

## **Transcription ICANN Durban Meeting**

### **GNSO Discussion with CEO**

**Sunday 14 July 2013 at 09:30 local time**

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Fadi Chehadé: Good morning, everyone. Good to be here. I hope you had good trips. I heard a lot of difficulties with people getting stuck in different airports and it's been a tough transportation week for many people. But glad to be here.

I personally had a chance to arrive a day early that way and I was supposed to go to Pretoria for some meetings but they did not happen. And then for the better because I ended up going to Soweto and spending the day in the township.

If you have a chance to do that - I know we're all having to do safaris, but if you have a chance to do that that is a very, very valuable visit. It was very, very moving for me and I'm sure it would be for any of us to go there and to see how these millions of people in that one township really continue to carry on with an amazing legacy.

Nelson Mandela's home is there where he lived before he was incarcerated. And Tutu's house is on the same block; one block with two Nobel winners. It's quite remarkable. Worth the time. Worth your time if you have a chance. It's obviously in Johannesburg.

You invited me to talk a little bit about some of the things happening at ICANN. I think tomorrow you'll hear me bring up a couple of things so I thought I would just share them with you and give you some heads up.

Most recently you've heard about the creation of the new Generic Domains Division, affectionately called the GDD, as if we need yet another acronym but the Generic Domains Division, or unit, whatever you want to call it, but it's essentially a unit within ICANN. Akram Atallah was promoted as president to run this unit.

And it's a unit that will focus on our work with the contracted parties. This is important because it changes a little bit the focus within that unit just on this and to make sure that our relationships and service to these partners is well done.

So from an organizational standpoint, just so you appreciate, Akram had three operational areas that he was responsible for. He had the administrative operations; he had the technical and security operations and thirdly, he had the operations of working with our contracted parties. I don't want to call them business operations because they're not but they're kind of our more industry-oriented operations.

And it is that third area of operations that we believe this new division will focus on. And we believe it will be the biggest growing part of our operations so Akram will lead that.

Susanna Bennett, sitting here to my right, is our new Chief Operating Officer. You should all meet her. And Susanna will be running the administrative operations, so HR, Finance, meetings, the administration facilities, procurement, risk, all these things that are typical in administrative operations role.

And then finally we will be - we just put an ad on our Website looking for a new leader for our technical and security operations, kind of a CIO if you want to call it that, but someone very ops-oriented, very operations oriented. And they will own, you know, DNS ops, IANA, security, IT, all of this will be under that person.

So in a way Akram's job was split in three so that he can focus all his time on the needs of our contracted parties. And that's the new GDD division. Akram has his own staff in this division. And this is new as well. So, for example, he now has a Chief Contracting Counsel, his own counsel, his own legal work. Now it is of course part of JJ's team, our General Counsel, but he has counsel focused entirely on the new division.

Similarly he has Christine obviously running operations. You all know Cyrus quite well now; Cyrus is responsible for building relationships and support, the relationships with many of the contracted parties. This is an area where, frankly, we had some staff but we were very thin. And now we're going to build that staff so we make sure we are working closely with our contracted parties and supporting their needs and understanding their needs.

So this new division will remain embedded in ICANN and will share some of ICANN's common services such as IT and other things. We will share some things. Obviously, we won't duplicate everything. But it's important for you to appreciate that this is a clear division of ICANN's work.

Within that division we will also build a new nature of the relationship with the contracted parties. So whilst at ICANN our end user, our public responsibility, is to the broader end user, the Internet user - current or future Internet user. In that division our end user is really the registrant. This is the group that in a way we build all the activities within that division to serve.

We do it in partnership with the Registries and Registrars but the actual end user of that unit is the registrant. And we need to - all of us together with the

Registries and Registrars - pay attention to the needs of that registrant. They are the ultimate use of importance to the GDD.

And so this changing of the focus, well, I wouldn't say changing but at least this accentuation of the focus on the end user, being the registrant, will also color the type of relationship we will build moving forward with the growing number of contracted parties.

And I've been, frankly, with Akram searching for the best way to describe that relationship. And we've tried everything from, you know, the Registries and Registrars are our partners as our distribution channel, they're our partners as our franchisees, they're - we looked at different models.

