SHERRI HELWIG

Department of Arts, Culture and Media
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Education

Master of Arts	University of Toronto, Department of Art History – 1996 Areas of Concentration: Canadian art (primarily 20th century), and the history and historiography of the Italian Baroque and Renaissance
Bachelor of Arts (Honours)	University of Guelph, Fine Art and English (Double Major) – 1992 Thesis: "Arthur Lismer and Canadian Art Museums: The History and Development of the Education of Children in the Fine Arts" *[first undergraduate thesis ever accepted by the department]* Thesis Supervisor: W. Chandler Kirwin
Diplomas/Certificates	Program Evaluation: Monitoring & Evaluation Johns Hopkins Bloomberg Centre for Communications Programs and the US Agency for International Development – 2006
	Entrepreneurship (Youth Entrepreneurship Program), Toronto District School Board – 1997
	Museum Studies, Canadian Museums Association – 1992

Academic Appointments

2003–present	University of Toronto Scarborough, Toronto • 2015 – rank changed to Associate Professor, Teaching Stream • 2009 – promoted to Senior Lecturer (continuing appointment) • 2004 – hired as full-time Lecturer (continuing appointment track) • 2003 – hired on a one-year 0.75 Lecturer appointment
2018 and 2019	Queen's University, Kingston Adjunct Lecturer, Arts Leadership (Master of Arts) and Arts Management (Graduate Diploma) programs
2010–2011	American University, Washington, D.C. Scholar-in-Residence, Arts Management graduate program *[during the first University of Toronto Scarborough sabbatical year]*
2001–2004	York University, Toronto – Course Director
2000–2002	Humber College, Toronto – Instructor
2000–2002	Harris Institute for the Arts, Toronto – Instructor

University (and related) Administration and Leadership Experience

University of Toronto Scarborough

2019–2022; 2011–2016; and 2003–2010	Program Director, Arts Management
2019–2021	Governance and Policy Development Advisor Centre for Teaching and Learning
2012–2014	Associate Chair, Department of Arts, Culture and Media
2011–2012	Associate Chair, Department of Humanities
2007–2012	Program Director, Humanities Co-op Program
2007 and 2008–2009	Acting Program Director, Journalism Program
2008	Interim Co-Director, Cultural Affairs *[now ACM Connects]*

University of Toronto Faculty Association

2021–present	Executive Committee Member (Chair, Teaching Stream Committee)

Awards, Honours, and Fellowships (selected)

2019–present	Invited Member and Canadian Representative, Planning Committee, Inaugural Global Arts Administration and Education Conference, China
2017–present	Honorary Member of the Scientific Committee Cultural Management: Science and Education Journal, Poland
2015–present	Invited Board Governance Mentor artsVest™ Ontario Mentorship Program, Business for the Arts
2016	Decanal Merit Award, for leadership/outstanding service at the University of Toronto Scarborough
2014	Decanal Merit Award, for leadership/outstanding service at the University of Toronto Scarborough
2010–2011	Scholar-in-Residence *[first ever named in the Arts Management Graduate Program]*, American University, Washington, D.C.
2010–2011	Senior Research Fellowship *[first ever awarded]* Canadian Conference of the Arts
2009	Decanal Merit Award, for leadership/outstanding service at the University of Toronto Scarborough
2008	Decanal Merit Award, for leadership/outstanding service at the University of Toronto Scarborough

2006–2008	Invited Editorial Working Group member, Department of Canadian Heritage's Canadian Cultural Observatory (Culturescope)
2007	Decanal Merit Award, for leadership/outstanding service at the University of Toronto Scarborough
2006	TVOntario's Best Lecturers award nominations *[two nominations]*
2003	Victor C. Polley Arts Administration Award nomination, for outstanding arts administration achievements
1998–2002	Appointed Arts & Culture Sectoral Representative Industry Canada's VolNet National Advisory Committee
1990	College of Art award *[first ever awarded]*, for contributions to the social, political, and cultural life of the University of Guelph

Publications (selected)

[Note: Faculty within the Teaching Stream at the University of Toronto are not required or expected to publish]

Commissioned Reports, Plans, and Studies

2019	*Recommendations: A Roadmap to Replace the Waterloo Regional Arts Council and the Creative Enterprise Initiative.* Planning document (for public consultation). Arts Reboot.
2019	*Artist Career Research Methods: A comparative analysis of research methods for understanding artists' career paths, work conditions, and incomes*. Under the auspices of Hill Strategies Research (primary authors Kelly Hill and Alix MacLean)*.* Canada Council for the Arts (on behalf of a consortium of funders).
2018	*Green Paper: Arts Reboot Organizational Sketch.* Arts Reboot.
2018	*Leading and Facilitating Creative People: Conflict De-escalation and Management.* Curriculum plan. Canadian Film Centre.
2017	*Human Resources Strategies at the Visual Arts Centre of Clarington: Supporting strategic goals and administrative effectiveness through HR strategies and organizational change.* Internal report. Visual Arts Centre of Clarington Board of Directors.
2017	Research Archive for *Means of Production: Documenting and evaluating the process, progress and impact of two collaborative ventures in Toronto's independent theatre sector.* Study of The RISER Project and STAF/Generator. https://meansofproductionarchive.wordpress.com. Toronto Arts Foundation and Metcalf Foundation.
2016	"Summary and Overview of Research Findings–Year One." *Means of Production: Documenting and evaluating the process, progress and impact of two collaborative ventures in Toronto's independent theatre sector.* Internal reports. Toronto Arts Foundation and Metcalf Foundation.

