

OBJECTIVE

Enhancing organizational agility while building stakeholder engagement and constructive government relations.

SKILLS

A dynamic leader, strategic planner, and systems thinker, Akoulina has led and managed transformative change from concept to deployment in several Non-Profit and For-Profit organizations over the course of her career, with a view to efficiency, accountability, and deepening organizational relevance. She expertise in strategic planning and foresight, inclusive engagement and consultation, public policy, program delivery, financial management, Human Resources management, partnership, and government relations.

EXPERIENCE

CORPORATE AGILITY CONSULTANT – JUNE 2018 – PRESENT

[Canadian Environmental Assessment Agency \(Ottawa, ON\)](#) (February 2019-present) Strategic communications support for the policy team developing collaterals in advance of coming into force for Bill C-69.

[Artificial Intelligence Impact Alliance \(Montreal, QC\)/ UKAI Projects \(Toronto, ON\)/ myself \(Ottawa, ON\)](#) – Partnership on “Art Impact / Impact Art”; a workshop series to engage artists across Canada in contributing to the ethical frameworks for Artificial Intelligence with a view to informing public policy development. Funded by Canada Council for the Arts (FY2019-2020).

[CAPACOA \(Ottawa, ON\)](#) – Workshop development, training, implementation and deployment for the [Linked Digital Future](#) initiative. Funded by Canadian Heritage (FY2019-2020).

[AI on a Social Mission Conference \(Montreal, QC\)](#) panel moderator (March 2019)
[Canadian Dance Assembly \(Toronto, ON\)](#) – Consultation services on digital maturity assessment, digital needs assessment, and elaborating a digital strategy plan (FY2019-2020).

[ArtsPond \(Toronto, ON\)](#) – Advisor and panel moderator for the [DASSAN conference](#), engaging the arts and culture sector in leveraging digital solutions (March 2019).

[AXArtsCentre \(Sussex, NB\)](#) – Consultation services on governance, stabilization, and resource mapping within a rural context (2018).

CHIEF EXECUTIVE OFFICER • MANITOBA ARTS COUNCIL / CONSEIL DES ARTS DU MANITOBA • JULY 2016-MAY 2018 (WINNIPEG, MB)

Partnership and collaboration; strategic planning; strategic digital communications; systems transformation; change management; Performance indicator framework implementation for ROI and SROI; financial planning and reporting; community engagement; network development; team building.

CONFERENCES / CONVENTIONS

June 2018 Takeover Innovation Conference, Tribal Scale (Toronto)

May 2018 [IFACCA](#) Americas Cultural Summit (Ottawa)

Apr 2018 Modeshift 2018: A Festival of Human-Scale Cities

Jun 2017 CPAF meeting on Equity and Diversity (Ottawa)

Jun 2017 CIC Community Indicators Symposium (Winnipeg)

Mar 2017 The Arts in a Digital World Summit (Montreal)

Nov 2016 Canadian Conference Board: Economic Forecast for Manitoba

Oct 2016 CPAF AGM: Strategic Arts Leadership for the Future (Victoria)

Oct 2016 CCCA 20th Anniversary Symposium: The Winnipeg Effect (Winnipeg Art



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Gallery)

Oct 2016 MAN Showcase (Morden)

June 2016 CPAF: Strategic Development Meeting on Indigenous Arts and Reconciliation (Ottawa)

Mar 2016 CPAF: Research and Impact (Toronto)

COMMITTEES

2017-2018 Riding Mountain National Park Advisory Board

2017-2018 CPAF Working group on CPAF Mandate, Structure, etc.

2016-present CADAC Steering Committee (National)

2016-2017 CPAF Working group on Research (National)

2016-2017 CPAF Steering Committee (National)

RESEARCH

2016 Prairie Partnership on Arts Research (30+ partners in AB/SK/MB: Univ., Govt., Agencies)

STRATEGIC PLANNING / CHANGE MANAGEMENT

2016 Strategic Planning session with Manitoba Arts Council (2017-2022)

2016-2018 Program Restructuring and implementation

ADVOCACY / OUTREACH

Oct. 2016 Arts Day at Legislature, led by Manitobans for the Arts (advocate/participant)

STAKEHOLDER CONSULTATIONS

Jan-Feb 2017 Stakeholder consultations on implementation of the 2017-2022 Strategic Plan and new program structure.