And, frankly, the model that we're most comfortable with now is what I would call the licensee model. That in a way you are licensed parties that are being asked to work within that license space, to serve the same end user we all wish to serve together.

Again, there is no finality to this. This is - we're opening a dialogue with you. We're opening a conversation with you. But at least the tone of that unit will focus in that area.

So I think enough on the GDD. I just want to switch focus a little bit to the strategy work. Is this where you want me to go a little bit?

Jonathan Robinson: Thanks, Fadi. I mean, I my sense of this - and the conversation that we had as a Council in terms of the meeting with Fadi and that I had with Fadi as well is that my sense is that these are some quite substantial changes happening at both an organization, level, and at a strategic level.

And I think we need to know and understand those and we need to know and understand the impact they may or may not have the GNSO and on

policymaking within ICANN. So for me that's the context in which we discuss these things.

Fadi, I don't know if you'd be willing and happy to answer some questions on - perhaps on this now before we go into the strategy side? Maybe we should have a little bit of dialogue on that and then - Jeff, did you want to ask something?

Jeff Neuman: I guess it's more of a comment. Thank you, Fadi. I just want to say it's good to hear the talk of the partnership, that the end user is our customer. I think what had initially came up - and you made a presentation, I don't know, you travel so much and everywhere in the world, you had said that the end user was your customer.

And this wasn't intended at all but it almost made it sound like we, the contracted parties, weren't looking for the end users even though they are truly our customers, right? And it's good to hear that.

Oftentimes I've seen in the past that there were certain comments made from people on ICANN staff saying, well, we're looking out for the end user, we're looking out for the customer. But it was never this - the cooperation that you're talking about, this partnership. And I think that's a - it's good to hear that. It's good to - when you talk tomorrow about that but it's really that partnership that they are - both of our customers, that we're not - the contracted parties, as you came in, the very first day you made a speech, we're not evil, right?

They're our customers, we're trying to do everything - if we don't have them, we have no businesses, we have no registrants; it's no good to us, right? So I just want to thank you for clarifying that and for making that.

Fadi Chehadé: If I could just to follow on what Jeff said. I think you can ignore my words, watch my actions for the last year and how we partnered, how we worked

with the Registries and Registrars. You know, tough discussions, of course that's normal. If there are no tough discussions something's wrong. We have to have tough discussions because we can't all exactly the same one.

But I think the intent that I'm pushing to staff is that first of all these end users that we claim is our public responsibility. They're really not our customers; they are really your customers. In other words, we are toothless without the partnership with you.

We have to work with you. You are the one who, at the end of the day, will ensure that these end users are served properly, not us. We will not achieve our goal without partnering with you, that is super clear in my mind and in my staff's mind.

Now we also have the responsibility to the public and to our larger mission to make sure you do your job and therefore we have to do certain things but that can be done in a partnership way, not in a regulatory type mindset but rather in a partnership way. But it has to be clear that we have that responsibility to the public at the end of the day but we can only achieve it through partnership.

Jonathan Robinson: Thanks, Fadi. I've got a question from Wolfgang.

Wolfgang Kleinwachter: Yeah, thank you, Fadi, and good morning. The - Jonathan has already put this issue into the context of policy and implementation which is a, you know, a key issue and we discuss so my first question would be, you know, is this new unit for implementation and, you know, what is - I think our understanding in the GNSO Council is that GNSO and its Council, it's representative and its constituencies, is the policymaking body.

And in so far (unintelligible) how is this related, this new unit, to policymaking for this field and then implementation?

And my second question goes to what you just said at the end with reference to the registrant and the end user. The individual users are an important part of the end users. And the NCUC is representing the individual Internet user.

So my question would be, you know, what is your idea, what are your instructions that this new unit, if it's so dedicated to the registrant, how this unit, you know, should cooperate with the NCUC? I think we have some activities, we had here in Durban just two days before the ICANN meeting, a very good outreach meeting, the African- the African School on Internet Governance was driven to a high degree by the NCUC.

So that means we target exactly the same group so it would be very natural to be innovative also in developing some working structures with this unit so that we avoid duplication or unneeded competition. Thank you.

