



GUIDELINES FOR NOMINATING CANDIDATES FOR THE CCAC BOARD OF DIRECTORS

DATE OF REVISION: January 2025

The Canadian Council on Animal Care (CCAC) celebrates and respects the value of diversity and recognizes that it strengthens and adds richness to communities. It also contributes to more inclusive and representative decision-making in organizations.

RESPONSIBILITIES OF THE CCAC BOARD OF DIRECTORS

The Board of Directors is responsible for the effective governance of the 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 two two-day, in-person meetings (conditions permitting), and four or five two-hour videoconferences per year
- 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 economy²

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](#)).

and competencies such as:

- leadership
- strategic decision-making
- demonstrated flexibility
- ability to work within a team
- independence
- integrity
- accountability
- commitment to excellence
- vision

NOMINATING CANDIDATES

This year, in particular, the CCAC is seeking members representing the public, those with legal or judicial expertise, and those involved in the management of animal facilities. 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 CCAC further recognizes that some groups encounter barriers to equitable access and participation in their communities, at work, and in decision-making bodies or in other places of power. The CCAC encourages applications from individuals belonging to diverse groups of society, including persons with disabilities and individuals belonging to Indigenous communities and racialized groups, who possess the skills and knowledge to advance its mandate.

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.

Nomination forms must be received by **April 25, 2025, at 11:59 p.m. EDT** to be considered for the 2025 Board of Directors. Please send completed nomination packages to the CCAC at nominations@ccac.ca (nominations will be accepted by email only).

NOMINATION FORM FOR CCAC BOARD OF DIRECTOR CANDIDATES

DATE OF REVISION: January 2025

Taking into consideration the *Guidelines for Nominating Candidates for the CCAC Board of Directors*, please provide the following information.

INFORMATION ABOUT THE NOMINEE

Name: _____

Title: _____

Organization: _____

Professional Address: _____

Telephone: _____ Email: _____

INFORMATION ABOUT THE PERSON SUBMITTING THE NOMINATION

(if not self-nominating)

Name: _____

Title: _____

Organization: _____

Relationship to the CCAC (member organization; CCAC board member; standing committee member; if other, specify):

Professional Address: _____

Telephone: _____ Email: _____

I have contacted the nominee to obtain permission to nominate: Yes No

Each nomination package must include:

- this completed nomination form
- a short biography focusing on the nominee's relevant skills and competencies
- a resume (four pages maximum) focusing on the nominee's relevant skills and competencies
- a statement of interest to serve on the CCAC Board of Directors, with particular emphasis on the criteria for nomination
- signed copies of the following documents:
 - *CCAC Code of Conduct*
 - *CCAC Conflict of Interest Policy*
 - *CCAC Confidentiality, Non-Disclosure Agreement, and Consent Form*
 - *CCAC Equity, Diversity, and Inclusion Policy*
- a completed *Candidate Consent to Serve and Declaration Form for Election to the CCAC Board of Directors*
- **voluntary:** *Self-Identification Form for Members of the CCAC Board of Directors*

Nomination forms must be received by **April 25, 2025, at 11:59 p.m. EDT** to be considered for the 2025 Board of Directors. Please send completed nomination packages to the CCAC at nominations@ccac.ca (nominations will be accepted by email only).

CCAC CODE OF CONDUCT

Date of Revision: May 2020

PURPOSE AND APPLICATION

This Code of Conduct sets out the standards of conduct governing the professional and ethical responsibilities of members of the CCAC Board of Directors during their term appointment. They are founded on the professional and ethical values of public service, which are set to uphold the public trust, and address the principles of good conduct, collegial responsibility, and personal conduct.

PRINCIPLES OF CONDUCT

Compliance with Laws

Directors shall act in accordance with all applicable laws and should comply with the spirit and intent of the law. Directors shall not commit or condone an unethical or illegal act, or invoke another to do so.

Directors should be familiar with legislation, policies, and directives that apply to their work and the work of the CCAC in order to comply with, or facilitate others' compliance with, applicable laws.

Directors are expected to recognize potential liabilities and to know when to recommend seeking legal or other professional advice (such as from risk management specialists, insurance specialists, auditors etc.), to make fully informed decisions.

Fairness and Courtesy

Directors should treat others with dignity and respect and in a manner that builds trust.

Diversity and Accessibility

Directors should be aware and respectful of social and cultural differences. In the course of their duties they should act in a manner that promotes an appreciation of diversity.

Directors must be sensitive to potential barriers to accessibility.

Timeliness

Directors should be aware of the CCAC's business cycle and act in a timely manner to address matters facing the organization to maximize effect and effort and mitigate risk.

Directors should be aware of CCAC accountability obligations and ensure that these are met.

Quality and Consistency

Directors should fulfill their duties to develop and monitor the direction and performance of the CCAC by setting the strategic directions and priorities for the organization within its mission.

