**Position Statement for CLEAR Board Nomination**  
**Daniel Roukema**

Fellow CLEAR members,

I am excited about the prospect of joining the CLEAR Board of Directors. As CEO of MDR Strategy Group, a Canadian management consulting social enterprise, my work is dedicated to supporting regulatory bodies through strategic communications, public engagement, organizational leadership and design, and AI strategy. Whether guiding regulators through post-pandemic strategic planning, leading public engagement on licensure reforms, or providing full-service communications support, my experience shows that regulators succeed when their strategies align with global events and community expectations.

For more than a decade, I have contributed to CLEAR as an instructor, conference moderator, international congress delegate, chair of a committee focused on broad representation and fairness, and a supportive colleague. I was humbled to receive CLEAR’s Consumer Protection Award in 2016 and proud when my team at MDR earned last year’s Regulatory Excellence Team Award. These experiences show that CLEAR thrives when members share insight, challenge convention, translate emerging trends into practical safeguards, and recognize each other’s work.

If elected, I will focus on three priorities:

* **Relevance**

Equipping CLEAR and its members to respond quickly to the forces reshaping regulation, including artificial intelligence, international labour mobility, geopolitical uncertainty, and rising public scrutiny

* **Belonging**

Deepening CLEAR’s commitment to meaningful participation by embedding varied viewpoints, transparent data, and community influence into every program and policy

* **Agility**

Promoting midpoint reviews and other governance tools that help regulators adapt as realities shift, maintaining credibility and public trust.

My 25 years on non-profit boards, combined with lived experience across North America, Europe, and Africa, help me connect ideas and cultures. As a dual Swiss and Canadian citizen and adviser to clients ranging from community organizations to global institutions, I recognize the power of collaboration in achieving complex public-interest outcomes.

CLEAR has always helped regulators listen, engage, build better systems, and encourage excellence. Together, we can continue to expand that impact and prepare our profession for whatever comes next. I respectfully ask for your vote and welcome your questions and ideas.

Thank you!