LOS ANGELES – Welcome Ceremony and Presidents Opening Session
Monday, October 13, 2014 – 08:30 to 10:00
ICANN – Los Angeles, USA

NANCY LUPIANO: Good morning, ladies and gentlemen. It is with great pleasure that we have the opportunity to introduce board chair, ICANN, Dr. Stephen Crocker.

[Applause]

DR. STEPHEN CROCKER: Thank you. Thank you very much.

Good morning. I want to welcome all of you, our stakeholders, leaders of our sister Internet organizations who we refer to as the ISTARs -- they are stars -- and a special privilege to welcome Commerce Secretary Penny Pritzker, who we'll be hearing from very shortly.

It's a pleasure to me to be back in Los Angeles, what many say is the birthplace of the Internet, which success has a thousand fathers and so the claim about where the Internet was born also has its competitors, but for me, this is also my birthplace, and so it's very good to be home.

I've spent a lot of time in Los Angeles, a good fraction of my life, maybe most of it, and learned computing at UCLA and worked later at University of Southern California's Information Sciences Institute. And while I was at the latter place, I recruited two guys who would help

define the Internet as it is today, Jon Postel and Paul Mockapetris. Jon unfortunately passed away 16 years ago this week, just as he was completing the arrangements for the birth of ICANN.

I was fortunate to work with both of them.

Paul is in the audience here.

Regardless of whether this is your first meeting or your 51st meeting or some number in between, again let me welcome you.

We're in a period where ICANN is in the news a lot, and that often leads to misunderstanding.

Too often people say -- some people say that ICANN controls the Internet, which is complete nonsense. The Internet is not under control at all. I'm sorry, that's supposed to be --

[Laughter]

So what's written here is "no one controls the Internet" and I think that's slightly different.

[Laughter]

Those of us who have worked in the development of the Internet and many, many people who have -- and I would say most of you understand the real genius of the structure of the Internet, which is that it's a quite distributed structure with a complex but not breast-beating type of ecosystem. Lots of parties cooperating quietly and effectively behind the scenes.

So that's really the true story that is not widely enough understood and, to be frank, does not serve the purposes of some people that want to put it into some other frame, but that's the way it is and it works really, really well.

And not only does it work well, but if we tamper too much with it, it won't work as well.

So we're in this period where the Internet has become an intimate part of our lives around the world, touching nearly everybody on the planet, and that means that it's become important to a lot of people.

We're now in this very important period where the Department of Commerce has announced that it will transition out of its role of stewardship of the IANA contract and, from that, a number of important consultations are underway. The IANA Consultation Group -- Coordination Group is off to a very strong start, and a spinoff of that is an IANA -- of the IANA stewardship is a discussion of ICANN accountability, which frankly we welcome, we welcome quite a bit.

We spend a lot of time in the board and throughout the organization sincerely concerned about things like that, about transparency, about accountability, and we work assiduously trying to improve, even while we actually try to get some work done.

In recent times, in the last several months, I want to note that we've achieved a number of interesting milestones.

The auctions in the gTLD process which we very carefully have positioned as the last resort.

Our first choice is if there's competition for strings, that we like to sort it out, but if necessary, we will hold an auction, and we've now held a few auctions. I believe four strings in total have been auctioned, and it has netted $14 million in the bank and that is now triggering discussions about how we're going to use that.

We will hold consultations with the community. We have segregated those funds. We have a report on our Web page where you can see the details of how much money has been taken in and the expenses associated with that. And our expectation is that by early next year, we will have greater clarity on the totality or the near totality and we will have -- be able to have a focused discussion on principles and possible projects and possible mechanisms and get down to business on all that.

We're going to do that carefully. We're going to try to do that in a sober way. The money is not burning a hole in our pocket. It's not -- we're not going to start writing checks quickly, but we want to understand precisely what to do.

Another thing that is a big success is ICANN Academy has just finished its second Leadership Training Program this past week. The next generation of leaders is benefiting from this very successful program. We've had two of our incoming board members participate, and many others, and one of the things that I am conscious of, having been through some of the comparable kinds of things in my past life, is that this forms a cohort of people who then know each other and form a community of their own, and that kind of thing is enormously helpful, as it is in every kind of setting.

I also want to congratulate the Root-Server System Advisory Committee, otherwise known as RSSAC, on their creation of a significant caucus that embraces not only the root server operators themselves but others who are interested, and the development of documents that encase their principles and standards with more to come.

So I think that's very important and I'm glad to see that.

Looking to the future, and particularly to ICANN's future, as I think is now well known, we've managed to twist Fadi Chehade's arm and he's agreed to stay for an additional three years, and so we have him firmly in place. He can't escape.

And perhaps further to his dismay, my term has been extended on the board.

So you're stuck with us. We like to phrase this in terms of stability, but you can have it whichever way you like.

In any case, no turbulence and we can focus more clearly on the future.

And when I prioritized the things that I would like to see, one word stands out, which is "clarity." Clarity about our mission and the mode of operation, clarity within the staff, clarity across our supporting organizations and advisory committees, and I would also like to see clarity around the world with anyone who interacts with ICANN. I'm talking about governments, industry, academia, and other stakeholders.

Until we achieve that clarity as the way we do things and the way we are perceived, we will not achieve a clear vision of the future.

So that's the focus.

Speaking of other things in the future, I'd like to say that the next-generation directory services -- registration directory services work is moving forward. We've had a major report last June from the expert working group, and we are now forming a small team between the Generic Names Supporting Organization and the board to map out the next steps. This is kind of an intermediate before we kick off the formal policy development processes that we think are going to come from that.

We've long acknowledged that the WHOIS system is flawed and grew out of its original purpose, and now we have some solid proposals about how to deal with the delicate balance between privacy and transparency while at the same time improving accuracy.

This is not a small and easy problem. There are a lot of competing forces and we're going to approach this very deliberately and very purposefully, not shying away from any of the hard issues and not lurching forward to any quick solutions.

I also want to revisit a theme that I raised a year or so ago, ICANN and the community are growing. People who had never heard of us several years ago are now becoming more aware of what we do. I'm told that there are 2300 people registered for this meeting, and at the last one in London there were more than 3,000.

I truly do not understand why people found London more interesting than Los Angeles --

[Laughter]

-- but there it is. Perhaps it's the weather. I don't know.

[Laughter]

ICANN staff now measures more than 300. We have grown quite a lot. And that growth period is now essentially at a halt. We are leveled off. And that is one of the more challenging transitions for an organization is the transition from a high growth period to a level growth period. It is -- I can tell you from having been in it and having watched what's going on, it feels like a depression. It feels like it's a downturn. It isn't, of course, but it brings those challenges and I have been singularly impressed with the way Fadi has managed this process, the discipline that he's imposed throughout the organization, and the quite positive response throughout.

In short order, things will be at a very stable point and everybody will be used to living in the new normal of not explosive growth but staying close to where we are and focused on business.