Directors should be prepared to commit the time and effort required for the work of the board.

Directors should contribute their unique skills, experience, and advice to the board.

Directors should, in the conduct of their duties, actively engage in discussion and be constructively probative in deliberations of the board.

Transparency

Directors should ensure that board duties are executed in a manner that is transparent and seen to be fair, and that they are transparent and accountable for their personal and professional actions, in a fashion that would bear close public scrutiny.

Duty of Loyalty

Directors shall uphold their fiduciary duties of loyalty to the CCAC and to the board by acting honestly, in good faith, and in the best interests of the organization. No other personal or professional interests can take precedence to this obligation. They should come to board meetings having read the relevant material and be prepared to take an active part in board deliberations.

Directors should uphold their obligation to act in the public interest.

Directors who have been appointed to the board to be reflective of a stakeholder group or institution have the same duty of care and loyalty to the CCAC. Their primary duty is to act in the best interests of the organization.

Expertise/Competence

Directors must exercise a duty of care to the CCAC by acting with diligence and skill.

Directors should maintain the professional competence and knowledge required to discharge their obligations and duties and should remain current in relevant fields by participating in ongoing professional development.

Financial

Directors should respect the public trust by ensuring plans and initiatives of the board strike the right balance between a prudent use of CCAC resources and the provision of quality services to stakeholders.

Directors should insist on value for public money and exercise transparent controllership concerning the CCAC's use and treatment of public funds.

Integrity

Directors should act with honesty, integrity, and high ethical standards in personal and professional matters. Directors should not engage in conduct that exploits their position (see the *CCAC Conflict of Interest* policy).

Directors should personally and professionally conduct themselves in a manner consistent with the nature of their responsibilities and the maintenance of public confidence.

Collegiality

Directors should foster a collegial working environment and conduct themselves in a manner that reinforces the integrity and professionalism of the CCAC.

Directors should conduct themselves in a manner that demonstrates respect for different perspectives, builds on the contribution of others, and constructively puts forward alternative considerations.

Directors should act in a manner that builds trust among board members.

Directors are expected to share their knowledge and expertise with other appointees. Directors should support final decisions of the board.

Directors should not comment publicly on board deliberations.

Relationship to Staff

The collective function of the directors is the governance of the CCAC. The essence of this function is to provide overall direction to the CCAC and to exercise oversight of the affairs and finances of the organization. Directors should be familiar with the board responsibilities listed in the "Role Statements" section and should use this policy as a guide to their deliberations.

The relationship between board and staff should be a collaborative partnership, based on cordiality and mutual respect. For this partnership to function effectively, the board should provide a framework for staff decision-making by affirming the mission of the CCAC and by approving a strategic

plan or similar document that establishes broad objectives for the organization, which should be periodically updated.

The role of the directors and the board as a whole is distinct from that of the executive director and staff, who are responsible for the management of the organization and its operations. The executive director, working in collaboration with the staff, is accountable to the board for the implementation of its decisions.

The responsibility for communication of board decisions to the executive director lies with the chair of the board. The chair is also the formal channel of communication between the board and the executive director on all other matters.

A traditional and valuable aspect of CCAC activities has been the involvement of directors in the work of CCAC committees. However, when directors have been specifically mandated by the board to work collaboratively with staff in this capacity, it is very important that they recognize that the provision of this kind of advice to staff is distinct from their governance responsibilities as directors.

As a general rule, aside from committee work or other very exceptional circumstances, such as the incapacity of the executive director, directors should avoid engaging in discussions with the staff on any issues that are the responsibility of the staff. This precept applies both to debate around the board table and to one-on-one discussions with individual staff members that may occur from time to time. When directors engage discussions of such matters, this tends to blur the distinction between board and staff roles. This, in turn, may confuse accountability, impair board/staff relations, and potentially undercut the authority of the executive director.

Directors should not individually seek to provide direction to the executive director or other staff members; the responsibility for leadership and setting staff priorities lies with the executive director.

Objectivity/Impartiality

Directors should approach board deliberations with respect for debate, an ability to think independently, and the desire to reach consensus.

Directors should be independent from CCAC management in their decision-making role.

Confidentiality

Directors, in the course of their duties, shall consider the privacy interests of individuals and act in accordance with applicable laws.

Directors must not disclose information that the CCAC considers to be confidential.

Directors must not take advantage of confidential information obtained through official duties.

ACKNOWLEDGMENT

Each director must adhere to this Code of Conduct and commit to supporting standards set out in applicable legislation, policies, or guidelines.

Directors should affirm their commitment to, and compliance with, the CCAC's Code of Conduct upon initial appointment and on a regular basis thereafter.

I acknowledge that I have read and understood the Code of Conduct and agree to conduct myself to the best of my abilities in accordance with the code.

