GUIDELINES FOR NOMINATING CANDIDATES FOR THE CCAC BOARD OF DIRECTORS

DATE OF REVISION: February 2022

RESPONSIBILITIES OF THE CCAC BOARD OF DIRECTORS

The Board of Directors is responsible for the effective governance of the Canadian Council on Animal Care (CCAC). As a member of the board, a director acts in a position of trust for member organizations and for the Canadian public.

Responsibilities

- Establishes the mission and strategic direction of the CCAC, ensuring that this framework guides the CCAC’s priorities and operations.
- Appoints the executive director (and delivers an effective and fair performance review annually), the officers of the board, and the membership of committees, subcommittees, task forces, and working groups.
- Provides financial stewardship, ensuring that the organization is financially secure, that its finances are responsibly administered, and that it has the resources it needs for the future.
- Monitors performance, ensuring that sound, outcome-oriented information is used to inform board decisions and that programs achieve valued results.
- Anticipates and manages risks that might threaten the CCAC’s mission, finances, or programs.
- Ensures sound relationships with key stakeholders.
- Provides public representation and ensures good relationships with the community at large, advocating as needed to reinforce the mission of the CCAC.
- Guides the organization through crises or major transitions¹.
- Maintains a sound governance system.

¹ A function to be exercised as the need arises.
**Time Commitments**

- Attend three two-day, in-person meetings, and four or five two-hour videoconferences per year (all of which are currently replaced by a two-hour videoconference approximately every six weeks during the COVID-19 pandemic)
- Serve a three-year term, renewable

**OVERVIEW OF THE RESPONSIBILITIES OF THE GOVERNANCE AND NOMINATIONS COMMITTEE**

The identification and recruitment of potential board members are the responsibilities of the Governance and Nominations Committee. In the conduct of its work, and in proposing candidates for election to the board during the CCAC annual general meeting, the Governance and Nominations Committee is guided by a fine balance of specific skills and competencies, as well as the need to ensure representation from:

- the animal welfare community;
- different sectors (public, private and academic) of the animal care system;
- different demographics and regional areas; and
- a diverse cross section of member organizations.

Highly-qualified candidates need also possess other valued skills such as:

- scientific knowledge
- veterinary knowledge
- financial knowledge
- legal knowledge
- human resources experience
- knowledge translation and communications expertise
- corporate evaluation expertise
- expertise in social economy

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2 The social economy includes those organizations which are animated by the principle of reciprocity for the pursuit of mutual economic or social goals, often through social control of capital. This definition would include all co-operatives and credit unions, non-profit and volunteer organisations, charities and foundations, service associations, community enterprises, and social enterprises that use market mechanisms to pursue explicit social objectives. It would thus include for-profit businesses, where those businesses share surpluses and benefits with members (and/or the wider community) in a collectively owned structure (e.g., a co-operative). In this definition it would not include those non-profit and voluntary organizations that are entirely grant or donation dependent (though some do include such organizations in their definitions of the social economy) (source: B.C.-Alberta Social Economy Research Alliance).
NOMINATING CANDIDATES

Candidates for election to the board should be highly qualified individuals that possess the skills and competencies described above. CCAC member organizations, the board, and standing committee members are asked to nominate highly qualified candidates for consideration as board members and participate in an election at the annual general meeting. Member organizations are asked to consider the balance of skills and competencies needed to maintain a highly effective board.

The Governance and Nominations Committee will examine each nomination package in detail and rate each nominee against six criteria. The nominee must:

- be free of any conflict of interest that would interfere with the proper performance of the responsibilities of a board director;
- possess leadership qualities, high integrity, and independence;
- be a team player;
- be able to devote sufficient time to the affairs of the CCAC in fulfilling the responsibilities of a board director;
- be committed to excellence and to advancing the CCAC mandate in Canada; and
- exhibit skills identified above that will strengthen the board and remedy any potential deficiencies in competencies.