2015	*Budget 2015: Culture and Arts Still a Low Priority for the Government: Annual Analysis of the Federal Budget from the Perspective of the Cultural Sector*. Canadian Arts Coalition Federal Budget Analysis Committee (Kendra Fry, Monica Gattinger, Marnie Gladwell, Sherri Helwig, Frédéric Julien, Etienne Lévesque, Alain Pineau, Arden R. Ryshpan, Kathleen Sharpe).
2010	*Environmental Scan of Career Development Needs and Resources for Canadian Artists*. Canada Council for the Arts.
2008	*Qualitative Evaluation of the Alberta Foundation for the Arts' Community Support Organizations Funding Program*. Alberta Foundation for the Arts.
2008	*Review of Alberta Foundation for the Arts' Art Collection Policies & Programs.* Alberta Foundation for the Arts.
2008	"Entrepreneurship in the Arts." Curriculum planning documents. Sector Council Partnership Project. Toronto District School Board.
2006	"Strategic Planning: Core Competencies" and "Marketing: Core Competencies" *Standards for Arts Administration Graduate Program Curricula: A Living Document.* Content Development Committee, Association of Arts Administration Educators.
2005	*Feasibility Study on the Certification of Cultural Managers.* Judith Slivinski, Sherri Helwig, and Pierre Morin. EDGE Cultural Management, for the Cultural Human Resources Council, Department of Canadian Heritage, and Human Resources and Skills Development Canada.
2001	*CultureNet Transition Plan: Restructuring (Second Edition).* Department of Canadian Heritage.
2000	*Model Business Plan: Cultural Information Service Provider*. Department of Canadian Heritage.
2000	*International Study of Cultural Internet Services*. Department of Canadian Heritage.

Journal/Periodical Articles

2019	"Using "raw" case studies and other constructivist approaches to teach shared leadership: a comparison of undergraduate and graduate courses" [tentative title]. Solicited submission. *Teaching Notes: American Journal of Arts Management.* Anticipated publication: 2021.
2010	"Widening Perspectives: An Overview of Arts Management Study in the United States and Canada." *Arts Management Newsletter* Issue 98 (English) and *KM Magazine* (translated to German). Co-authored with Ximena Varela and Michael Wilkerson. July/August.

1998	"Building a Future for the Arts with Technology." *New Currents in Teaching and Technology Journal,* Vol. 5, No. 3.
1996	"Cultural Programming Online: Lessons from Community Networks on Partnerships, Sustainability, and Long-Term Development." *Spectra.* Winter.

Book Chapters

2002	"The Culture Biz [Business Planning]." *The Art of Managing Your Career–A Guide for the Canadian Artist and The Self-Employed Cultural Worker*. Ottawa: Cultural Human Resources Council.
2002	"The Art of Self-Promotion." *The Art of Managing Your Career–A Guide for the Canadian Artist and The Self-Employed Cultural Worker*. Ottawa: Cultural Human Resources Council.
1997	"Negative Truisms and Beating the 'Situation'." *Voluntary Action–Giving Back to the Community: A Young People's Press Curriculum Handbook to Promote and Support Student Volunteer Work*. Toronto, Ontario: Young People's Press / Ontario Institute for Studies in Education.

Edited Volumes

2005	*Designer Shorts: A Brief Look at Contemporary Canadian Stage Designers and their Work.* Streetsville, Ontario: Associated Designers of Canada.
2003	*Standards and Working Procedures for Designers in the Live Performing Arts Industry in Canada: A Guide for Professional Designers of Sets, Costumes, Lighting and Sound (Second Edition).* Mississauga, Ontario: Associated Designers of Canada.
2000	*Spotting Notes*. Toronto, Ontario: Guild of Canadian Film Composers, Winter.

Conference Proceedings

2012	*Cultural Management and Pedagogy: Discourses and Practices.* 2010 Conference Proceedings. Helsinki, Finland: Humanistinen ammattikorkeakoulu (HUMAK University of Applied Sciences).
2008	*Cultural Management: The State of the Field (The Cultural Manager as Global Citizen).* 2007 Conference Proceedings. Helsinki, Finland: Humanistinen ammattikorkeakoulu (HUMAK University of Applied Sciences).

<u>Blogs / Online Writing</u>

2016   *Thoughts on Arts Leadership and Arts Management Education.* Blog post. https://slhelwigandassoc.wordpress.com/2016/05/16/thoughts-on-arts-leadership-and-arts-management-education/. 16 May.

2016   *Hiring Canadian arts sector leaders–some thoughts.* Blog post. https://slhelwigandassoc.wordpress.com/2016/05/06/hiring-Canadian-arts-sector-leaders/. 06 May.

2007   "Teaching Leadership." *Emerging Arts Professionals.* Solicited blog post (no longer publicly accessible *[though hard copies are available]*).

<u>Other Publications</u>

2018   "Introduction." *Pamela Dodds–Come Closer: Stories in Woodcut and Linocut Print*. Exhibition catalogue. 23 April–21 May 2017, Visual Arts Centre of Clarington.

Invited Lectures and Speaking Engagements (selected)

2021   "Ownership and Copyright." Guest lecture in VPHD48 – Advanced Seminar in Art History and Visual Culture. University of Toronto Scarborough. Toronto, Ontario. 02 November.

2021   "Capacity Building (Self/Organization/Community) in Experiential Education." Guest lecture in CROS-3023 – Learning in the Field I. Ontario College of Art & Design. Toronto, Ontario. 05 October.

2019   "Research On, For, and In Arts Management: How the Discipline is Informed by Professional Practice." Keynote address. China Arts Administration Education Association Annual Meeting. 中国音乐学院 China Conservatory of Music. Beijing, China. 11 November.

2019   "Trends in Global Arts Administration and Education: a Canadian Perspective." b. creative: International Art and Design Management Seminar on Teaching, Research and Development Strategy. （中法）艺术与设计管理学院 The (Sino-French) Institute of Arts and Design Management. Shanghai, China. 07 November.

2019   "From Shared- to Organizational Leadership." Guest lecture to Museum Studies graduate students. University of Toronto. Toronto, Ontario. 02 October.

2019   "Leadership: Perspectives and Practices." Guest lecture to Arts and Entertainment Management undergraduate students. Dean College. Franklin, Massachusetts. 18 April.