Fadi Chehadé: First of all, congratulations on the (IG) school here. I thought I heard feedback it's very, very positive. Thank you for - great effort. Even more (unintelligible) is needed. And, yes, indeed, we should align ourselves.

You brought up two things, I'll answer them backwards. So your second point it's a discussion or a conversation we must continue to have. I don't profess to have the answers fully to this.

But my sense is that while ICANN's mission, as a whole, must be focused starting with the end user, meaning every end user, whether they're a registrant or not because they come to the Net and they expect the DNS to work in a certain way and they rely on the overall ICANN community to deliver and add value to them in a consistent, secure and stable way.

So, yes, our ultimate mission is to ensure every user is served by our responsibility as well. In this new unit, however, I want to focus them on the registrant because they are very much acting as the people who service and

manage the relationship with the contracted parties who are serving customers who happen to be the registrants.

So, I mean, this may be splitting hairs but I just want to be clear that from the prospective standpoint when they sit with a contracted party they need to make sure that the needs of the registrant and the commitments we have to the registrant layer are being met.

That doesn't mean they ignore the rest of the user. But I view the rest of ICANN as being extremely focused on the broader set of users including, obviously, you and all the parts of your community.

On your first question, which is more subtle and more important, I think I would like to tell you that from my perspective everything that happens (unintelligible) ought to be about implementation. Policy is made here, period. They should be about the implementation.

But then, you know, having watched and learned as much as I have in the last year and Chuck's voice is right in my head, we have to make that as we move into implementation this is not siloed, we don't have an implementation silo and a policy silo because that leads us to all kinds of difficulties.

So I have put on the goals of David Olive and Akram, this is their personal goals, as well as on the budget, people to support processes that would ensure that these two things are not put in their own ivory towers that as policy is begin developed we have staff and not just, you know, bless her heart, Karen Lentz, who's one person, but we are giving Karen more people and more staff so that we have folks involved early on in understanding how this policy move into implementation.

But once it moves into Akram's shop it should be all about implementation. If we think they're doing something that is beyond implementation, which will happen, you know, we would perceive they're doing something. Oops, this is



something we should decide on. Why are they deciding on it? Then we will pick it up on here, where we should and tell them, no, this is something we need to decide.

But I'd like Akram and his team to be literally focused in their work. It doesn't mean they will be hidden, everything they will do will be transparent and we'll be able to inspect it and look at it and give them input, give me input and comments. My job is to ensure that they don't end up in their little ivory tower of implementation not listening to our input that they're getting into a policy area.

So that's my view of it. I don't know if this helps, Wolfgang. But I'm open to learn and to listen from you if you have different ways for us to make that happens.

Jonathan Robinson: Thanks, Fadi. And now I've got a couple more people who would like to talk to you on this and then I'm conscious of time. I don't know when exactly you have to leave. I suspect it'll be relatively shortly. Let's hear from Chuck and I think Steve would like to ask something and then we should give Fadi the opportunity to talk a little about the strategy which we've also asked him to do. So fire away, Chuck.

Chuck Gomes: Thanks, Jonathan. Chuck Gomes from VeriSign. Fadi, I appreciate the fact that we should look at actions and not words. That's certainly true. And there's one area that has always bothered me with ICANN. Before you came as well but I think it maybe has been demonstrated even more after you arrived. And that is is that there's a lot of words given to the public interest and ICANN serving the public interest and partnership, etcetera.

And yet the one thing that it has continued in ICANN the corporation is that the number one priority is always protecting ICANN the corporation. That comes before public interest. That comes before partnerships. And in my

opinion ICANN has never really been willing to step up very much at all in terms of assuming accountability for some of the things.

The accountability is pushed down to contracted parties, to registrants, to everyone else except the corporation. And I've never seen any meaningful movement away from that. And in my opinion it would be very helpful if there was shared accountability and that takes lots of forms.

So I point that out because that's an area where I think if anything the corporation has even become worse at in the last year. Thank you.

Fadi Chehadé: Chuck, I invite you to send me a list of the areas you think we can increase our accountability. And I will be responsible to get back to you on that. I think corporations like yours and others, you know, obviously do everything to make sure they sustain and live.

