PRAGUE – Fellowship Morning Meetings
Wednesday, June 27, 2012 – 07:00 to 09:00
ICANN - Prague, Czech Republic

Janice Douma Lange: …the GAC, the Government Advisory Committee and the work of the GAC and ho she arrived there, from Fellowship to there. So Rick we'll go ahead and start the live record, and Kashif if you're ready – fantastic. Hold. And good morning to my interpreters, thank you for hanging with us.

Sorina Teleanu: So, can you hear me? Now it should work? Okay, yes. Good morning everyone. I'm Sorina Teleanu. I'm from Romania. I think I know most of you, but anyway.   I joined ICANN exactly two years ago, it was in Brussels. I had no idea what's happening with this ICANN thing before that, I just read some things on the website. And then I joined the GAC during my first meeting as a Fellow, say behind them and listened to them. And I was "hmm, we're not there."

Actually we were on eth GAC, Romania had a member on the GAC, let's put it like that we were not exactly active. So I thought I can make a change. I'm not doing it now although I am a GAC member, but I hope things will change anyway. That's an internet issue. About the GAC – GAC is an advisory committee which means it provides advice to the ICANN Board; advice on issues that may have impact on national public policies. Basically that's everything ICANN is doing, so we have to pay

attention to everything that's happening within ICANN and provide advice on all of these issues.

Then the ICANN Board is not obliged to follow GAC advice, but according to the Bylaws, if they do not follow GAC advice they need to provide an explanation and then enter into consultations with the GAC. This happened in Brussels one year ago, before the approval of the new gTLD program. We had like three days of consultations on some, we call them outstanding new gTLD issues. And in the end it was more of a compromise, so not exactly the first GAC position, not exactly the first ICANN Board position but a compromise, and it was fine. And as you all know, the ICANN Board approved the new gTLD program.

So basically that's what GAC does. I know people don't like governments too much. Sorry? I'm Romania. Eastern Europe, near Russia somehow if that's more easy to find it on a map. So I think I can have questions now. It would be better to answer your concerns or stuff like that, so anyone, anything? No? Okay good. Yay. Okay so I'll just now pass the mic to tee Chair of the NomCom Committee, Vanda.

Vanda Scartezini: There's a question, please.

Male: You represent your governments within ICANN, that's what I understand, and you advise obviously ICANN on whether the policy they are trying to implement is having any impact on governments and public policy. But do you do it other way around? I mean when ICANN states

that some policy must be taken into action do you advise your governments to do what's needed in order to implement those policies?

Sorina Teleanu: It's a two way process. We first consult our governments back home about everything that's happening within ICANN and then they make a decision and ten we bring this decision to the ICANN, to the GAC and then forward to the ICANN Board. So it's both ways; from the governments to ICANN and from ICANN to the governments.

Male: Okay, so it does work both ways?

Sorina Teleanu: Yeah.

Male: Okay, thank you.

Sorina Teleanu: You're welcome.

Yashar Hajiyev: Yashar Hajiyev from Azerbaijan. Sorina, can you explain to me, I understand that you actually making the idea or policy, information policy for Romanian government to explain it at the Board of GAC. So what's the procedure? After coming back home, so you are the

(inaudible) or something like that, taking some correcting from your work here from the Romanian part or how it's happening?

Sorina Teleanu: Okay, so I'll just tell you how I work. Before an ICANN meeting I write a report for my minister of all that's going to be discussed during the meeting, about what decisions are we supposed to make as a GAC. Then my minister is supposed to approve that, sometimes it doesn't happen anyway, that's an internet issue. And then I would have a mandate to represent my government here in the GAC meeting and after the GAC meeting I again have to write a report for my minister to inform him about what has happened during the meeting and what should happen next. So basically that's how it works.

Male: I want to add something about the GAC. I think GAC actually represent the governments and what are the governments doing? I'll just give our example, Pakistan. Actually the issues which are pertaining, governments are also dealing with issues of the public, of its community, not only the government issues. Suppose we take the example of gTLD, there are many issues in the gTLDs applicant guide. And so we discuss, we have a committee of multi-stakeholders which is leading by the Ministry of IT which involves the academia, which involves the civil society, ISPs, teleco operators.

So if there is an issues in the national trust then we send the document for their comment and then they send us the document and then we review it and collectively we send the issues to the GAC. And GAC

approve it and then send it to the ICANN. So it is a formal way of communication to the ICANN. And many issues which are dealing with the public we communicate through GAC and they accept it. I think it is more a [tactile] and formal way of communication with the ICANN. Because any government we send a community request it is more attentive. Thank you.

Sorina Teleanu: Thank you, back to Vanda if you have no other questions.

Vanda Scartezini: Good morning, first of all. But just compliment, I have been in the GAC many years ago, and one important thing I believe is just that the Board of ICANN shall accept their recommendation or going public and explain why not. This is for me the most important issue related to the governments. And whatever we say over there, it's something that you cannot assure to your government that your position will be accepted. It's 100 people sitting there so it's quite difficult sometimes to have your personal opinion to be really accepted from everybody. So the idea is to bring consensus.