2019	"Best Practices in Grant Writing." Culture Counts Workshop Series. Culture Branch, City of Oshawa, Ontario. 06 March.
2017	"Protest, Politics, and Power: The Work of Michael Landy in Context." Sunday Scene. The Power Plant Contemporary Art Gallery. Toronto, Ontario. 17 December.
2016	"Evaluating Independent Theatre Production Models: An Arts Administration Synthesis." Guest lecture to Performing Arts Management graduate students. Steinhardt School of Culture, Education, and Human Development at New York University (NYU). New York City, New York. 30 November.
2013	"Considering 'Appreciative Inquiry' in the Cultural Context." Guest lecture to Arts Management graduate students at Columbia College Chicago. Chicago, Illinois. 14 March.
2012	"Status of the Artist: Policy Responses to Artists' Labour Issues in Canada." (Research Talk) WIDEN (Workshops for Inter-Discipline Exchange & Novelty): "On Work". University of Toronto Scarborough. Toronto, Ontario. 19 March.
2011	"Learning Through Comparison: Bridging from the Familiar in Comparative Cultural Policy (US and Canada)." Guest lecture to Arts Management graduate students. American University. Washington, D.C. 18 April.
2011	"Cultural Policy in Practice / in the University Curriculum." Department of Canadian Heritage. Gatineau, QC. 14 April.
2010	"Pretty Women and Pecuniary Profit: Copyright Systems in Italy, the US and Canada." Guest lecture to Arts Management undergraduate students. Florence Arts Administration Seminar. Florence, Italy. 26 May.
2010	"Knowledge Workers in a Knowledge Economy: Cultural Entrepreneurship in Canada and Beyond." Guest lecture to undergraduate students. Università Cattolica del Sacro Cuore (Catholic University of the Sacred Heart). Milan, Italy. 12 May.
2009	"Copyright: Intellectual Property Issues for Journalists." Guest lecture to post-graduate students. Centennial College. Toronto, Ontario. 21 April.
2009	"Considering 'Appreciative Inquiry' in the Cultural Context." Guest lecture to post-graduate students. Humber College. Toronto, Ontario. 12 May.
2008	"Canadian and Comparative Cultural Policy/ies." Guest lecture to graduate students. HKU Hogeschool voor de Kunsten Utrecht (Utrecht School of the Arts). Utrecht, The Netherlands. 20 October.
2008	"Story Studies: Reinforcing Legal Concepts and Learning with Bernini and Spider-Man." Issues and Tips for Using Stories in the Classroom.

	Pedagogical Encounters in Law, Culture and the Humanities. Carleton University. Ottawa, Ontario. 03 October.
2008	"Rupture or Rapture? The Disciplinarity of Cultural Management." Cultural Management and the State of the Field: The Science of Arts and Cultural Management–impossibility or necessity? Helsinki, Finland (symposium address delivered via videoconference). 17 April.
2005	"Cultural Entrepreneurship: Lessons from the True Knowledge Economy." Guest lecture. Humanistinen ammattikorkeakoulu (HUMAK University of Applied Sciences). Turku, Finland. 08 December.
2005	"The Past and Future of Cultural Management in Canada: Looking Forward Over Our Shoulders." Guest lecture. Humanistinen ammattikorkeakoulu (HUMAK University of Applied Sciences). Kauniainen, Finland. 07 December.
2004	"Mind Your Business: The Art of Managing Your Career." So You're An Artist... Now What? Oakville Arts Council. Burlington, Ontario. 29–30 May.
2000	"Canada's Digital Culture Experiment." Global Providers of Cultural Information Convening. Canadian Representative. Arts International, New York City, New York. 25 January.

Conference/Symposia Presentations and Contributions (selected)

Panels (Chaired, Moderated, and Presented)

2020	"Reimagining Teaching Approaches for Equity, Engagement, and Contemporaneous Connection." ENCATC/AAAE Global Conversations. Invited Panelist. 2020 Vision for Student Success–The Annual Conference of the Association of Arts Administration Educators. Online (due to COVID). [Written presentation presented by panel chair on my behalf]
2019	"Internationalism and Globalization in Arts Administration Education." ENCATC/AAAE International Panel. Invited Panelist. The Future of Arts Administration Education: Evolution, Reinvention, and Transformation– The Annual Conference of the Association of Arts Administration Educators. Madison, WI.
2018	"Building Communities and Creating Change by Teaching Good Governance in the Arts." Panelist/Presenter. Arts Administrators as Agents of Change: The Annual Conference of the Association of Arts Administration Educators. Houston, TX.
2018	"Preach What We Practice: Challenges and Opportunities for Scholar-Practitioners and Accidental Academics." Moderator and Presenter. Arts

Administrators as Agents of Change: The Annual Conference of the Association of Arts Administration Educators. Houston, TX.

2015   "Inaugural Pecha Kucha Sessions." Moderator. Educator Impact: Framing Arts Administration Education in a Dynamic Field: The Annual Conference of the Association of Arts Administration Educators. Portland, OR.

2014   "Re-shaping the Undergraduate Introductory Course." Panelist. Being Bold, Embracing Change: The Annual Conference of the Association of Arts Administration Educators. Montreal, QC.

2014   "Games, Film Festivals, and Role Playing: Active Learning Ideas and Technologies." Panelist. Being Bold, Embracing Change: The Annual Conference of the Association of Arts Administration Educators. Montreal, QC.

2013   "International Salon" Plenary. Panelist. One Step Ahead: Advancing New Paradigms: The Annual Conference of the Association of Arts Administrators Educators. New Orleans.

2012   "Undergraduate Programs: Defining and Refining the Director's Role." Panelist. Educating for Leadership: The Annual Conference of the Association of Arts Administration Educators. Claremont, CA.

2011   Educate / Innovate / Activate: The Annual Conference of the Association of Arts Administration Educators. Teaching Stream Sessions Co-Chair. Boston, MA.

2010   "Evaluating Student Contributions to Class Discussions." Co-Presenter. Centre for Teaching and Learning: Celebration of Teaching. Toronto, Ontario. 09 April.

2009   "Arts Management Approaches: Pedagogy, Practice and Research." Panelist. Creativity and Innovation through Education and Culture: European Network of Cultural Administration Training Centres Annual Conference. Barcelona, Spain.