We should be focused on the public interest. And if you could send me a list of these things given, I know, your experience, I would really appreciate it. It would give me good roadmap and I will share back with you how I'm addressing these things.

Jonathan Robinson: Thank you, Fadi. Steve and then we'll move on to the strategy component.

Steve DelBianco: Thanks, Fadi. Steve DelBianco with Net Choice. Your answer to Wolfgang about end users really caught me and troubled me a little bit. An end user, whether sending an email, firing up an app or bringing up a Website, is an ICANN customer. They are at that point doing resolution of a domain name.

And the resolution is not just registrations but resolutions are half of what we do. And we do it through a series of both contract and non contract relationships with ISPs, the root servers, and the zone file maintenance.

And I think that the availability of resolutions is part of why you need to see them as customers. But the second is the integrity of those resolutions. ICANN has done a lot of work before you got here on things like DNSSEC. But under your watch we have to not screw up the integrity of resolutions for the things like name collisions and issues that could come up with things like dotless search, dotless domains, if that comes up as well.

So Wolfgang was talking about noncommercial users, we're talking about commercial users. I guess that's the whole world, right? You're either commercial or noncommercial. But in that respect those end users doing resolutions are your customers as well.

Fadi Chehadé: Very fair point, Steve. And as I said I'm still working on these definitions. So very, very much welcome the input. And I'll talk to you actually because you just said something important. But, again, resolution management doesn't happen in the GDD, this happens in the rest of ICANN.

So I'm trying to come to a distinction. But, you're right, at the end of the day we will touch the end user. But they need to know kind of where I'm going to hold them responsible. So - but very much welcome that input. And let's continue that dialogue.

Jonathan Robinson: Okay thanks, Fadi. I think we'll close that there. It's clearly, you know, you've stimulated a couple of thoughts here and you're getting the feedback I know you'll appreciate so that's good.

Let's move on then from this significant changes in the operations of ICANN on to the strategic plan because for me that's also very significant the fact that there's an overarching strategic plan starting to develop for the next few years.

And I'm personally - I feel that we have a responsibility to ensure that the GNSO is well knitted into the creation, architecture and development of that

plan so I think a very good starting point is hearing from you where you are so far and where you think it's going so that we can be, you know, up to speed and engaging with that.

Fadi Chehadé: And you all know we started a strategic planning conversation with all of you in Beijing and we opened it, if you remember, with this short video and we invited people to participate, we created a portal for that.

We've had a number of workshops with various members of the community, even the staff and the Board, etcetera, etcetera, to get input. We're still in the high getting input phase. There will be another major push here in Durban to get more of your input into that strategic plan.

And I will show on Monday the timeline of that plan. So just to give you a sense we expect to have a strategic plan done towards the end of this year, maybe early next year. That plan would be, as I have asked our team, to keep it down to five pages. So this is truly a strategic plan, not an operating plan.

And once that strategic plan is done, which would clearly lay out some important framework for who we are as a community, then we will move into an operating plan phase which I think will take probably a good chunk of the next calendar year or at least half of it.

So strategic plan then operating plan, strategic plan view is five years, short document, high level. Operating plan is only three years, lots more detail as to what we need to accomplish in three years.

And then subsequent to that we'll have our yearly plan. And, again, this is something very standard, most of you have done this in your companies. It's just that we needed to get into that cadence at ICANN; five year strategic plan, three year operating plan and then a yearly plan and budget, that's where we're heading.

I will need your help to get this done. This is not about ICANN staff, this is about all of us doing this as a community.

Now as I was watching what's coming into that strategic plan it became clear to me that there are four or five areas where we needed some deeper insight, where we needed to bring some focus together. So I'm going to propose to the community tomorrow that - and I'm proposing to you now as well and I very much welcome your feedback - that we establish four or five committees that would inform elements of the strategic plan and the subsequent operating plan.

And, again, these would be committees formed in the same fashion ICANN has done in the past. I looked at the history at it seemed like we formed things called the President's Strategy Committee. And I think that's the same format I will use with some differences, for example, I will put the very clear time limit on them.

They shouldn't last more than a year unless absolutely determined at the end we must but hopefully less than a year but no more than a year. We'll keep them small. I'm suggesting a maximum of seven people. I will not allow Board members on them. I will not allow staff on them. These should be community committees.