Signature

Name

Date

CCAC CONFLICT OF INTEREST POLICY

Date of Revision: May 2020

PURPOSE

The purpose of this policy is to provide guidance on how to deal with conflict of interest situations that may arise, and to provide general principles that can be applied to situations not directly addressed in this policy. The policy is intended to protect both the interests of the CCAC and the integrity and reputation of individuals serving in a governance capacity on its behalf. It is also intended to facilitate sound governance and maintain public trust, through the encouragement of decision-making that is both unbiased and that appears to be unbiased, recognizing that the simple appearance of conflict of interest can damage an organization's credibility and compromise its ability to fulfil its mission.

This conflict of interest policy also relates to the presence of any factors that a reasonable person might think is likely to influence an individual's ability to objectively discharge their fiduciary responsibility, and to bias judgment in making decisions related to the CCAC¹.

DEFINITION

A conflict of interest is a situation in which a person has a private or personal interest sufficient to appear to influence the objective exercise of their official responsibilities. Individuals involved in the governance of the CCAC have a fiduciary duty to avoid situations where the interests of the director will be in conflict with the duties and responsibilities owed to the organization.

Situations of conflicts of interest include:

- **Actual:** a situation which currently exists and involves an individual and the CCAC (e.g., where a board member might receive compensation for professional services, or a substantial gift from a vendor to the CCAC²)
- **Direct:** whereby the individual directly benefits personally, financially, or otherwise (e.g., use knowledge gained from their affiliation with the CCAC for personal benefit rather than the benefit of the CCAC)

1 See MacDonald C., McDonald M. and Norman W. (2002) Charitable conflicts of interest. *Journal of Business Ethics* 39(1-2):67-74.

2 Accepting gifts, entertainment or other favours from individuals or entities can result in a conflict of interest when the party providing the gift/entertainment/favour does so under circumstances where it might be inferred that such action might influence the interested person in the performance of his or her duties. This does not preclude the acceptance of items of nominal or insignificant value (or entertainment of nominal or insignificant value) not related to any particular transaction or activity of CCAC.

- **Indirect:** conflicts as a result of family ties, investments, business affiliations, or other relationships (e.g., remuneration of any form for family, friends, colleagues, or business relationships due to a breach of duty)
- **Apparent/Perceived:** situations that could be perceived by a reasonable observer to exist, whether or not this is in fact the case, that could improperly influence their decisions or actions, now or in the future (e.g., if a board member has, or may be entering into, a relationship with an outside organization that stands to benefit from CCAC activities, policies, or services)
- **Potential:** circumstances which could reasonably be foreseen to exist in the future (e.g., having public interests that could be in conflict with their official responsibilities and duties with the CCAC)

APPLICATION

This policy applies to members of the board (including the secretary), committee members, and member organization representatives.

Each new director, committee member, and member organization representative shall be provided with a copy of this policy and shall be requested to sign the annexed statement (Appendix A) indicating that they have read and understood the policy, and are willing to comply with it. The executive director shall retain copies of the signed statement in their capacity as secretary of the board.

DISCLOSURE

When an individual to whom this policy applies is in a situation of conflict of interest in a transaction or other decision being considered by the organization, the individual should disclose that conflict either in writing or verbally. This disclosure should provide all material facts related to the individual's personal or indirect interest related to a transaction or decision. Written disclosures should be sent to an appropriate officer of the organization (i.e. the chair or secretary of the board, or the chair of a committee) before the board, committee, or other officials of the CCAC engage in any discussion of the matter, or take any action related to it. Verbal disclosures should be documented in the minutes of the meeting. In general, both disclosures and decisions should be documented; in the case of board or committee meetings, the minutes of the meeting shall reflect that a disclosure was made, and the abstention from voting.

Any individual in a situation of conflict of interest will not vote or use his or her personal influence on the matter and will not be present when the matter is discussed.

BREACH OF POLICY

If the board or a committee, or one of its members, has reasonable cause to believe an individual has failed to disclose a possible situation of conflict of interest or is in a situation of conflict of interest, they shall send a written notice to inform the board of the breach of policy. This notice should provide the material facts related to the individual's possible situation of conflict of interest related to a transaction or decision. The board will then:

1. communicate with the sender of the notice if more information is required concerning either the notice or the conflict of interest situation;
2. follow-up with the individual involved in the possible conflict of interest situation and afford them an opportunity to refute the conflict of interest or explain their failure to disclose the situation;
3. investigate the situation further if warranted by the circumstances;
4. determine if the individual has failed to disclose a situation of conflict of interest and if a breach of this policy has indeed taken place (neither the individual nor the sender of the notice will be present during these discussions);
5. determine the remedy for the situation if its found that the policy was breached (i.e. dismiss the individual from activities related to specific transactions, discussions, and decisions; dismiss the individual from the committee; ask the individual to resign entirely from all involvement in CCAC activities; or any other remedy deemed appropriate by the board); and
6. provide a notice of the breach to the individual outlining the situation and cause for action, and inform the individual of the remedy to address the situation of conflict of interest.

