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LONDON – 2014 NomCom Public Meeting  
Wednesday, June 25, 2014 – 09:00 to 10:00  
ICANN – London, England

CHERYL LANGDON-ORR: Good morning ladies and gentlemen. My name is Cheryl Langdon-Orr. I have the honor of being the Chair of the 2014 Nominating Committee. I'm delighted to see more than just my Nominating Committee Fellows around the table. At this stage of the meeting and with this much busy work going on, part of me did think we might turn up and it would only be ourselves.

I'm delighted to see real human, as opposed to my NomCom Members, because what we've undertaken over the last couple of years, first of all and most significantly under Yrjö's leadership, is to take the mystery away, we hope, from what the NomCom does. We undertook that we would have a public meeting, or a meeting in public at every ICANN Meeting.

Up until now, during the 2014 year, when the ICANN Meeting has occurred, we've held a normal business meeting of the NomCom in public. That's not what this is today. Today you need to think of what we're going to talk about as a little bit of a milestone reporting. We're not going to report on obviously our complete objectives and outcomes, because we're in what's called the deliberation phase of our work. I'll get Yrjö to talk to that in a moment.

What we do want to do is offer ourselves in an open and absolutely transparent way; to answer any questions you have and to talk about the processes we've gone through so far. This year the processes have

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been vastly different. The outward-facing ways we've done things have been vastly different to what they have been in previous years. We also want to – for the record – say that between London and Los Angeles, this NomCom wants you and everyone you know to help us build a better model.

We want, for the 2015 NomCom, which we assume the current Chair Elect, Stephane, is going to be sitting in the middle seat of, there are some somewhat arcane and peculiar processes that we, as NomCom, are subject to. We'd like to share that with you, because at the moment there is a thing called the Board Working Group to Review. This is not a Working Group made up of anybody other than Board Members.

The ICANN Board right now, and since the Singapore Meeting, have got a small group of Board Members who are, in some way, shape or form – we're certainly not privy to it – deciding what we're going to look like in the future. When the structure and function of the NomCom, which is your community tool and organ – Yrjö, I might get you to give an idea of why the NomCom is the way it is now.

If we're going to have a rationalization of our purpose and function for the future, then it's really important that you, as well as us, have a voice in that. Unless we give you an opportunity to think about this, when some time between now and the LA Meeting, or the Meeting after that, a Board paper comes out and it's a call for public comment, we're all going to go, "Yeah, we'll get to that," or put it to the side.

Things may change that you are unaware of, or you may not be happy with. The whole concept of having public comments, it's a very good idea to keep telling people that they have an opportunity to have input.

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You can have so much public comment coming out at one time that no one has the bandwidth, the human bandwidth, to put comment in.

We want to forewarn you and forearm you. Perhaps you could perhaps start penning to paper what you believe would be suitable change modifications, methodologies, structure and function. We'd love to see it from more than just two Europeans and three North Americans. That's what nearly always happens with these public comments. I'd like to see Africa's view. I'd like to see Armenia's view. I'd like see China's view. I want to see Thailand's view. I want to see diversity.

As a NomCom, the way we're structured, that is what we're trying to represent. I could rant on for quite some time, but I'm not going to. I'm going to stop and have a drink of water. When each of the NomCom people speak they will identify themselves and say where they're from. You'll get to know all of us. We're not all here. We're all spread all over the place this morning.

If you speak, we'll ask you to do the same. Say your name and say any affiliation you have. If you're a newcomer or if this is your 33<sup>rd</sup> or 27<sup>th</sup> meeting, let us know. That's going to help us prove that we are trying to engage with the broader Internet community and ICANN community. Yrjö, do you want to give us a context of why NomCom is the structure it is, and then go perhaps straight into a little moment of where we are now? Thank you.

YRJÖ LÄNSIPURO:

Thank you Cheryl. My name is Yrjö Länsipuro. I'm the Associate Chair this year. Why do we have a Nominating Committee in ICANN? Well,

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ICANN has no Members. ICANN has no shareholders. There is no AGM of the Members. There is no shareholders meeting to select the leaders, as is usual in corporations and in various types of associations. Something has to be in its place as an element of democracy.