So we would like to make these a place where the community informs the strategic planning and operating planning process; informs is the key word. There are committees that give us input and advice.

We - let me walk you through the five that I have in mind and then we can discuss - I'd love your input and feedback on these. The first one, partly to also address Chuck's real concern, is a President's Strategy Committee on public responsibility.

So I would like us as a community to think through what does it mean for us to be responsible, to have these public responsibilities, what is the framework for that? What is the roadmap that gets us there? What things might we do in order to fulfill our public responsibility?

Also, what is not part of our public responsibility and how do we make sure we don't start becoming, you know, bigger than we should or doing more than we should? How do we focus our efforts on being truly responsible in that area? I have asked (Nee Claynor) to actually help me lead that committee and he has agreed to do so.

The second committee will be one that would focus on our place in the - the so-called iStar system, the system of Internet organizations - the ecosystem. I think I want us to step back 15 years after many of these organizations have been created, ISOC, the (RAR)s, you know, W3C, all of these Internet organizations that form this kind of loosely coordinated constellation.

I think we need to step back and think really what is ICANN's role in that constellation? And how do you ensure that we don't get out of sync with that constellation? And right now we do have some of these issues. ICANN is bigger, has more resources, is moving faster than the rest of the iStar ecosystem and that's not good for ICANN and it's not good for the iStar ecosystem; we need to be aligned.

And so I thought of who could help me get that conversation going in this committee and I went back to the person who came up with most of these organizations and (Lynn) has just agreed - (unintelligible) to lead this committee.

Third committee, ICANN has not had - and I don't know if Marilyn Cade is here but this is one of the first thing Marilyn Cade told me - we need a CTO, we need technology focus at ICANN; we don't have it. And it's true. We need more people.

But again, ICANN should not have a CTO. I came to the conclusion it is not ICANN staff's place to have a CTO. But we as a community need to have a place where we discuss technology. Let's stop the kind of hush-hush is the DNS going to survive. What if it doesn't survive? Should ICANN survive? I don't know. We should have this debate.

And so I will be forming a committee called the Identifier Technology Innovation Committee to look at all of this. And, again, I thought who could help me lead this? And I asked who invented the DNS and they said it's a guy called Paul Mockapetris so Paul is going to be leading this.

Fourth committee, we have a need to understand what is our place in the global Internet governance space. What is the nation state model right now itself as being challenged? Just look on the news what's happening in Brazil and Turkey and Egypt, in France, in country after country. People are questioning the nation state model.

It's not my place to gloat about that. That's what it is. Reality is there has to be a new model for Internet governance that is not necessarily a root to elimination state model or the international organizations that are made up of international nation states, that have come together.

What is that model? And how do we evolve it? So I've been, in my free time, reading a lot about this. And tomorrow I will introduce for the first time the term transnational model. This is an actual established political science term. And it's probably the closest thing to what ICANN looks like.

So I'm going to form a committee to look at ICANN's transnational multistakeholder presence and its relationship to the nation states and with international government organizations and how we're going to really make that happen.

I don't want us to be defensive anymore. I don't want to go to one more ICANN meeting and be defensive. What we have is the best thing around. I would like a committee to help me formulate this and make us more proactive and proud of what we have built and how we can evolve it moving forward.

This is the only committee where I can't tell you today I have a leader. I am in discussions with several potential chair people but it won't be an all-government committee.

It will have to be multistakeholder committee. But I can tell you, for example, that Pandit - the most recent Chairman, CEO of Citigroup - wants to sit on it. So we have multiple people that are offering their services. This is a very high profile committee, very high profile committee.

The last committee is probably the one closest to our hearts here and it's a committee I'm calling the Committee for Multistakeholder Innovation. Here we need to step back as a community - and this will be very close to heart of the GNSO specifically - so I think this is a committee where I must have many of you help me.

This is a committee where we need to think about how we are structured today to make policy, how we make policy, how can we evolve this as more and more and more people will be engaged by Sally's team and Tarek's team. Sally and Tarek, before they started, we had two, three people in the world that are doing engagement. We will be close to 35 or 40 by the end of next June. This will bring a lot more people to fill the volunteer ranks. That's a good thing.

