ICANN77 | PF – CEO Search Committee Update
Tuesday, June 13 2023 – 15:30 to 17:00 DCA

ANDREA GLANDON: Hello and welcome to the CEO search update session. My name is Andrea Glandon and I am the remote participation manager for this session. Please note that this session is being recorded and is governed by the ICANN expected standards of behavior.

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TRIPTI SINHA: Thank you. Good afternoon, everyone. Thank you for attending this session. So we have reached a key milestone in the search process. So what makes this a key milestone? The listening sessions, which we conducted many of, have concluded, and the information that we heard has been synthesized.

So with respect to that, we cast a very broad net when scheduling our listening sessions to ensure that we heard from all kinds of stakeholders, our staff, execs, past fiduciaries, and ecosystem colleagues. We've synthesized what we heard, and we have shared that with you in the form of a draft position description, and I hope you've had a chance to read the document. It is fairly comprehensive, and it frames the position in the context of ICANN's mission, its place in the ecosystem, and prevailing conditions in the global Internet ecosystem. Next slide, please.

We've taken a very thoughtful approach to the search and selection of ICANN's next CEO and president, as this is one of the board's primary fiduciary responsibilities. Regarding that, I thought I'd give you a framework that we used when constructing our process. When it comes to the search committee, we had to ensure that if there were any board members appointed by the NomCom or by constituencies or any liaisons who were interested in being applicants, that they did not partake of the search process in any way, in any discussions or in any deliberations. No board member is interested in being a candidate for the search process, and therefore all board members have participated in the discussions.

Once that was cleared, we composed the search committee. Another point of note is that the interim president and CEO has been excluded from participating from this exercise and has not been part of any discussions or work of the search process. Every member of the search committee, once it was composed, has signed a code of conduct and confidentiality agreement. Today we're going to give you an update on our synthesis of what we heard, next steps in the search process, and a projected timeline. Next slide, please.

So here again are the members of the search committee. We composed this very, very carefully, the committee, to ensure that we had diversity of thought and skills and gender diversity. In particular, I'd like to point out the search committee is composed of 50 percent men and 50 percent women. I would like to emphasize before we continue that when selecting the next president and CEO, it will be a full board decision. The search committee is doing one very complex task, which is to design the search process, for candidates, and then cull the pool of candidates that come down to a pool of viable candidates, from which the full board will select ICANN's next president and CEO. So with that, I turn it over to Chris, who is the chair of the search committee. Chris, over to you.

CHRIS CHAPMAN: Good afternoon. I'd like to add my welcome to everyone to this important consolidation session, and thank you, Tripti, for those very helpful framing introductory remarks. In this session, we are sharing the results, the dividends, if you like, from the many listening sessions that have been conducted, and the principal dividend is the draft position description for the next president and CEO of ICANN.

Now these listening sessions were held with the ICANN constituencies, the ecosystem partners, previous ICANN chairs and directors, ICANN Organization executives, and ICANN staff. As a result of this important consultation process, all comments from those listening sessions were captured, curated, if you like, distributed to the board, discussed over the last several months in great detail. The search committee then drafted what they saw as the position description, the profile of the next ICANN CEO president. We had it critiqued by members of the board, and then we posted it last week as a draft for further discussion over the last few days by the search committee, then by the board again, all with a view to sharing it finally in this consolidation session with the community in this plenary session.

What you have in that draft position description is essentially a document that has many facets to it. It's got a, I think, lovely, precise, interesting insight about ICANN, its mission, its establishment and its history, the complexity of the multi-stakeholder model, which it uses, the current environment in which it is operating, the reasons why ICANN finds itself at yet another inflection point, and it has a very detailed overview of the CEO position, including its key responsibilities and functional requirements.

So the search process is now going to enter its next stage at the conclusion of this plenary session with the issue of a RFP for an executive search firm, the appointment of that search firm, and then sequentially using the balance of calendar 24 to really and truly and deeply scour the world for this very unique position and this very unique individual, and at the end of this session we're going to take you through where we see that anticipated timeline for the process. Okay, thank you for that. We might go to the next slide.

That is what we're looking for. We're looking for the unicorn, and this one's pretty keen on itself, it's doing the dab. Now I'm told that the dab was done by Carolina Panthers quarterback Cam Newton, that name might ring a bell to you, and I'm also told my limited research is that Skippa Da Flippa, the rapper, came up with the dab originally, but in any event we're looking for the unicorn, and if we find that unicorn he has every right, or she has every right, to be very happy with themselves. Okay, next slide.

We all know this, but we kicked off those listening sessions, Cancun, and subsequent to that, and that was an exceptionally good start, and the quality of the commentary and the inputs and the observations made in Cancun was matched by the subsequent quality of contribution in each of the 14 sessions that followed thereafter. With the various ICANN constituencies, the ASO, the ccNSO, the GNSO, ALAC, GAC, the RSSAC, and the SSAC, with, I mentioned earlier, the former ICANN board directors, the former ICANN board chairs, the ecosystem partners, we had two separate sessions with ICANN Organizational staff bearing in mind the time differences. We had a session with the ICANN Organization executive team, 11 sessions in all with those, and we're concluding with this plenary session today.