The scale described below will help determine the appropriate rating for each criterion:

3 – High suitability in relation to screening criteria
2 – Medium suitability in relation to screening criteria
1 – Low suitability in relation to screening criteria
0 – Unable to assess

Candidates must have a minimum score of at least 2 for each criterion and reach a total score of 12 or higher to be included on the final ballot for voting at the CCAC annual general meeting.
Guidelines for Nominating Candidates for the CCAC Board of Directors

NOMINATION FORM FOR CCAC BOARD OF DIRECTOR CANDIDATES

Taking into consideration the Guidelines for Nominating Candidates for the CCAC Board of Directors, please provide the following information on the Nominee. For two or more candidates, please provide information on separate forms.

Name of Nominee: ____________________________________________

Name of Nominee’s Organization: ________________________________

Address: ___________________________________ Postal Code: ______

Tel.: ___________________ Email: _________________________________

INFORMATION ABOUT THE NOMINATOR

Name of Nominator: ____________________________________________

Relationship to the CCAC (member organization/CCAC Board member/Standing Committee member/Self-nominator): ____________________________

Address: ___________________________________ Postal Code: ______

Tel.: ___________________ Email: _________________________________

Each nomination package must include:

1. This completed nomination form.
2. A short biography of the nominee focusing on his/her related skills and competencies.
3. A four page (max) CV of the nominee, focusing on his/her related skills and competencies.
4. A statement of interest to serve on the CCAC Board of Directors, with particular emphasis on the criteria for nomination.

Send nomination package to:

Ms. Felicetta Celenza
Project Manager and Events Coordinator
Canadian Council on Animal Care
nominations@ccac.ca

DEADLINE: APRIL 15, 2022
SCHEMATIC OF THE CCAC BOARD OF DIRECTORS RECRUITMENT PROCESS

**STEP A**
**NOMINATION PROCESS**

**OBJECTIVE**
Obtain a list of nominees

**Deadline:** April 15, 2022

Nominations will be solicited from member organizations, CCAC board, and standing committees. Information for soliciting nominations will include:
- review of needs on board
- screening criteria
- nomination forms

Nominations should include a short biography, a four page (max) CV, and a statement of interest.

**OUTPUTS**
- NOMINEES IDENTIFIED

**STEP B**
**TRIAGE PROCESS**

**OBJECTIVE**
Triage nominees based on pre-screening criteria

**Deadline:** May 6, 2022

Nominees will be triaged into three groups based on screening criteria:
- 3 – High suitability in relation to screening criteria
- 2 – Medium suitability in relation to screening criteria
- 1 – Low suitability in relation to screening criteria
- 0 – Unable to assess

**OUTPUTS**
- SUITABLE CANDIDATES

**STEP C**
**VERIFICATION PROCESS**

**OBJECTIVE**
Confirm nominees’ commitment to CCAC

**Deadline:** May 27, 2022

On behalf of the CCAC board, the Governance and Nominations Committee will prepare its recommendations for member organizations. Shortlisted candidates will be contacted by the chair of the Governance and Nominations Committee to ensure willingness and availability to serve should they be selected.

**OUTPUTS**
- A FINAL SLATE OF CANDIDATES FOR VOTING BALLOT

**STEP D**
**VOTING PROCESS**

**OBJECTIVE**
Member organizations select new CCAC board directors

**Deadline:** June 23, 2022

Representatives of member organizations will be asked to vote for their choice of candidate(s) on the voting ballot at the annual general meeting. If a representative can’t be present at the annual general meeting, other means for casting his/her vote will be made available, in keeping with the CCAC Bylaws.