Well, good morning. First of all, my name is Vanda Scartezini. I've been in ICANN since 2000, starting to represent my government in 2004, then I joined the Board and then the ALAC. I'm still with the RALOs, I'm from LACRALO; that's my region, Latin America and Caribbean, I'm from Brazil. And now I am Chair of the NomCom. And that's about, NomCom, I will try to tell you our task and incentive you to understand and apply in the future.

The NomCom is an independent group, so we don't pay any response to even to the Board. We are completely independent and we, as the ATRT – you know what is the ATRT of the Affirmation of Commitment? We have a group that this team makes recommendations for the Board and for the NomCom and those recommendations were about basically improved transparency. It's quite a trick for that because transparency is to the limit where we need to protect candidates. We cannot talk about who is the candidate and in the process if they are accepted or not, it's just for the NomCom and the candidate itself.

So just to protect the secrecy if they want to. Of course if the candidate wants to go around and say "I'm a candidate"; okay, that's for him to say. But it's forbidden for us to open the name of any candidate. So it's a process. We have a page, in this page that is http// and nomcom.icann.org. So if you enter that you can see our timeline. Our timeline is there. Our process is there. What we should do and which positions are open or not. Normally it will be open after this meeting. In this meeting we are kind of locked in the room interviewing candidates that we pre-selected for this meeting.

What is the process itself is candidates just apply normally till end of March or something like that. And after that, we start to analyze their applications and the whole group votes. So we make some kind of rank of candidates for the different position; for the Board, for the GNSO, for the ccNSO and for the ALAC. So we select people for all those areas and constituencies, ACs and SOs. So this is one process that once we have this list we start to select then who is going to be on the short list for the Board that we should interview. And we have help from some kind of company that we contract, because we are not, we are mostly

engineers or something like that. But we don't have this high skill about interviewing people and have a very good idea about their personality and their behavior and this kind of thing.

So we contract an international company to do the human research. They interview people. So this short list will be interviewed and after that we still [do the issues review] and then vote again. And this is a process. And then we bring to this meeting part of this short list that's normally the first ones. This year we had 72 applications for the whole positions and 59 just for the Board. And this year we have some specific issues because our Bylaws say that the Board cannot have more than five persons from the same region, neither less than one from any region.

So we need to have Africa, we need to have Latin America and Caribbean people, we need to have European, Asia-Pacific groups and so on. So it's mandatory. So this time, the only Latin America representative into the Board is one person that is finished this year his mandate. So we need to select one Latin American/Caribbean to substitute this guy. So that is the whole process. It's a very difficult process, it's not an easy process. Because most of the short list, when we submit people to this company and get some feedback from there, most of them are very good ones. So we are not choosing people for "wow this is bad, this has no qualifications"; almost everyone has a huge qualification.

And that is very hard to select from those higher qualified people who is going to be the one. So we discuss a lot and after this meeting we'll start to, after the interview the people that are around, we just lock

ourselves in the room and only get out of this room when we all have selected. Then we can go home. So that is a task to do that.

So what is the problem of NomCom? The most important problems on NomCom is the outreach, it's to find people in all those regions that can apply. And for that, I need you. I need you to think about yourself to apply for the next year, and also to think about who is the friend I have that I trust that is a high qualifier for the Board position. And when you come here as a Fellowship you start to lean all the positions that are available in these groups. So it's your chance to think about yourself. Next year we're going to have open opportunities in the ALAC for instance for Africa, Asia and Pacific area and Latin America Caribbean area.

This year we are selecting people from European region and the North America region. Next year, that we're going to start in September or something that like, is started the process for those three other regions for the ALAC. And the ALAC is a good start for Fellowship people because it's where you can have knowledge because normally in your countries, in your day by day activities you are connected with the people and you are connected with the users. And ALAC represents the users, so it's a good opportunity to think about yourselves and think about the people that you respect in your country that can join the Board level or some of the Board level.

Some of you may be involved right now with the ccTLDs or the generic ISPs in your countries and so think about other opportunities too. Because there is all those opportunities for the next year and we need new faces around. That is quite important. For instance, this time we

had very little Africans apply, if it was two or three, and it's amazing. We need to have much more people from the regions to select. It's hard to select the people from one or two. We need to have more people involved.

Asia-Pacific too. Asia-Pacific is too large to have representation enough. So you have Indians, you have Pakistan, you have all the Arabic world, you have all the Japanese, Chinese and Philippians and all those people and more the Pacific region. So it's a lot of people and we cannot have just one of those groups represented. We need much more than that. So the people here are saying I don't have much time, well I'm ignoring that. Rod is waiting for us, I know. But this is our task here, is convincing you that you are capable to participate and be selected.

