to be well-positioned on that front.

So the selection criteria becomes an important benchmark for looking maybe not at balancing, but at a combination of attributes that are going to be the most effective, and I would highlight three of them which have really been talked about already today.

One is strong operational capabilities and competency to manage the organization. That's obviously going to be particularly important over the next few years.

But second it has really been emphasized today is an understanding of the organization, a willingness to engage in the bottom-up process and the consensus building that is such a fundamental part of ICANN is going to be extremely important. And then, again, we would add that understanding and supporting ICANN's role in the broader Internet governance landscape and being able to communicate with key actors throughout -- throughout that landscape, including civil society, business, the technical community, and governments, is going to be very important.

So we support the identification of these selection criteria as a way to guide the process, and we look forward to continued participation. Thank you.

GEORGE SADOWSKY: Thank you, Jeff.

JONATHON ZUCK: Yes, Hello. Jonathon Zuck for the Association for Competitive Technology. I am probably not going to make any friends with this intervention.

I think this is a very aspirational list of criteria for a CEO and I think sort of fantastic in its reach. But I think the number one problem with this organization is that it operates like it is a monopoly. While it enjoys some institutional protections, it is not a monopoly. It serves sort of at the confidence of government and of the community that it serves. And I think the best way to build the confidence, which is mentioned interestingly enough in a different place than leadership and management in your slides, is to get the house in order. This organization is at a point of transition. It is at a crossroads in an incredibly critical time. And it needs to define its mission more narrowly, and it needs to really nail it. And that is the number one thing that needs to happen here. A lot of this stuff is so aspirational that it is great for future thoughts about a CEO, but the leadership and management skills to turn this organization around and start running it, I think, has got to be the number one criteria for a new CEO.

This organization is badly run, and it needs to be run better. That's my one -- number one criteria. Thank you.

GEORGE SADOWSKY: Thank you.

ROELOF MEIJER: Thank you, George. Roelof Meijer from SIDN, the registry. The previous speaker has covered about 90% of what I wanted to say. I think one of the most important criteria is the proven experience of rapidly

improving the quality, the performance of the organization of the size of ICANN.

CHRIS DISSPAIN: Roelof, can I ask you a question. May I ask you a question, please? Would you be prepared -- We are taking written input. Would you be prepared to send us a note of -- some specifics of what you think that means?

ROELOF MEIJER: Yep.

CHRIS DISSPAIN: Jonathon can do that, too, if he'd like.

ROELOF MEIJER: For a short note, it would be efficiency, effectiveness, customer satisfaction, quality of the output. And customer satisfaction, of course, is trust --

CHRIS DISSPAIN: Yeah.

ROELOF MEIJER: -- of the stakeholders. I will put it in writing.

CHRIS DISSPAIN: A little bit more detail would be great. Thanks.

ROELOF MEIJER: Yes, sir.

GEORGE SADOWSKY: Next?

ELLIOT NOSS: Go to Janice. I feel I should defer to something from the floor.

JANICE LANGE: How kind. Thank you very much. Janice Lange speaking on behalf of Roland Perry. Is there a criteria to have attended at least one ICANN meeting before Dakar? And if you will indulge me on this same note, IS Martin Levy, does the next CEO need to be an American?

GEORGE SADOWSKY: Let me answer the second. ICANN is a corporation headquartered in the State of California and, therefore, is responsible for complying with United States law. United States law requires that hiring decisions be made on the basis -- not on the basis of national origin, religion, nationality and few other things. We're going to follow United States law.

STEVE CROCKER: I think that translates into no.

ELLIOT NOSS: Elliot Noss, Tucows. I want to repeat a comment I made in the last search process, and I haven't heard it made anywhere in the lengthy list of materials. Before I do, I want to reinforce what Sebastien said which, I think, cannot be stressed enough, which is hire a person, not a set of qualities. That has been the difference in our business from hiring poorly and hiring well.

The one quality that I want to call out that I think for this role really has to be present is a love and understanding of the Internet, and that to me is separate from understanding culturally the multistakeholder model, from being able to relate to all of the various constituencies.

There is a specific subject matter here, not everybody gets it. But when somebody gets it, they will be significantly better at this job. Thank you.

GEORGE SADOWSKY: Thank you, Elliot.