We all know the Internet connects computers and smartphones, but the really important part is that it connects people. We're all, in this community and industry, very fond of slogans. The current ICANN slogan is "One World, One Internet." When we were putting the first nodes on the ARPANET some 40-odd years ago, I remember making up a slogan that "Networks Bring People Together," which was a tongue-in-cheek for the enormous amount of travel that we were doing while we were building a system that was supposed to make it unnecessary to travel.

But it was very true that personal relationships and professional relationships were one of the first positive consequences of the seemingly straightforward act of just connecting computers together. And not incidentally, I -- my wife and I have marked our 40th anniversary and we met through relationships that were developed at the -- during that period of time.

ICANN meetings have always done the same of bringing people together. Sometimes there's been contentious debate, sometimes inflamed rhetoric, but always -- or at least almost always -- with a sense of empathy or mutual respect.

My hope is that we don't outgrow those qualities that have made this community what it is and my hope is that our human foundation will support our technical future.

With that, I wish you a productive and fun week.

It's my pleasure to introduce U.S. Secretary of Commerce, Penny Pritzker. Fortune magazine recently named her America's top CEO. Also well-regarded as an entrepreneur and philanthropist. Grew up in Silicon Valley in a solid understanding of our world, heavily focused on innovation, data, and protecting the Internet as the platform for economic growth.

Among other agencies, her Commerce Department includes, of course, the NTIA, the National Telecommunications and Information Administration, and that is the agency that has been the oversight for the IANA functions and the birth and stewardship of ICANN.

It would be an understatement to say that Secretary Pritzker's department is creating history, as she is responsible for a wide range of things, and she is the first U.S. commerce secretary to attend an ICANN meeting.

You might think that this is her first engagement of the day, but I learned that she's already been to the Women in DNS breakfast this morning. I had the privilege of going a couple of years ago myself as an honorary woman.

[Laughter]

Probably -- probably a more engaging and more fun event than sitting here in this somewhat formal setting.

In any case, a long introduction, deservedly so.

Madam Secretary.

[Applause]

SECRETARY PENNY PRITZKER: Steve, you have no idea as I just said to you, it is such an honor to be here and to be here, frankly, with you. And the leadership that you've shown over the last 40 years is something that is, I know, awe-inspiring to me and I would suspect awe-inspiring to all of you in this room. And thank you for your leadership here at ICANN as well as your thoughtful introduction.

I also want to thank Fadi Chehade and the entire ICANN board, who I had the privilege of meeting a little bit earlier.

I want to thank you for bringing together so many leaders in the global Internet community and for taking the lead in advancing the multistakeholder process.

And I really want to acknowledge our front-and-center representative of the Department of Commerce in all things both ICANN and Internet, Assistant Secretary Larry Strickling and his entire team and our entire team at the National Telecommunications and Information Administration, as you know it NTIA.

Their daily work on Internet policy issues, domain name system issues and protecting the Internet as an engine for innovation and prosperity is extremely important. And the partnership that we have with ICANN is something that we take very seriously.

We've come together at this time, a time when Internet governance is as important as ever. The fact is that we have to do everything we can to protect and preserve this revolutionary platform that is the essential connector of people, economies, and communities across the planet.

I do not have to tell anyone in this room that more people are working, shopping, interacting, and learning online than ever before, all because of the work that so many of you have done throughout the years to build and strengthen this system.

My friend Walter Isaacson has written a wonderful new book. It is called "The Innovators." And I hope you all will read it. In it, Walter says that collaborative creativity is what drives technological advancement. Let me quote him. And I quote, "Innovation comes from teams more often than from the light bulb moments of lone genius."

I think Walter's absolutely right. Of course, we owe so much to many of you in this room and to others who created those light bulb moments. But innovators are natural collaborators. That is, no one person alone can turn a cutting-edge discovery into a world-changing product or service without a team. And history makes that clear.

It is that same collaboration that has enabled the Internet to become what is today -- what it is today.

Facilitated initially by the U.S. government's investment through DARPA, the Internet as we now know it was built off of one inventive leap on top of another.

And through the amazing genius, ranging from Vint Cerf to Bob Kahn to Steve Crocker to Tim Berners-Lee to Mark Andreesen, and so many others, their work has given us the most dynamic communications and connective platform that the world has ever seen.

The Internet, indeed, improves quality of life for millions and enables people from all over the globe to achieve greater economic opportunity.

So without the Internet, a teenager from a remote village in southern India would not have been able to create his own business. Abin Jose Tom was 19 years old when he was given a school assignment to create a Web site. Five years later, Abin's project is now a global Web solutions and design company named Webandcrafts with more than 500 clients worldwide.

We live in an era when all an entrepreneur needs to start, build, and promote a business is a mobile device and a WiFi connection. Put

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simply, the Internet is a fundamental gateway to new growth for developing nations and continued prosperity for developed nations.

The Internet is also a vital platform for free expression and the exchange of ideas, and that is why I stand before you today to make this fundamental promise. The United States will protect and preserve a free, vibrant, and open Internet.

At the Department of Commerce, we are proud to call ourselves America's innovation and data agency. As someone who comes from the private sector and started five companies, I know firsthand the essential role the Internet plays in making sure businesses are able to compete globally.

I have the privilege of being President Obama's point person on entrepreneurship. I lead the presidential ambassadors for global entrepreneurship, and I get to work with some of America's most successful CEOs to inspire the next generation of entrepreneurs, both at home and abroad.

In my 15 months as secretary, I have visited more than 20 countries and everywhere we travel, from Ghana to the Philippines, the innovators we meet make clear that the Web is a critical tool needed for success. That's why we must all work together to protect the Internet and to keep it open and free.

Our global economy and the young entrepreneurs of the world are counting on all of us.

Indeed, the Internet has become a fixture of modern life, not just to the United States and the West but in big cities, rural villages, and small towns across the globe.

So consider the transformations of recent years. 20 years ago there were 16 million Internet users. Today that number is 2.5 billion. In 2008, roughly 1.5 billion devices were connected to the Internet. Today there are an estimated 7 1/2 billion. And by 2018, experts predict that figure to exceed 18 billion.

And the people largely driving this growth are living in developing countries where the number of households with Internet access has more than doubled in the past five years. All of this means that we are at a critical moment for ICANN and the important work that you do.

This means that how we govern and use the Internet is of global importance.   This means that consensus decisions related to the Internet domain name system made today in Los Angeles can shape lives and livelihoods in Africa, Asia, Latin America, and elsewhere, not just today but long into the future. All of us are stakeholders in a strong and vibrant global Internet.

The Internet has thrived precisely because citizens around the world have a voice in how the Internet is governed. That is why the United States government supports multistakeholder processes. This is our bedrock principle for the Internet governance.

Let me be clear about this. The United States will not allow the global Internet to be co-opted by any person, entity, or nation seeking to substitute their parochial world view for the collective wisdom of this

community, you, the community of stakeholders, represented so well here today.