Let's go to the position description. The position description has identified 10 key characteristics of ICANN. It has a very important couple of paragraphs about the inflection point, yet another inflection point, and the reasons why the board feels that we are at that inflection point. It outlines eight key responsibilities, in a sense, a proxy for ICANN's goals. It has 11 very, very demanding expectations, the way we would see that new CEO operate. And then it sinks down into competencies and attributes, of which there are 20 personal competencies, 11 professional, and eight technical and matters dealing with governance.

The first of those eight key responsibilities is dealing with the IANA functions. IANA is a vital administrative function of the Internet, and the CEO is ultimately responsible for ensuring that this function is managed and carried out with integrity, with intense discipline and rigor. At the end of these, if there's any clarification sought on the particular subsets, please just let us know now, because at the end of the session we're going to have the opportunity to take broader questions. But if there's any clarifications required as we go through these about each of the subsections, there's a roving mic or there's the opportunity online. So just put your hand up and someone will come to you with a microphone if you're seeking clarification about each of these.

The next key responsibility is policy development and implementation. The CEO is responsible for enabling the fully informed consideration and approval of community policies by the board and their implementation by the organization. Again, pausing there, if there are any questions about that, any clarification sought, please just let us know and a microphone will be brought to you.

The next responsibility deals with the new generic top level domains, the gTLDs program management. The board recently resolved to launch the next round of new gTLDs based on a community driven policy initiative. This program will enable continued expansion of the DNS through the introduction of the new gTLDs. The board, with the support of the community, has prioritized promotion of international domain names and universal acceptance. The CEO is going to be responsible for the implementation and management of this complex engineering program.

Next responsibility is strategic management. CEO must be able to develop a strategy to execute ICANN strategic plans and address the needs of the ICANN community. They need to be able to anticipate and to adapt and to make informed decisions that benefit the global Internet community. Again, if there are any clarifications on each of these points, don't hesitate to put your hand up and we'll bring a microphone to you.

Community engagement and relationship management. ICANN's policy development authority, which is articulated and limited by its bylaws and agreements with domain name operators, belongs to its multi-stakeholder global community. The CEO is responsible for cultivating relationships and engaging with this community to ensure that those needs and expectations are met. ICANN is part of a set of international organizations that are responsible for the sound operation of the Internet, and the CEO is expected to develop and maintain strong collaborative relationships with these global institutions. We'll take one online, Andrea, and then we've got a microphone here, Lisa for Sébastien, but we'll take the one online first, please.

ANDREA GLANDON: Thank you. Kavouss Arasteh, you have your hand up.

KAVOUSS ARASTEH: Thank you very much. Good morning, good afternoon or good evening to you and to everybody. May I request you, if possible, to go back to the first three slides, because I have some comment on the first two, the IANA management or function and policy development.

CHRIS CHAPMAN: We're happy to take queries. By way of clarifications, if it's a broader question, then we'd ask you to wait until we've got through the presentation.

KAVOUSS ARASTEH: Thank you.

CHRIS CHAPMAN: So I think by that, you're going to rest there and bring it up a little later, so thank you. Sébastien.

SÉBASTIEN BACHOLLET: First of all, thank you very much for organizing this meeting and for the hard work you have done. I have just one question, just not to enter to broader question, but here you are talking about international organization. In other places, you are talking about global organization. From my understanding, international organization is much more ITU, UNESCO, and so on, and not too much us, but that's question mark.

And the second, I would like very much that you, I know that it's English, but you use the term they, for the people like me who don't know much about that, it could be useful to explain that they, it's not multiple person, but it's a way to talk about, to not use he or she. It's, as we just have this document in English, it could be useful to have this explanation. Sorry for that. Thank you.

CHRIS CHAPMAN: With respect to the first observation, clarification, let's take that on notice. I understand the point you're making, and we'll do one more sanity check of a read of the document, because I think there might be a nuanced difference, and thank you for raising that. And with respect to the second, I understand your point, and I'll try and stay faithful to it, so thank you. Is there any other questions or clarifications at this point? Okay.

SANDRA DAVEY: Thank you so much. Sandra Davey, .au. The very first sentence on the first slide, inflection point, seems very powerful, but quite nuanced, and I'd love to just get a little bit more color behind what you mean by that, because you've led in with that, so it feels very intentional that you've talked about ICANN being at an inflection point, and that someone relatively new-ish, I would love to understand that, because I think that will drive criteria for the selection of an appropriate person who can carry ICANN through this inflection point. Thank you very much.

CHRIS CHAPMAN: Sandra, thank you for that. We'll come back to that, because I think it is a fundamental key observation by this board, and it was used deliberately. It was deliberately used by the Chair in Cancun. It wasn't used to be provocative, but to say to the community, we recognize that there are challenges. We recognize that we need to address the challenges, and we're going to do something about it, but we'll take that on notice, and I know Tripti wants to respond to it in a little while. Thank you. Another online. Thank you.

ANDREA GLANDON: Thank you, Kavouss Arasteh.

KAVOUSS ARASTEH: I repeat, good morning, good afternoon. Thank you very much. As I mentioned, I have two small questions on the first slides. IANA functioning, and the second slide that you mentioned, the policy development. As far as...

CHRIS CHAPMAN: Shoot with your first clarification.

KAVOUSS ARASTEH: Can I proceed?

CHRIS CHAPMAN: If it's a clarification on IANA, by all means, please proceed.