In this case, it's the NomCom. The name is slightly a misnomer, because we actually we are both a search committee, a nominating committee and a selection committee. This is why NomCom is a pretty important element in the ICANN structure, and an important ingredient of its legitimacy and that's the way it's organized. What you see on the screen, it says that the kick-start meeting was in Buenos Aires.

That was the start also of our outreach to encourage candidates to apply and to encourage people to suggest names to us. That continued during the Singapore Meeting. That was the last moment when we could actually at least encourage people to apply. Then we started getting the applications in. Once the deadline was passed we started vetting.

We started the process of going through the applications, and finally polling, so that we could establish a shortlist of candidates for each of the positions, or each kind of position – Board, ALAC, gNSO and ccNSO. Now we have come this far. It's the phase four selection. That means we may be conducting some interviews here with some Board candidates.

After we're finished with that, that will be the last phase of our work; like the cardinals going into the Sistine Chapel and staying there until the white smoke comes out. That is the most secretive part of our proceedings. As Cheryl said, we've tried to change the system in that the NomCom is not such a black box as it used to be. Still, of course,

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some parts of our work are strictly confidential and secret to the outside world.

Basically, last year the principle we decided upon was that the process is as open as possible, but data – meaning the names and particulars of candidates – is secret. Here we are. Thank you.

CHERYL LANGDON-ORR:

Thank you very much. This is Cheryl for the record. You'll notice we keep saying that, "For the record." We are very keen on having a fully accountable process as well. Even our own very private and very confidential telephone calls have still been recorded, because staff have access to that. If, during our deliberations, we want to go back to what we said on one of our weekly meetings...

Yes, ladies and gentlemen, your NomCom has been meeting weekly to do their work, and those calls are never less than 90 minutes and have gone up to 360 minutes. This Committee has worked hard, and they are taking their role very, very seriously indeed. Would any of the Committee, before I move to Stephane to take us through a little bit of the public stuff, like to say anything about the work you've done?

Particularly if you might be a first-timer and this is your first year on the NomCom. You've come into this black box. You've discovered that it's not arcane and peculiar behaviors after all – or maybe you think that it is. This is a public meeting. Would any of you like to comment? I'm looking to John, because I would like to make sure that our members feel they've been able to say as much – as long as it's not about persons, just process – and peel off a little bit of the secrecy.

JOHN BERRYHILL:

My name's John Berryhill. I'm an attorney from Philadelphia, so I'm quite comfortable with the secrecy, since typically most of what I do is secret. I'm not used to joint secrecy amongst such a large group of people. I could go on at length about confidentiality, but unfortunately I think the relative secrecy of the NomCom may hinder the ability of people to become aware of the NomCom and recommend appropriate applicants.

I think the NomCom is judged by its output, and at the end of the process every year, obviously there are people who are thrilled and delighted with the NomCom choices, and there are those that are less thrilled and delighted. It's unfortunate that the NomCom's output is judged on an absolute basis, without really an idea of what the input was. I don't know when the report card started. It gave some sort of a numerical breakdown.

In a world with seven billion people there are probably more than a couple of dozen who are well qualified for the positions available. Continuing past this term, the experience at least has led me to believe that there needs to be a greater encouragement of people to find appropriate candidates within the ICANN community, but who will also be effective outside of the ICANN community, as ICANN becomes of greater importance and interest to communities who have not had contact with ICANN previously.

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CHERYL LANGDON-ORR: Thank you John. Satish, would you like to say something? Again, this is your first year with us.

SATISH BABU: Thank you Cheryl. I'm Satish Babu from India, representing an ALS called the Computer Society of India. I've been on the Nominating Committee before; once in India and once for the iTripoli Computer Society. I must say that all NomComs handle sensitive information, but in the case of ICANN I was very impressed with the whole process orientation, the kind of workload that exists, and the rigor that the Leadership Team has exerted into the process.