2009   "From Professional Practice to the Classroom." Chair, Discussion Facilitator and Presenter. Inquiring Minds: Blending Research and Practice in Our Program and Our Field: Association of Arts Administration Educators Annual Conference. Philadelphia, Pennsylvania.

2009   "The Teaching / Administrative Portfolio as a Strategic Tool." Co-Presenter. Inquiring Minds: Blending Research and Practice in Our Program and Our Field: Association of Arts Administration Educators Annual Conference. Philadelphia, Pennsylvania.

2009   "Creating Undergraduate Standards." Work Session Co-Moderator. Inquiring Minds: Blending Research and Practice in Our Program and

	Our Field: Association of Arts Administration Educators Annual Conference. Philadelphia, Pennsylvania.
2008	"Building the Undergraduate Standards." Co-Moderator. Thinking Sideways, Moving Forward: Association of Arts Administration Educators Annual Conference. Madison, Wisconsin.
2008	"Teaching Research." Panelist. Thinking Sideways, Moving Forward: Association of Arts Administration Educators Annual Conference. Madison, Wisconsin.
2008	"Student Assessment: Measuring what Matters." Moderator and Panelist. Thinking Sideways, Moving Forward: Association of Arts Administration Educators Annual Conference. Madison, Wisconsin.
2007	"Innovations in Teaching: Best Practices and New Ideas." Moderator and Presenter/Panelist. Serving the Field: Practitioners & Educators on the Cutting Edge: Association of Arts Administration Educators Annual Conference. Chicago, Illinois.
2007	"Developing an Undergraduate Outcome Standards Document." Co-Moderator. Serving the Field: Practitioners & Educators on the Cutting Edge: Association of Arts Administration Educators Annual Conference. Chicago, Illinois.
2007	"Helsinki Symposium: The Cultural Manager as Global Citizen." Panelist. Serving the Field: Practitioners & Educators on the Cutting Edge: Association of Arts Administration Educators Annual Conference. Chicago, Illinois.
2006	"The Public Value of the Arts: Engaging the Debate." Panelist. Foundations for Success: Excellent Students, Faculty and Programs: Association of Arts Administration Educators Annual Conference. Toronto, Ontario.
2005	"Cultural Exchange." Facilitator. Building Our Capacity & Expanding Our Reach: Association of Arts Administration Educators Annual Conference. Pittsburgh, Pennsylvania.
2004	"Teaching Innovative Introduction Courses (Undergraduate Level): One Giant Step into the Cultural Maze." Facilitator and Presenter/Panelist. The Road from Education to Practice: Association of Arts Administration Educators Annual Conference. Dallas, Texas.
2000	"Around the Electronic Maypole: Arts and Technology." Panelist. Mayworks Festival of Working People and the Arts. Toronto, Ontario.
1999	"New Technologies and Cultural Training." Panel Moderator. Culture Works: Trends, Talent and Transition. Cultural Human Resources Council, Ottawa, Ontario.

1998	Curating and Conserving New Media. Panelist. Banff Arts Centre, Banff Alberta.
1997	"Praguelink: Perspectives." Panelist / Canadian Representative. Global Knowledge '97. World Bank / Government of Canada, Toronto, Ontario.
1996	"Cultural Programming Online: Lessons from Community Networks on Partnerships, Sustainability, and Long-Term Development." Panelist. Museum Computer Network / Canadian Heritage Information Network Annual Meeting. Ottawa, Ontario.

Individual Presentations

2019	"Arts Management: Better Connecting Academia and Practice." Presenter. Making Connections: Humanities Commons Twitter Conference. Online. 18 July.
2018	"Emerging Ideas Roundtable." Presenter. Children, Youth and Performance Conference. Toronto, Ontario. 24 June.
2009	"The Case Study Revisited: Creating Meaning and Engagement through the 'Story Study'." The Many Dimensions of Student Engagement: 2009 McGraw-Hill Ryerson Teaching and Learning Conference Series. Wilfrid Laurier University. Waterloo, Ontario. 17 February.
2007	"Beyond the Logic Model: Applying Lessons from Program Evaluation to Teaching, Learning and Assessment Models in the Humanities." Teaching & Learning Symposium, University of Toronto. Toronto, Ontario. 25 October.
2006	"Toronto's Cultural Renaissance." International delegate tour leader. Foundations for Success: Excellent Students, Faculty and Programs: Association of Arts Administration Educators Annual Conference. Toronto, Ontario.
1999	"Windows on Canada: Helping Canadians to Know Themselves: One-Stop Access to Canadian Culture." GovNet '99. Government on the Net, Ottawa, Ontario.
1999	"Digital Marketing." Cultural Technology Workshop Program. Ontario Ministry of Citizenship, Culture and Recreation. Toronto and Ottawa, Ontario.
1998	"A Small Guide for the Electronic Diviner: Using Database Technology in the Cultural Sector." Forum '98. Cultural Human Resources Council, Ottawa, Ontario.
1997–1998	"Internet and Information Management." Young Canada Works in Science and Technology Program. CultureNet / Department of Canadian Heritage, across Canada.

2018   Inaugural Roundtable on Culture Statistics. Statistics Canada. Ottawa. 15–16 February.

2010   National Policy Conference. Canadian Conference of the Arts. Ottawa. 01–03 November.

2010   Cultural Management and Pedagogy: Discourses and Practices. Helsinki, Finland. 19–21 May.

2008   Recommendations roundtable regarding Ipsos Reid study on the impact of professional development on work in culture. Cultural Careers Council Ontario and Ipsos Reid. Toronto, Ontario. 31 March.

2007   Cultural Management: The State of the Field: The Cultural Manager as Global Citizen. Helsinki, Finland. 19–20 April.

2007   Governor General of Canada's discussion on arts and culture, youth engagement and community building. Toronto, Ontario. 28 April.

2006   Community Consultation Roundtable on professional development needs, resources and labour market development. Cultural Careers Council Ontario. Toronto, Ontario. 26 May.