**OUTPUTS**
- BOARD VACANCIES FILLED

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**OUTPUTS**
- BOARD VACANCIES FILLED
CCAC BOARD OF DIRECTORS 2021-2022

CHAIR

Dr. Michael Czubryt

Dr. Michael Czubryt is a principal investigator at the Institute of Cardiovascular Sciences, St. Boniface Hospital Albrechtsen Research Centre, professor in the Department of Physiology and Pathophysiology, Rady Faculty of Health Sciences, and Associate Dean (Health Sciences) in the Faculty of Graduate Studies, University of Manitoba. His research program focuses on the underlying mechanisms of gene regulation in heart failure, with a focus on cardiac fibrosis, and the translation of these discoveries to novel therapeutic interventions in the clinic. He has published over 60 research articles and chapters, and his work has been supported by the Canadian Institutes of Health Research, the Heart and Stroke Foundation of Canada, and the Canadian Foundation for Innovation.

Dr. Czubryt has an extensive record of service in the animal ethics community at the local, national, and international level, including seven years on animal protocol review committees, and eight years on the University of Manitoba Committee on Animal Care. He has served as a reviewer, scientific officer, and chair for numerous peer review committees, and has held leadership roles in professional organizations such as the American Physiological Society and the International Academy of Cardiovascular Sciences. Dr. Czubryt also maintains an active training program that encompasses high school, undergraduate, and graduate students, with more than 40 trainees mentored to date.

VICE-CHAIR

Ms. Catherine Rushton

Ms. Catherine Rushton has a CPA, CA and an MBA from the University of Manitoba, as well as an Honours BA from the University of Toronto. She has over 35 years of progressive experience as a senior financial executive in the post-secondary and not-for-profit sector.

Ms. Rushton was the Senior Vice President, Corporate Services, and Chief Financial Officer at Loyalist College in Belleville, Ontario. She also spent 16 years as the Vice President, Finance and Administration, at Red River College in Winnipeg, Manitoba. This period included eight months as Interim President. Her other employers have included the Manitoba Centennial Centre Corporation, the Ontario SPCA, and the Institute of Chartered Accountants of Ontario (ICAO).
Ms. Rushton is an active volunteer and is Chair of the United Way of Hastings & Prince Edward County. Past volunteer experience includes the United Way of Winnipeg, and serving as a founding member of the Board of Directors of the Canadian Animal Blood Bank in Winnipeg. She was awarded a Fellow of the Chartered Professional Accountants of Manitoba (FCPA).

**TREASURER**

**Ms. Adriane Porcin**

Ms. Adriane Porcin holds a Licence and Master degree in business taxation from the Université Aix-Marseille Faculty of Law, and a Master in economic law and business relationships from the Université de Perpignan Faculty of Law.

She currently is a member of the Copyright Board of Canada and teaches in the common law program at Université de Sherbrooke. Before her appointment to the Board, Ms. Porcin was an assistant professor at the University of Manitoba Faculty of Law (2014-2019), and a lecturer at the John Molson School of Business (2012-2014). Ms. Porcin’s past board experience include the St. Boniface Museum (2015-2018) and Winnipeg’s Contemporary Dancers (2015-2018).

**DIRECTORS**

**Dr. Denna M. Benn**

Dr. Denna M. Benn received her Doctor of Veterinary Medicine from the Ontario Veterinary College and subsequently obtained her Diploma in Small Animal Medicine and her Masters of Science degree at the University of Guelph. Dr. Benn's career has focused on the use of animals in research and teaching, serving as the clinical veterinarian and director of animal care services at the University of Guelph for over 31 years. She currently works as the chief veterinary inspector of the Animals for Research Act in the Ontario Ministry of Agriculture, Food and Rural Affairs.

Dr. Benn has been involved in professional and community-based organizations, including: the Canadian Association for Laboratory Animal Science; the Canadian Association for Laboratory Animal Medicine; the Association for Assessment and Accreditation for Laboratory Animal Care (currently an ad hoc consultant); the International Council for Laboratory Animal Science, and the Guelph Humane Society.
Dr. Nitin Bhardwaj

Dr. Nitin Bhardwaj is the Head of Laboratory Animal Services and Attending Veterinarian at The Hospital for Sick Children (SickKids) in Toronto, where he leads the Institutional Animal Care and Use Program at Canada’s largest, hospital-based child health research institute. In this key leadership role, Dr. Bhardwaj is responsible for managing all resources required for efficient conduct of animal-based research and overseeing compliance with regulatory requirements. He is also serving as a board member and past President for the Canadian Association for Laboratory Animal Medicine (CALAM) and an ad-hoc consultant for AAALAC International. Over the past 17 years, Dr. Bhardwaj has worn different hats in various capacities working as a scientific researcher, veterinarian, and administrator in the health care, academic, and industrial sectors, and has authored several scientific publications.