KAVOUSS ARASTEH: Can I proceed?

CHRIS CHAPMAN: If you'd like to seek a clarification about what we've said, by all means, proceed. If it's a broader observation about that, then we'd ask you to hold off until we finish the presentation. I'm in your court.

KAVOUSS ARASTEH: No, whatever you wish.

CHRIS CHAPMAN: Did you want to... What about on your second point?

KAVOUSS ARASTEH: The second point is on the policy development. And both of them are in the same basket.

CHRIS CHAPMAN: Okay.

KAVOUSS ARASTEH: And I think from the outset, the transition of IANA function from the administration of the United States to global multi-stakeholder was not to be managed by ICANN and ICANN Org. They can have participation, but not management and not functioning of that. Perhaps maybe the language is very briefly mentioned, but they are not responsible for the management of IANA because now it is under the responsibility of global multi-stakeholder. But they participate, they liaise, and they are involved.

And the second one, policy development is also by the multi-stakeholder community, but no doubt with support participation of the CEO and his or her staff. So these are the two things that I just wanted to mention because I was involved from 2014 in this process, and this is just to share my experience to yourself. With the remaining, I don't have any explanation, any difficulty. Everything is okay. And I thank you very much, sincerely.

CHRIS CHAPMAN: Yeah. Okay. The document speaks on the IANA facilitation. Having said that, I'm going to take that as a suggested clarification. We'll have a look at that. And you've successfully raised the point with us. We will just double-check whether we feel that we've comfortably got that language right. If there are no other questions in the room, we will move on to the next responsibility, the organization management.

The CEO is accountable for building and leading high-performance teams, ensuring that those teams are aligned and collaborating to achieve organizational results. And I can assure you that the board, this is very much top of mind for the board, delivering results. If there's no clarifications on that, moving on to the next point, the accountability management. On the next slide. Thank you.

Now, ICANN has accountability as a corporation governed within the Californian law, but it's equally, and here's the point, accountable to its multi-stakeholder community. And the mechanics of that accountability is based on its transparency and its decision-making processes, in its communications, in its periodic community-driven reviews, and through binding determinations issued by the bylaws mandated independent review mechanism.

The CEO is responsible for ensuring that they hold the corporation and themselves to the highest level, the highest level of accountability and ethics and scrutiny. And the final point there, sorry, if there's any clarification sought on that, if not, we'll move on to the final of those eight responsibilities, the organization's spokesperson.

The CEO will speak for ICANN, other than when the chairman wants to speak for ICANN, and most generally serve as its external face. Sébastien.

SÉBASTIEN BACHOLLET: Thank you very much. I hope a simple question. Here, organization, it's meant for ICANN Org or it's meant for the whole ICANN? Thank you.

CHRIS CHAPMAN: Speak for ICANN Org. Sébastien.

SÉBASTIEN BACHOLLET: Then you may consider that who will be speaking on the community behalf.

CHRIS CHAPMAN: Okay. Certainly, it will be for the ICANN Org, and there will be occasions that the person is speaking on behalf of the community. There are no hard set rules about this. It's going to be in the context. Okay. Now, I wanted to move on to the next slides. As we've underscored on a number of occasions, we are looking for a unique individual. And that's because there are significant expectations of the role. Next slide, please.

And the first of those is the servant leader, someone who listens first, seeks to understand, motivates, inspires, and works with the community and the organization in service to ICANN's mission. That is an overarching expectation. It is, if you like, the first amongst equals. A very powerful statement about what this expectation is for this role as president and CEO.

The next expectation is that they should be able to partner with the board, with the ICANN community and global institutions to achieve common goals. Partnership, partnership, partnership. Together we will collectively get there. If there are no clarifications, will move on to the third one.

The external internal role and balance. The reality is that the president and CEO has an extensive portfolio that is both externally and internally focused. This position comes with the expectation that the CEO will grasp the scope and scale of the position and have such deep operational experience to recognize the need for much greater operational delegation through a strong executive team. And that may include the introduction of the position of COO or equivalent. The important statement there is that the board is going to fully support such organizational changes that increase productivity, provide staff empowerment and responsiveness, organizational responsiveness, efficiency and effectiveness.

For me, that paragraph is like the observation about the inflection point, a very key part of this position description. There is embedded in that a strong recognition that the organization needs to flex, that the role is so broad that the person who comes into it needs to have the maturity to be able to know where they're going to best concentrate their skills, but at the same time have that deep operational experience themselves so that at the end of the day they are on the hook for ultimate accountability. And I think that is embedded in this document along with the inflection point, a very key observation. It's not saying it is a COO role, but it is saying that there is a strong expectation that there needs to be much deeper operational delegation. And that will be obviously a matter for the next President and CEO to recognize that, accept that, work to that, implement that and ultimately take overall accountability for that COO's performance or any other delegation or broader organizational change.

I'm just going to pause there for a moment, see whether there's any clarification sought in the room or online.

T SANTOSH: So at present, there are 4.3 billion Internet users. So what about the remaining people? What about their aspiration to come on to Internet? So shouldn't we add for the people who would like to come to the Internet? And that would be the responsibility of the CEO of ICANN. Thank you.

CHRIS CHAPMAN: Thank you for that. Are you raising that in the context of the expectation we were just dealing with, the external and internal role, or were you going back to an earlier one?

