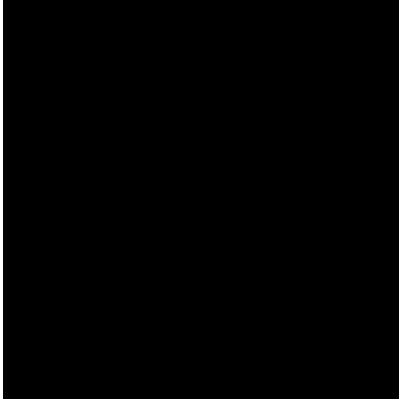


Caleb Ogundele



My name is Caleb Ogundele, based out of Winnipeg, Manitoba, and I bring exceptional qualifications for consideration in the 2025 CIRA Board elections through the members' slate. I combine deep financial governance expertise, technology sector leadership, and extensive experience in Internet governance and infrastructure, which directly aligns with CIRA's strategic requirements.

Who is Caleb?

My financial expertise spans advanced literacy in finance, audit, investment, and risk oversight. Currently leading strategic project teams in the Wealth Business Intelligence portfolio at Assiniboine Credit Union a \$9.6 billion asset, Manitoba-based not-for-profit financial cooperative I combine technical analysis with strategic business intelligence daily. My responsibilities include financial modeling, risk assessment, investment analysis, and enterprise-wide performance metrics that directly inform executive decision-making.

As Board Member and Treasurer of the Manitoba Black Chamber of Commerce, I provide financial leadership for an organization dedicated to advancing Black entrepreneurship and economic development across Manitoba. In this role, I oversee budget development, financial planning, and treasury management while ensuring compliance with not-for-profit governance standards. My responsibilities include financial reporting to the board, cash flow management, and strategic financial planning that supports the Chamber's mission to foster Black business growth and community economic empowerment. This position requires deep understanding of small business financial challenges, entrepreneurial funding mechanisms, and community economic development strategies – experience that directly translates to understanding the diverse needs of CIRA's stakeholder community across Canada.

My professional certifications in Agile Product and Project leadership, combined with dual Master's degrees in Computer Science and Information Science, provide the technical foundation for sophisticated strategic enterprise-wide coordination. I have successfully managed enterprise architecture projects with multi-million dollar budgets, implemented ERP systems requiring detailed financial controls, and developed business intelligence strategic frameworks that optimize organizational financial performance.

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In audit and risk oversight, I have extensive experience conducting comprehensive financial audits and risk assessments for not-for-profit organizations, implementing internal controls, and developing risk management frameworks. My work includes regulatory compliance assessment, financial policy development, and strategic investment evaluation that ensures sustainable organizational growth. Just like my earlier participation in the United Nations approved Multistakeholder Advisory Group for Nigeria, where I participated and led initiatives, I also contribute in the Canadian Internet Governance space, where I currently participate and provide strategic advisory support as a member of the Canadian Internet Governance Forum (Canadian IGF) All Hands Committee. This role positions me at the forefront of Canada's digital policy discussions and internet governance priorities, providing direct insight into the challenges and opportunities facing Canada's internet ecosystem. As part of the Canadian IGF All Hands Committee, I contribute to shaping Canada's national dialogue on internet governance issues, including digital sovereignty, cybersecurity policy, online safety, and digital inclusion initiatives. My responsibilities include advising on program development, identifying key stakeholders for engagement, and ensuring that Canadian perspectives are effectively represented in global internet governance forums.

Entrepreneurial Experience in the Technology Sector

My entrepreneurial experience spans over two decades of technology leadership, including extensive go-to-market strategies and strategic partnership development. As Co-Founder and CTO of Ktrex Digital Technology (an e-commerce and hosting solutions company), I drove go-to-market strategies for over 500 small and medium enterprises, developing scalable technology solutions and building sustainable revenue models.

As CEO and Principal Consultant of Olum Consulting Incorporated (Winnipeg), I advise Prairie-based not-for-profit organizations on digital transformation strategy, helping them leverage technology for enhanced service delivery and operational efficiency. As Project Director at the African Academic Network on Internet Policy, I built the organization from concept to implementation, developing strategic partnerships across academic institutions, government agencies, and private sector organizations.