2004   City of Toronto Creative City Meeting. Toronto, Ontario. 07 December.

1999   "Tactical Zones–The State of Media Art: Quebecois and Canadian Experiences." Cartographies. Inter Society for the Electronic Arts, Montreal, Quebec. 12 October.

Teaching and Curriculum Development Experience

Courses Taught

University of Toronto Scarborough
Department of Arts, Culture and Media (formerly a part of the Department of Humanities, to 2012)

     ACMEE Applied Practice I / II / III *[experiential education facilitation]*
     Arts Education and Outreach
     Critical Journalism: Struggles in News Discourse
     Contracts and Copyright *[formerly Legal and Human Resources Issues in Arts Management]*
     Cultural Policy
     Developing Audiences, Resources, and Community *[formerly Audience and Resource Development]*
     From Principles to Practices in Arts Management
     Fundraising and Resource Development in the Arts and Cultural Sector
     Independent Studies in Arts Management
     Introduction to Arts Management

Marketing and Communications in the Arts and Cultural Sector *[formerly Arts
    Marketing]*
Managing and Leading in Cultural Organizations
Planning and Project Management
Senior Seminar in Arts and Media Management [formerly Senior Seminar in
    Arts Management]
Strategic Planning
Supervised Readings

Queen's University
Dan School of Drama and Music

Strategic Leadership and Governance

American University
Performing Arts Department

Arts, Community and Diversity
Master's Thesis Seminar

York University
Fine Arts Cultural Studies Department

Arts Administration
Introduction to Career Planning and Management *[in the Arts]*

Humber College
School of Creative & Performing Arts
Arts Administration and Arts Administration / Cultural Management Certificate Programs
and Theatre Production Program

Computer Applications 1
Computer Applications 2
Computer Applications 3 / Project Management
Computer Applications for Theatre 1
Leadership Development *[substitute instructor for intensive program]*

Harris Institute for the Arts
Recording Arts Management *[now Arts Management]* Program

Computer Applications
Introduction to Entrepreneurship/Not-for-Profit Cultural Administration

Courses Developed/Proposed

University of Toronto Scarborough

ACMEE Applied Practice I / II / III *[experiential education]*
Arts Education and Outreach
Fundraising and Development in the Arts
Arts Marketing
Audience and Resource Development
From Principles to Practices in Arts Management

Independent Studies in Arts Management
Legal and Human Resources Issues in Arts Management
Performing Arts Management: Principles and Practices
Planning and Project Management in the Arts and Cultural Sector
Special Topics in Arts Management I
Special Topics in Arts Management II
Visual Arts Management: Principles and Practices

York University

Introduction to Career Planning and Management *[in the Arts]*

Harris Institute for the Arts

Computer Applications

Courses Jointly Developed/Proposed

University of Toronto Scarborough

Equity and Inclusivity in Arts and Media Organizations
Exploring Key Questions in the Humanities *[later Critical Reading, Thinking and Writing for ACM Programs]*
Focus on the Field: Senior Research Seminar
Good, Better, Best: Case Study Senior Seminar
Inquiry and Reasoning in the Humanities *[later Methods of Inquiry and Investigation for ACM Programs]*
Computing Skills for Co-op
Critical Thinking, Reasoning and Decision-Making
Visual and Performing Arts Management in the Digital Age

Learning Management Systems Used

Blackboard
Brightspace / Desire2Learn (D2L)
Canvas (called "Quercus" locally)
FirstClass

Grants   *[excluding those prepared with, for, or on behalf of arts organizations]*

2022   Mentorship Initiatives Fund (MIF): "Building a Community of Practice for Teaching in the Arts, Culture and Media Department" (jointly developed with Erin Webster and Trisha Lamie)

2022   Professional Academic Coaching Fund (PACF): "Professional Academic Coaching for the Teaching Stream"

2021   Pedagogical/ Professional Development Grant (PPG): "First Things First: Developing Equity-Centered Processes for the Creation of a Contemporary Arts Management Archive"

2021	Pedagogical/ Professional Development Grant (PPG): "Global Dialogues": Planning For, and Participating In, the Inaugural International Arts Administration and Education Conference
2020	Professional/ Pedagogical Development Support Fund (PPF): "Global Dialogues": Planning For, and Participating In, the Inaugural International Arts Administration and Education Conference
2019	Department of Arts, Culture and Media's Equity and Diversity in the Arts (EDA) Faculty Project: "Community-Engaged Planning for Curriculum- and Arts-Based Research Initiatives (an initiative within a larger "The Story of Our Stories" Research and Evaluation Framework" funded by the Ontario Trillium Foundation)
2018	Department of Arts, Culture and Media Chair's Digital Humanities Fund: "Preparing for a Digital Arts Management Archive: Records Inventory Development" (a part of a larger "White Papers, Grey Literature, and Colourful Stories: Making sense of arts management research in and from the field" project)
2017	Social Sciences and Humanities Research Council (SSHRC) Institutional Grant: Association of Arts Administration Educators conference, Edinburgh, Scotland *[funding was approved but could not be accepted]*
2016	Equity and Diversity in the Arts (EDA) and the University of Toronto Scarborough (UTSC) Dean's Office *[jointly funded]*: "Cultural Policy Development for the Creative Industries: an invitation to advise on government support initiatives and curriculum development for creative economy training" (Jamaica / University of the West Indies) *[full funding was approved, but project was cancelled after political shifts in the host country]*
2016	Social Sciences and Humanities Research Council (SSHRC) Institutional Grant: Association of Arts Administration Educators conference Philadelphia, Pennsylvania
2015	Social Sciences and Humanities Research Council (SSHRC) Institutional Grant: Association of Arts Administration Educators conference presentation facilitation, Portland, Oregon
2014	Social Sciences and Humanities Research Council (SSHRC) Institutional Grant: Association of Arts Administration Educators conference presentation, Montreal, Quebec
2010	Curriculum Innovation Initiatives Fund, University of Toronto Scarborough: EU-based research: Study Abroad and Experiential Learning Models
2010	Social Sciences and Humanities Research Council (SSHRC) Institutional Grant: US-based research: Experiential Learning (Learning Laboratories) and Graduate Program Models