T SANTOSH: Global mindset.

CHRIS CHAPMAN: Right, okay. No, thank you. You're preempting me. I love it. You're keeping us on time. So moving ahead to the global mindset. It is to work effectively across different cultures and regions, able to understand and navigate the complex geopolitical landscape that impacts the Internet and be able to advocate for the interests of the Internet community on a global scale. If you wouldn't mind, against the backdrop of that I wouldn't mind you seeking your clarification stroke query again.

T SANTOSH: So here I would mention about the aspiration of the people who would like to come to Internet. So that is the responsibility of the CEO of ICANN. To bring in the aspirations or to come up with an open, safe and a trusted Internet. That is how the elderly people will come to the Internet.

CHRIS CHAPMAN: Okay. Yeah. So I'll take that as an observation and we'll see whether we've done justice on that point. Thank you. Moving on to the next slide. This is international diplomacy. The CEO should have demonstrated experience and skills in international diplomacy, safeguard and act upon ICANN's mission while maintaining strong and healthy dialogue and relationships with governments, groups and individuals. Huge, huge part of the role going forward against the context of where ICANN is, its history, the inflection point. Any clarifications sought on that in the room? Any online, Andrea? There's a question here, Lisa. Thank you. Alfredo in the second row. Thank you.

ALFREDO CALDERON: I just want to make sure that that includes that whoever is selected is multilingual, or will there be interpreters wherever he or she goes? Because there's a cultural issue if he or she only speaks English and in discussing topics it might get sort of confusing. Thank you.

CHRIS CHAPMAN: No, thank you for that. Jumping ahead, one of the 20 personal attributes is that they've got language skills, proficient in at least one other language besides English, superior oral and written communications, proficiency in public speaking, but more than one language. So thank you for that.

Transparency, strong ethics and accountability. Speaks for itself. They should be able to communicate clearly and openly with the Internet community and ensure that the processes are fair and transparent. Pausing there. Any clarifications sought? Anything online, Andrea? Moving to the next point.

Collaborative. They should have strong communication, collaboration and listening skills, and they should have strong emotional and social intelligence, which is something that came out time after time after time in those listening sessions. And to be able to work with a diverse range of stakeholders. They should have the mindset to encourage collaboration and engagement. Pausing there. Any clarifications sought? Andrea, online.

ANDREA GLANDON: Thank you, Jorge. If you would like to open your line. Again, Jorge from in the Zoom room.

JORGE CANCIO: Yeah, thank you so much. I just wanted to intervene shortly, but maybe I jumped the gun. I feel that the first three expectations are very important, and without diminishing the importance of the fourth, I feel that you are going too far into a technical profile. I think that it's very important to have a technical understanding, but the text you have included seems to me to give a very technical, to a certain extent, very specific profile of somebody with a technical background. And I'm not sure whether this is really key for the CEO position. Thank you.

CHRIS CHAPMAN: You've jumped ahead of us slightly, but it's part of the mix. It's part of the mix, and we're not saying you need to be deep in the technology, but you have to have a sound understanding. You have to have a predisposition so you're not intimidated by it. You need to have the ability to suppress your ego so that your view about technology is not the only view. You need to be able to be led by technologists around you, and being led means that you can assimilate, understand, and process. So we're not putting it at such a high bar that you need to be an expert, but you need to have what you would call sound knowledge. But thank you for your observation. Where are we up to? We're up to workplace culture, I think. Next slide.

Okay, so create a culture of bottom-up staff empowerment, collaboration, cooperation, cultural competence, respect, a shared can-do attitude, and teamwork. There's quite a lot to unpack there, but they're givens. They're in the bottom drawer. That's the sort of maturity of person. And it was very interesting what came out through those listening sessions, through the staff sessions, and through the executive sessions. And we make no apology for putting it in there as one of those expectations. I'm going to pause there. Any clarifications? Anything online, Andrea? Moving to the next one.

Superior management skills. Able to work collaboratively and effectively with the board and have outstanding management skills, including the ability to effectively delegate operational functions. We've touched on that a little while ago. Transform the organization effectively and empathetically. And if considered necessary, implement new organizational structures and recruit top talent and staff, manage budgets, resources effectively, and ensure that ICANN's operations are efficient and effective. We've covered a lot of that territory earlier when we talked about the expectations of the board in terms of the organizational structuring to deliver effective and efficient outcomes. I'm going to pause there for any clarifications. Anything online, Andrea? Thank you.

ANDREA GLANDON: Kavouss Arasteh, you may ask your question.

KAVOUSS ARASTEH: Thank you very much. I have some comment on the transform the organization. Transform to what? Promotion? Further development? Improvement? But transform. When we say transform, the organization effectively. In what sense? Transform the organization. Transform the ICANN Org to what? Thank you.

CHRIS CHAPMAN: I think embedded in the whole of this document is a stark acknowledgement that this board under this chair in searching for this new president CEO is interested in outcomes, in delivering, in getting things done, in being a servant of the community. That's a mindset change that is already rippling through this organization from my observation over the last nine months. In that sense, that's a transformation. Speaking for myself, I have no embarrassment about using that word. Whether you call it transformation or a strong evolution or a different mindset, I think everyone understands what the intensity is behind it. Thank you for the opportunity anyway to say that.