The workload is of course quite large, as Cheryl was saying. Weekly calls. In my case, alternate weeks we had the call at 00:30 AM to 02:33 AM. That does extract a toll. Nevertheless, I must say I enjoyed this whole last two and a half, three months, of work. In fact, just another hour from now I have my APRALO GA, and Cheryl has said, "No way." I'm the Vice Chair. This is my chair. I'm supposed to be meeting my Members today. Cheryl said, "No. You are in the NomCom. No way."

I must say, I'm really impressed. Despite the fact that I have a little bit less of an option, but I fully appreciate it. I must [unclear 00:17:26] the Leadership's role and the leadership they've been exerting in this whole process, and the fact that we've been handling sensitive information, we're acutely aware of our Mandate, and the fact that we do make a difference to ICANN's future.

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CHERYL LANGDON-ORR: Thank you Satish. Before I stop laughing, I think that says a lot more about my management style than it does about anything else. Hopefully we'll still end up as friends. It's my GA too. I'm missing it as well! John and then Ron.

JOHN BERRYHILL: I forgot to mention I was selected by the Registrar Constituency, and I've come to the conclusion that if you are in an ICANN constituency and there's someone that you don't like, and would like to eliminate from your constituency for a year, there are few better things you could do than put them on the Nominating Committee.

CHERYL LANGDON-ORR: That's just mean. Ron?

RON ANDRUFF: Ron Andruff, for the record. On the serious side of that, this is the other side of that coin. I think this is one of the parts that I really would like to bring to the floor – the fact that the dedication to the NomCom is what happens. As soon as you're elected to the Committee, at that point you park your constituency outside the door, you walk through that door and you lock arms with the team inside. No one carries anything for their constituency. Rather we all carry the weight for the institution.

So it's a really interesting thing. This is my second year on the NomCom and I've observed both last year and this year, meeting a group of people, most of whom I didn't know. We developed a collegiality and familiarity with each other that is really quite extraordinary.



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From the beginning, from the first meeting, which in our case was Buenos Aires when we were all herded into a room and we started our work, to the point we're at now where we've spent hours and hours with each other, we come to understand the subtleties that each one of us brings. I say subtleties, because there's a lot of nuances that are critical to determining which person we feel would fit the bill for each position that's open.

It's a lot of nuanced stuff, but it's really critical that we come together as one unit, that stands outside of ICANN in these deliberations, and then once it's dissolved and we're finished, we merge back into our own organizations, but from my part, certainly, with a much better understanding and appreciation for the colleagues coming from the other constituencies. Thank you.

CHERYL LANGDON-ORR: Thank you. I'm looking around the table to see if any one of my colleagues would like to say something more now. Vanda? Please. You've got a few of these NomComs under your belt. Veteran, I think we refer to you as.

VANDA SCARTEZINI: Yes. What I'd like to share with you that are coming to see something about the NomCom, is the importance of our outside work. That is outreach. That is trying to convince people to apply for a position in ICANN, in those leadership positions. It demands time, not only for us, but also for the people that need to think if they are able to dedicate such amount of time to ICANN.

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That is an important part of the NomCom task. Not only the inside that we do, but mostly the outside. The time we spend talking with the people outside in our region. Any place you go you take with you a piece of paper with the website, or where you do it, or why you should do it.

I've been here for many years, like other colleagues, and we need to pass on our experience, and how good the experience is, to be part of this group. Outreach is one important task of this group. What I'd like to use the opportunity for, and ask you, is to think about that for yourself and for any people around that for the next year should apply and just put a place in this community. Thank you.

CHERYL LANGDON-ORR:

Thank you very much Vanda. You've raised a very important point there, Vanda, and that is we keep talking about the need to have lots of candidates and lots of opportunity to choose from, and many, many people, and outreach... We'd like more and more. The reason that we are so focused, at least at certain points in our work on outreach, is that even though for example this year we only have two seats on the Board – one ccNSO, one gNSO, and two geographically limited; Europe and North America, ALAC – why don't we just go out and ask seven people?