2008	Student Initiatives Fund, University of Toronto Scarborough: "Exploring Key Questions in the Humanities" writing-intensive course development (jointly developed with Sarah King and Nancy Johnston)
2008	Jackman Humanities Institute, University of Toronto: Arts, Arts Education and Leadership: An Investigation (jointly developed with Lynn Tucker)
2008	Undergraduate Research Opportunities Fund, University of Toronto Scarborough: Arts Management and Humanities Co-op Student Research Support

Professional/Arts Industry Experience (selected)

1992– present

S.L. Helwig & Associates
President and Principal Consultant

- contributing consultation, instruction, research, and management services to cultural organizations and arts funders for initiatives involving program evaluation, strategic planning, human resources and organizational capacity auditing, marketing, policy development, project management, and fundraising
- providing instruction, advice, service, and design regarding new technologies in the arts (a focus to 2001)
- teaching, writing, and presenting at lectures, symposia, and conferences as an authority on information technology (to 2001) and management and education-related issues in the Canadian cultural sector

2017

Visual Arts Centre of Clarington
Interim Executive Director/Curator *[during second university sabbatical year]*

- directed all aspects of ongoing operations (14 staff, facilities and grounds, finances, programming, fundraising, etc.) during a six-month period of transition and substantial organizational change
- planned and implemented a major restructuring of organizational roles
- managed the successful recruitment and hiring processes for the two senior-most administrative and artistic staff positions
- prepared a successful operational funding grant application
- identified and implemented several improvements to operating policies and practices (human resources, accounting, administration, hours of operation, ancillary space exhibition mounting, exhibition catalogue development)
- curated a solo exhibition of print works in the gallery's three presentation spaces
- mounted a traveling exhibition of photographic works in an ancillary municipal space, and oversaw the mounting of three other exhibitions in the gallery proper

1999–2006

Associated Designers of Canada
Executive Director

- provided services to, and represented the interests of, set, costume, lighting, and sound designers working in the live performing arts in Canada
- administered a range of membership, advocacy, fundraising, strategic planning, and project initiatives

- realized such achievements as successful collective bargaining negotiations, federal certification under the Status of the Artist Act, and new heights in public sector support

2001–2002   ArtsWest
Administrative and Marketing Director

- initiated the development of communications-, fundraising-, membership-, and business plans to realize the concept of a collaborative marketing consortium of arts, culture, and heritage organizations that are based west of Toronto

1995–2001   CultureNet
[a precursor to the Department of Canadian Heritage's "Canadian Culture Online"]
General Manager (promoted from Consultant and Training/Support Coordinator)

- wrote, lectured, and conducted workshops across the country on arts-and-technology subjects
- provided advice, service, design, and instruction to the cultural sector regarding website development, electronic conferencing, database implementation, and corporate technology strategy
- worked on national projects with major public and private partners

2000–2001   Guild of Canadian Film Composers *[now the Screen Composers Guild of Canada]*
Executive Director

- provided services to, and represented the interests of, film, television, and new media composers
- administered a range of membership, advocacy, fundraising, strategic planning, and project initiatives
- realized the full professionalization of what was, until that time, a volunteer-run organization

1998–2000   Canadian Museums Association's Youth International Internship Program
Program Evaluation / Marketing Consultant/Coordinator *[recurring annual contract]*

- developed evaluation and marketing materials for a federally funded program
- conducted personal interviews with participating interns and sponsor organizations and wrote evaluation reports

1998–1999   Periodical *[later Professional]* Writers Association of Canada
[now a part of the Canadian Freelance Guild]
Executive Director (promoted from Interim Executive Director)

- provided services to, and represented the interests of, Canadian freelance writers
- administered a range of membership, advocacy, fundraising, strategic planning, and project initiatives
- improved efficiency and effectiveness of office and financial systems, communications, and board administration

1993–1996   The Power Plant Contemporary Art Gallery at Harbourfront Centre
             Assistant to the Director (promoted from Administrative/Communications Assistant)

- provided office coordination and communications support for the Director and the Board of Directors
- assisted with all stages of financial systems and award-winning fundraising efforts
- prepared special projects such as multimedia post-mortem reports for major corporate sponsors

1993   National Arts Services Corporation
             Research Analyst

- analyzed, photographed, researched, and appraised fine art and other appreciable objects and prepared appraisal documents for insurance, sale, estate, and donation purposes
- introduced concepts for computerization of reference library and database record cataloguing

1989–1990   Macdonald Stewart Art Centre *[now the Art Gallery of Guelph]*
             First Attendant

- trained and supervised Second Attendants
- provided communications support and assistance with the installation and striking of exhibitions, gallery security, initial computerization of registration records, and cataloguing of periodicals and slides
- developed and facilitated guided tours for groups of children and adults

Professional Development (selected)

2022   "Unconscious Bias." Education modules. SuccessFactors: Learning. Toronto, Ontario. Online. January.

2021   "University Finance." Two-day workshop. Ontario Confederation of University Faculty Associations (OCUFA). Online. 04-05 November.

2021   "Organizing School 101." One-month course. Canadian Association of University Teachers. Online (real-time and asynchronous sessions). October.

2020   "Course Design for Online (CDO)." Seven-week course. Centre for Teaching Support & Innovation, University of Toronto. Toronto, Ontario. Online. 23 October–04 December.

2019–2020   "The 99 AI Challenge." A year-long challenge to explore the basics of artificial intelligence at the University of Toronto. University of Toronto Libraries. Toronto, Ontario.