The final point is meetings and travel. One of the matters that the board has had a long discussion about over the last few days is where the CEO would be located. The board—and this goes to this issue of meetings and travel, because this person, given their international global 24/7 role, given the need to work within the organization but as a servant of the community, that requires an extraordinary amount of travel and taking in of meetings. It requires an aptitude to do it. It requires a proficiency in the way they do it and an ability to do it.

And so I wanted to just pause there and say one of the things we've been discussing over the last few days is the location of the CEO. It was a TBD, if you like, in the draft. So the board's strong presumption is that the CEO's location would be at ICANN's headquarters in Los Angeles at the moment and that is likely to be the most efficient from the ICANN resource utilization perspective and also the most effective in terms of implementing the much greater operational delegation contemplated within the position description which we've touched on this afternoon again.

Now, having said that, the board's overriding intent in this search is to engage the candidate who best matches the wide-ranging and detailed criteria listed in this position description and delivers against the challenging expectations that are also listed in that position description. So the board is open to discussions about a different CEO location.

And when you put the presumption of headquarters but with an openness of the board to make sure we get the right candidate and given the 24/7 global reach, you end up with the reality that this present CEO has to be able to lead teams and work groups right across the globe.

Okay, so there are the various expectations in the role. I'm going to pause if there are any clarifications sought on that last matter. Andrea, anything online? Yes, Andrea.

ANDREA GLANDON: Thank you. I do have a question or comment from Sivasubramanian. In this inflection point wherein socioeconomic progress revolves around digital connectivity, we needed unstoppable new CEO on a track of purpose that needn't be stopped but protected by the good from tremors supported all the way. Someone as much above and beyond self or politically narrow affiliations, above suspicion, someone for the world below and above, an annointable person, forgive me for the parlance, yet reporting to the board placing him or her always below.

CHRIS CHAPMAN: I'll take that as a [inaudible] of what goes in the current job position description. So thank you for that contribution. We're going to move on now to the next slide. And they're the core competencies, attributes and experiences required. They're broken down in the position description into 20 personal attributes, 11 professional and eight technical stroke governance.

Now, it's a shopping list, but it gives you a feel for the demand on this person, the quality that we're looking for. When it comes to personal, we're looking at integrity, engagement, service attitude, respect, consensus builder, strong EQ, social intelligence, we've touched on that, language skills.

When it comes to the professional skills, a solid record, we will engage someone with a solid record of public or corporate service at high international level. Success, demonstrated success in having managed a complex organization's evolution and a track record of achieving results in a timely manner.

And finally, moving on to technical and governance, Internet architecture knowledge, strong understanding of the environment of those involved in the functioning of the Internet and its administrative governance systems, reasonable familiarity with the functioning of registries and registrars, with ICANN's policy development procedures and stakeholder groups and familiarity with government stakeholders in Internet governance. I'll pause there to see if there are any clarifications or any aspects to be teased out. Andrea?

ANDREA GLANDON: Thank you, Kavouss Arasteh. You may open your line to ask your question.

KAVOUSS ARASTEH: Yeah, thank you very much. As I mentioned in the chat, I have two general questions. What I have not at least understood or got from all these very good, positive slides is that the CEO and the president of the ICANN in the exercise of its duty shall serve not as representing its country, its region, but as a custodian to international public service or public trust. This is very important.

And the second, in exercise of duty, shall not accept any instruction from any entity whatsoever, which may be considered not in line with the neutrality and impartiality. Whether you do it later, whether it is inside some of those that you have mentioned, but this not representing its country or region, but international, custodian, civil servant, is a very important element. Thank you, sir.

CHRIS CHAPMAN: Thank you. I think we're entirely on the same page. Okay, so now, just wanted to touch on two final aspects. One is the fact that this person,— next slide, sorry. Conflict free. The candidate shall not have nor be perceived as having a conflict of interest with any transaction contract or policy outcome being considered or likely to be considered by ICANN. Any candidate possessing conflict of interest with ICANN will not be a viable candidate for the CEO position. I don't think there's anything more to add to that. Next slide, please.

Okay, so we will, as a board, be having a look at the draft position description one more time later today, tomorrow. We've had some comments already about clarifications, some observations. We'll just see whether we're comfortable that we've adequately dealt with all of those. We'll be going out with an RFP to a number of already qualified, inverted commas, through a procurement sense, executive search firms, genuine international firms with extensive international reach. And that document is ready to be issued with a view to having the contract awarded by sort of August, short list of candidates, not a short list, but a long list of candidates in that October, November period. A long list identification in December and interviews with short listed candidates, the short list, so called, in January, February of 24. Next slide, please.

So on current estimates, those interviews with the final candidates, which might be in the order of five, six, seven candidates, which is the result of an extremely robust, long, intrusive interview process, a rigorous interview process with a number of component parts to it, taking the time out, as we've been encouraged by previous search chairs, to really get to know the candidates, to spend time with them, to listen to your instincts about that. This search is so important that we are not going to take shortcuts. We are going to take our time to do it, to do it properly, and to arrive at an outcome that is the right person for ICANN at the moment, over the next horizon, given the challenges that we've outlined, given the inflection point that we've identified. Now, why don't we more broadly, Tripti, just see whether anyone from the floor... Steve. Steve. Sorry, Lisa. Microphone's coming to you, Steve. What we're going to do is take some questions from the floor, some observations, and online as well, Andrea.