Well, the reason we don't go out and tap someone on the shoulder and say, "We think you'd be good for the North American seat on the ALAC," is that we're trying to find, and preferably from a diverse group of people, thought leaders who are going to bring additional experience and additional skillsets that may be unavailable in the Council or in the ALAC or on the Board.

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Every year we actually have published the types of skillsets we're looking for, the types of experiences we're looking for, but we can only appoint from the people that have put statements of interest in. It's quite possible that the perfect candidate can't be got because they simply haven't applied. We can only use the people that have applied. We're very keen on trying to get as many suitably qualified people to apply.

That does however mean that we face disappointment every single year. Let me tell you why: because the criteria that we're looking for each year change slightly. One year someone will not get through the process. If they were to reapply the next year, they may very well be the candidate that's appointed, because the receiving body has said to us, "We desperately need someone who has technical drafting experience." That then becomes something we look at. Question from you, Sir?

JOHN LAPRISE:

Hi there. John Laprise for the record. Can you speak to historical trends about numbers of applicants?

CHERYL LANGDON-ORR:

We certainly can. We've had reporting done every year, and last year, which was 111, that was the largest number of applicants. I think the lowest was in the 30s, but last year 111. That was more Board seats as well, and there is that proportionality. What we don't want to have is only one or two to choose from. Go ahead.

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JOHN LAPRISE: I'm sorry. Trend over time. This was last year's snapshot, but over time has the number of applicants for positions tended to trend upwards? How does that work?

CHERYL LANGDON-ORR: It's interesting, because you can also dissect it on to which roles. What I'll undertake to do is, in our final report, have some pretty graphs that will mean you have the answer to that question. Anyone else want to ask a question or make a request? John?

JOHN: [00:26:45] I have a question, because I just hadn't considered this before. Is a potential outcome of the NomCom...? If the NomCom is tasked to fill position X, is a potential outcome of the Committee that no candidate is qualified? If the pool of candidates did not produce someone that the Committee was confident with in a position, can the NomCom simply say that the candidates were all insufficient?

CHERYL LANGDON-ORR: Ron wants to have a word on this, but I also have my own personal take.

RON ANDRUFF: Thank you very much Chair. John, that's a very interesting thought, and I think back to the early days of the NomCom, and they probably stood in that position, because the work was so difficult, of going out and trying to find candidates. Today, because of the high profile of ICANN, I think that's why we're seeing such a strong pool of candidates coming forward – just because people are being awoken to this amazing thing.

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I'm glad we weren't on the NomCom back in the early days, because literally, we'd be tapping our neighbor on the shoulder saying, "Would you put your name in here please?" Now I don't see that as being a problem. That's my take. That was my knee jerk reaction. Thank you Chair.

CHERYL LANGDON-ORR:

Now, here's my knee jerk reaction, and I think it's important information to share publicly. Every NomCom starts afresh. Every NomCom actually decides very much on its own rules and processes. A NomCom could very well have been in that position, and depending on their consensus view, or the decision factor that the leader may or may not have had to take at the time, they could have done it, they haven't done it.

We all know there has also been some situations where there was a desire to have had more people to choose from. It's when a NomCom passes on, in their report to the NomCom that follows them, that we've picked up over the years, this desire to have more people to choose from. I suspect it's to avoid that terrifying possible outcome.

Should that happen, in our NomCom, I believe we have the intestinal fortitude, the right and the responsibility, to not appoint and indeed to start a fresh search under a new NomCom. That said, that is so unlikely. If you were to do that, it needs to be done in a public and transparent way. Hypothetically, sure. Please, go ahead.

[YRJÖ LÄNSIPURO]:

[00:29:34] Just to add that every NomCom drafts its own rules within the general confines of the bylaws, and so on and so forth. In this

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theoretical, hypothetical situation, I think there's nothing to prevent, for instance, the NomCom reissuing a call for applications. The only thing is time. This is a very time-critical thing, and you see in that timeline that at a certain point we have to announce the selectees 60 days before the AGM.

That would probably make for great haste in the proceedings, but it could be done.