EXECUTIVE DIRECTOR • NEW BRUNSWICK ARTS BOARD / CONSEIL DES ARTS DU NOUVEAU-BRUNSWICK (artsnb) • APRIL 2011-JUNE 2016 (FREDERICTON, NB)

Collaboration with the NB Arts Board to lead artsnb in its mandate. Strategic planning, policy development, stakeholder relations, development of new programming, delivery of an online granting system, development of a social media communications strategy, HR development.

MOUs:

Atlantic Public Art Funders (APAF - ArtsNL, PEIAC, ArtsNS, artsnb)

Maine Arts Commission / artsnb

MAC/artsnb

CALQ/artsnb

CONFERENCES / CONVENTIONS

Sept. 2015 - Growing Together towards a Vision of Multiculturalism in NB (Fredericton)

Nov. 2015 - Ideas Festival d'idées (Charlottetown)

Mar. 2014 - Walter Gordon Symposium (Toronto)

Jan. 2014 - 6th World Summit on Arts and Culture IFACCA

Nov. 2013 - panelist, INNOV8 - A Forum on Accelerating Innovation (Saint John)

Nov. 2013 - CPAF - Leadership for Change Workshop (Banff Centre)

Nov. 2013 - CPAF - A New Value Proposition for Public Funding to the Arts (Banff)



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Centre)

Oct. 2013 - Engage 2013 (Saint John)

Oct. 2013 - Arts Ed: Leading the Way (U of Maine)

Oct. 2013 - Maine International Conference on the Arts (U of Maine)

Sept. 2013 - CPAF PD Meeting on Visual Arts and Craft (Fredericton)

May 2013 - CPAF Strat Development: Rethinking the "Public" In Public Arts Funding

Mar. 2013 - Artists in Context: Connected and Consequential

Jun. 2012: CPAF Strat Development: On Leadership and Vision (Ottawa)

Nov. 2011 - CPAF AGM: Future Directions in Public Arts Funding: What Shifts are Required?

Mar. 2012 - CPAF PD Meeting on Literary Arts (Saskatoon)

Jun. 2011 - CPAF Strategic Development Meeting for EDs: On Equity (Edmonton)

POLICY DEVELOPMENT

2015/16 - CPAF Steering Committee / working group on Research

2014/16 - Premier's Task Force on Status of the Artist & 2 subcommittees

2013/14 - NB Cultural HR Roundtable & Nominations committee CulturePLUS

2013 - Cultural Policy Renewal Roundtable & Editorial Committee

2011/13 CPAF Steering Committee / working group Visual Arts & Fine Craft

PARTNERSHIP DEVELOPMENT

Post-secondary Education, Training and Labour (PETL), Joint Economic Development Initiative (JEDI), New Brunswick Foundation for the Arts (NBFA), Ignite Fredericton, Atlantic Aging Institute (AIA), Provincial Aboriginal Education Committee.

MANAGING EDITOR • GOOSE LANE EDITIONS • OCTOBER 2007-APRIL 2011 (FREDERICTON, NB)

Project Management of 10-12 books and associated marketing collaterals for Spring and Fall releases respectively. Evaluation submissions of poetry, fiction, and non-fiction; distribution of manuscripts to Poetry, Fiction, and Non-Fiction editors. Hired and coordinated editorial, translation, and design staff. Prepared manuscripts for publication and developed marketing content for catalogues, samplers, and tip sheets. Quality control and consultation with writers and editors at every step in the book development process for paper and digital publications.

PARTNER • VIVACE COMMUNICATIONS • JANUARY 2002-AUGUST 2007 (MONTREAL, QC)

Ran a communications firm with partner Siham Barakat. We catered to small and medium enterprise, rebranding and repositioning clients using a central metaphor and storytelling for their digital presence. Client development, financial management, partnerships.

SENIOR COMMUNICATIONS ADVISOR • STATISTICS CANADA • 2006-2007 (MONTREAL, QC)

Managed the planning, implementation and evaluation of communication services, strategies, operational plans and special corporate initiatives. Also provided consultative services to internal clients on strategic communications approaches and planning, and liaison with internal and external media. Conducted environmental or market research on the broad public environment and any implications for departmental communications products and services.