STEVE CROCKER: Thank you. You published the draft CEO position. You're going to issue an RFP for search firms. Not explicitly stated in your timeline there is the publication of the job description, and so there are two questions there. Where is that going to fit in, and more interestingly in a way, how much room is there for that job description to evolve after the search firm is engaged, because they may well have thoughts about that or there may be other feedback coming in.

And then if I can also add one more thing. This is a great timeline. I have a little bit of experience having experienced this before. One of the things that we did not anticipate clearly enough is that even after the appointment, there's still some time before the person becomes available. So I speak only partially to all of you and as much to everybody else that in terms of setting expectation, when I read this, I say, okay, so maybe by the last half of 2024, the new CEO will be actually on the job.

CHRIS CHAPMAN: Okay. Thank you for all of those points. We snuck in a Q2 reference there for 2024. So we understand your point and having identified the right person, what you're alluding to is that there will be availability issues. And so we can only take those as they arise. Thank you. I'm glad you asked the other questions. We will be making available at the time we go with our RFP our final position description. So that will be within the week.

And then you're absolutely right. No board would simply say, well, that's what it is today. And clearly one of the key criteria for identifying the search firm or search firms that we go with will be their view on these things, the value they add, the suggested insights. So there would be progressive updates as the board's thinking about that evolve. So thank you for raising it.

WOLFGANG KLEINWAECHTER: Thank you very much. Two comments which could be relevant for the contract with the search—with the headhunter. So I think I chaired the NomCom and we had a contract with the headhunter. And the problem was that traditional headhunters do not really understand very often the difference between a shareholder corporation and a stakeholder corporation.

So ICANN is a stakeholder corporation. And you need a different type of person for a stakeholder corporation. So normally headhunters are looking for people—they look for Siemens or for AT&T or for somebody else. So this is not the person ICANN needs. To please stakeholder is a different thing than to please the shareholder.

And the second thing which has also to be understood is when ICANN was established 25 years ago, Internet governance was a technical issue with some political implications. The ICANN has still the same mission, but the environment has changed totally. It's now a political issue with a technical component. And in so far, you mentioned that all your understanding of diplomacy and all this, this is really important. And to find the right middle way. So ICANN is not the world government of the Internet, but if it's silent in this political process, it's also risky for ICANN. That means to find the right balance. This would be a good recommendation for the search committee. Thank you.

CHRIS CHAPMAN: The point you make about the search firms absolutely goes to the heart of the RFP. And that's been teased out in great detail. This is just not an ordinary search. The position description goes to some detail to identify why ICANN is different. And so the successful search firm will need to go through a quite exhaustive process. And the one who is most understanding of the mission, the most understanding of this complex ecosystem, will be the one that secures that brief.

And the second point you made, you've put very nicely. I think finding a middle way without compromising—leading, but finding a middle way.

Partnering with a number of like-minded organizations, delivering for the organization. So you put that very nicely. Thank you.

JONATHAN ZUCK: I'm currently the chair of the ALAC. It's interesting in a way because I don't know that I represent the ideal chair of the ALAC. I'm not multilingual, for example, or have experience in diplomacy or things like that. But I might have been the right chair at the time. I think part of this description is timeless and not specific enough to the inflection point that you describe. And that's my concern. I wanted to begin by saying, you know, go back to the slide with the unicorn on it, right? Because there's a reason that unicorn is a cartoon and not a photograph. And not to disappoint all the geeks in the room, there are no such thing as unicorns. Sorry. Okay.

So it is a given, as much as you hope, that you won't find a unicorn. And it's great to see George Sadowsky here who produced the last couple of lists to describe a unicorn. I think it's safe to say that in neither case did we get a unicorn. But someone was chosen.

The problem with having this incredibly expansive list is that it ultimately requires a subjective judgment, a prioritization down the road when I find the person that's closest. But it's not a linear choice. Embedded in that choice are a set of priorities that really become the ultimate criteria for that selection. And the result ultimately is a lack of transparency.

By putting out all these different characteristics that if you found the unicorn, wow, that would be amazing. When you don't, the community won't know why you chose this non-unicorn over some other non-unicorn because you won't find a unicorn.

So I think integral to this process has got to be a criteria for distinguishing the non-unicorns and how you're prioritizing and how you're constructing your answer. Because absent that, we'll end up with what feels like a random choice despite this amazing aspirational list of characteristics.

TRIPTI SINHA: I'll take that one. So Jonathan, thank you for your comments. As you and I discussed the other day, we have listened to you and we have synthesized the information and put it in this document. Now coming to the inflection point, that was by design inserted in the document, because we are at an inflection point. And you asked the question earlier, and I'd just like to further elucidate what we meant by that.

So when you look at the history of ICANN, 25 years, and the history of the Internet as we know it today, most of us have been around for its lifetime. And since the inception of the Internet as a global infrastructure, we are at a very unique point. In the early days, there was great adoption because people wanted to get onto this great thing and give you access to information. It was an innovation platform, so on and so forth.

Today, nation states are recognizing the empowerment that comes with the Internet. It's a strategic asset. It's an innovation platform. And governments are now saying, well, we want to control this. And there's all kinds of geopolitical pressures now on this infrastructure. And fundamentally, it's a common good service, right? It's a common good infrastructure that spans the globe.