3. Do you or any related party have any other interest, which might conflict, or might be perceived to conflict, with your duty of loyalty to the interests of the CCAC?

With respect to Part Two of this attestation, I agree that should my circumstances change in the future in any way that could materially affect my responses to Part Two, I will promptly notify the secretary of the board and complete an updated copy of Part Two for CCAC's records.

Please initial to indicate your agreement _____

The answers to the foregoing are accurate to the best of my knowledge and belief. I will promptly notify the secretary of the board of any change that would make any of the answers no longer accurate.

Signature

Name

Date

CCAC CONFIDENTIALITY, NON-DISCLOSURE AGREEMENT, AND CONSENT FORM

Date of Revision: June 2022

I acknowledge that, as a board and/or standing committee, subcommittee, task force member of the CCAC, I have a duty to maintain confidentiality with respect to all matters that come into my knowledge or possession while exercising a power or performing my duties on the board and/or any committee appointed by the board, or in the course of performing any duties under the *Canada Not-For-Profit Corporations Act*, Regulations, or Bylaws (hereinafter referred to as “confidential information”).

I recognize the responsibility to maintain confidentiality and will undertake to refrain from providing any confidential information or discussing any confidential information expressed in board and/or committee meetings, except where:

- the facts are already in the public domain and are authorized by the board for discussion;
- the board authorizes the discussion or release of information in response to a specific request by any board member; or
- it is required to comply with any applicable laws.

I, therefore, agree to:

- hold all confidential information in trust and strict confidence and agree that it shall be used only for the purposes required to fulfill my duties, and shall not be used for any other purpose, or disclosed to any third party either during my term or after my term ends with the CCAC;
- take all necessary steps to keep such confidential information secure and to protect it from unauthorized use, reproduction, or disclosure;
- maintain the absolute confidentiality of the confidential information in recognition of the privacy and proprietary rights of others at all times, in both professional and social situations; and
- apply all reasonable efforts to destroy or protect the confidentiality of information in my possession, in any media, provided by the CCAC at the conclusion of any term on the board, standing committee, subcommittee, or task force.

I acknowledge that I understand and accept the responsibilities set out above relating to confidential information.

Signature

Name

Date

I consent to my name, institution, and volunteer role being published on the CCAC's website available at www.ccac.ca and on any other CCAC digital communications. I understand that my consent is valid for a period of six years. Volunteers are permitted to withdraw consent at any time by notifying the CCAC Secretariat at ccac@ccac.ca.

Signature

Name

Date

CCAC EQUITY, DIVERSITY, AND INCLUSION POLICY

Date of Publication: March 2024

LAND ACKNOWLEDGMENT

The Canadian Council on Animal Care (CCAC) office, located in Ottawa, ON, is on the unceded and unsurrendered Territory of the Anishinaabe Algonquin Nation, and is now home to many diverse First Nations, Inuit, and Métis peoples. We recognize the Algonquins as the customary keepers and defenders of the Ottawa River Watershed and its tributaries. CCAC-certified institutions are located across Canada and we, therefore, acknowledge the ancestral and unceded territory of all the Inuit, Métis, and First Nations people that call this land home. Let us also keep in mind the *Truth and Reconciliation Commission of Canada: Calls to Action* to enable reconciliation between Indigenous and non-Indigenous Canadians, and more specifically, *Towards Reconciliation: 10 Calls to Action to Natural Scientists Working in Canada*.

PREAMBLE

The CCAC celebrates and respects the value of diversity and recognizes that diversity strengthens and adds richness to communities. It also contributes to more inclusive and representative decision-making in organizations. The CCAC further recognizes that some groups encounter barriers to equitable access and participation in their communities, at work, and in decision-making bodies or in other places of power. These barriers diminish the capacity to build vibrant communities, to advance respectful dialogue, and to build organizations that are reflective of the wider community. The CCAC is committed to making efforts to prioritize inclusive and equitable representation.

The CCAC promotes inclusion and seeks to improve equity and access for all stakeholders who interact with the organization, and to ensure it aligns with federal and provincial legislation.

The CCAC's commitment to equity, diversity, and inclusion (EDI) reflects the highest level of commitment from the CCAC's leadership, and an awareness that achieving equity is not a destination but rather a fluid journey.

APPLICATION

The focus of this policy is on the governance of the CCAC, and it applies to directors, officers, committee members, and member organization representatives. Each will be provided with a copy of this policy and be required to sign the acknowledgment statement annually, indicating that they have read and understood the policy. Directors will additionally be required to affirm their commitment to the implementation of the policy on an annual basis.