So please pay attention on the announcements on the ICANN page about NomCom and think about yourself, think about the people in your region, in your country that you respect that could be a good candidate for the Board too. So there is a lot of challenge that this institution is facing from now on, so we need strong people to participate. The best we have the better the institution will become. So thank you very much for your attention and if you have any questions, I believe Rod can wait a little bit.

Ali AlMeshal: Just a quick question. Thank you for the great introduction about the NomCom. The question is where is the Gulf countries fit in?

Vanda Scartezini: Ah yes the Gulf countries are in the Arabic world, they are in the Asia-Pacific.

Ali AlMeshal: Compare the Gulf with only China or any of the other Asia countries, like look into Bahrain, look into Qatr or Kuwait size wise. So if you say you want to nominate or put somebody on the Board, if I get one from the country I will get thousands from there, so how is the balancing between these…

Vanda Scartezini: No it's not that. There is much more candidates from the Arabic world than from China for instance. Because they are probably are more try or something like that, it's a cultural behavior so…

Ali AlMeshal: Yeah Arabic is good but I'm speaking about specific about the…

Janice Douma Lange: And Ali I'm really going to, I'm so sorry because I normally don't do this, but Rod needs to get to his next appointment too so I am going to have to – but there is a thing called email which is fantastic. So we can go back and forth with this and I'll share the email address with this so you can do that.

Vanda Scartezini: But anyway, I'll be around and we can talk, in the Gala Night for instance, okay.

Janice Douma Lange: Thank you Vanda so much.

Rod Beckstrom: Thank you Vanda, how are you. Great, good morning. Who's going to sing Hey Jude this morning? Tracy? Hey Jude – that was fun, huh? Who was at Music Night last night? Yay, oh wow, great representation. Na, na, na, na, na, na, na, hey Jude, goodbye. That was great fun. So, we're going to talk about this morning whatever you want to talk about. I guess one thing I'll talk about just quickly and then I want to answer any questions you've got is how I look at the organization, or as a CEO how I looked at my strategy to help steer and craft and shift the organization.

                        So let's start with Music Night; why do you think we brought Music Night in? Because before I came there was no Music Night. But I brought Music Night to my first event. Do you know why I brought – why would I bring Music Night? Well Hey Jude is fun – what did you say?

Beran Gillen: For helping people know each other and have more trust in cultural issues.

Rod Beckstrom: Exactly. I had learned in the Wikipedia open source community that even in open source communities you have a lot of volunteers, but you have a lot of conflict. People have their politics, their egos; huge

amounts of conflict. So the Wikipedia does open mic music nights and I went to one of those with Jimmy Wales. The Founder of Wikipedia, he kindly took me along to one and I was like "this is really great because people are not just singing, they're also dancing, even playing their own instruments on stage." And now this has become a collaborative, creative thing.

And when I got to know ICANN I knew that sometimes a lot of conflict, a lot of debate and I said "you know, we have to bring humanity in." So my first meeting in Korea we did two things, one is I talked about how young talent could come on the world stage and I put up a video of [Funtu], who's this incredible guitarist and I was telling the story of [Funto], and then I started putting up his video clip and then he walked on the stage and he played guitar. And it was unbelievable. I mean people were crying. I could see people crying in the audience from the beauty of him playing. Gosh I'm trying to re – Cannon in D Minor on electric guitar.

And what the music speaks to is culture. So in organizations you have people, you have processes, you have structures and you also have culture and you have environment. And the job of the CEO is to lead the execution of the organization.   But this is a very interesting organization because it's not just like you build software or you sell a product. This organization does a lot of different things. It develops policies. It does education. It helps develop technologies like DNSSEC, fundamental technologies or IDN variants. It does diplomacy. It has relationships with governments around the world.

It does evangelism. It helps to evangelize new technologies like DNSSEC and iPv6. And if you look at a primary function is development of policies; that process is extremely complex and loosely coupled. There's not a clear simple method for developing policies in ICANN. There is the Policy Development Process, but in reality many people can try to influence that process in many different ways. You look at how the GAC comes in and gets involved in policies whenever they want. You look at people within a stakeholder group or a constituency reappealing or redebating or relitigating anytime they want.

You look at groups appealing decisions. So it's actually a very complex process. And when I came in there was a couple of things I notice. One was that – and the staff of ICANN has to support policy development, but it's not supposed to skew it, it's not supposed to change the outcome. The staff needs to be right in the middle. And that was a problem when I came in. When I came in I was getting complaints all the time that policies were skewed or affected by the staff. So I made a change in leadership. I knew that to do that I had a brilliant person running policy but they have a very strong personality. And I needed someone who had a very low personality and very strong capabilities in collaboration, so I brought in David Olive to run policy.