So we need somebody who's a spokesperson for this, someone who will reach the communities beyond this local footprint, go out to nation states and to other international organizations to ensure that we preserve the multi-stakeholder model of governing this infrastructure. And the pressures are quite intense. And this is this moment in time when we need to find this individual who will speak to this.

So, yes, we've got a whole slew of attributes there. But the point of putting the inflection point there in the document is to say conditions typically dictate the solution that will address the problem we're trying to solve, right? And the conditions will dictate who we will select. And I think the conditions have been expressed in the document, unless you see it otherwise.

So the fact that you say there's a lack of transparency, I beg to differ. We couldn't have been more transparent. I don't know what you mean by that.

JONATHAN ZUCK: I mean the ultimate, with such a broad list of attributes, you will need to make a compromise choice in the end. And that will lack transparency as a result. Here's a simple way to address what you just said. Do you need a CEO to go out and tell the world the house is not broken? Or do you need someone to fix the house? And by virtue of that, decrease the pressures on taking it over or tearing it down or whatever the right answer is in the analogy. So those are two very distinct types of CEOs, right? And I would argue they're not the same person, right? So that's what I mean. You, as a selection committee, are going to end up having to make a decision that is biased in some way. And I don't mean that as a negative. I just mean prioritized in some way. And absent a way of looking through all of these incredible attributes that you outlined, Chris, thank you for that. It's an enormous amount of work. But just looking at this list, when you find somebody that has 75% of them and somebody else that has 75% of them, how are you going to choose between them?

TRIPTI SINHA: And therein lies an extremely important key responsibility of this board. But I recognize your point. We've talked about this. There is no exact science to selecting a leader, to filling any position. But we will do what we need to do to find the best fit for current conditions. We'll talk about this more, Jonathan, if you'd like. But thank you again for challenging us. Sarah, you wanted to say something?

SARAH DEUTSCH: Yeah. I mean, this is a good discussion, Jonathan. And I do think there are lists of attributes that we could measure people against. So there's an objective standard. But there's also going to be a significant subjective standard. And applicants are going to be subject to pretty rigorous interviews. And we're going to rely on past learnings from past boards that have done some of this. But it's not an exact science. But I do think it's not just going to be like, okay, you have a slightly pointier horn than the other unicorn. We're really going to be drilling down and picking the best person based on objective and subjective.

CHRIS CHAPMAN: George.

GEORGE: Thank you. A couple of points. First of all, you missed a translation step because I hope you're going to put the job description into six or seven languages, whatever your standard is now, not because you want to hire people who only speak those languages, but because you'll increase your penetration into markets of where the decision makers and the CEOs are likely to be.

Second, in terms of choosing the search firm, I think every search firm will tell you that they cover the world. And they'll tell you about their offices in London, Frankfurt, Singapore, Buenos Aires, Tokyo, places like that. I think you want to look for a search firm that recognizes the difference between, as somebody put it here, stakeholder organizations and stockholder organizations who have actually done placement in the not-for-profit and international arenas and who can show you a demonstrated record of having placed people in those areas because you can talk a good game as a search firm, but you go where the money is typically, and it's not in the not-for-profit sector. Thank you.

CHRIS CHAPMAN: Thank you for the reminder about the translation, and the RFP does exactly what you just indicated with respect to the second, so I'm glad and thankful that you raised that. Lisa, down there.

MOULOUD KHELIF: Thank you. I want to go back to the final process. When you reach the short list of five or six candidates and you bring them in for interviews, first, are there going to be individual interviews, group interviews? And second, let's say you have two women and three men, and maybe one or two that come from the Global South. What will be your preference? Because we all have preferences, we all have biases. Are you looking for a certain type of person, a woman, maybe, someone coming from the Global South, or someone who was educated at Harvard or at the LSE? What is the preference that you have, if any? Thank you.

CHRIS CHAPMAN: The finalists, whether it be five, six, seven, they're strongly individual interviews. There's no concept of group interviews. With respect to your last observation, there is no preconception. There is a very firm indication in the position description that it's a matter of equal opportunity and equal availability. We will extend an invitation to the person we think is best qualified, who has the attributes to meet that middle line, to walk that middle path in the interest of ICANN and the Internet community. Full stop.

JOHANNES LOXEN: I've been on supervisory boards selecting C-level candidates, and I want to emphasize that it's very important to look on the shopping list for the CEO, but also for the shopping list for the committee, for the five people doing the interviews. This is almost as important as finding the right

CEO, is to find the right committee doing the five final interviews to be sure that this is a good fit.

TRIPTI SINHA: May I ask a clarifying question? When you say five, what committee are you referring to?

JOHANNES LOXEN: You will not do the final interviews with your CEO candidate with this full board.

TRIPTI SINHA: Yes, we will.

JOHANNES LOXEN: Okay, then have fun.

CHRIS CHAPMAN: Yes, sir.

UNIDENTIFIED MALE: Typically, when a CEO is an outgoing CEO, he gets into what is known as a lame luck period, and when there is an interim CEO, not much freedom is allowed to the interim CEO, and if it's going to take as long as 18 months, probably longer, for the new CEO to come at this inflection point, what are you going to do for the next 18 months, which is also in the inflection point? And also the second challenge is, how are you going to prepare the ground, streamline the organization for the next CEO to have a smooth sailing? Thank you.