DEFINITION

Reflecting the focus of this policy on governance, we understand the following terms to mean:

Equity: Refers to the guarantee of fair treatment, access, opportunity, and advancement for all stakeholders who interact with the CCAC. The CCAC acknowledges that there are historically underprivileged groups and underrepresented populations and seeks to ensure that members of these groups have equal opportunity for meaningful participation in the work of the CCAC.

Diversity: Diversity is the representation of diverse backgrounds within an organization. These include, but are not limited to, ethnicity, culture, race, indigenous ancestry, age, gender, sexual orientation, and differing abilities. Evidence has shown that diversity can strengthen team effectiveness and organizational linkages to diverse communities, and enhance organizational legitimacy.

Inclusion: Intentional and pro-active efforts to welcome and celebrate differences ensure that people with diverse backgrounds and perspectives are equally engaged and invested, sharing power and responsibility for the organization's mission. Inclusion aims to ensure that everyone who wishes to be represented has a sense of belonging.

COMMITMENTS

The CCAC recognizes that promoting inclusion and building equity and access requires commitments at all levels, including in its governance. To this end, the CCAC Board of Directors commits to the following.

Board Diversity and Inclusive Practices

The board will strive to ensure that its members and its committees reflect the diversity of the CCAC stakeholder community and will promote inclusive practices to ensure that people with diverse backgrounds and perspectives have the opportunity to contribute to its governance processes.

The board is also committed to making reasonable accommodations for directors with special needs to enable their participation. For example, a director with a disability may require a support person to travel with them to in-person meetings of the board, in which case the CCAC would cover the travel expenses of both.

Systematic Recruitment of Board Members

The board will aim to ensure that directors and nominees for election to the board are offered the opportunity, on a voluntary basis, to self-identify as a member of an underrepresented group. This information will be used as part of systematic recruitment efforts to build a more diverse and inclusive board. The CCAC will ensure that opportunities to serve on its board are advertised or, at minimum, communicated through organizations promoting the participation of traditionally underrepresented groups on boards.

Discrimination and Harassment

The board will ensure that directors, officers, committee members, member organization representatives, and any other individuals or volunteers involved in CCAC activities, are aware of, and comply with, the CCAC's discrimination and harassment policy. Non-compliance with this policy may constitute grounds to launch the process for their removal.

Training

The board will ensure that directors, officers, committee members, and member organization representatives participate in mandatory diversity and inclusion training. Training will be offered every two years at minimum, and board directors will be required to participate at least once during each three-year term.

Consulting Stakeholders

When consulting publicly about the CCAC's priorities, strategies, and vision for the future, the board will aim to ensure that groups and organizations reflecting the broad diversity of the community are given the opportunity to participate.

Accountability

The board is committed to measuring progress against this policy. To this end, the Governance and Nominations Committee is tasked to lead the implementation of this policy on behalf of the board, to monitor its progress, and present an annual progress report.

ACKNOWLEDGMENT

Committee Members and Member Organization Representatives

Committee members and member organization representatives are required to sign this acknowledgment statement annually, indicating that they have read and understood the policy.

I acknowledge that I have read and understood the *CCAC Equity, Diversity, and Inclusion Policy*.

Signature

Name

Date

Directors

Directors must both adhere to the *CCAC Equity, Diversity, and Inclusion Policy*, and affirm their commitment to its implementation on an annual basis.

I acknowledge that I have read and understood the *CCAC Equity, Diversity, and Inclusion Policy*, affirm that I am prepared to adhere to it, and commit to advancing its implementation (to the best of my abilities).

Signature

Name

Date

CANDIDATE CONSENT TO SERVE AND DECLARATION FORM FOR ELECTION TO THE CCAC BOARD OF DIRECTORS

Date of Publication: March 2024

The *Candidate Consent to Serve and Declaration Form for Election to the CCAC Board of Directors* must be completed by all candidates.

Candidates have been provided with the following documents:

- *CCAC Code of Conduct Policy*
- *CCAC Conflict of Interest Policy*
- *CCAC Confidentiality, Non-Disclosure Agreement, and Consent Form*

Candidates must sign the above documents and send them along with this completed form to Ms. Felicetta Celenza at nominations@ccac.ca to be considered for election to the CCAC Board of Directors.

This information will not be disclosed to CCAC member organization representatives; it will be used by the Governance and Nominations Committee and the CCAC Secretariat for purposes of due diligence and candidate screening. Please note that the board reserves the right to refuse applications that do not meet the required standards.