And all the skew just went away just went away. Because of the different philosophy and the different personality changes. The other person is still in the organization and doing great work on strategic projects. So the ICANN staff has got to support that neutral policy development; so I did that change. And he next thing we looked at was to say the job of the CEO is not to – the other thing is I decided early on, I am not going to become an ICANN policy expert. And I decided that

because I said if I'm going to become an ICANN policy expert myself then I won't be leading the organization because I'll get my head caught up in the wrong things.

So I need to make sure that the policy processes are running, that the progress is being made and that problems are being removed. So the only times I got involved in shaping policy was to get things unstuck or unblocked when they just wouldn't move. And I did do that. You consider it an intervention. I did very few interventions but I did some, such as on vertical integration where I strongly supported the staffs' recommendations to get rid of vertical integration, which meant that registrars and registries, you could do both businesses together in the new gTLDs.

And I did that because I'm an economist, I have an economic background, and all the research showed us that we should allow that to happen and I could tell the Board hadn't really had time to fully deliberate it when we went into it. But anyway, coming back to it, the difficult thing being CEO if ICANN is, the people that are working on policies, when do they want to finish the policy; when do they want to stop debating? Never. They never want to stop debating.

So if you finally make a decision and the group says "yes it's our consensus"; as soon as you start working on implementing "no, no, no your process is wrong. That wasn't transparent"; whatever it is, always complaints. But you cannot run an organization and get projects done unless you stop the changes and you move forward. And that's what I did as CEO. That's what I brought into ICANN that I think had not been

there previously that allowed us to get very complex programs done and through.

Now it meant I had to take the very unpopular position of telling people "no, we're not going to do single character TLDs," as an example. As soon as we finally approved top level domains, June, Singapore last year, people said "oh but let's do single character TLDs too." And I had to say "no, not unless we change all of our timelines." So you had this policy development process, very complex, very loose, very decentralized or very starfishy as I would call it, from my book, very starfish like. But then you've got to go to do execution, and execution means getting things done and accomplished through teams and systems and delivering a new system such as new gTLDs.

And that has to be more centralized, or at least more planning and control. And managing that interface between the decentralized parts of ICANN that are always moving, always changing, always reflecting political sentiment and the execution organization – that is the hardest part of the job; that is very, very, very difficult. So anyway, in my mind I was trying to find the sweet spot. Because if you go too far towards the control on your programs and being rigid, if you go too far then you're not absorbing the richness of the information, of the policy processes. But if you leave the processes too open, you just get chaos.

You get – what people talked about ICANN before I came often was they called it a perpetual debate society. So people would debate forever and the organization had a very difficult time getting things done. So for me it's been an amazing learning experience to learn how to balance those two and reshape the organization. I did a lot of other networking

as well – are we in a hurry? Okay. I did a lot of other networking as well, so Music Night was a human technology to change culture and values so people find more commonplace.   Same thing with the Welcoming lounge; that was a staff initiative I supported. I thought it was very important.

Then in the internet community – so you have ICANN, you have ISOC, you have IETF, you have WC3 the Worldwide Web Consortium, you have the Internet Architecture Board – you had all these different internet groups; they never met. They never got together. So we created a new group called the I Star Group. And that was an idea that I had because I learned in my experience that if you build personal relationships with leaders of other organizations and you get away, my formula is a day and a half retreat – you don't need two days, you don't need five days; you need a day and a half. One day is too short.

So you have to meet someplace in the world, have a really nice dinner together, maybe a couple of hours of meetings and then a dinner and then you met the next day and then you have a dinner. Then everyone goes away. So we started doing a meeting with the heads of ICANN, ISOC, IETF, IAB, Worldwide Web and we just had our third last month, and we do them twice a year. Another thing as a leader is you want to create groups that meet and you want to create what I call a drum beat, you want to create some frequency that works. If we said that we wanted to do that meeting four times a year it wouldn't work because it's too much travel. And one time a year would not be enough to build the cohesion.

So anyway, our I Star had its third meeting in New York last month and now all of our organizations are working together better, because we have the relationship and we have shared strategy. So we worked on things like the Wicket strategy, how do we coordinate, in the most recent meeting. And in the first meeting was actually the ceremony where we handed out the worlds' last iPv4 addresses. Because we had the Regional Internet Registries are members of I Star as well. So that's another example.

Another thing I did is when I came into ICANN I didn't know anybody inside the organization because I was new to the organization and new to the specific community, even though I've done technology for almost 30 years now. So I did random employee lunches. Guess what a random employee lunch is? What we do is we booked a table in a place just a couple of blocks from our offices in Marina del Ray, had to be in a separate room, and we had a table for 10 people and we'd have lunch. And the way we picked to fill those seats was purely by random numbers. So we took the entire list of every employee in Los Angeles, put in an Excel Spreadsheet, created a random number generator and we would literally choose people at random.

And then once we picked them they were taken out of the pool and then we do a random sampling of who was next for the next week. We went to have lunch for an hour and a half, but we stated out by each person telling their story – where they were from, where they went to school, maybe what their hobbies were, and then what they did at ICANN. I took 10 or 11 employees at every lunch. And the reason I did that is we had like 100 employees in Los Angeles alone so I knew if I did 10 lunches then I would have met everybody.