2019	"Arts, Culture, and Digital Transformation Summit: Reimagining the place of the artist in a digital world." Banff Centre for Arts and Creativity. Banff, Alberta. 22–24 November.
	"Audience Research Methods." Roundtable. Centre for Spectatorship and Audience Research. University of Toronto. Toronto, Ontario. 24 October.
	"Community Engaged Learning Course Design Workshop." Centre for Community Partnerships, University of Toronto. Toronto, Ontario. 27 August.
	Peer-2-Peer (P2P) Faculty Mentoring for Teaching program. Six-month intensive program. Centre for Teaching Support & Innovation (CTSI), University of Toronto. Toronto, Ontario. January–June.
	"Legal Challenges in Social Media for Charities and NFPs *[Not-For-Profits]*." Carters Professional Corporation. Online. 17 April.
	"In Conversation: Exploring best practices to achieve board diversity." Arts Consultants Canada (ACCA). Toronto, Ontario. 20 March.
2018	"Innovations in the Classroom." UTSC Centre for Teaching and Learning (CTL) Educator Exchange. Toronto, Ontario. 14 November.
	"Indigenous Cultural Acumen & Academic Life." Office of the Dean. Presented by UTSC Indigenous Curriculum Developer Brent Stonefish and supported by UTSC Indigenous Elder Wendy Phillips. Toronto, Ontario. 09 October.
	"Learning About Our Learners: How to get the most out of curriculum mapping." UTSC Centre for Teaching and Learning (CTL) Educator Exchange. Toronto, Ontario. 03 October.
	"Introduction to Fiscal Sponsorship." Fractured Atlas. Online. 02 October.
	"Equity-Centered Moderating of Online Communities." Online. 29 August.
	"Evaluating Arts for Social Change and Community-Engaged Arts Projects." A part of the "What Makes Arts for Change Work Excellent?" workshop series. The Ontario Trillium Foundation's Knowledge Centre, in collaboration with Animating Democracy, a program of Americans for the Arts. Online. 29 May.
	"#MeToo and Governance: The Role of the Board." DiverseCity onBoard. Online. 11 May.
	"Community-Engaged Humanities Research." Full-day workshop. Centre for Community Partnerships, Jackman Humanities Institute, and the Office

of the Vice President, Research and Innovation, University of Toronto. Toronto, Ontario. 18 April.

"Advancing Diversity and Cultural Equity issues in the Orchestral and Larger Arts Field." Webinar. ArtChangeUS@SHIFT Festival of American Orchestras, at the Kennedy Center, Washington, D.C. 10 April.

"Integrated Learning: Undergraduate Research Opportunities." Centre for Teaching Support & Innovation, University of Toronto. Toronto, Ontario. 21 February.

2011   "National Arts Action Summit." Americans for the Arts. Washington, D.C. 04 April.

"Stepping Forward: Academic Leadership." Workshop. University of Toronto. Toronto, Ontario. 01 February.

2010   "Leadership: Creating the Climate for Innovation." American University. Washington, D.C. 18 October.

"Essentials of Leadership." American University. Washington, D.C. 21 September.

2009   "Inspiring Cultural Leadership." Brenda Zimmerman / Association of Cultural Executives Leadership Series. Toronto, Ontario. 13 February.

2008   Faculty Summer Institute on Service-Learning. Centre for Community Partnerships / Office of Teaching Advancement / Centre for the Study of Students in Postsecondary Education, University of Toronto. Toronto, Ontario. 23–24 June.

"The Fundamentals of University Teaching." 10-week course. Office of Teaching Advancement, University of Toronto. Toronto, Ontario. 06 February–09 April.

2006   *Teaching and the Teaching Stream at the University of Toronto: A Conference on Scholarship, Leadership and Innovation*. University Faculty Association. Toronto, Ontario. 29 April.

Chalmers Conference: Creative Management, Creative Solutions: Sustaining and Renewing Professional Management. Ottawa, Ontario. 02–03 March.

2004   *Canadian Conference of the Arts Annual National Policy Conference: From Act to Action: Moving Forward on Status of the Artist*. Regina, Saskatchewan. 19–20 November.

2002   *Canadian Theatre Conference: Theatre in Society: Politics, Plays and Performance*. Ottawa, Ontario. 29 May–01 June.

Creative Activities (selected)

2017   Curated a three-gallery-space survey exhibition entitled *Come Closer: Stories in Woodcut and Linocut Print* (Pamela Dodds). Visual Arts Centre of Clarington. 23 April–21 May.

2017   Mounted a traveling exhibition (developed by the McMichael Canadian Art Collection, the Professional Photographers of Canada–Ontario (PPOC-ON), and The Friends of the Greenbelt Foundation) in the Clarington Municipal Administrative Centre (an ancillary exhibition space of the Visual Arts Centre of Clarington). 04 July–01 September.

2016   Participated in a Writing Residency at The Banff Centre for Arts and Creativity. *(Included research at the Walter Phillips Gallery, and a discussion about arts leadership with the Interim Vice President, Leadership at Banff.)* 15–22 October.

2016   Performed "Seasons of Love" with a choir at Roy Thomson Hall in a benefit concert for The 519 (an organization offering services to the LGBTQ+ community in Toronto) and a tribute to lives lost at Pulse nightclub in Orlando. 17 June.

2014   Photographed a work chosen for inclusion in the digital edition of *Ice Storm, Ontario 2013: The Beauty, the Devastation, the Aftermath*. ECW Press Ltd. / The Toronto Star. 29 December 2013 (photo); 17 March 2014 (publication).

