

Nancy E. Carter CPA, CGA, JD, ICD.D

Executive Summary

Independent board director and senior executive with more than 25 years of leadership experience in finance, legal, governance, risk management, compliance, and strategy. I bring extensive not-for-profit and member-based governance experience, including service as Board Chair, Treasurer, Committee Chair, and Board Secretary. I am known for strong fiduciary oversight, practical governance judgment, constructive stakeholder engagement, and the ability to support mission-driven organizations through strategic growth, financial stewardship, and board effectiveness.

Board Competencies

Governance and Board Leadership: board governance, board operations, committee leadership, board materials, governance policy, bylaws, nominations, and director oversight.

Finance and Audit: financial stewardship, audit oversight, investment oversight, budgeting, financial reporting, internal controls, and contribution agreement accountability.

Risk, Legal, and Compliance: enterprise risk management, legal matters, regulatory compliance, privacy, contracts, and policy development.

Strategy and Organizational Oversight: strategic planning, performance oversight, operational sustainability, infrastructure and program oversight, and multi-stakeholder decision-making.

People and Stakeholders: human resources oversight, executive support, member-based governance, partnerships, government relations, and equity, diversity, and inclusion alignment.

Board and Governance Experience

Board Chair, ARIN Board of Trustees (American Registry for Internet Numbers) | 2025–2026

Provides board leadership for a member-based organization in a complex, international governance environment.

Board Treasurer, ARIN Board of Trustees | 2018–2025

Oversaw financial stewardship and served on key committees. Committee service includes Chair, Finance Committee; Chair, Governance Committee; and Chair, Compensation Committee.

Board Member, Ocean Networks Canada Society | 2025–Present

Board Treasurer, Toronto Internet Exchange | 2024–Present

Steering Committee Member, Canadian Internet Governance Forum | 2018–Present

Member and Chair, CIRA Nomination Committee | Member 2018–2025; Chair 2020–2025

Supported director recruitment, governance continuity, and board renewal.

Board Member and Chair, Audit Committee, Ontario Genomics | 2023–2025

Contributed audit, financial oversight, and governance experience in a research and innovation setting.

Board Member and Treasurer, Internet Society Canada Chapter | 2013–2018

Executive Experience Relevant to Board Service

Independent Corporate Director | 2024–Present

Provides strategic, financial, and governance leadership in not-for-profit and member-based settings, drawing on more than 25 years of executive experience.

Vice President, Legal and Corporate Governance, CANARIE Inc. | 2022–2024

Led legal affairs, governance, risk management, compliance, and global projects. Supported organizational accountability and aligned equity, diversity, and inclusion goals with business outcomes.

Chief Financial Officer and Board Secretary, CANARIE Inc. | 2007–2022

Held enterprise-wide responsibility for finance, risk management, human resources, program execution, information technology, facilities, and legal matters. As Board Secretary, supported the Executive, Governance and Nominating, and Audit and Investment Committees and ensured compliance with not-for-profit legislation, bylaws, and funding obligations.

Earlier Finance Leadership Roles, CANARIE Inc. | 1997–2007

Progressed through Financial Analyst, Assistant Director, Finance, and Manager, Finance roles with responsibility for financial reporting, audit preparation, investment oversight, contracts, compliance, cash flow, human resources, and operational policy development.

Selected Sector and International Leadership

Chair, Global Financial Benchmarking Committee – led comparative financial benchmarking and best-practice sharing within the global research and network community.

Co-Chair, Global Network Architecture Policy and Strategy Working Group – supported strategy and policy discussions relating to global network infrastructure.

TNC Program Selection Committee | 2019–2021 – contributed to international program content selection and scheduling to support engagement goals.

Education and Credentials

Virtual School of Internet Governance | 2026

ICD.D, Institute of Corporate Directors | 2024

Directors Education Program, ICD-Rotman | 2023

ESG Certificate Program, Competent Boards | 2023

Juris Doctor, Law and Technology Specialty, University of Ottawa | 2012

Certified General Accountant (CGA) | Admitted 1997