BRET FAUSETT: Bret Fausett. I throw this comment out here. I truly have no opinion on it. It has always struck me as odd that through four CEOs now we have never had a resident CEO in any of the offices. We have had an office in Portola Valley. We have had an office in Palm Springs. We have had an office in Sydney. And now we have opened an office in Palo Alto. And I wonder if the organization has now gotten to a certain size where you actually need someone on the ground.

And, you know, I think Brussels and Marina del Rey are lovely places. I would think it would be fairly easy to recruit someone at the salaries you're paying to one of these world-class cities.

GEORGE SADOWSKY: Thank you. It is an issue which the committee is discussing. We have not come to a closure on it yet. And so I'm sorry I can't say more about it.

BARRY SHEIN: Hi. I'm Barry Shein. I'm President of the world.

[Applause]

The question that occurred to me, listening to all this -- And I apologize in advance if this is well-trod ground. Has anyone on the board considered splitting this into two or more jobs? I think if I was interviewing for this job, I would ask the board that, particularly an inward-looking operational person, president-type person versus a CEO, outwards-looking, relations person. I'm just curious: Has this ever come up -- it should come up, if you want me to make a declarative and not ask questions. I think it should be an issue.

GEORGE SADOWSKY: Thank you for that.

BARRY SHEIN: Thank you.

CHRIS DISSPAIN: Of course, it would mean the CEO would be able to work 24 hours a day rather than simply 20.

GEORGE SADOWSKY: Janice.

JANICE LANGE: For Kieren McCarthy, dot Nxt. I think the ideal CEO would be someone who is not a frontman but a very effective manager and delegator and someone who generally understands and values community input. A CEO says that he will move budget and resources towards real, effective participation and assists community members, and that is the kind of person ICANN needs.

GEORGE SADOWSKY: Thank you, Kieren, for the positive statement.

Anybody else? Yes?

TITILAYO AKINSANMI: Hello. Name is Titi, for the record. I wear many hats, but I choose not to wear any of them as I make this contribution. Specifically I'm speaking as someone who very much believes in the Internet ecosystem. A criteria that I would like you to take a look at or to consider is one of whoever the individual is, whether it is a multiplicity of roles or one person, is their track record for sustainability, sustainability specifically around the leadership role, around the way they have managed whether it is a non-profit, a private sector organization before. What kind of track record do they have in terms of

being able to leave a space in a way that somebody else can step into the shoes and run with it?

Again, we've had a lot of CEOs in ICANN. That has pluses. It has its minuses. A major thing is: How much of a leadership role has that person played in being able to hand over to other people in a positive way. Thank you.

GEORGE SADOWSKY:

That's a very interesting point. Thank you very much for that.

NAOMASA MARUYAMA:

My name is Naomasa Maruyama from Japan. There is a number of criteria in the presentation. But one attracted me is "able to listen and act on the board's guidance." And this is the one, I think, the most important.

To look at the past several CEOs, I'm a little bit sometimes shocked because some CEOs are not on guidance of the board, rather than showing up himself. And I think this should not be happening in the future.

The very important thing is that the board is, by definition, representing the opinion of the community. And that is more simple that the CEO should follow. This is my short comment.

GEORGE SADOWSKY:

Thank you very much. Any other comments from the floor? I think we've seen quite a range of opinions. Oh, sorry, is there one? Janice.

JANICE LANGE:

The chatroom commented you took the second question on the CEO, but they wonder if you could answer the first about having to attend at least one meeting since Dakar.

GEORGE SADOWSKY: I'm sorry. What was the question?

JANICE LANGE: Was part of the criteria going to be that the applicant would had to have attended one meeting, counting Dakar, starting here?

GEORGE SADOWSKY: That's really difficult to answer. I would not want to try to hazard a guess. It would be my own opinion, and I would want to confer with the committee.

I would say that Jeff Brueggeman brought up a very good point. He said he valued the work of this committee in terms of engagement with the community. I think it is a good thing, too. I'm glad we're doing it. And I'm hoping we can continue to do it to the extent that we can share public information, or information that can be made public, and at the same time maintain the confidentiality of those things which are inherently confidential in a search process. So we will try to maintain this transparency.

And we hope that you will, if you feel that we are not doing it -- this is not a shy audience or group -- we hope that you will tell us.