Service to the Profession (selected)

Peer Review / External Review

Journal Editorial Board Service
- American Journal of Arts Management

Journal Articles
- Journal of Arts Management, Law and Society
- Artivate: A Journal of Entrepreneurship in the Arts

Books
- University of Toronto Press
- Intellect Books (UK)

Book Proposals
- Routledge – Taylor & Francis Group

Book Chapters
- One chapter within *Cultural Mapping as Cultural Inquiry*, edited by Nancy Duxbury, W.F. Garrett-Petts, and David MacLennan – 2012 (Routledge, 2015)

Academic Programs and Program Proposals
- Bachelor of Fine Arts in Arts Management, MacEwan University – 2017
- Master of Arts in Arts Leadership and Arts Management Graduate Diploma, Queen's University – 2016
- Master of Fine Arts in Design for Performing Arts, York University – 2006
- Arts and Cultural Management Program, Grant MacEwan College (now MacEwan University) – 2006
- Certificate in Design for Arts and Entertainment, Ryerson University – 2005

Arts Initiatives
- Station Gallery Jury, 25th Anniversary Member Exhibition – 2017
- Dora Mavor Moore Awards Jury, Musical Theatre / Opera / Touring Divisions, Toronto Alliance for the Performing Arts – 2016–2017
- Metcalf Foundation's Innovation Fellowship grants – 2014
- City of Toronto's Local Arts Service Organization (LASO) grants – 2014
- Community Support Organizations funding program evaluation, Alberta Foundation for the Arts (the Arts Branch of the Alberta Tourism, Parks, Recreation and Culture) – 2008
- Strategic review facilitation and evaluation of art collection policies and programs, Alberta Foundation for the Arts – 2008
- culture.ca and culturescope.ca portals, Department of Canadian Heritage – 2006

Boards of Directors

Canadian Association of Arts Administration Educators (CAAAE)
- President 2019–present; 2009–2013
- Co-President 2007–2009

Association of Arts Administration Educators (AAAE)
- Executive Member (Secretary) 2009–2013
- Trustee/Member at Large 2008; 2014

Guild Festival Theatre
- Founding Board Member 2009–2010

Arts Consultants Canada / Consultants canadiens en arts (ACCA)
- Board Member 2006–2009

Necessary Angel Theatre Company
- Executive Board Member 2004–2006

Museum Collections and Conservation Management Board, City of Toronto
- Board Member 2000–2001

Service to / Professional Engagement with the Arts and Education Communities
(Committees and Memberships)

2020–present	Cross Sectoral Recovery Roundtables (CSRR) Project, Cultural Human Resources Council – Multidisciplinary Arts Service Organization representative
2006–present	Arts Consultants Canada / Consultants canadiens en arts (ACCA) – Founding Member
2005–present	Association of Arts Administration Educators (AAAE)
2004–present	Canadian Association of Arts Administration Educators (CAAAE)
2000–present	Canadian Cultural Research Network
2020	Leadership Emergency Arts Network (LEAN)
2019–2020	Arts Policy Committee, Canadian Arts Coalition
2015–2019	Research and Policy Committee, Canadian Arts Coalition
2015–2016	Federal Budget Analysis Editorial Committee, Canadian Arts Coalition
2008–2013	European Network of Cultural Administration Training Centres (ENCATC) – voting representative
2007–2012	Undergraduate Programs Standards Committee Co-Chair, Association of Arts Administration Educators
2007–2008	Entrepreneurship in the Arts Sector Council Partnership Project, Toronto District School Board
2006–2008	National Editorial Working Group for the Canadian Cultural Observatory (Culturescope)
2004–2005	"Provincial Cultural Contact" for Ontario, Cultural Human Resources Council
2002–2006	Association of Professional Theatre Teachers and Trainers
2000–2004	Canadian Cultural Research Network
2003	ArtsVote Election Team and Assessment Committee
1998–2002	Industry Canada's VolNet National Advisory Committee – Appointed Arts and Culture Representative for Canada
1996–1998	Ontario Association of Art Galleries (OAAG)'s Advisory Group on New Technologies
1995–1997	Museum Computer Network – Canadian Special Interest Group Chair
1996–1997	ArtsWire (New York) – Online Forum Leader
1996	TVOntario TVOnline – Online Forum Leader

Service to the University (Committees and Memberships)

University of Toronto Scarborough

2020–present	Workload Committee, Department of Arts, Culture and Media
2019–present	Centre for Teaching and Learning Advisory Committee
2017–present	PTR (Progress-Through-the-Ranks / Annual Review) Committee, Department of Arts, Culture and Media
2018–2020	Promotions Committee, Department of Arts, Culture and Media
2018–2020	Teaching Awards Committee, Centre for Teaching and Learning
2009–2016	Arts Management Student Association – Faculty Advisor
2005–2016	Equity and Diversity in the Arts Committee *[formerly Cultural Pluralism and the Arts]*
2013–2014	Academic Affairs Committee – Department of Arts, Culture and Media Representative
2010–2012	Governance Task Force – Department of Humanities Representative
2007–2012	Peer Teaching and Learning (PETAL) Network – Co-Founder
2010–2011	Experiential Learning Working Group, Department of Humanities
2009–2010	Planning and Budget Committee – Department of Humanities Representative
2008–2010	Humanities Reading and Writing Committee
2008–2009	Humanities Research Technology Centre Committee
2006–2008	Humanities Planning & Priorities Committee
2008–2009	Media Studies Working Group
2007–2008	Co-op Education Council
2005–2006	Arts & Science Co-op Advisory Group

University of Toronto (Tri-Campus)

2021–present	Executive Committee, University of Toronto Faculty Association
2021–present	Council, University of Toronto Faculty Association
2021–present	Barriers to Research Working Group, University of Toronto Faculty Association
2021–present	Salary, Benefits, Pension, and Workload Committee, University of Toronto Faculty Association
2021–present	Grievance Committee, University of Toronto Faculty Association
2021–present	University and External Affairs Committee, University of Toronto Faculty Association

2021–present	Appointments Committee, University of Toronto Faculty Association
2021–present	Equity Committee, University of Toronto Faculty Association
2021–present	Membership Committee, University of Toronto Faculty Association
2020–present	Teaching Stream Committee, University of Toronto Faculty Association (serving as Chair 2021–present)
2011–2013	Bargaining Team, University of Toronto Faculty Association
2010–2012	Teaching Stream Committee, University of Toronto Faculty Association
2008–2010	Jackman Humanities Institute Digital Humanities Initiatives Group
2006–2010	University of Toronto Arts Council (Executive Committee 2007–2009, Festival of the Arts Steering Committee 2008, Co-Curricular Working Group 2009–2010)

American University

2010–2011	Tenure and Promotion Process Committee – Arts Management Program Representative