CHERYL LANGDON-ORR:

It would be an extremely stressful situation, and we're certainly going to do our best to avoid it, but it is hypothetically absolutely possible. Stephane wants to be in the queue now, on this topic. Then just before we go to the outward-facing stuff, and some of what he wants to talk about, I also then want to go to someone that we actually appointed.

We obviously selected well at least once! I'd just like to get your perspective, having gone through all of this and now serving in the At-Large Advisory Committee, from the other perspective. Do him first? Sure. Over to you then, please.

LEON SANCHEZ:

Thank you Cheryl. I'm Leon Sanchez. I was appointed as an ALAC Member by NomCom, and my term started at the end of the General Assembly in Buenos Aires. Well, going through this process was very interesting for me, because I started as a Fellow in the Fellowship Program, and when I heard about the NomCom and how it selected new members for leadership positions, I was a little bit skeptical about how it was possible for me to get access to this leadership position.

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I remember going to this public meeting by the NomCom and asking Cheryl actually which were the basic skillsets that were required to enroll into this process. I remember asking her about being non-affiliated to any of the constituencies, and whether that was a plus or a minus. She definitely told me that it was a plus, because one of the objectives of the NomCom is to bring in fresh people to leadership positions within ICANN.

That encouraged me to join the process, to run for it, send my statement of interest to the position that I've been appointed to and, well, it was a very satisfactory process overall. It was very easy to go through, and I believe that they're also improving the way that applicants go through the process. We're in the test phase, right?

I think this is very positive to both the applicants and the process, because it will make it more transparent and easier for the ones that want to apply to go for it. I think you deserve an applause.

CHERYL LANGDON-ORR:

I was delighted to turn around and see Leon, because he's an example of what we want to do. We want to have people with fresh thinking, the energy and the ability to say, "There's a leadership role I'm interested in," come into the NomCom process, and because it fitted, what he had is what we'd been told the At-Large Advisory Committee would need. Leon, you've hit the ground running. You've become an integral part of that team.

The ALAC is only 15 people. That's a small team to try and look after and act in the best interests of all the Internet users and registrants, and

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those who aren't online yet. This is a huge responsibility. This is the public interest. I think you were drafting pretty much at the first meeting, if I remember rightly.

He dove straight into holding the pen on drafting policy, but then that's the skillsets he has. Because we matched the skillsets he has with the need of the receiving body, we get a good fit. This year we need, perhaps, entirely different skillsets, and we'll be looking for entirely different fits. It's really important that you remember that.

Stephane, I've taken far too much of your time. I do apologize. Over to you.

STEPHANE VAN GELDER: Not a problem at all Cheryl. Thank you. Stephane Van Gelder speaking. I'm Chair Elect of the 2014 Committee. There I am! [Geo 00:35:27] is going to – [Geo], our support staff – is going to help me run through just a few of the things that appear on the NomCom website. The website has changed. Before I do that I just want to say a couple of things on the discussions we've just had.

Just to explain the role of the Leadership Team and the way the Leadership Team transitions from one year to the next. I think not only is it important for everyone to understand that – Cheryl and Yrjö have covered how the Committee works in selecting and outreaching to possible candidates – but it's also important to understand how that knowledge and experience and work methodologies get transferred from one year to the next.



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How we train our leadership to function in what has been described as a very important role, and I can assure you it is a very important role – if for no other reason that all the structures that we appoint to have at their heart the fact that NomCom appointees will be part of those structures.

They would not function without NCAs – NomCom appointees. It's been said already, so I don't need to say it again, that everyone on the Committee takes the responsibility extremely seriously. That's why we're able to ask them to work so hard. Cheryl's been driving us all extremely hard this year. We love her for it. It's been necessary to meet the community's expectations of the level of applicants and candidates that we're now asked to select.

Let me go to the NomCom website now. I should just say that on the leadership roles, the people as part of the Leadership Group that have spoken to you, Cheryl is Chair this year, so she was in my seat last year as Chair Elect. That rotation and those two positions are Board selectees. They're selected by the Board to fill those roles, following an application period.