I founded and chair the Nigerian School on Internet Governance, creating a sustainable educational platform that has trained hundreds of professionals across Africa on Internet Governance models. This initiative required developing a curriculum, securing funding, building partnerships with international organizations such as the United Nations, Google as well as other Government regulators, and creating scalable delivery mechanisms. The program's success demonstrates my ability to identify market opportunities, develop innovative solutions, and execute a comprehensive multistakeholder approach.

My strategic partnership experience includes fostering collaborations between Internet Society chapters, ICANN constituencies, and regional internet registries. I have successfully negotiated

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partnership agreements, developed joint programs, and created value propositions that benefit multiple stakeholders. My work has resulted in strategic alliances spanning Nigeria, Africa, and globally, directly supporting internet governance capacity building.

In subsidiary and affiliate management, my current role involves overseeing digital transformation initiatives across multiple business units at Assiniboine Credit Union. This includes coordinating technology implementations, managing vendor relationships, and ensuring strategic alignment between corporate objectives and operational execution.

Through my work with the Manitoba Black Chamber of Commerce, I have gained invaluable insight into the unique challenges facing small and medium enterprises (SMEs) across diverse communities. This experience has deepened my understanding of how digital infrastructure, including domain name services, impacts business development and economic growth at the grassroots level. I have witnessed firsthand how reliable, affordable internet services and accessible domain registration processes can be catalysts for entrepreneurial success, particularly for underrepresented business communities.

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Domain Name Industry and Cybersecurity Expertise

My domain name industry experience is comprehensive and policy-focused. Through my extensive ICANN involvement, including fellowship mentor roles, I have developed a deep understanding of DNS policy development, registry operations, and global domain name governance. Under the ICANN Generic Names Supporting Organization (GNSO), I serve in a leadership role as Membership Chair of ICANN's Not-for-Profit Operational Concerns Constituency and as a member of the GNSO-NCSG Executive and Policy Committee. I actively lead and participate in policy development that shapes the global DNS ecosystem.

My contributions to the Continuous Improvement Program Project (CIP) under ATRT3 Recommendation 3.6, focusing on the evolution of organizational reviews into a continuous improvement program, demonstrate my commitment to operational excellence. My extensive contributions to DNS abuse framework development and policy committee work have received several commendations from the ICANN community.

My experience as Vice Chair of AFRINIC's (the Regional Internet Registry for Africa) Nominations Committee and member of their Governance Committee provided direct

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experience with internet registry operations, including Internet Number Resource allocation policies, routing security, and regional infrastructure management. This hands-on experience with registry systems operations directly translates to a clear understanding of CIRA's operational environment and strategic challenges in registry support and governance. I have also contributed extensively to AFRINIC's Policy Development Working Group and am currently focusing my efforts and contributions on the American Registry for Internet Numbers (ARIN).

In cybersecurity and risk management, my expertise encompasses DNS security, DDoS mitigation, and digital infrastructure protection. Through my internet governance work, I have developed policies addressing data privacy, cybersecurity frameworks, and digital rights protection. My technical background includes network administration, server security, and enterprise-level cyber threat assessment.

My cybersecurity knowledge extends to threat management and risk assessment through my involvement in developing security policies for critical internet infrastructure. I have experience with incident response planning, vulnerability assessment, and security awareness training that directly supports organizational resilience.

Leadership Attributes and Board Governance Excellence

Promoting Teamwork and Building Multistakeholder Concensus

My leadership style emphasizes collaborative decision-making and consensus-building. As current Chair of the Internet Society Board of Trustees Nominations Committee as well as Strategic, Finance and Audit Committees, I facilitate discussions among diverse stakeholders with often competing interests, successfully building agreement on complex governance issues. My experience managing multi-stakeholder processes across different cultures and time zones has honed my ability to find common ground and drive collective action.

During my tenure as President and Chair of the Internet Society Nigeria Chapter, I transformed organizational dynamics by implementing inclusive decision-making processes that valued every member's contribution. This resulted in increased member engagement, improved program delivery, and sustainable organizational growth that continues today. I also executed Community Networks to support the local Communities, helping to connect the unconnected.

My role as Treasurer of the Manitoba Black Chamber of Commerce has further strengthened my consensus-building abilities, as I work with board members from diverse business backgrounds to align financial strategies with varied organizational priorities. This experience has taught me to facilitate productive discussions about resource allocation, strategic investments, and financial priorities while ensuring all voices are heard and respected in the decision-making process..