The rules of the lunch are you can talk about anything you want, there's no structure, but they're safe; it's a safe meeting place. So if you're an employee and you're complaining about something I don't go back and say that you've complained about this. But I'm also the CEO, so you can't tell me "this is a problem, you've got to go fix it," because I'm not there at the meeting to get a to do list of things to do. I'm there to learn and I'm there to listen as an equal. So we're all equal at the lunch.

So anyway, the lunches were just a fantastic experience. I think I went through the whole MDR team probably about three times in my career. And then when I went to the field offices I would do the same thing; so I would take the whole office out to lunch in Brussels, or take the whole office out to lunch in Washington, DC etc. So anyway, these are examples of ways to network inside organizations and share knowledge with very informal structures. But they were very helpful to me.

So those are a few of my management philosophy things, so I think that the challenge for anyone in running ICANN is – because the other thing is that the game at ICANN is a political game. So ICANN can never do enough. ICANN is always screwing up. And you will always be criticized. And you will always be given more work than any small organization could ever possibly do. And that's just a dynamic that develops in political systems; whether it's governments in many of your countries, when you see the fighting between parties or people complaining about their Parliament or their Congress.

And the best advice I got was the first CEO, Mike Roberts, I met with him two weeks into my term and I said "Mike, what's your best advice for me." And he said "Okay it's really simple. No matter what you do

you will be criticized. Done worry about it or ignore it and just keep doing what's right." And that was really fantastic advice and he was absolutely right. and it's kind of amazing to me, even when you think a decision is virtually unanimous in ICANN, all of a sudden you have someone screaming two weeks later on how horrible it is. But that's okay because that openness in general leads to better ideas, and very good idea exchange and incredible productivity in policies.

I mean I don't know what other policy development body on earth creates as much useful policies as quickly as ICANN does. And I know it seems slow, but if you look at the volume of policies that are coming out from 10 person organization, as well as these huge events around the world, countless calls, translations, technology systems like DNSSEC, Root Zone Management, Internationalized Domain Names Variants – it's I think a hyper productive, nonprofit service organization.

So, that's enough on my management philosophy and I'm happy to answer any questions.

Female: Okay two questions, but they are basically related questions. One, what would you think will be the most important challenge for the next year to overcome. And the second one is how would you advise him to distinguish like criticism that the regular typical criticism of the community and the criticism that really has to be taken care of?

Rod Beckstrom: First thing is the key advice I'd give him is the advice Mike Roberts gave me, which is no matter what you do you're going to be criticized; just

keep doing the right thing. So I'd actually advise him don't try to please too much because you'll get yourself in trouble. If you try to promise people everything here, it's never going to work. So you have to set very reasonable expectations. And that's why you have to be very careful as a CEO or a Senior Staff Member at ICANN about what you commit in an event or not. So that's the advice I'd give him; that's number one.

And the second part of your question was most important challenge. I think the most important challenge right now, there's two. And by the way, I think the internal threats are much greater than the external threats. I'm much more worried about the dynamics of culture inside the organization and what happens and the conflict issues than I'm worried about external threats like ITU challenges or Wicket. The internal challenges, one of them is that this system will tend towards chaos. And by chaos I mean it will tend towards perpetual debate, and perpetual relitigation or retrying every decision. That's very unhealthy.

And trying to find the balance is not easy and you will be unpopular when you try to force that clarity in decisions, because someone loses; they don't get to go fight again to get the change they want. But the system will tend towards entropy and chaos. You've got to apply some energy to keep clarity. The second thing is the biggest risk is Board encroachment. There's many members of the ICANN Board who really would like to be running the organization. And that means they're trying to get involved in telling staff or managing staff on what to do, but you can't have 22 people telling your organization what to do. There has to be a CEO and the CEO has to delegate their responsibility.

And that's an extremely difficult thing to do in this environment. And I think that with the transitions going on and their being a gap in the middle to the extent any directors want to get very involved and putting their fingers in, it's an easy time to come in and it's very hard to push that back the other way. So I think that's one of the greatest risks. I think we're making progress on the conflict of interest side, a lot of progress with the experts involved, the reports online, the draft code of conduct etc; very good progress. That systemic progress in the structures and the policies and the documents has now got to get brought into the cultures of the organization more deeply.

And I think all of you can have a role in that. I think the GAC has a role in that, and many others. But that is very important for the foundation of the organization moving forward. Thanks.

Beran Gillen: I know you've spoken about the challenges that you feel that the next CEO should be aware of, what were the main challenges that came across in the last three years.