Now when they arrive are we equipped to actually engage with them and have them participate in policymaking? Is the model to keep growing these meetings? Is it feasible for us to have 5000 people show up at an ICANN meeting in two years? There are very few hotels on the planet that can do that.



So we need to start thinking how we're going to evolve all of this. For this particular committee I really went way outside the committee - the community to find someone to lead it and the person who will be leading it is Professor Beth Simone Noveck from NYU.

She was the most recent - she's an advisor to (Camden) in the UK on how to involve governments. She was the Deputy CTO of Obama in the White House. She is the head of the Governance Lab, the most important global lab in New York now funded by many universities to figure out how governance will evolve.

She's also an advisor to the Italian Five Star (Partner)s. She's an advisor to the German private party. She's known all these movements that are trying to rethink how governance occurs in the world.

She was presented with six major projects to focus on and they decided on ICANN including NHS and the UK and some major institutions that wanted Beth to focus all her energy on how we can rethink governance in this new era we live in and she has agreed to do ICANN. I'm delighted by that. And I think you all will really enjoy Beth. But we also need to inform her because she's not a community member so she will need all of us to be engaged in that effort.

I emphasize in closing these are committees that will inform and advise and they're made up of you, of the community, and they will be open and they will be involved fully transparent - everything they do will be fully transparent. And they have no decision power. What they come up with will come back to us, not even to me.

And they may lead - their work may lead to PDPs, it may lead to decisions we have to make. They are not there to make any decision or for me what they recommend and run with it. This is really for all of us to benefit. And again,

they will inform both the strategic planning process but because they will also, if you look at their charters, which I will announce and publish on Monday, their charters will also move into the area of how do we implement not just how do we kind of build frameworks.

So this is what I wanted to share on the committees and would welcome any input; if you want me to add a few more, to remove a few. If you have ideas I welcome them on who should be on these committees. Listen, I'm extremely open to all of that.

Jonathan Robinson: Thank you, Fadi. I mean, my sense is that whilst you make reference to what's gone on in the past there's some quite radical thinking in here and might be expected to come out of these committees and the work they do. So I would very much encourage people to absorb this, think about it and bring back the feedback that you seek.

Is anyone willing or interested to ask anything now? I know time is a little short but if there are any immediate questions or comments that spring to mind I think we should take advantage of Fadi's presence here too.

I'm sorry, Wolf-Ulrich and then Brian.

Wolf-Ulrich Knoben: Thank you. Fadi, thank you very much. Very interesting to see what's going on, what you have in mind with them. So the - I understand the - both committees you have - you are going to pick up the leaders of them. The membership of those committees is up to the leaders or how - I can understand that.

Fadi Chehadé: The leader and I - that's why I didn't want the leader to run with it.

Wolf-Ulrich Knoben: Okay.

Fadi Chehadé: I wanted us to talk and I wanted to make sure I channel the community for that. So I have absolutely no names for the people on this committee. I need slates. So as I announce them tomorrow part of what I will ask all of you to do is to start submitting - we have a person who will be building several slates for each committee.

So - but they're not going to be done like, you know, the GNSO can pick one person, the ALAC - we frankly instead let's pick the right people. If any of you have input to that I really would appreciate it. It would inform me.

Jonathan Robinson: Thanks, Fadi. Brian.

Brian Winterfeldt: Brian Winterfeldt, Intellectual Property Constituency. Fadi, thank you for joining us today. I just wanted to ask a quick question about some of the restructuring that you mentioned earlier. We understand that Akram's role has changed. We know previously Compliance was reporting directly to him.

Can you let us know if Compliance will continue to report to him or if that is likely to change?

Fadi Chehadé: If you recall, Brian, I moved Compliance under me at some point. It will remain under me. Not only that but, you see, I'm going to be quite frank here. I think our Compliance function needed to be balanced. And it needs to be balanced by a good relationship team under Akram.

So that Compliance is measured not restricted, not restrained but measured by a relationship team. So if a contracted party is not paying or we can foresee they will not be paying or we see some issues relationship management should solve a lot of that. And if we grow the relationship management function, which we have, as we can see under Cyrus, this is really changing completely how we work with you and how we engage with you.