As such, that is why six months ago NTIA announced a decision to transition its stewardship role over the Internet Domain Name System to the global multistakeholder communities. From the inception of ICANN in 1998, the United States government envisioned that its role with respect to the IANA functions would be temporary.

Over the years, many stakeholders took comfort in the fact that the United States provided some level of stewardship over ICANN. I have been encouraged by the way the global community and ICANN have stepped up to develop the transition proposal. We rally our allies and will continue to build international coalitions to support multistakeholder governance of the Internet. And we are strong supporters of an ICANN that is committed to the idea of individual voices coming to consensus decisions.

We must all recognize, however, that this is not inevitable and we should not take it for granted. We all know that the multistakeholder governance and institutions like ICANN are under intense and unprecedented pressure and scrutiny. Yet, we are confident that the multistakeholder model offers the greatest assurance that the Internet will continue to thrive. And we must work together to ensure that the Internet remains an engine for economic growth, innovation, and free expression.

We must continue to work hard to sustain multistakeholder governance because it has enemies who want to reduce Internet governance to a

meeting of governmental technocrats promoting narrow national interests.

We must make clear this approach is the best tool to secure the openness and vibrancy of the Internet. We must ensure that ICANN can build on its efforts to strengthen the multistakeholder process and become directly accountable to the customers of the IANA functions and to the broader Internet community.

Next week at the International Telecommunications Union conference in Korea, we will see proposals to put governments in charge of Internet governance. You can rest assured that the United States will oppose these efforts at every turn.

We know that those interested in government control tend to be countries that censor content and stifle the free flow of information. We will be clear that these steps are contrary to our belief in the value of free speech, whether in the Internet, in society, in the public sphere both here at home and abroad. We will remind all players in each instance that the multistakeholder model will preserve and protect a strong and resilient Internet.

In closing, the world is watching ICANN and some are waiting for us to fail. But we cannot and must not let that happen. We have to get this transition right.

Make no mistake. I stand by ICANN. I am all in when it comes to the global debate over Internet governance. And we will preserve and protect a free and open Internet.

From the birth of the Internet through the present day, this community has stood together on the cutting edge of the drive to extend access to and the reach of the Internet, a key path for growth and success in the 21st century.

And in every forum, the United States will remain a steadfast champion of the Internet, working to assure that it remains open, an open platform for economic opportunity, innovation, and free expression.

So moving forward, all of us need to step up. Like my friend Walter likes to say, we must collaborate to protect and expand the global Internet. We must collaborate to ensure that the Internet continues to flourish, and we must collaborate to guarantee that the Internet remains a gateway to prosperity and free expression all over the world.

So thank you for gathering together today and every day to advance our shared vision of a more open, a more free, and a more accessible Internet.

Thank you.

[Applause]

DR. STEPHEN CROCKER: That was just the rehearsal. She's working on pumping it up.

[Laughter]

And trying to make a stronger -- that was great. That was fantastic. I don't think we've ever heard quite that level of support from anybody.

Some things are supposed to follow. It is a hard act to follow, but we'll soldier on. As all of you know, the advent of computers and the Internet has propelled a furious rush of innovation over the decades. "Innovation" is the keyword of the moment, technical advances but also inspiring stories of how technology is used, the good it does, the lives it makes better.

During the last several ICANN meetings, we've begun to recognize those kinds of good works within local regions and the communities. And this morning we're very proud to profile two examples of the kind of innovation that makes us realize all the work we have done and has been done for good purpose.

The first example originates just down the road in San Diego where business and community participation is making life in that area a whole lot safer.

And there is a video here that is worth watching.

[Video]

The irregular landscape of San Diego County, south of Los Angeles, presents unique communication challenges, particularly to firefighters. The mountains interfere with normal cell phone transmission. And during the wildfires that sometimes threaten the region, real-time communication could be the difference between life and death.

Thanks to the Area Situational Awareness for Public Safety Network, first responders in the area have valuable communication tools to fight fires and respond to other emergencies. High-speed broadband Internet data capabilities.

The safety of the public, the safety of our firefighters, and frankly the changes in our climate, all require that we put technology to maximum use.

It was developed by Hans-Werner Braun, a research scientist with a long and distinguished career in building digital networks.

When we started this many, fire stations had only dial-up lines or slow connectivity by geostationary satellites and it was a significant improvement in performance they got with this network.

It's a program made possible through public-private partnerships and maintained by the University of California San Diego.

We had an entity that was willing to fund connecting all the fire stations and all the air bases and all the camps in the county, which was San Diego Gas and Electric, and this started a much bigger collaboration.

Firefighters also took advantage of a system of cameras that had been placed for observing the environment.

We added cameras for our own purposes, but as soon as we had them installed, people jumped on it and used it and now it almost is an indispensable tool for first responders and even the public at large.

Based on Internet addresses, we probably have 1,000 different people access the cameras a day, and during a large fire it jumped to 50,000 and if you have another large fire I suspect it will even be larger.

ASAPnet is an extension of The High Performance Wireless Research and Education Network which also provides instructions to Native Americans on how to build and run wireless cyber infrastructures, continuous traffic from earthquake sensors, and astronomical data generated by the Palomar Observatory.

If you remember that Pluto got demoted from being a planet to a planetoid, the data went from Palomar over HPWREN. I'm a tiny, tiny, tiny bit to blame that Pluto is not a planet anymore but only very small because I just transferred the data.

[Applause]

DR. STEPHEN CROCKER: Hans-Werner is unable to join us this morning, but we appreciate his video interview.

For those of you who don't know Hans-Werner, he's really a pioneer in the world of digital networking. And having worked with the National Science Foundation in the early 1980s, very instrumental in developing the kind of digital networks we rely on today.

I had the pleasure of interacting with him multiple times back in those days. Our very best to him.

As our next example of innovation, while we aren't the first to recognize it, if you drive around -- if you tried to drive around the area on Thursday or Friday -- I got caught one in one of these traffic jams -- you were probably aware that President Obama was in the area.

One of the reasons he was here was to steal our thunder and promote tech innovation as well. And in doing so, he singled out thrdPlace.com for its community organizing efforts.   Here's Sherwood Moore from thrdPlace.com to tell you more about it.

[Applause]

SHERWOOD MOORE: Hello, everybody. Thank you to ICANN leadership -- ICANN leadership for having us here today. It was a real honor to meet Secretary Pritzker.

We -- we're coming at -- you catch us at the end of a really big week. We actually had the opportunity to meet with President Obama. Last week he dropped by the office on Thursday. And he was there to speak with all the technology innovators that we share our workspace with.

And when he was there -- while he was there, he issued a challenge which I think is relevant to -- very relevant to the audience here, and essentially said that it's up to us to come up with the creative technologies that inspire and mobilize people not only to change how we do business and how we buy products, but to fundamentally change the way that we interact, the way that we organize politically, and the way that we make an impact in our local communities. Essentially the way that we solve problems.