CHRIS CHAPMAN: Interim roles are always difficult. There are many in this room who have probably been in interim roles, and there are swings and roundabouts with them. The interim present CEO is doing a first-class job and is being empowered to do what is necessary to meet these challenges that we've identified. Beyond that, I'm not sure what more comfort we can give. I've been in interim roles, and it's an extremely delicate balance because you need to be very cognizant of the various outcomes that are potentially there. You need to be supportive and empathetic, and you need to empower that interim CEO to get on with the job, and I think we're doing that.

TRIPTI SINHA: I think the point you're trying to make is if this goes on for a little bit longer, we would always recalibrate the latitude that we give the interim, but the interim is doing a fantastic job in keeping the ship sailing, and we will recalibrate if needed.

ALAN GREENBERG: Your laundry list is both impressive and daunting, and I wish you luck. However, when I think about the last N CEOs, one phrase you used, Chris, strikes me. The ability to suppress ego. Please look for someone like that. You may even want to put that phrase into the document.

CHRIS CHAPMAN: It's implicitly there. It was in an earlier draft, so thank you for raising it. We'll go online next, and then let's come to Sébastien.

ANDREA GLANDON: Thank you. Sivasubramanian. "With these geopolitical pressures on the multi-stakeholder process, is enough consideration given to the required stature of the new CEO sufficient enough around the table with government leaders, at the same time not with a multilateral mindset, albeit with that upbringing if needs to be?"

CHRIS CHAPMAN: I think there is. I think the document strikes a nice balance. I think embedded in the document is the calling out of the, as simplistic as it is, external versus internal, and the reference to the broader organizational delegation, and therefore by implication the need for some of these more external-facing responsibilities and expectations to be delivered on. So in no way is that that you're alluding to being diminished, but I'm glad you underscored it for us. Sébastien.

SÉBASTIEN BACHOLLET: Thank you very much. My wife tells me very often that don't do your shopping list when you are hungry. I would like to suggest that maybe some of the requests could be in a learning mode and not in a knowing mode. And my last point, the difference between what you have written and what you are saying is very important. And if I was a candidate coming from outside and reading, you are looking for a CEO, but when you are talking, you are talking about a president and CEO. And nowhere in the document there is a reference to the president. That means that it's just a word, or it's something I need to do in addition to that, or it's embedded. It's not a criticism, Chris. It's really to try to enhance the work you have done for being better understood by the one who will be candidate. Thank you very much.

CHRIS CHAPMAN: So with respect to your first point, we will have another look at the document. I think there are references there to both—There are references to learning, but I understand that point. We'll have a look at that. The second aspect, it's the president and CEO. It's just defined in the document as CEO. So every time you see CEO, it's president and CEO.

TRIPTI SINHA: A point of clarification. If you look at the document, at the very beginning, we create, we parenthesize the CEO to be the president and CEO. Sébastien, if you didn't see that.

CHRIS CHAPMAN: Two more online. Andrea?

ANDREA GLANDON: Yes. The first one from Natalia FIlina. Will there be a trial period, an alternative list of candidates, and might the experience of ex-CEO candidates be applied as a positive and negative example of decisions and actions?

CHRIS CHAPMAN: I think we have extensively consulted with previous chairs, previous chairs of selection committees, several CEOs. And the insights of those CEOs, presidents and CEOs, was exceptionally helpful. I can't get my head around. I think it's extremely unlikely we have trials. We will make an informed decision based on all the information. And next, final question was?

ANDREA GLANDON: Yes. We have a question from Kavouss Arasteh.

KAVOUSS ARASTEH: Thank you. At the beginning of the slides, you referred to the unique person. You may or may not accept from me. There is no unique person in entire world. People are relatively, maybe preferable or comparatively preferable to the others. But there is no unique person at all. There is no one that meets all of these requirements that was shown. Maybe there are an average and so on and so forth.

CHRIS CHAPMAN: No, and you're absolutely right. And the final shortlist says a few, if any, candidates will be able to possess every single criteria listed above. But those who reach the final shortlist are expected to score highly against the great majority of them. We won't find a unicorn, but we'll find a person who is best matched to our needs in the next horizon. I'm going to see if there's one final question from the floor. I think we're done online. You're itching to get one more out, aren't you, Lisa? And then I'm going to hand it back to ... So number of consolidation points, RFP going out. We're going to have another look, the board, at the various points raised. Final document, RFP. Sir, your question.

UNIDENTIFIED MALE: Just a very, very quick clarification. My previous question was not as much about the limitations of the interim CEO, as much as it is about the daunting tasks for the board during the interim period, not about the interim CEO.

CHRIS CHAPMAN: Thank you for that. Tripti.

TRIPTI SINHA: Well, this brings us to the end of the today's session. Thank you for your input. As Chris said, we will be making some more revisions to the draft that is online with the input we received today. When the RFP is issued in consultation with the search firm, there's likely going to be some more tweaks and then it'll be released. And we will do the best to match the set of criteria that we have in our document with candidate qualifications and bring the best candidate that meets the needs of ICANN today.

So with that, we close this session. And thank you very much for being as engaged as you have been in this session and in the previous listening sessions. And our search webpage will be updated regularly with status updates. Thank you very much.

[END OF TRANSCRIPTION]