Dr. Bhardwaj completed his DVM (Punjab Agricultural University) and MVSc (Indian Veterinary Research Institute) in Avian Diseases from India, followed by a PhD in Infectious Diseases and Microbiology from the University of Pittsburgh. After finishing a postdoctoral fellowship at the Center for Vaccine Research, Pittsburgh, he moved north of the border in 2011 to work with the VP Research, Health Sciences North (HSN) in establishing a hospital-affiliated research institute in Sudbury, ON. At HSN, Dr. Bhardwaj worked with the architects and facility planners on the functional program for the vivarium and served as the laboratory animal veterinarian/co-investigator on a few interesting research projects, including developing an anti-nicotine vaccine for the prevention of cigarette smoking that won the Grand Challenges Canada award.

With preclinical experience in vaccine development and eager to learn Industrial Operations, Dr. Bhardwaj took on the role of Attending Veterinarian at Sanofi Pasteur Toronto in 2014 where he gained valuable industry experience in GMP, quality control, vivarium operations, budgets, animal welfare, and compliance. Making a switch from industry to academia, he joined the University of Toronto in 2018 as the Associate Director, Division of Comparative Medicine, managing a team of training coordinators and veterinary technicians and oversaw veterinary care, surgical and professional services before moving on to his current leadership position at SickKids in the fall of 2020. In an effort to continuously upgrade his skills, Dr. Bhardwaj earned a Certificate in Laboratory Animal Medicine from the University of Guelph and holds the vision to foster collaboration with the research fraternity in advancing science and discovery while promoting animal welfare and compliance.
Dr. Shannon M. Digweed

Dr. Shannon M. Digweed has been a faculty member at MacEwan University for the past 11 years. As an Associate Professor in the departments of both Psychology and Biological Science, she is involved in teaching related to both introductory Psychology, advanced animal related Psychology (Comparative Cognition) and Biology (Animal Behaviour).

Dr. Digweed has a strong research program exploring communication and cognition in small mammals, with specific emphasis on behavioural questions related to an animals’ ability to communicate and engage with others cognitively. Her research predominantly focuses on field work in three main species; North American red squirrels, Eurasian red squirrels, and American pika.

During her time at MacEwan University Dr. Digweed has engaged in a great deal of service and committee related work. For example, she served on the MacEwan University animal care committee (Animal Research Ethics Board – AREB) as both an animal user member (three years) and as the Chair of the AREB (two years). Thus, her experience in the area of animal ethics, the protocols, and relationships with investigators is extensive. Dr. Digweed has also served as Vice President on the MacEwan University Faculty Association Board, as faculty representative on the MacEwan University Board of Governors, and Treasurer of the MacEwan University Faculty Association. Outside of the university community Dr. Digweed is also engaged in animal ethics a longstanding member of the Edmonton Valley Zoo Ethics Committee.

Dr. Richard Dyck

Dr. Richard Dyck is a Professor in the Department of Psychology and the Department of Cell Biology and Anatomy at the University of Calgary. He is a behavioural neuroscientist with training in psychology and neurobiology, studying the animal brain as a model system for understanding normal and abnormal human behaviour.