And so I think that is the major reason why President Obama decided to sit down with us, with my team personally, and learn about the work that we're doing at thrdPlace.

Because essentially we've built a platform that allows anybody to be a community hero, and we do it by leveraging social technologies to allow anybody to share a story of a project they want in their community where they see need. And we very easily raise the funds, supplies, and volunteers by mobilizing their community members to action.

So whether it's a community garden or a school that needs painting or an environmental cleanup, we have the tools that now allow us to effect change and solve problems from the ground up.

And this video will share how we do it.

[Video starts]

[Music]

As humans, we exist in a world of three places: Home; work; and a third place, community. And in each community, there's a give and a take, a problem that needs to be fixed and people who want to help.

Yet despite the energy we spend to effect change, there's no place to organize the most valuable resource: Ourselves. It's time for us to bring together all the elements of change to one place. It's time for us to unlock our potential.

[Music]

On thrdPlace, you can start a project, tell your story, and enable your community to make change, to donate funds to your project, or volunteer their time, or lend materials.

[Music]

In the thrdPlace, you can always share the change you make with the contributors and community you impact.

[Music]

thrdPlace.

[Video stops]

[Applause]

SHERWOOD MOORE: Thank you, thank you.

                            So I just want to be clear that this platform is not just for citizens. We built a platform to engage all community stakeholders.

So whether you are a government official, we've built a tool that allows you to help shoulder the burden with fellow constituents by engaging them to take action on the ground with you to solve the problems that you need to solve.

For nonprofits, we allow you to amplify your impact by engaging people with your existing mission and share that story of good works with the broader community, to let everybody know what you're doing and what's going on.

And for for-profit companies, consumer brands, for the first time they can now reach deep locally into their communities and make real visible lasting impacts by engaging consumers and building valuable relationships, consumer loyalty, not only with the people that engage with them at the project level but everybody who sees the stories of brand projects coming through their news feed.

So whether you're an individual or regardless of the organization that you represent, we now all have the social communication tools to effect real change at the local level on a grand global scale.

And so we're here to thank ICANN and all of you for the work that you're doing. It's very important. And we invite you to come talk to us. Thanks so much.

[Applause]

DR. STEPHEN CROCKER: Thank you, Sherwood.

I've been fortunate to collaborate with some world class innovators during my career, but what are the chances that you would get -- of guessing that I went to high school with two of them, two very well-known in this community.

The school would be Van Nuys High School which is just north of us in the San Fernando Valley.

Famous alumni listed in their display case as you walk in the front door include Marilyn Monroe, Robert Redford, Natalie Wood, Jon Postel, Vint Cerf, and, with some embarrassment, myself.

[Laughter]

Van Nuys High School is celebrating its 100th anniversary this week. The school invited me back for a visit last Friday. Unfortunately somebody took pictures.

[Laughter]

[Video starts]

DR. STEPHEN CROCKER: It brings back a lot of old memories, and on the other hand, I don't recall how many times, if ever, I walked in and out the front door instead of the various side entrances.

Stacy Keach was about two years ahead of me here, and so I was aware of him but didn't know him.

Adrian Ellis, Joseph Gordon-Levitt, Robert Redford, Ted Robbins, Carter Rodriguez, Jane Russell, John Singlaub. Vint Cerf and I met here. We were good friends in high school. Jon Postel. So we didn't know each other at the time. Sort of a surprise that we were all in the same high school.

INTERVIEWER: Does it look different to you?

DR. STEPHEN CROCKER: Some is the same and some is quite different. I remember vividly there was 440 yards, there was a quarter mile around the track, and so he'd drop us off here to come into school. So another vivid memory is he had a big fancy car because it was part of the business and the muffler was broken on it, and he was a very sedate driver but he drops me off, he turns the corner and he accelerates and the muffler goes -- (making sound) -- and all of the boys standing out there, everyone's smoking, their heads snapped around and looked at who's hot rodding, and then they looked at me and they were like, "Him? Really?"

It wasn't nearly as painful as junior high school, but nonetheless, particularly in the first part of high school, you're still struggling with all peer pressures and everything. Being a senior was much better. Well, this was very nice of you. I was your typical math geek here. So I graduated in '61 and I showed up in '58, and to my horror, there was no math club and I thought this was completely inappropriate. We set up a math club. It was five young boys -- no girls, unfortunately -- and then one of the boys decided that we needed a constitution, and so we set about trying to write a constitution for this group of five of us that were trying to have a math club, and we spent the entire year arguing about this constitution for this small math group and we got no math done during the whole year.

One of the most important lessons in my life, actually, which is, don't sweat the organizational details too much. Just get on and get the work done.

I got involved with computers, spent way too much of my undergraduate time on computers instead of going to school, instead of going to class. I was on campus.

Vint and Jon and I were all in this little research group. Jon turned out to have gone here in high school but I don't know what the reasons were but we didn't know each other then. But Vint and I made friends quickly right when I arrived and have remained very good friends throughout our lives.

So the first node was at UCLA and the second node was at SRI and the third node was at North California Santa Barbara and the next fourth node was University of Utah. So these were people just like you, a few years older, who were -- you know, had their fingers on everything.

INTERVIEWER: What do you think will be the final straw that will cause IPv6, then?

DR. STEPHEN CROCKER: Yeah. So some things happen with, you know, sort of a thunder clap and some things happen in a kind of an extended period of time and that would be an interesting question to ask the school system administrators: When do you plan to switch to IPv6? Just watch the discomfort, if you can ever pin them down.

[Laughter]

DR. STEPHEN CROCKER: Thank you, thank you.

[Applause]

DR. STEPHEN CROCKER: Thank you.

[Video stops]

[Applause]

DR. STEPHEN CROCKER: That was a real pleasure to go back there. I want to thank the school for a warm reception and I'm happy to say that a whole bunch of Van Nuys High School students are here, the ones you saw in the video.

You guys are here, right? Where are you guys? Stand up.

Not yet. Not yet. Okay. So there's a little problem about scheduling of classes and stuff like that.

[Laughter]

I used to make the trip over the hill from Van Nuys to UCLA during my senior year and I'm quite familiar with the logistics of that.

They're going to be around for a while, I guess, in a little while, so if you see them, please take the time to say hello. There's one more stop on this nostalgia tour that I invite you all to join me. This evening at 6:30 p.m. in the Santa Monica room -- that's this room -- Len Kleinrock will be here for a conversation. He and I will try to keep you entertained at 6:30 this evening.

And it was in Len's lab when he was a relatively new professor at UCLA in 1969 that we transmitted the very first message across the ARPANET, which was the seed and precursor of the Internet.