Candidate Consent to Serve and Declaration

I, the undersigned, hereby acknowledge and declare that I:

- consent to act as a director of the CCAC, incorporated under the *Canada Not-for-Profit Corporations Act*
- am at least 18 years of age
- have not been declared incapable by a court of law in Canada or in another country
- do not have bankrupt status
- have not been deemed to be an ‘ineligible individual’ as per the *Canada Income Tax Act*
- have not been found guilty of an offence under the *Criminal Code of Canada* for which a record suspension has not been granted
- am not subject to an ongoing disciplinary process by a self-regulated profession of which I am a member in any Canadian or foreign jurisdiction

- have not been found responsible for disgraceful, dishonourable, or unprofessional conduct, or unwilling to cooperate with an investigation by a self-regulated profession of which I am/was a member in any Canadian or foreign jurisdiction
- have read and agree to conduct myself in accordance with the *CCAC Code of Conduct Policy*
- have read and agree to conduct myself in accordance with the *CCAC Conflict of Interest Policy*
- have read and agree to conduct myself in accordance with the *CCAC Confidentiality, Non-Disclosure Agreement, and Consent Form*
- consent to participate in meetings of the Corporation in person, or by electronic means as required
- consent to receiving information, documents, and notices by email to the address indicated in the *Nomination Form for CCAC Board of Director Candidates*
- consent to communicating any changes to this declaration to the chair of the board or the executive director

I acknowledge that during the course of my duties with the Corporation, I may be requested to provide certain personal information, and I consent to the Corporation's collection, use, and disclosure of such information as may be required in the course of its activities (including, but not limited to, for purposes related to the preparation of annual corporate filings, minute books, and other corporate records).

This consent shall remain in effect as long as the undersigned serves on the board. In the event that the undersigned resigns or is removed from the board, this consent shall cease to have effect from the later of: i) the date of receipt in writing by the Corporation of such revocation or resignation; or ii) the effective date of such revocation or resignation as stated therein.

Signature

Name

Date

VOLUNTARY SELF-IDENTIFICATION FORM FOR MEMBERS OF THE CCAC BOARD OF DIRECTORS

Date of Publication: March 2024

The CCAC strongly believes in equity, diversity, and inclusion, and is committed to fostering a more inclusive Board of Directors. As part of this commitment, the CCAC would like to bring together individuals from multiple backgrounds, perspectives, and experiences for its leadership team and encourages applications from diverse groups of society, with the skills and knowledge to advance its mandate. **Should you wish to, you may provide the following voluntary self-identification information.**

1. Which gender identity do you identify with?

I prefer not to answer

2. What is your age range?

18-30

31-40

41-50

51-60

61-70

70+

I prefer not to answer

3. Do you identify as Indigenous (First Nations, Inuit, or Métis)?

Yes

No

I prefer not to answer

4. Do you identify as a member of a racialized group?

Yes

No

I prefer not to answer

5. Are you a person with a disability?

A person with a disability is someone who has a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment, and who considers themselves to be disadvantaged in employment, believes that an employer or potential employer is likely to consider them to be disadvantaged in employment, and whose functional limitations may need to be accommodated in their workplace.

Yes No I prefer not to answer

6. Using the scale below, indicate your language proficiency in the following:

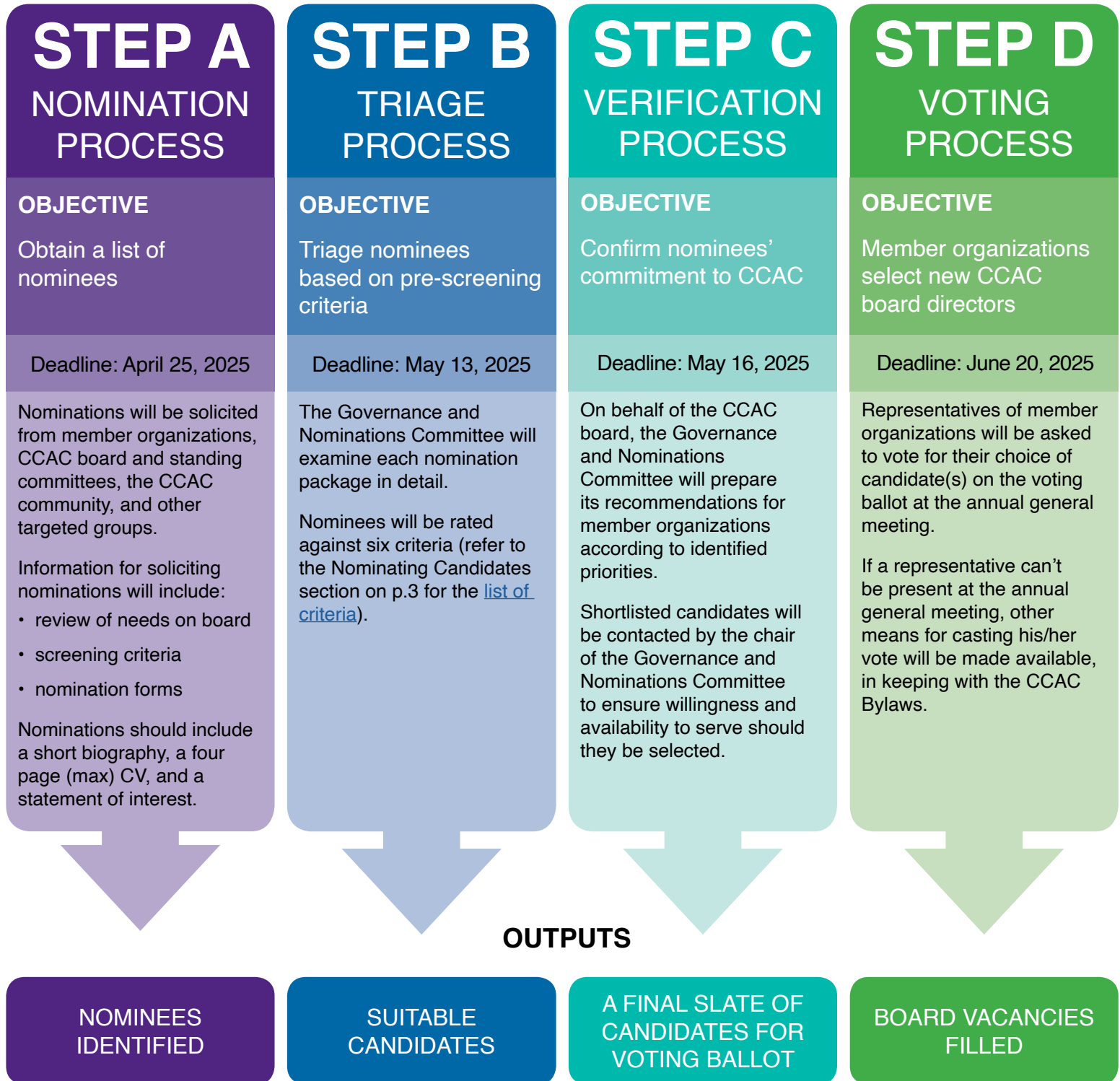
- 0 – No Proficiency
- 1 – Elementary Proficiency
- 2 – Limited Working Proficiency
- 3 – Professional Working Proficiency
- 4 – Full Professional Proficiency
- 5 – Primary Fluency / Bilingual Proficiency