His major research focus is directed to understanding the development and plasticity of the brain’s cerebral cortex, and its’ ability to change on a moment-to-moment basis to adapt to its environment through experiences. The organization of the cerebral cortex is not fixed, but rather, is continuously modified by experience throughout an animal’s lifetime by factors such as sensory inputs, learning, drugs/hormones, and injury. Working with the brains of mice, Dyck studies what happens when nervous system circuits are altered and plasticity is positively affected, so the brain adapts to an event or emergency, or negatively affected, so deficits result. He is currently conducting research programs that address different facets of these issues in wildtype and mutant/transgenic mice. The first examines the contribution of zinc neurotransmission to effective, normal functioning of the brain. The second research program investigates molecular and cellular mechanisms responsible for inducing abnormal changes, and/or effective treatment, of brain structure and function following stress exposure during development or in adulthood.
Dr. Dyck has been involved (at several levels) in animal ethic committees at the University of Calgary for over 10 years of his 20+ year career in academia, including as a member, Co-Chair, and Chair of animal protocol review committees. He has also served on local, provincial, and federal grant review panels (including 20 years for the CIHR and NSERC, alone) where applicants proposed use of animal models in their research.

**Mr. Shawn Eccles**

Mr. Shawn Eccles has dedicated his career to ensuring the welfare of animals throughout Canada. Having worked with the British Columbia Society for the Prevention of Cruelty to Animals (BCSPCA) for 40 years, he is currently the senior manager of cruelty investigation for the organization, and manager of the Cruelty Investigations Department.

In addition to his ongoing work at the BCSPCA, Mr. Eccles has served as a community member on the University of British Columbia's animal care committee from 2005-2011. He has also been a member on CCAC’s assessment panels since 2003, and was the representative for one of CCAC’s member organizations, the Canadian Federation of Humane Societies, from 2011-2014.

A tireless advocate for animal welfare, Mr. Eccles has received the BCSPCA Stu Rammage Award twice, and was the recipient of the BCSPCA Lifetime Achievement Award in 2012.

**Dr. Alain Giguère**

Dr. Alain Giguère has a PhD in biochemistry from the Université de Sherbrooke. Prior to joining Agriculture and Agri-Food Canada (AAFC), he conducted research in a variety of areas, including endocrinology, physiology, electrophysiology, and molecular biology. His research has focused on swine production and vitamin use in swine production, as well as the role of fatty acids and antioxidants in animal health and meat quality.

Since 2006, Dr. Giguère has held various management positions at AAFC, where he has been responsible for managing and providing scientific direction mainly to research centres in Sherbrooke, and to a lesser extent in Saskatoon, Swift Current, Guelph, Québec City, Saint-Hyacinthe, and Saint Jean-sur-Richelieu. Research in these centres focuses on dairy cattle, hogs, oilseeds, dryland agriculture on the Canadian Prairies, food processing, safety, and horticulture.

As Chair of AAFC’s National Committee on Safety and Security of Animals, Dr. Giguère is involved in implementing the program by providing the directors of other research centres with advice and recommendations concerning the state of scientific knowledge required for implementing animal care programs.
Dr. David Hanwell

Dr. David Hanwell has worked as a laboratory animal veterinarian in various capacities within the industry, hospital, and academic sectors. He is currently the University of Toronto’s University Regulatory Veterinarian. In this role, he is responsible for overseeing the animal ethics and care program at the University, ensuring that appropriate regulatory standards are maintained in research, ranging from biomedical research, basic biology to fieldwork.

Previously, Dr. Hanwell was a clinical veterinarian at the University Health Network (UHN) where he provided clinical and surgical support for research involving a range of species. Prior to joining UHN, he worked at Sanofi Pasteur in its divisions of Research and then Quality Control.

Dr. Hanwell completed both a BSc (University of Guelph) and an MSc (University of Toronto) in Biochemistry, followed by a Doctor of Veterinary Medicine degree at the Ontario Veterinary College. After a stint in private practice, he returned to the University of Guelph where he earned a Doctorate in Veterinary Sciences in Laboratory Animal Science. He is a Diplomate of the American College of Laboratory Animal Medicine, the current Chair of the CCAC subcommittee on endpoints, and has several publications relating to animal use in science.