Now, this is your first chance to tell us what you feel about the CEO.

I'm sorry. Oh, Mike. Yeah?

MIKE SILBER: Thank you, George. Mike Silber. Just to push back slightly at some of the questions that are coming up because it seems some in the audience are missing the point over here.

I think the point is not will it be a criteria if somebody has attended at least one ICANN meeting, whether starting in the first one in Singapore, the original Singapore meeting, or somewhere else. I think the question is: Do you think it should be a criterion? And if you do, please explain why and if you think it should not be. And, similarly, if somebody

should or should not be an American, by which I assume North American or citizen of the United States, I'm not entirely sure.

But I would really like to hear people say why they're asking these questions instead of asking sometimes relatively inane questions to a panel who is trying to get further input.

As Sebastien has pointed out -- and I think it is quite useful -- we have got criteria that amounts essentially to a five-legged sheep up there. They are fantastic. I think all of them are relevant.

If people think something is missing or feel the emphasis needs to be placed elsewhere, then that's the input we're looking for. Not asking questions, you know, does the person have to have attended a meeting? If you're considering applying, then my suggestion is attend a meeting and then apply. We won't disqualify you if you intend on applying and you haven't attended a meeting yet.

GEORGE SADOWSKY:

Thank you for that, Mike.

It's true. We want your concerns about what's important here, what we should be looking for. I suppose -- I think we probably don't want comments about previous issues unless they bear directly upon the selection of positive criteria for the new CEO.

Now, you have a chance to respond to Mike's excellent intervention by forming your thoughts and writing to ceosearch2012@icann.org by November 15th. We look for comments from anyone, anyone, in the community, outside the community, et cetera.

Any more comments by anyone? Katim?

KATIM TOURAY:

Good afternoon, everyone. Thanks very much, George, and your team for leading us on this very important work. My suggestion is that I think we should also have in the requirements sheet that at least we -- And this is very delicate. I'm trying to say how best I can really put this,

because what I would like to see is that we insist on having a CEO who even if the person is not -- doesn't have experience in working with the developing world, that person has to have the potential or the ability to work with them in the future because I, frankly, would hate to see us have a CEO that would ask me really dumb questions, you know?

I mean, I would expect us to have somebody who, even though I don't expect them to know the President of -- each and every President of all the countries in the Asian region, for instance, or southeast Asia or Africa for the matter, at least to have the sensitivity and the sensibility I think is a better word actually to make me feel that, yes, this guy, this person, this lady, might not necessarily come with a professional background of working with the developing world but has the sensibility to work with people and organizations and governments and businesses in those areas. I think it is going to be really important to get that on board.

I say this even though I have seen some international requirements, but not all countries are treated the same. And I think we need to take this extra step to have this distinction in there. Thank you.

GEORGE SADOWSKY:

Thank you, Katim. That's an important point. And I would put it under the rubric of international -- being an international citizen, and I would not include people whose international travels are limited to traveling to the Caribbean in the wintertime.

Okay. The queue is closed. Marilyn is last.

MARILYN CADE:

Thank you. This is my first opportunity to take the microphone at the ICANN meeting. My name is Marilyn Cade.

[Applause]

It won't be my last, hopefully, but it is a much appreciated opportunity. I join with others who have thanked the board members for joining this

important committee and for creating, I think, a very valuable opportunity.

It will not be possible throughout the process to come back to the full community at all times. There is a longstanding, well-known process that is used in business, and I think in other organizations now, called 360 review. It is something we have long needed at ICANN. And I think you could consider inviting the chairs and designees of the SGs, constituencies, advisory committees to each identify a number of people to be available to you at a couple of stages so that you can take general feedback, not specific feedback. You can do that in the process as you lead up to selecting the CEO, but I think it's something you should continue afterward as well. And such a group would be able to continue to provide 360 feedback both on the board and also on the CEO on a continual basis.

360 feedback is input. I think it might be useful to us on an ongoing basis.

GEORGE SADOWSKY:

Good suggestion. And I would ask for more detail in whatever you submit via e-mail to the committee. Thank you.

No one else. We've heard a lot of good input here. We'll take it seriously. E-mail us. Let us know what you think. We'll try to be as transparent as possible in reporting progress to you and in coming back to you, should we require specific information from any of you. Thank you very much.

[End of audio]