	Comprehension	Speaking	Reading	Writing
English				
French				
Other (please specify)				

7. What are the first three digits of the postal code of your principal residence?

I prefer not to answer

SCHEMATIC OF THE CCAC BOARD OF DIRECTORS RECRUITMENT PROCESS



CCAC BOARD OF DIRECTORS 2024-2025

CHAIR

Ms. Catherine Rushton



Ms. Catherine Rushton has a FCPA, FCA 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. She also spent 16 years as the vice-president, Finance and Administration at Red River College. This period included eight months as interim president.

Ms. Rushton is an active volunteer and is treasurer and past-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.

VICE-CHAIR

Dr. Denna M. Benn



Dr. Denna M. Benn received her Doctor of Veterinary Medicine from the Ontario Veterinary College, and 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 Agribusiness and Ministry of Rural Affairs.

Dr. Benn has been involved in a number of 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.

TREASURER

Dr. Lucie Côté



Dr. Lucie Côté is the director of the Animal Resources Division at the Research Institute of the McGill University Health Centre (RI-MUHC). In this role, she is responsible for RI-MUHC's compliance with regulatory requirements and oversees all animal care operations and associated finance, budget, personnel, space, assets, and facilities planning.

She also volunteers with several organizations, including the Ordre des médecins vétérinaires du Québec, and the Canadian Association of Laboratory Animal Medicine (CALAM) as their president.

Dr. Côté holds a Doctorate in Veterinary Medicine from the Université de Montréal, a Certificate in Laboratory Animal Medicine from the University of Guelph and an Executive Master of Business Administration from the Université du Québec à Montréal. She is a versatile veterinarian who has worked in multiple sectors and her expertise and knowledge of public health research, biology, and environment allow her to understand the challenges specific to different aspects of animal welfare and science. A collaborative and unifying leader, she manages a large multidisciplinary research team. Dr. Côté was awarded the 2022 CALAM Veterinarian Award for outstanding contributions to the field of laboratory animal science in Canada.

DIRECTORS

Dr. Jean-François Cloutier



Dr. Jean-François Cloutier is a professor in the Department of Neurology and Neurosurgery at McGill University and at The Neuro – Montreal Neurological Hospital and Institute. His active research program focuses on the molecular mechanisms that regulate the formation and function of brain circuitry in neurotypical brains and in neurodevelopmental disorders.

Dr. Cloutier is dedicated to the training of the future generation of scientists through his research program and teaching responsibilities at McGill University, where he has supervised over 50 trainees.

Dr. Cloutier has participated in several committees overseeing animal welfare at his institutions. He served as a member and Vice-Chair of the Neuro animal care committee and is a member of the Animal Policy and Welfare Oversight Committee of McGill University. In these roles, he has fostered strong relationships and collaboration with all stakeholders involved in animal research at the Neuro, thereby promoting their engagement in the animal care program mission.