Dr. Ovidiu Jumanca

Dr. Ovidiu Jumanca is the Director of Animal facilities and Animal Health Department at the Montreal Clinical Research Institute – Institut de recherches cliniques de montreal (IRCM) since 2009. After completing his doctorate in veterinary medicine at the University of Agricultural Sciences and Veterinary Medicine of Romania, he worked as a veterinarian and pathologist associated with the Romanian National Sanitary Veterinary and Food Safety Agency (ANSVSA) from 1996 to 2003.

In 2006, he completed a degree in veterinary medicine at the Université de Montréal (St-Hyacinthe). Thereafter, Dr. Jumanca worked as the Head of Veterinary services, Clinical Veterinarian (2006 to 2009) in a Clinical Research Organization, in Montreal, Canada. In 2007, Dr. Jumanca completed a certificate in laboratory animal medicine (CERT.LAM) at the University of Guelph. Since 2012, Ovidiu Jumanca has completed the first two components of the MBA Essential Program at HEC Montréal - École des dirigeants as well as numerous training and courses in executive management.

Ovidiu Jumanca is member of several professional and executive organizations (Ordre des médecins vétérinaires du Québec, Association canadienne pour la science des animaux de laboratoire, European Society of Laboratory Animal Veterinarians). A keen advocate of the animal welfare, in addition to his involvement in CCAC activities, he is the author of several scientific communications and courses and an invited teacher in postgraduate education at the University of Montreal.
Dr. Christopher R. J. Kennedy

Dr. Christopher Kennedy is a senior scientist within the Chronic Disease Program and the Kidney Research Centre at the Ottawa Hospital Research Institute, and a full professor at the University of Ottawa Faculty of Medicine's Department of Medicine. His research program is a productive training environment for undergraduates, graduates, and postgraduates and is funded by the Canadian Institutes for Health Research (CIHR), the Kidney Foundation of Canada (KFOC), and the Canada Foundation for Innovation (CFI). He is also Director of Awards and Prizes for Excellence in Education and Research at the Faculty of Medicine at the University of Ottawa.

Dr. Kennedy has served as chair and scientific officer of the CIHR Hematology Digestive Diseases and Kidney open operating grant peer review committee and is the chair of the CIHR's Institute of Nutrition, Metabolism and Diabetes advisory board. He served as the CCAC representative for the Association of Faculties of Medicine of Canada (AFMC) from 2015 until his nomination to the CCAC Board of Directors in 2017, and is the chair of the Board, presently. For more than 10 years, he has served on the University of Ottawa's animal care committee. He is also chair of the KFOC's Biomedical Research Grants Committee and a member of the CIHR College of Reviewers.

Dr. Jeffrey Richards

Dr. Jeffrey Richards is a Professor in the Department of Zoology at The University of British Columbia (UBC). His research program aims to understand how organisms respond to environmental change. In particular, Dr. Richards is interested in the evolution of low oxygen tolerance in diverse organisms and the biochemical and physiological mechanisms that allow some organisms to maintain function under low oxygen conditions. His research involves both laboratory and field studies, and he addresses his research questions using a variety of non-traditional animal models including fish, reptiles, amphibians, birds and mammals. Dr. Richards has published over 100 peer-reviewed research articles, books, and book chapters and he has received numerous awards for his research and service.

Since 2017, Dr. Richards has served as Chair of the UBC Animal Care Committee (ACC), which oversees the largest animal care and use program in western Canada and second largest in Canada. As chair of the UBC ACC, Dr. Richards worked to provide effective ethical oversight of animal-based research, improve transparency around animal research, develop ACC policies, modernized pedagogical-merit review, and engage with community stakeholders. Dr. Richards was also the founding director of InSEAS, which is a state-of-the-art aquatic animal research facility at UBC. Dr. Richards has served in leadership roles in the broader scientific community through his involvement in national and international societies and as a member of the editorial board for numerous journals including the *Journal of Experimental Biology*.