As historic as that event might have been, the truth be told, the message we were able to send before the system collapsed would not have even filled a tweet. It was L-O, and when we tripod to type the G for "login," the system at the other end tried to fill in the rest of it because it knew what it had to be and there was a little bug in the software -- imagine that -- and it wasn't ready to take three characters instead of one. Minor details. We fixed it.

So please join Leonard Kleinrock and me. Meet Len if you haven't. He's quite a character. That's an understatement. Should be fun. And now let me introduce ICANN's president and CEO, Fadi Chehade. He will take over the show from here and he will begin with a very special presentation.

[Applause]

MR. FADI CHEHADE: We start this morning with an award. Awards are a great way to celebrate the great community we have.

Today, I am pleased to present the second ICANN Leadership Award.

The leadership award is given to outstanding individuals in our community who frankly demonstrate extraordinary commitment to ICANN: Time, energy, and most of all, leadership.

We look for people who remain true to our core values, and most of you do that while you maintain your professional work and interests. And I know that all of you here -- many of you have talked to me about the impact on your time and the volunteerism you have to do to continue serving in this community.

So when someone balances this very well and actually displays, above all, leadership in the community, frankly we should all celebrate them.

How is this person selected? It's the leadership team of ICANN. We get together with only one requirement: That we have to unanimously agree on the person.

This year, we had three people in the bin, and we debated it and debated it, and at the end, it was a difficult choice, we picked someone.

Last year, if you recall, it was Lesley Cowley, who was then the CEO of Nominet, and I believe she's here, she's registered, so we salute -- here she is. Hello.

And this year, the ICANN leadership team has unanimously agreed that the recipient of the 2014 ICANN Leadership Award is Jonathan Robinson.

[Applause]

Assuming the role as chair of the Generic Names Supporting Organization, the GNSO, in 2012, Robinson has worked closely with the other 22 members of the council to strengthen collaborative work within the GNSO and together with other ICANN bodies.

These efforts to further open channels of communications between ICANN's diverse participants are critical to the effective functioning and development of the multistakeholder organization.

I'm going to stop reading from my notes because I want to tell you something straight from my experience with this gentleman.

Jonathan has brought a true community spirit to his work, and he has brought a collaborative approach to how he brings not just his diverse GNSO organization together but also all of us together.

So I frankly -- I mean, this is what made me select him, amongst all the others that were presented to us, because if you look back at the last 12 months, 24 months I've been -- I've known him and worked with him, he -- I think we will look at this time as a time when he personally changed the dynamic of how we work together. And I know he's very proud of that, and he should be.

But we are thankful for the effort you've put to make that happen.

So thank you for everything you're doing. Of course all of you know that he has been very involved as board director and chief operating officer in a London listed group for 10 years. Before that, with Net -- now it's called Netnames. And since 2010, he has continued to work actively in our industry, including his involvement and board position with the domain registry operator, Afilias.

Please join me in welcoming Jonathan to the stage and...

[Applause]

JONATHAN ROBINSON: Thank you very much, Fadi and your colleagues, for the recognition. It really is wonderful news and it's -- you know, personally I'm obviously very pleased and proud to be recognized for that contribution that I've made, but also I think it's an implicit recognition of the value of collaboration and the work that others have done together with -- with me in the GNSO, and in fact, more broadly across, you know, the ICANN community.

I've kind of got this picture in my mind of the organs of a body, and the organs need to function healthily and well, but the body as a whole also needs to work and operate properly.

So, you know, I'm -- I'm passionate about the opportunity I've got to work with you and with all -- all of you to strengthen and develop the model and the processes in the model, and I happen to believe that, you know, our success at running and successfully operating the ICANN model and the components and the work we do is our best defense

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against any accusation that we might -- you know, it should go -- that the work should go elsewhere.

So, you know, this bottom-up multistakeholder model is a unique dynamic and necessarily evolving structure in which we work, and, you know, it's a pleasure to put my efforts into it, it's a pleasure to work with many and -- many of you in this, and, you know, frankly, thank you for the recognition, thank you for the opportunity to work with you, and thank you to all of those who I work with on a day-to-day basis and for whom this inspiration, collaboration, and, you know, co-working.

One of the things that makes a difference to how we evolve is a willingness to change and a willingness to develop, and in the GNSO right now we are undertaking a review process and it would be great to have as many contributions and inputs to that as possible, and so I've been asked to introduce to you a very brief video that talks about the GNSO review and gives you an indication of how you can contribute to that evolution and development. Thank you again, Fadi, and I'll...

[Applause]

[Video starts]

Hi, my name is Jen Wolfe, and I'm the chair of the GNSO review working party. The Generic Names Supporting Organization, also known as the GNSO, serves an important function since it is the organization responsible for developing and recommending substantive policies related to generic top-level domains to the ICANN board. The GNSO review is part of ICANN's commitment to continuous improvement, accountability, and transparency. ICANN's bylaws require that such structures be reviewed on a five-year cycle. The purpose of this review is to evaluate organizational effectiveness of

the GNSO, knowledge areas that are working well, identify areas that need improvement, and effect those needed changes.

The quality, validity, and acceptance of the GNSO review and resulting improvements depend upon relevant and useful feedback from a diverse and representative group of people. This is the cornerstone of ICANN's bottom-up multistakeholder model.

The 360 assessment is designed to gather data for the independent examiner reviews in the review process and may also inform GNSO self-improvement efforts. It is an easy-to-use online tool for the GNSO community, other ICANN structures, community members, the board, and staff alike to provide valuable feedback. Your opinion matters. Don't pass up this opportunity to make your voice heard. Go to the link reference in the video so that you can provide important feedback. The online assessment will be available through midnight UTC on the 17th of October.

Make your voice be heard. It can make a difference. Thank you.

[Video ends]

[Applause]

MR. FADI CHEHADE: Thank you very much. Congratulations. Well-deserved. Thank you.

Okay.

Let's get to work.

I would like first to welcome all of you to ICANN 51. I have not -- some people asked me when do you take off your jacket and when you don't.

[Laughter]

So when I started with you, I used to always take off my jacket when I start. And people said, "he's getting to work." And I think I stopped taking my jacket during a year I was very busy talking to governments. But now we need to get back to work here at ICANN and get ICANN ready for the very important transition and journey we are about to take.

Let me start first by letting you know we have about 2500 people who have registered for ICANN 51. This is the largest ballroom we've ever had at an opening of ICANN. There are 1200 seats here in this room.

We have people registered from a little over a hundred countries here. This is an impressive showing of global presence. So I want to take a moment to welcome each of you, all of you, from everywhere you've come, especially those who have come from the farthest places. And I want to especially welcome the people who are here for the first time.

So if you are here for the first time, could you stand up so we get a sense of who's -- who's here for their first ICANN meeting.

[Applause]

Welcome. Welcome.

Welcome to your first ICANN meeting. I also want to welcome our fellows. Our fellows program is a cornerstone of building our community and growing it. So welcome to all the new ICANN fellows. I think we have 50 of them at this meeting. So welcome to all of you, and I hope this meeting will encourage you to stay with us and to build your own place in ICANN as well as Internet history here with us at ICANN. So welcome to all of you.