These are not seats that are just... It's not a shoulder tap – to use an image that was used earlier on. This is another application process. People apply and the Board selects them. The reason for having a Chair Elect and a Chair in office, is that the Chair in office, through the work that's done during a NomCom year, also trains the Chair Elect.

It is a pretty big job for the Chair sitting in office, because not only is Cheryl's responsibility to steer the Committee for this year, but also to help me be ready to steer the Committee next year, if I'm selected.

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That's one of the things that Cheryl alluded to earlier on, and that's that there's a selection procedure every year.

When the Board selects the Chair Elect, there's an expectation that the Chair will become Chair next year, but that's not absolutely necessarily what happens, if, for example, I become even stranger than I normally am. Then the Board may decide that it's just too much. Joking aside, that does put us all in a difficult position.

I won't go into too much detail, but we are working – not only as a Committee but also with the Board, and with the community, and this meeting is part of that work – to make sure that we fine-tune the model and iron out things that may be difficult for the Committee, as a whole, to handle.

That's one of the areas we're looking at, but it's interesting to see that this Committee has built in an ability to train its new leadership. It's a very forward-looking process, because you have a new Leader or Chair that comes in, trains for a year and is ready. You also have last year's Chair, Yrjö, giving this year's Chair...

CHERYL LANGDON-ORR: Sage-like wisdom and advice.

STEPHANE VAN GELDER: Yes. Think of him as Yoda. We all do. Yrjö is helping Cheryl and myself – especially Cheryl, obviously, steering the Committee this year – and the Committee, with the experience he's build up over the years, and serving as Chair last year. It's all about locking that experience in and

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putting it back into the Committee, so that it continues to serve the community.

Sorry for that long preamble. I'll try to be as short as I can on the website. Just to show you some of the things that we've done in the last couple of years to make the NomCom process even more transparent and open. If you go to [nomcom.icann.org](http://nomcom.icann.org) that's where we are now. You go down to "Groups" on the left-hand side menu. If you click on "Groups" there's a drop-down arrow there.

You'll go to NomCom, and if you click on that, there at that point you're in the NomCom process, as it were. You can obviously do something very important, which is suggest a candidate. First of all you look at that very handsome fellow there on the screen. You know what, I haven't changed my clothes since... We did all start as friends, but it may not end up that way.

Thank you for that, Ron. I'm trying to get my wits about me. You can suggest a candidate, which is an important step of the process, and obviously you can only do that whilst the application window is open. If you do that outside the application window, that will not be lost. We do keep it, and we can do something with it. Then you have another drop-down menu, which is this year's Committee menu.

It has an important set of data to help everyone understand how the Committee works. We obviously have a strict Code of Conduct. We have some guidelines. We have a description of our Members. We have our Operating Procedures. The positions that we're recruiting for, and the last item there is something I want to spend a bit of time on. It's something we started last year, and which we feel is very important.

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It's a month-by-month account of how we work and what we're doing. It's now possible for everyone to know what the Committee's doing and how it's working to reach its end goal. The only thing we don't talk about, as always, is candidate data. That will always remain confidential. We've completely opened up the way we work. That didn't use to be the case before.

That started with audio last year, and it's something that we all feel both proud of and happy with, because we feel it's a better way to engage everybody into what we're doing. I'm happy to explain some more, but I don't want to take up any more time at this stage. I've got to go and change my shirt anyway.

CHERYL LANGDON-ORR:

Thank you very much. Just as aside, you now understand why Bronwyn packs for me, because she would never allow – my dear friend, who literally does pack for me for every one of these trips, and she manages my wardrobe – she would never allow a web-based video... I would never wear that outfit again. It would be labeled at the back of the cupboard, because people like Ron will do that to you.

Ladies and gentlemen we just have a few moments, and I do intend to clear this room in advance of the top of the hour, just in case someone else does have the meeting room, unlike us, who had to wait for ten minutes while people cleared the room. We will be courteous to those that follow us.

I'd like to know if anyone has any questions, comments, or points they'd like to bring forward, but I know time is short. Anything, any time – and

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I mean anything, any time – you want to know or say about Nominating Committee, it is [nomcom2014@ican.org](mailto:nomcom2014@ican.org), and we will get it. It is an open thing. These girls, as soon as it goes “ding” ...