Rod Beckstrom: The first challenge I had was the lack of separation between Board and staff. When I came there was an all Board email list. And I was here for six weeks until I discovered that 15 staff members were also on the list and that when I was working on issues that I thought was just with the Board on email had 15 staff members. And the Board had used that to try to manage the staff previously in a constant dialogue and it just

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created confusion and chaos. So I had to shut that down, that's an example.

So I had to come in and start defining processes and say "Board you're in charge of strategy, approving policies etc, but I've got to go run execution and everybody reports to me." So clarifying of roles was number one. Number two, I did not have the right team to build an organization that now our budget is over 200 million dollars next year. I could see that coming because if we did new gTLDs it was going to be a very large organization. We had very good people, but they had come in when ICANN was 10 people or 20 or 30 people and they didn't have the system skills of how you run a large organization.

So if you look at our CFO now, in his last job he ran a 750 million dollar budget. Well our budget is going to be 230 million dollars next year approximately with new g's; maybe 300, 400, but he's had that experience. So you don't want to take someone who's run a five million dollar budget and say "you're now running a quarter billion dollar budget" if they don't have that experience, because it's too much money, it's too much risk. Same thing with the Chief Operating Officer; Akram has run up to half a billion dollar a year operations.

So I looked at the Executive Management Team and I said "there's not the set of skills here for where the organization is now." And so working with the team, we completely rebuilt the Executive Management Team over the next 18 months. And 10 of my 12 reports are new, but all of them were chosen by guess who; the Executive Management Team. And my vote was equal with all of them, and my voice was last. So for every position we hired, the hiring manager would interview candidates

and try to find three finalists, then the whole Executive Management Team would interview them, like 12 people, and then we would make a group decision, but I would always speak last.

You know why I spoke last; because I didn't want to bias everyone's opinion. Because if the CEO comes out and says "well I think Shazeb is best or he's really good and this and this and that," well people might just be like – and he's fantastic okay – but people would get biased. And you have to be careful, if you want to make really good decisions you don't want your own opinions to be too strong. At the same time, you have to be willing to take decisions as CEO and sometimes say "this is what we're going to do." In a crisis for example, people get confused like during the TAS crisis, I had to intervene a number of times on our daily calls; we were managing that as a whole team every single day.

Usually I don't like to make decisions and sometimes the team was just getting too tired, too exhausted, too many options and I'd say "okay guys here is what we're doing, and now I'm being directive as a CEO." And I had to say that because I'm not normally directive as a CEO. "Now I'm being directive as a CEO, this is the path we're following, let's get this done right now. Thanks. No more discussion, we're running out of time. Let's go." So those were some of the main challenges.

And then what I talked about on the policy side, ending the relitigation of everything. So to get new gTLDs done we had to do a very detailed project chart with all the dependencies and I had to describe to the Board there's 22 dependencies on the chart that you the Board are responsible for. If you will make your decisions by each one of those dates, we'll provide you the information and then you have to make a

decision, if you do that that's the date we'll hit on the end. If you miss any date you're going to push the program back and we'll show you exactly by how much.

That was holding the Board accountable. Because when I came on, my very first meeting, I had the Chairman turn to me and say "so Rod, you've been here three months when are you going to deliver new gTLDs." I'm like "oh my God you're kidding me. This project's already been going on for four years, it's so complex, everyone's fighting and screaming over policies" and I said "oh you want a date certain." "Yeah, we want a date certain." I said "okay that's really easy. You just give me all of your votes on the Board. You all sign over a proxy, allow me to vote on every issue, I'll give you a date."

They go "what do you mean." I go "I can't commit a date to you that depends on your decisions. I can commit to what we have to do on staff to develop the papers, the processes, the systems, but you have to make decisions, such as vertical integration." So when we changed the vertical integration decision, and it was because of the pressures initially in that project timeline that a decision was made, then the community didn't like the decision, had a lot of feedback. The Board wanted to listen and the Board said "we have to reconsider" and I said "we can reconsider but that moves the whole project plan back, no problem. Just push it back 60 days."

"No you can't push it back 60 days." It's like "no we have to push it back 60 days because you're just reappealing a decision and we cannot implement the program without any certainty." So that's the kind of healthy pressure that you want. And by the way, this is what breaks

down in governments. I used to work for the US Federal Government and I worked in four different departments, and the biggest problem in governments is that the legislators will just create legislation and policy and policy and policy and they never get implemented. Because there's no connection between the development of the policies and the real implementation. Anyway, next question?

Janice Douma Lange: Rod, we're going take the remote question that Kashif has, and then at that point we'll go ahead and do the books.

Kashif Bhatti: It's not a question, it's just a comment by the remote participant Fatima from Argentina. The comment is "I want to thank Rod for his support to the Fellowship Program and the Fellows, thanks for his work in ICANN and for reminding us that the multi-stakeholder model works.