I also want to welcome all the dignitaries, the ministers that are here. You are very welcome at ICANN, and we're happy you can join us here today.

All right. We started a new season a couple of years ago when I came to ICANN. And I think we're at kind of this third stage of the season. We worked hard to get the ground ready, and we saw together how as a community we can start preparing for this very important next stage.

Now, during this time, many important things have happened. Today marks the annual general meeting of ICANN. So once every year we meet and we assess how our year has been. So I'm going to take a moment to review the fiscal year 2014 which for those of you who are new, our fiscal year starts on July 1st and just ended on June 30th of this year.

Now, during this fiscal year, we had many historic milestones. Of course, the most important one that everyone is talking about is the decision of the U.S. government to transition the stewardship they've had of the IANA functions to our community. And you heard Secretary Pritzker today with great eloquence speak about the importance of this transition and the commitment the U.S. government has had to support ICANN and the commitment they will keep to ICANN and to the Internet governed the way we all want it to be governed, in a multistakeholder way.

And I want to recognize at this moment one of the people that we talk about, all of us in the hallways and in emails and in many discussions but rarely, frankly, publicly thank for his incredible leadership. And that's Assistant Secretary Larry Strickling who's here with us today.

[Applause]

Larry with his able team, including Fiona Alexander who is here, as you all know her -- (applause) -- are really the quiet champions of this transition. They are the people who trust us and who have brought together a difficult but important coalition to support this transition. This is not easy to do. Many governments ask me: Why would the U.S. government give up this? Why would any government give up power? It's not natural.

But through the courage and leadership of Larry and his team and Secretary Pritzker's support and our President's support here in the U.S., I think we're moving in the right direction. So we thank you for that very important milestone.

And now it's incumbent upon us to take this huge responsibility we're being handed and to carry through and get this done. However, that wasn't the only thing that happened in 2014. So let me cover a few things. As you recall, we have a strategic plan and a framework that includes four objectives that we identified in the Toronto meeting back in 2012 when I started.

And these are the four. Let me show you what we've done in 2014 on each of these four. First, affirmation of our purpose. Here there are many numbers and facts. Let me focus on a couple.

As you know, we have a very active group of community members that do the accountability recommendations. That team gave us a key recommendation to create better access to WHOIS information. And so in 2014, we introduced whois.icann.org. If you haven't used it, please

do. Whois.icann.org gives comprehensive information on how WHOIS works and the information behind it, and we're now -- we've gone from 200 when we started in November to 5,000 visitors a week from 200 countries. So this is clearly a tool that was needed, and we filled an important void.

Within that tool in April, we added consolidated WHOIS lookup. So you can go and put any Web site, any domain name in the world, and find out the WHOIS information behind it. That, again, also has now gotten to 85,000 inquiries per month that are coming to this centralized consolidated lookup tool. We are glad we responded to the community's requirement to improve our accountability and to add transparency to what ICANN does.

Many of you here, 322 of you, saw your new gTLDs added to the root in 2014. Of course, that number is higher today because we're already in October, but that's a very successful implementation of our core responsibilities.

I also want to note on the right there that we train -- our staff goes around the world to train people on DNSSEC, the key security standard that we have. And this -- in 2014, we trained an additional 280 people around the world to do that.

So, again, good progress in that area to strengthen who we are. And I want to, here, publicly thank our friends from Brazil. I see them. Please stand up. Demi, Hartmut. And all the members of CGI who are here --

[Applause]

And all the members of ICG who are here, Hartmut, the leadership they took to help us make NETmundial happen -- and I see there also Ambassador Benedicto; thank you, Ambassador -- and all of you there for helping us make history in Brazil.

I think we will all remember that, and the partnership we have with you shall be for many years, I hope. Thank you very much.

Let me go to operations excellence. Now this is an area where admittedly I will tell you we have more work to do. But let me at least highlight a few things and tell you what we are going to do more.

The thing I'm most proud of is that middle number which I shouldn't be proud of, you should be proud of because we now do a thorough audit of compliance of all of our registries and registrars. And this is the second year we do it.

And, remarkably, not surprisingly, 98% of registries and registrars are fully compliant with their contracts. This independent audit shows what many of us know, that this is a good industry. This is an industry that is operating in the best public interest. We should celebrate that. We should put that up and make sure people understand. When a few bad actors sully the image of this industry, we should know there are few and that our compliance department will be looking for these so that they do not make the rest of our industry look bad.

Our industry is performing very well, and the numbers are in -- this year 98% in full compliance of our contractual commitments.

[Applause]

Yes, thank you.

Our IANA functions, which are the core of our responsibility, and especially important this year as we look at the transition, how are we doing, we are meeting and exceeding every service level we have in IANA as you can tell from this bottom row. And I'm very proud of that of the great IANA team that is continuing to function calmly, confidently, despite the changing world around them. And I can assure you that they're superbly ready as the U.S. government steps away from its role to continue doing what they do with distinction as they've done in 2014.

[Applause]

Thank you. Thank you, IANA team.

I think I'll just point out also that we have now the L-root deployed in 158 locations around the world. This is the commitment of ICANN, to improve response times by leveraging the fact that we are responsible for one of the 13 root services by bringing it to the world.

And this year alone we've added it -- we went last year from 26 to a 38 location increase this year. So thank you for the L-root team at ICANN for that progress.

This little icon in the bottom called "planning framework" is very important. I do believe we have work to do still on our operations excellence. Excellence is never achieved, but right now, frankly, I do not think we're quite there. We have work to do. So I will leave a discussion on the planning framework to a couple of slides down, but I will come back to it because I want to share with you how the ICANN

leadership team is building a new framework so we make sure we serve your needs in the best possible way.

The third of the fourth goals was internationalization. Now we prefer to refer to it as globalization. Well, what have we done there? The numbers on the right speak for themselves. The interest in what ICANN does has grown. That doesn't mean that our KPI, our key performance indicator, is that these numbers keep growing. What is important is that globally, we're inclusive, we're reaching out to all people who want to participate in ICANN's mission and making sure that our meetings and our activities reach them and bring them on board.

I'm particularly proud of the number of newcomers and the number of fellows because that shows that the ICANN community is growing also in new ways.

On the slide, I want to point to the percentage growth of our staff. The percentage growth outside the United States is far outstripping the growth within the U.S. And this is by design.

Our new hubs in Istanbul and Singapore -- and my wife is in the room, so I should be careful because we moved -- she and I moved to these hubs during this year. Was not always easy. But we lived in Singapore for a while. Then we came back to the U.S. And then we went to Istanbul so that we can support ICANN's growth in these locations and make sure that our employees see us living and performing our functions around the world.