I foolishly posted to that yesterday instead of to the list, and by the time I’d realized I’d done it the wrong way they were already passing it on. It is watched. It is maintained. Your message will get through. Please introduce yourself?

[URI]:

I’m [Uri 00:46:32]. I’m from ISOC Finland, like Yrjö. I find it challenging that most English speakers pronounce our names differently. Whenever you talk about “Yuriya” I feel a pang of guilt that somebody’s talking about me. My question is about the application process.

We had a first-hand report from a candidate who was elected, but I’m interested in how you attempt to manage the experience for the candidates who aren’t elected? Do you give them personal feedback? Do you make sure that they apply the next year? How does that work?

CHERYL LANGDON-ORR:

Very happy to pick up on that one. It has changed over the years. We can speak to how we’re going to do it, which would be different to how it was done in the days before. Every candidate already knows whether or not they’ve progressed to interview, which wasn’t the case before. You had to wait until the announcements came out and then somehow, retrospectively, you knew that you weren’t on the announcements list.

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That's unfair. It's unreasonable. I personally am at the point in my life where I'm building a Board portfolio. If I believe I'm on a shortlist for something, I don't pick up competing opportunities. It's a courtesy that we have to do to our candidates to make sure that they are aware on the way... Also – and this has already happened – we have a closing in the messages that I send as Chair, that says, "Please, we want feedback. Help us build a better model."

I can assure you already that we have people who are undoubtedly going to apply at some future time, or one who's clearly stated on the email, "I'm not going to apply at a future time, because I'm now going in different directions, that's still within ICANN." They've seen an opportunity for contribution and they're taking a different pathway. That's fantastic, but has given us significant information on how to build a better model.

Whilst I haven't given you quite the answer to every question, I've given you a taste of what we're doing now. That includes communication earlier, and communication more clearly, and asking them to be part of the process to build a better model. Even those we've appointed – and that includes the Board Members – we're asking to run through our new systems to help us build a better model.

I'm happy to talk more but not right now. Anyone else? Going once. Going twice. Please, go ahead, Sir.

SPEAKER: Morning. This is [Jen Chung 00:49:22] from [the DNS] in China. We are a new registrar, due to the expansion of a new gTLD. I just want to

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mention the importance of outreaching, more outreaching activities by the community. Historically, some countries just attend the ICANN Meetings through the ccTLD registry. For example, China is just [unclear 00:49:41].

Due to the expansion there are more registrars and registries, and they want to be involved in the ICANN policy-making process. For me, I'd like to see... There is a Chinese version of the report, but I'd like to see more of a process, the criteria and the procedures, in Chinese. Like in ICANN, the bylaws, the ecosystem, [unclear 00:50:07] Chinese. I think it's an importance of outreach.

Another suggestion would be that I like the idea Fadi Chehadé has of an open office on a second floor, where he'll be meeting some guys interested in the ICANN process. In that meeting, maybe in the future, the NomCom Committee would maybe have an open office to meet someone as a potential candidate, because they want to know more about the Committee.

I think we're humans, right? We don't only see the information on the website. We just know each other, have a sense of how it works, and... Thank you.

CHERYL LANGDON-ORR:

Look, you saw all the nodding heads. This was not courtesy. We're in absolute agreement with you. We have to do that. We have to do it in local languages. We also believe – I suspect Stephane in the future will make more use of the regional offices and outreach spaces – that

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certainly we need to do things more locally, even though we're thinking globally.

At that point, I'd like to thank each and every one of you for joining me today. I'd especially like to thank – this is going to involve a round of applause, from my NomCommers, at least – the staff, who thought we were set up in an entirely different room and had to find us and herd us off like cats throughout the rabbit warren of this place. Thank you [Geo], thank you [Joette]. We would be nothing without you.

That's closing. Thank you one and all. Please vacate your seats promptly. There may be another meeting in this room.

**[END OF TRANSCRIPTION]**