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Provided writing and editing services to managers in the areas of departmental publications, communications training and advisory programs and managed multiple communications teams.

COMMUNICATIONS ADVISOR • CENSUS – STATISTICS CANADA • 2005-2006 (MONTREAL, QC)

Developed and implemented communications plans for the 2006 Census (specialized approaches for culturally diverse communities, the elderly, Deaf and disability, literacy groups, women, and the Agricultural Census), and developed a new communications tool (DVD) to assist the Deaf. Provided research, writing and editing services for technical and promotional communications materials, for both internal and external clients. Advised on government policies within the communications arena, standards and guidelines, strategic approaches and implications. Facilitated effective writing and communications training sessions for media, public relations, respondent relations, marketing services and client-orientation. Actively involved in research and analysis, and liaison with multidisciplinary project teams.

ENGLISH TEXT EDITOR • SERVICE CANADA • 2005-2005 (MONTREAL, QC)

Edited economic reports from each of Quebec's economic regions for publication on the Internet and Intranet. Translation verification.

ENGLISH TEXT EDITOR • GEORGIA LUDGATE AND ASSOCIATES; CONSULTING FOR TRANSPORTATION DEVELOPMENT CENTRE (TRANSPORT CANADA) • 2004-2005 (MONTREAL, QC)

Editorial services for complex technical reports for specialist and non-specialist readers in the areas of Advanced Technology, Safety and Security, Technology Applications, Special Programs, and Transportation Systems Technology. Prepared communications materials for the Rail conference and developed internal communications as well as web content.

CALENDAR PRODUCTION ASSISTANT, COMMUNICATIONS SUPPORT • MCGILL UNIVERSITY • 2003-2004 (MONTREAL, QC)

Editing content development and production process for seven academic calendars for McGill University. Re-branded and overhauled the 2004/05 Applications for Undergraduate Admission. Coordinated the advertising campaign for Open House.

CHIEF EDITOR AND TEAM LEADER • JED NEW MEDIA • 2001-2002 (MONTREAL, QC)

Project management for the production process for 120 online courses, capitalizing on a range of experience in editing, tech, marketing, pedagogy, journalism, medical, and visual media. Coordinated clients for focus groups. Ensured quality control of written and graphic content, and project managed workflow for a team of graphic artists, story-boarders, and programming staff. Also managed production of the company newsletter.

TECHNICAL WRITER • SYSTEMCORP ALG (PURCHASED BY IBM) • 2000-2001 (MONTREAL, QC)

Aided in the organization, construction and writing of the Installation Guide and



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Online Help for PMOffice™ 4.0., edited, maintained, and composed site and system architecture documents and internal technical documentation in conjunction with the development team. Updated and maintained the User Guide, and Installation Guide for PMOffice™ 3.5. Wrote web page content, product tours, demos, Requests for Information (RFIs), and Requests for Proposal (RFPs). Researched, reviewed and selected articles suitable for Systemcorp's online article library, and edited and formatted documents before production.

EDUCATION

- MA in English Literature • 2000 • McGill University
- YR1, BAA Interior Design • 1993 • Ryerson University
- BA (Hons) English Literature • 1992 • St. Francis Xavier University

Professional Development

- NFP Governance Essentials Program • April 2018 • Rotman School of Business, University of Toronto / Institute of Corporate Directors
- Book Editing Certificate • August 2008 • Simon Fraser University

VOLUNTEER EXPERIENCE OR LEADERSHIP

Institute of Corporate Directors - member, 2018-2019

Women of Winnipeg - member, 2017-2018

Canadian Arts Data (CADAC) – steering committee 2016-2018

Canadian Public Arts Funders (CPAF / OPSAC) – steering committee member 2017, 2016, 2015, 2012, 2011

Canadian Society of Association Executives / Société Canadienne des Directeurs d'Association – 2017-2018

International Federation of Arts Councils and Cultural Agencies (IFACCA) – 2016-2018 / 2011-2015

LANGUAGES

English / French – fluently bilingual



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