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Asking Relevant Questions and Expressing Reasoned Opinions

My governance experience has trained me to ask probing questions that reveal strategic implications. In my current board roles, I consistently ask questions about financial sustainability, risk exposure, and strategic alignment that help organizations make informed decisions that support their mission. My dual background in technology and finance enables me to ask questions that bridge technical feasibility with business viability.

My contributions to ICANN policy development demonstrate my ability to express opinions based on solid reasoning. I have authored policy recommendations that balance technical requirements with stakeholder interests, always supporting my positions with data-driven analysis and evidence-based reasoning.

Recognizing Strategic Risks and Opportunities

My risk assessment capabilities have been proven across multiple organizations. At Assiniboine Credit Union, I identify emerging digital risks and opportunities that inform strategic planning. My analysis has contributed to decisions about technology investments, market expansion, and competitive positioning that have strengthened the organization's market position.

In internet governance, I have identified strategic risks related to digital sovereignty, cybersecurity threats, and regulatory changes that could impact registry operations. My recommendations have helped organizations prepare for regulatory shifts, technological disruptions, and market changes that affect the broader internet ecosystem.

Through my treasurer responsibilities at the Manitoba Black Chamber of Commerce, I have developed expertise in identifying financial risks and opportunities specific to small business ecosystems and community economic development. This includes understanding how macroeconomic factors, regulatory changes, and technological shifts impact diverse business communities – insights that are directly relevant to CIRA's mandate to serve Canada's broad and diverse internet user community.

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Creative and Innovative Problem-Solving Leadership

My approach to problem-solving combines analytical rigor with creative thinking. When faced with the challenge of building internet governance capacity in Nigeria, I developed an innovative training model that combines online learning, hands-on workshops, and mentorship programs. This solution addressed resource constraints while maximizing impact and sustainability.

My innovation extends to organizational development, where I have created new governance structures, developed novel funding mechanisms, and implemented technology solutions that improve operational efficiency. My work consistently demonstrates the ability to think beyond conventional approaches and develop sustainable solutions.

Valuing Diverse Perspectives and Continuous Improvement

My international experience has taught me the value of diverse perspectives in decision-making. Working across African, North American, and global contexts, I have learned to appreciate how different cultural backgrounds and professional experiences contribute to better outcomes. I actively seek diverse viewpoints and create environments where all voices are heard and valued.

My work with the Manitoba Black Chamber of Commerce has deepened my appreciation for how diverse business communities bring unique perspectives to strategic challenges. This experience has reinforced my commitment to ensuring that governance decisions consider the needs and experiences of all stakeholder communities, particularly those that have been historically underrepresented in technology and internet governance discussions.

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My commitment to continuous improvement is evident in my ongoing professional development and my approach to organizational leadership. I regularly pursue additional certifications, attend international conferences, and engage in peer learning that enhances my capabilities. I apply this same philosophy to organizational development, constantly seeking ways to improve processes, outcomes, and stakeholder satisfaction.

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Strategic Value for CIRA

My unique combination of qualifications directly addresses CIRA's strategic needs. My financial expertise ensures sound fiscal stewardship, while my technology background supports strategic innovation. My domain name industry experience provides operational insight, and my cybersecurity knowledge strengthens organizational resilience.

My experience as Treasurer of the Manitoba Black Chamber of Commerce adds a crucial dimension to my qualifications: deep understanding of how internet infrastructure and domain name services impact diverse business communities across Canada. This grassroots perspective complements my international governance experience, ensuring I can represent both the global strategic context and the local community impact of CIRA's decisions.

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Most importantly, my governance experience bridges multiple stakeholder communities, which is essential for CIRA's role in representing Canada's diverse internet community. My proven ability to build consensus, ask strategic questions, identify risks and opportunities, lead innovation, and value diversity positions me to make immediate and significant contributions to CIRA's mission.

I am committed to advancing CIRA's leadership in Canada's internet governance ecosystem and contributing to the organization's continued evolution as a trusted steward of the .CA namespace. My experience, skills, and passion for internet governance make me an ideal candidate to help CIRA navigate the opportunities and challenges ahead.