Rod Beckstrom: Thank you. Awww, hello Fatima. Fatima and Gabby and where's Dolores? And Dolores helped me right my speech for the United Nations in December of 2011, I guess yeah, December of last year. 2010, wow yeah, we were in Cartagena in the pool, a number of us met and I had to do a speech, a big speech in front of the United Nations like three days later and I'm like "what am I going to talk about." And these three brilliant young ladies started to tell me about the evolution of the Nation State.

The Nation State was created in Westphalia in the Treaty of Westphalia 1638. It evolved through the political revolution and the democracies in late 1700s early 1800s. It changed again after World War II because of nuclear weapons; that's when we created the United Nations and the IGOs, third evolution and we're now on the fourth evolution. So I went to the UN and I said "it's not that you need to think about how the multi-stakeholder model becomes more like a government, you need to think about how to make your governments more like a multi-stakeholder model. Because your government model is now obsolete and it's got to go through another evolution."

So anyway I had to thank those young ladies. And that's why I love meeting with the Fellows and young people is because you're so creative and you're so smart and it brings so many great ideas in the process. And that's what makes the multi-stakeholder model great, is when it's open the benefit of the loosely coupled system with shared authority is you get shared intelligence from all over the world. You get intelligence from different areas that bring in and lead to really great ideas.

So, thank you all so much, you're a wonderful part of ICANN. You're the future of ICANN and it has just been so much fun to meet with you at all of these ICANN meetings and I've got something for you outside. So thank you very much.

Janice Douma Lange: Thank you. It's really fitting that we could have you here with us today and before the end of the week, because I will lend my thank you as well. You have been, I've told you this privately and publically on record

throughout all of your ups and downs and challenges with this organization you have never, ever wavered on your support of the Fellowship program. Don't make me cry. Rod has been my support on this program, he embraces all of you alumni, we have almost 400, they all know the same thing. You have continually been supportive of the people in this program and the program itself. So thank you very much.

Guys, we're just going to go ahead outside and be an orderly line to get your book from Rod, The Spider and the Starfish. Momentary break in our live stream. Poor Rick is running in so those on remote knew we were going to break. Thank you Kashif.

[background conversation]

Janice Douma Lange: With this worthy time spent with Rod and getting your books and your pictures, we have really taken the time up from our other speakers on internet governance. Baher said that he will go ahead and give just a couple of minutes to share with you the thoughts of ICANN and working internet governance and let you have some minutes just to give them any questions. So we're going to go ahead and start the live feed again, and I think I'm just falling down into my seat, start the live feed again and the Adobe Connect record and finish this up. Thanks, Baher.

Baher Esmat: Thank you. Good morning. So again, My name is Baher Esmat, I'm the regional manager in the Middle East. I've been with ICANN for six years

and I'm also a lead on IGF issues. So I won't be long. I realize that we ran over time, so I'm just going to tell you quickly about what's going on in the internet governance space, and then we'll try to leave some time for questions and discussions. So as you know the WSIS, or the World Summit on Information Society in 2005 ended with two main outcomes with regard to internet governance. One was the establishment of the internet governance forum, the IGF, which has been running since 2006 till today as an annual meeting.

And the other outcome is what we call the Enhanced Cooperation Process and this was a very, let's say kind of weird language in the text of students; and it was crafted to make everyone equally happy in the end in the negotiation process. And the enhanced cooperation is, basically as the text said, it's to enable governments on equal footing to assume the roles in internet public policy issues. So where we are today, we have an IGF process that is successful. It's been reviewed. A year ago there was a working group established under the Commission of Science, Technology and Development under the UN to review the IGF and to propose some improvements to the IGF.

This working group under the CSTD concluded its work with a report that was published a month or more ago, and was discussed in Geneva, and we expect the recommendation of the report to be adopted by the [ECOSOC] then the Un General Assembly before the end of this year. The Enhanced Cooperation debate is still going on. There was a sort of open consultation on the topic last month in Geneva and there were different views on how to move forward on Enhanced Cooperation. Some groups felt that we need some working groups to be established to look into the issue, other felt that there have been a lot of

developments in this space in the past few years, in the Enhanced Cooperation space and what we need to do right now is to analyze what has been done so far and sort of assess what should be done in the future.

So this is quickly what's going on in this space. I'm going to hand it over to Mandy who's going to tell you quickly about the ecosystem and some of the important meetings that are going to take place this year.

Mandy Carver: Thank you. My name is Mandy Carver. I'm also in global partnerships and this is a lot of alphabet soup to give you in a short period of time. I think the more important thing is if you have questions we are happy to answer them and help you engage, depending on where you are from and what your constituency is etc. Briefly, you've heard the term "internet ecosystem" before. ICANN has a particular mandate and role. We are one of many organizations that touch on different things. The IGF is one of those things. You've got WIPO, the World Intellectual Property Organization. You've got the ITU, which is a part of the United Nations. ISOC, IETF, IAB; all of these groups, they are mutually separate but intertwined in a way in the space in which we work.