Having said that I need to give Compliance its complete independence so I kept them under me, number one. Maguy will attend the staff meetings of Akram so she'll be dotted line into his staff but she reports to me. And she'll have the line to me.

In addition I gave her - I will be recommending at this meeting to give compliance a line even directly away from me and Akram to the audit committee. Right, so she has a mechanism to go and, quote unquote, say, you know, I'm being blocked by Fadi and by Akram, should we both (unintelligible) something, which is important.

So we're doing everything we can to keep Compliance independent but at the same time I want to create a stronger relationship team so that we - as I told Jeff and I shared earlier, we truly are functioning in a partnership mode with you as much as we can. Does this help, Brian?

Brian Winterfeldt: Thank you so much. Very helpful. And just a brief follow up question. I know you talked about Cyrus's team underneath him growing the relationship aspect. I know in the past there was consideration of really having a more robust relationship team and obviously particularly with all of the new contracted parties that are going to be coming into the community. Is there a plan to really increase that staff beyond what they have right now?

Fadi Chehadé: He actually has the highest staff growth of any team at ICANN planned this year. He will have a lot - you can ask him - but he will have a lot more people and he knows his new headcount.

Cyrus Namazi: Yes.

Fadi Chehadé: Yeah, this team is going to grow considerably. And it's important. We also just rolled out our new CRM system. We finally have a CRM system. We'll start doing the proper thing to follow up and service and he will have teams in Istanbul and Singapore so we will be able, across the world, to track what's

happening with every one of our contracted parties in a single system, etcetera, etcetera, etcetera. So all of this is begin done as we speak.

Brian Winterfeldt: Great. Thank you so much.

((Crosstalk))

Jonathan Robinson: So I think Fadi is out of time. He'll make just one last closing comment. I mean, I would just make two points, one to thank him for coming along and sharing these things so frankly with us. My sense is these are big developments.

These are big developments that we need to be aware of and engaged with and providing the feedback he seeks on because, you know, you would expect a dynamic driven CEO to be changing operations and moving forward with strategy which is exactly what he's doing but we need to be engaged and involved with him. Thank you, Fadi.

Fadi Chehadé: Thank you. I just want to thank you, as well, for the opportunity to come. And if we need more time in the coming meetings please let me know. This is very important - it's extremely important I'm sure for me and I hope for you.

The two quick comments I want to make - the GNSO seems to be having a kind of...

((Crosstalk))

Fadi Chehadé: ...phase right now. I feel it. I don't know what (unintelligible) but I'm going to leave it to you because I just don't know but thank you. It really feels great to see how the GNSO is working with the rest of ICANN. And I know there are many things we still need to sort. But frankly I just wanted to commend you for the leadership, for the style, for the vigor, for the assertiveness which I also respect and welcome.

And I am scared when I think of the decisions I made a year ago given how little I knew. But today, a year later, with all the time you all invested in me so that I learned more, I clearly appreciate the GNSO's critical value in this chain. And I know a lot of focus has been on the GAC lately. But in no way does this takeaway from the vigor and the work that this body does. So I want to thank you for that.

Second comment I just came out of my review where the Board sits me down and tells me what I screwed up on and what I did well on. And I will tell you one thing they told me that I didn't do well on. They told me that it's very important that the speed at which ICANN staff is moving does not become out of sync with the community.

And that right now they feel that I'm moving faster than the community can and that's not a good thing. So the Board admonished me about this and asked me to make a bigger effort and I'm committed to that not just because it'll translate into hopefully more pay next quarter, but because I believe that if I do not align with you on the speed at which we are moving all of us loses.

So you have my commitment on that. Speed is not my goal. My goal is that we as a community continue to do what we're supposed to do together so you have my commitment. Okay?

Jonathan Robinson: Okay. So thank you again, Fadi, thank you for your kind words. I would just emphasize that, you know, my role is as Chair of the GNSO Council the GNSO leadership goes a lot deeper than the Council into the stakeholder groups and constituencies that we are working well together, I think, and we'll do our best to work with you in these new initiatives so thank you.

END