Dr. Cloutier has extensive expertise in the review of research involving the use of animals through his long-standing involvement in federal grant review panels. He has also served on the editorial board and as a review editor for several international peer-reviewed journals, including *The Journal of Neuroscience* and *Frontiers in Neural Circuits*.

Dr. Michael Czubryt



Dr. Michael Czubryt is a professor in the Department of Physiology and Pathophysiology, Rady Faculty of Health Sciences, University of Manitoba, principal investigator at the Institute of Cardiovascular Sciences, and executive director of Research at St. Boniface Hospital. 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, and has published nearly 80 research articles and chapters on the topic.

Dr. Czubryt has an extensive record of service in the animal ethics community at the local, national, and international levels, including seven years on animal protocol review committees, and twelve 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 50 trainees mentored to date.

Dr. Richard Dyck



Dr. Richard Dyck is a Professor in the Department of Psychology 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.

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 where applicants proposed use of animal models in their research.

Mr. Dan Fryer



Mr. Dan Fryer has been a proud community representative on the animal care committees of two CCAC-certified facilities for over 10 years. Mr. Fryer also supports the Assessment and Certification Committee with site visits and has assisted in both large and small assessments across the country.

Originally from the UK, Mr. Fryer spent several years living in the US before settling in Canada in 2009 and becoming a Canadian citizen. With experiences across several sectors and countries, he brings a broad range of leadership experience and a unique perspective to the CCAC. At present, he is a regional operations director for VCA Canada, a privately owned, veterinary health corporation, and oversees multiple veterinary hospitals across Eastern Ontario.

Dr. Michelle Groleau



Dr. Michelle Groleau, DVM and Cert. LAM, is currently the manager of the Animal Welfare Committee of the Canadian Veterinary Medical Association (CVMA). She graduated from the Ontario Veterinary College in 1984. Following an internship at the San Antonio Zoo, she owned and operated a companion animal hospital in rural Ontario before obtaining certification in laboratory animal medicine and joining first the University of Ottawa veterinary team as clinical veterinarian, and later Carleton University as the university veterinarian and director of animal care. She also worked for the Canadian Food Inspection Agency Policy and Programs Branch in Disease

Control, and as the senior staff veterinarian responsible for the Humane Transport of Animals Program until 2020, after which she joined the CVMA.

Dr. Vanessa Oliver



Dr. Vanessa Oliver is a laboratory animal veterinarian who completed a residency and postdoctoral fellowship at the University of Michigan. She is a diplomate of the American College of Laboratory Animal Medicine and currently serves as the associate university veterinarian for the Health Sciences campus at the University of Calgary. In this role, she provides leadership and strategic advice on animal care program operations and regulatory compliance. She is the director of the Institutional Animal User Training program, overseeing curriculum development, refinement, and training proficiency metrics at the university. In addition, Dr. Oliver holds an adjunct appointment in the Faculty of Veterinary Medicine, teaching laboratory animal medicine to undergraduate and graduate-level trainees, as well as serving on graduate supervisory committees.

Outside of her role as associate university veterinarian, Dr. Oliver has research interests in rodent anesthesia, analgesia, pain assessments, and euthanasia. She has developed, validated, and published postoperative pain assessments in a variety of rodent models with a focus on practical, cage-side assessments.

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, particularly 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. Dr. Richards has published over 100 peer-reviewed research articles, books, and book chapters.

Dr. Richards served as chair of the UBC animal care committee between 2017 and 2022 where he worked to provide effective ethical oversight of animal-based research, improved transparency around animal research, developed animal care committee policies, modernized pedagogical-merit review, and engaged 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*.

Dr. Andrew Winterborn



Dr. Andrew Winterborn is the university veterinarian and director of Animal Care Services at Queen's University, as well as an expert in the development and handling and care of preclinical models. He has a BSc. in Animal Science from McGill University (2000), a DVM from l'Université de Montréal (2005), and a residency in laboratory animal medicine at the University of Rochester Medical Center (2007) where he received extensive training in research methodology and nonhuman primate models of human disease.

Since joining Queen's University in 2008, Dr. Winterborn has overseen all operations of animal care services, and manages all animal use, at both on- and off-campus sites. He has led a program of enhancements comprising significant renovations with the objective of reducing animal stress and improving research reproducibility. His expertise and his organizational skills led to an expanded role, in 2013, as the director of human research ethics compliance under Queen's University Research Services.

Dr. Winterborn's contributions as a veterinarian to laboratory animal science and medicine have been recognized on both national and international stages. He is a diplomate of the American College of Laboratory Animal Medicine, was distinguished as Charles River Veterinarian of the Year by the American Association of Laboratory Animal Science in 2017 and, subsequently, as Tecniplast Veterinarian of the Year by the Canadian Association for Laboratory Animal Science in 2018.