We try and have collegial working relationships in this diverse space with all of these interdependencies. And there are some very close overlaps, something like the IETF is supported through ISOC, ISOC and ICANN collaborate. Rather than go through all of this, in addition to the IGF process, and Baher I'm sorry, I was doing something else. Did you mention Baku, Azerbaijan November? Oh okay. So the Internet

Governance Forum, the next one, the next international one will be in November in Azerbaijan.

Yes, six to nine. ICANN always participates in the IGF. There will be an open forum, which is a larger structure that ICANN does to go over a number of topics. There will also be targeted panels dealing with new gTLDs and DNSSEC and security of the root. In addition to the IGF, some of the other big meetings that are coming up in the coming year, initials you may have heard, Wicket, which is a review of the International Telecom Regulations, which are treaties. That is a government process because it's a treaty. The reason that it is being discussed and mentioned within our space is that there is an ongoing discussion about Telecom and whether that definition would be expanded to include the internet.

We are working with the other constituencies around informing government delegations concern over that kind of expansion. The other is that there will be a World Telecom Policy Forum; these take place every four years. The next one is 2013 in Geneva. That is a policy discussion forum and that one will be all about the internet public policy in governance. It's already been announced that that will be the discussion. And I know there's a hard stop on the room, so I will stop.

Janice Douma Lange: Are there any questions for Mandy or Baher? Leon?

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Leon Ambia: Is there any ambassadorship program like for example in ISOC they do have an ambassador program for the IGF. Does ICANN do something similar to that?

Baher Esmat: We don't have a program per se for the IGF. We do have a lot of participation from community members, from governments, from ccTLD managers, from civil society, academia, business. They all go to the IGF. Some of the workshops and sessions they organize there touch upon some of the ICANN DNS IP addresses issues. But to answer your question no, we don't have a program specifically for the IGF.

Janice Douma Lange: Any other questions? Go ahead Tracy.

Tracy Hackshaw: Hi good morning; Tracy Hackshaw. I noticed that the Wicket session that was scheduled for Thursday morning has been cancelled or rescheduled; it's disappeared from the agenda. Is there any replacement material or information that we could source ICANNs position on Wicket and what's happening?

Mandy Carver: That was a late addition. There were an enormous number of conflicts and so it got pulled again from the schedule. I don't think that there, as you know, to have a formally developed policy or position from ICANN would be a long process. We can certainly provide you with overview information about what's going on in those spaces, but there isn't a

formal position paper that's been produced by the GAC or the Board or the constituencies that I can hand you and say this is ICANNs position. We can talk to you about what some of the suggestions and interventions from the different governments are in reopening the ITRs.

Yashar Hajiyev: I have a question to Mr. Baher. Yashar Hajiyev for the record. You say that you have some group inside of the IGF and sometimes from time to time you are considering the process of allocation of the domain names. So what's the spectrum or questions you are considering in the area and what's the structure of representations from the local in the discussions?

Baher Esmat: So your question is about the range of questions?

Male: Yes.

Baher Esmat: Okay. So the IGF as you know is an open platform, so anyone can participate and many workshops and sessions are being organized by a wide range of stakeholders and organizations. Discussions range from very technical discussions on issues like DNSSEC and iPv6 to very high level policy discussions on relevant topics. So it really depends on the kind of the workshop or the session, but from past experience with participating in different sessions and different discussions, we get again

questions at different levels from technical, policy, sometimes political issues as well. So it's very broad and diverse.

Janice Douma Lange: All good? Well it's never really an end of a session because the ICANN staff firstname.lastname@icann.org is continually available to you for any questions and never do hesitate. You can also find our faces or lack thereof with our job descriptions in the "about us" tab of the ICANN website, and you go to "staff" and you can find, if not the picture of the staff, the name and the description of their job. And if that is something that you need to ask more questions about, I really strongly encourage every time anyone to avail yourselves of that. So just because a session ends doesn't mean the questions do.

Now for today, and I'm going to stretch myself out here, a couple of suggestions. We have the DNSSEC workshop today, which is a good follow on if anyone was at the DNSSEC for beginners on Monday, but even if you weren't this is a good follow on workshop today. I'm trying to think of the other ones we have. The security, stability, resiliency statement, it's there framework statement and yesterday we had our security team here with Bobby Flame, and so that might be a very interesting session for a lot of you here in the room.

I know there were questions that came in after the session, so obviously there's an interest, so I think that would be a good session. And Mandy that's at – that's already started? Oh sorry, it's eight to nine.

Mandy Carver: And also there's a strat plan discussion.

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Janice Douma Lange: I'm not sure about that.   Any other questions about the day?   And remember, Newcomers Lounge, I know most of you stop in there and make that kind of your home base to check on other sessions today. I'm always available.   I've got one session today from 11 to 12:30, I'm unavailable during that time, but the rest of the day I'm available for you and the alumni as well. So if anyone needs assistance, newcomers, alumni or myself. Have a great day you guys.

[End of Transcript]

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