But this really shows we have reached an important inflection in where ICANN -- ICANN's center of gravity is because to a large degree when I

started, frankly, the center of gravity was here, was in the U.S. That's changing. It is a journey. It won't happen overnight, but our hubs in these main geographic choices of Istanbul and Singapore are now well-established and the roots are there and the staff is growing and the functions are spread across our three hubs.

Now, we still have some work to do. For example, look at the Web site. We have done, I think, the best we could to advance the Web site. But clearly we heard back from the community that there was more work to do. I can assure you we're on it. Just three days ago we completely changed the search engine because many of you felt the search was weak. We now use new technology.

But I want to point out something that I feel is very important. We have nearly 5,000 of you who built their profiles on that site. Now, that's important because the profile allows us to then start giving you the information you need and connecting you to others so we can create expert networks within our community.

So for those of you who haven't done so yet, please do build your profiles. This is to help us be together and work better as a team.

I also think on the translation side whilst the number of words we've translated has grown exponentially in 2014, reflecting the amount of work we do, I think our team is clear that translation is only part of localization. Localization is much more than just translating words. So we are preparing to enhance the services we offer you so we can localize the information and provide you better knowledge of what we're doing.

Lastly the evolution of our multistakeholder model, that's you, that's our community, that's bringing us together. So all these accomplishments are yours and the stakeholders. Specifically, I want to talk, again, about the GNSO and the great work that the councillors of this important body in ICANN have done under the leadership of Jonathan.

His well-deserved award today is to reflect the sea change in how the GNSO is together and is working with all the other parts of the ICANN community. That's important.

RSSAC has done something remarkable this year. They've gone from being a small community of root operators -- or root service operators to building this caucus where they invite other members of the technical community to join them, to participate with them in that caucus. In other words, removing sometimes the veil of what's happening in the root community. They've opened up, invited others, and are engaged in a very important dialogue. So thank you to the new leadership in RSSAC. Liman, who is here, I hope, has done a superb job with his other partners to open up the RSSAC for others.

I want to point out the At-Large community that has gone from giving us adding eight structures last year to adding 23 new At-Large structures in 2014. This is remarkable. I think our total now is 177 At-Large structures around the world. What an impressive reach of the user community into ICANN, not to mention their policy advice which continues to grow remarkably. They're up to 53 policy advice statements this year.

The GAC is now at 141 members as of the end of June. 141 countries represented on the GAC. In fact, the number today is higher even because we are already in October.

We have 31 observers from international governmental organizations. So quite an impressive growth across our community.

The ccNSO, up to 150 now. The SSAC going again from five to seven documents. That may sound like a small number, but believe me, every SSAC document that arrives to us is worth its weight in gold. The amount of work and research and thoughtfulness they put to advise us is very much appreciated.

So great work by our community across the board. Thank you for a great year.

[Applause]

Let's look forward now. So that strategic plan and the four objectives I showed you were very much started in 2012. Now for the last 17 months --

Now, for the last 17 months -- 17 months! When I share this with my friends at places like IBM and I say we spent 17 months writing the new strategic plan, they don't understand. I didn't understand. But now I do. That unless we do this together from the bottom up, it is not our plan. It may be my plan. It may be the staff's plan. It may be somebody's idea. But the genius of ICANN, the magic of ICANN, is that we, in fact, spent together 17 months, three full comment periods, to develop the next strategic plan of ICANN. I am very proud of this achievement and we should all be.

And the plan, frankly, is one of the few things we delivered to our board of directors and unanimously -- and you can ask them, they're here -- very supportive, very pleased with the outcome.

If you have not read this plan, please do it. It is on our Web site. It is an extensive plan that lays out where ICANN is going in the future. And it has very, very solid objectives. Here they are. Now, we used to have four, as I showed you before. We now have a fifth one. The four are changed, but somewhat similar. The fifth one there is a very important one, and one frankly that I'm -- I am and I'm sure you all are very proud of.

We have added a specific objective to develop and implement a global public interest framework.

Of course bounded by ICANN's mission. ICANN does not want to grow into becoming a development agency. This is not what we do. But we have to do everything we do in the global public interest.

So creating this framework is a huge step forward and one we are deeply committed to achieve as a community.

Underneath these five strategic objectives in the plan that I just showed you, we have 16 goals, and now for the next five years we will be using these in order to build our activities so that we are anchored where you want us to be.

Now, let's talk a little bit about how we're going to go from five strategic objectives and 16 goals to the work we do every day, so I want to share with you a very important operational view of how we do this.

As you can tell here, we start with the vision and mission statement and the strategic plan. These are all in this document. Which, by the way, will be voted on by the board in the public session this Thursday because that's it. We've finished the 17 months and the board will vote on these and they become part of the record.

From there, we will build a five-year operating plan.

And by "we," I mean we (indicating) will build a five-year operating plan. We will put a -- the first version of this plan out for you to review and give us input on immediately after this ICANN meeting.

So it's ready, it's been put together, and you will find it on our Web site.

After we do that and we get your input, we will move into the annual operating plan and budget process.

And then from there, we go to achievement and progress reporting, which is, again, the cycle. And you're -- we, all of us in the community, are in the middle. Every one of these things goes through all of us. Nothing -- nothing! -- goes only through staff. Nothing goes only through board. It has to come through all of us.

So the five-year operating plan will be put out for everyone's input. We need you. Please help us with this because this is the foundation for how we build the yearly plans after that.

And then we'll do the yearly plan every year, and as usual, we'll work with you on it, and then we'll do the achievement and progress reporting.

Let me dwell for a minute on the achievement and progress reporting.

Remarkably, we do not have as a community common agreement on a scorecard of key performance indicators. We need that.

So when people come up to me and say, "Fadi, operations are not quite there," well, how much farther do we need to go? Well, we don't know because we don't have an agreement on what are the frameworks.

So in this operating plan and the annual plan, we're going to be inserting for the first time a complaint framework of key performance indicators, and then we will measure these continuously and we will share all that data with you continuously, so when we have discussions, we are aligned on what we need to do to serve you in the best possible way.

Now, these KPIs are critical, and I'm looking at many of you here in the room that I know can really guide me and guide our staff in making sure we have the right performance indicators for you.

Now, we're going to be adding a new thing, a new meeting -- and I'm sorry about that -- to the list of many ICANN meetings.

We will do like most corporations do. They hold shareholders calls on a quarterly basis. Well, we're going to start holding a stakeholders call on a quarterly basis.

The first one is on November 20th, and we will be announcing it shortly, because it's after the end of our first fiscal quarter.

Each of these calls will carry full information on our performance, financial and business and strategic, and we will share these in the context of the new plans as well as the new KPIs.

So please join us for these. These will be open. Everyone is welcome, including the press and others that need to start understanding the openness and transparency with which ICANN operates.

So the first call will be in November, on November 20th, and the notice on that will be going out shortly.

A little more detail on what's in these three components. It's important to appreciate this because many of these things are new.

ICANN has never had a five-year operating plan. This is the first time we do this.

But the strategic plan, of course, includes our vision, mission, the five strategic objectives, and the 16 goals. And of course we have some strategic risks also outlined in that document.

When we go to the five-year operating plan, for each of the goals we have the key performance indicators, the risks, the dependencies, and for the first time the five-year phasing.

In other words, what do we expect to do on this goal in a year, in two years, in three years, and so on and so forth.

So you have a view of where we're heading with each of these goals.

Then we will list every portfolio of work we're doing under each goal. And there are today about 50, 60 portfolios of work. We will fit them now under these five goals so you see what ICANN is doing in each of these areas.

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The other thing we'll put in the five-year plan which we've never done before is a five-year financial model. This is the first time ICANN will publish what its view is of the revenues, the top line, as well as the expenses for the next five years. And this is important so we are completely aligned with -- as a community as to what is our financial view for the next five years.

And then finally, the operating plan will go further. It will have -- it will base itself on the five-year operating plan. The annual plan will also include, for each portfolio, the KPIs, the dependencies, and all the activities under that, and of course because it has a budget, it will have the numbers, so you'll be able to see how much we're spending on each of these areas.

Very important work and believe me, there are very few organizations that are functioning with this openness and with this transparency and with this commitment to operational excellence of an entire community working together.

Finally, I want to share with you a very important new direction.

As my boss, Steve Crocker, said in his opening, it just seemed in the last two or three years that ICANN was growing without limit.

We would like to start taming that growth. We would like to make sure that ICANN stays within its remit.

And to do so, we're going to set up a baseline operational model. These baseline operations will grow very little every year, based on normal year-to-year CPI and other indicators, so we will not be adding to the baseline operations.

When a new initiative comes to the fore, we will as a community assess it, decide how much it will cost us, decide how it will impact our organization, our priorities, and if we choose to do it, we will spend money on it, and if at the end of that it leaves some residual work in the baseline, we'll up the baseline.

But this must be done together, and I want to assure you that by the end of this year, the whole process to add new initiatives will be ready and published so that you can participate as a community in deciding how we move forward in adding new work to what we do today.

Many of you have shared with me that in the last couple of years it seemed that staff would be adding new initiatives that we haven't all discussed in full agreement. This will not happen again because we will do it together in a structured way, moving forward.

Now, the fifth goal. Remember the new fifth goal? A global public interest framework bounded by ICANN's mission. I wanted to make a small announcement to you.

Yesterday, a press release came out of ICANN that we have created a new position in my Global Leadership Team, and this new position, which is for a new and focused area called contractual compliance and consumer safeguards will be headed by a new chief officer of contractual compliance. He's here and many of you should meet him during the week. Allen Grogan, if you could stand up so people can see you.

Allen has been our contractual -- welcome.

[Applause]

Allen Grogan has been with us for almost a year and a half leading the contracting area for registries and has done frankly a remarkable job for ICANN. He has many years of experience in the space of Internet and technology law, and we welcome him to the Global Leadership Team.

So what will happen here is important. Because we are choosing to focus what we're doing on the global public interest, it's very important to appreciate where this department is going.

Allen will lead two functions. He will first lead the contractual compliance operations. Many of you know Maguy Serad and her team. They've done a solid job operationally. They will now report in to Allen. And if you recall, four or five months ago Akram had announced that the GDD department, the department of global domain names, will be adding a function called registrant and consumer safeguards. That group will also move into Allen's new area.

Contract compliance and safeguards will also be considering new ways that ICANN can work cooperatively with others in the Internet community to help safeguard registrants and the global Internet community by improving and enhancing our contract enforcement activities.

They will also explore other activities where -- that we may undertake to help protect the health, the lives, the security, and the privacy of Internet users and registrants around the world.

All of these activities must be consistent with ICANN's limited mandate, mission, and core values.

Now, I want to be very clear about this. We will engage with law enforcement and regulatory agencies, if and when appropriate, to help safeguard registrants and the community but ICANN is not in the business of law enforcement.

We are not a regulatory agency and we will be careful not to cross that line or overstep our limited authority.

So welcome aboard, Allen. I look forward to working with you so that we can enhance this important function and commit ourselves that compliance and consumer safeguards are rooted in the public interest to which we are missioned.

Finally, I want to talk about what we're all talking about: The U.S. Government transition that is undertaken.

This transition has today four tracks.

Two tracks, the main tracks, are community-led tracks.

The first one, as you know, is to work together on how we're going to transition the specific IANA functions at ICANN from the current regime where the U.S. Government has applied some stewardship in the past.

The second part is to strengthen ICANN's governance and accountability.

Now, this has been on everybody's discussion list: "We need to improve ICANN's governance and accountability."

And the answer to that is: Absolutely we must.

And if we don't strive to improve our governance and accountability at all times, and especially this time, we will not gain and maintain the confidence of the world that ICANN leadership, ICANN board, ICANN community is committed to the best possible governance and accountability mechanisms there are.

So whilst we had some discussion for the last few months how to organize this, I think all of us would agree that today we are completely aligned, we know where we're going, and we'll move forward together to start building these accountability measures.

The -- within this second track, we have also agreed to have two parallel efforts.

One to deal with accountability mechanisms that must be reinforced or added before the transition occurs or along with the transition -- and this is something Assistant Secretary Strickling made clear in his speech in Istanbul, that he will be looking for community consensus, community consensus, on how we improve our accountability with regard specifically to the transition, and then in parallel, another group -- because we are also receiving these requests -- needs to look at the broader ICANN accountability and governance improvements that we need to do that may not need to be necessarily taken care of before a transition occurs.

So by creating these two parallel efforts that are intricately tied but on different time lines, we satisfy the needs of the global community and our community to move forward and improve ICANN's accountability.

Now, these two blue tracks at the bottom, in case anybody is worried about these, this is simply what staff needs to do to implement what comes out from the green tracks.

So if the decision on how IANA functions will occur impacts our operations, we need to be prepared for that.

So we are going to be doing pilots. We're going to be doing work so that we are prepared and not surprised how to move forward.

But all of this will be done in concert with the green tracks that are community-led. This is simply so that we do everything we can to be ready as the transition becomes a requirement on ICANN staff to change what we do.

We are poised for a good harvest. Things are looking good right now. The community is aligned. The transition is moving forward well.

My focus is firmly on ensuring that ICANN delivers services to all of you in the best possible way, and that's where my time is. That is where my focus is. I want you to know that.

I've heard you clearly that now, more than ever, is the time to strengthen ICANN to make sure that we remain strong, united, and confident as the world is watching how we will be post the U.S. transition.

Thank you.

[Applause]

Time for a break.

Ladies and gentlemen, there is coffee break in the sponsor area in the California Lounge behind registration.

Also, we will be starting our next SO/AC presentation very shortly and I think it will be of great interest to all of you.

Thank you.

[END OF TRANSCRIPT]