

Burt Woolf Professional Assignments and Academic Work in [Higher] Education

University of Massachusetts Amherst (state's flagship campus)

Auxiliary Enterprises (2012-present) For the Executive Director & Senior Management Team

A \$120M operation including: UMass Dining, Hotel & Conference Services, University Bookstore; Campus Center Management, Trademark and Licensing

- On retainer, currently providing ongoing management support to (a) implement the division's 5-year vision plan; (b) develop new initiatives; and (c) executive decision-making/coaching.
- Facilitated a 4-month transformative visioning initiative for the executive management team.
- Directed a division-wide internal administrative and quality assessment (AQUAD) process.
- Designed and facilitated several division-wide leadership retreats and think tanks.

Auxiliary Enterprises annual Chef Culinary Conference; 2017, 2018, 2019

National Symposium: *"Beyond Transactional Excellence to Transformative Impact"*

- Designed, facilitated and moderated the program for this annual day-long national event held on the UMass Amherst Campus for 50+ senior executives of college and university dining programs
- Delivered opening presentation for each event

School of Computer Science (2019/20): For NSF "Future of Work" Grant

- Designed and facilitated Phase I and Phase II planning sessions for a multi-disciplinary academic team.
- Edited several components of the proposal

Office of the Chancellor (October 2015)

- Provided the Chancellor with an informal personal briefing on my findings and recommendations regarding the internal middle-management culture across two divisions in the University.

Office of Administration and Finance (2014-2015) For the Vice Chancellor

A&F Systems and Operations, Auxiliary Enterprises, Design and Construction Management, Environmental Health & Safety, Physical Plant, Planning, Sustainability, Police¹, Transportation/Parking, Health Services.

- Designed and facilitated a 6-month process to transform the culture of customer service across all A&F operating units, including two division-wide off-site leadership retreats for the top 50+ managers of the division to identify issues and action strategies.

Office of Information Technology (2014): For the Vice Chancellor

- Facilitated a retreat for 40+ senior managers to explore key issues facing the division.

School of Computer Science (2009): For Principal Investigator of an NSF Grant

- Designed and facilitated two think tanks for an international group of leading computer scientists (under an NSF grant to study the future of computer technology in education).
- Led a re-branding and name-change process for a math tutoring software application.

College of Education (2004-2017): For the Dean and Department Chair

- Guest Lecturer Graduate Course: *Transformational Leadership* (Spring 2017)
- Doctoral assistantships: For the Dean: Coordinated the College's Centennial celebration; For the Chair of the Department of Educational Policy Research & Administration: organized annual speaker series; supported curriculum development activities.(2004-2011).

¹ Police now under Office of Student Life

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Professional Assignments for [Higher] Education (continued)

Boston Public Schools (MA)

Food and Nutrition Services (August 2019 - Present)

- Currently assessing strategic opportunities to improve organizational culture for the department.

Cornell University (Ithaca, NY)

Cornell Dining (September 2017-March 2019)

- Designed and facilitated a 16-month department-wide transformative strategic plan and culture change process.

Nazareth College (Rochester, NY)

Campus Operations (July 2018-February 2019)

- Designed and facilitated a 6-month transformative strategic plan and culture change process for NAZ Dining.

SUNY Stony Brook (Long Island NY)

Faculty Student Association, Inc. (February 2019)

- Conducted a field assessment of organizational culture for SUNY Stony Brook auxiliary services senior management team.

University of Arizona (Tucson)

Business Affairs - Auxiliary Services (February 2017)

- Participated as a consulting team member (under UMass Amherst Auxiliary Enterprises) on an assessment of the dining program of UA.

University of Massachusetts Dartmouth

Office of Administration and Finance (2016-2017) For the Vice Chancellor

Auxiliary Services, Budget and Finance, Campus Planning, Diversity and Inclusion, Human Resources, Physical Plant, Public Safety, Purchasing, Strategic Planning and Special Projects, Transportation and Parking

- Facilitated an 8-month internal divisional self-assessment process for 35 senior managers, resulting in the creation of a set of “Standards for Excellence and Civility” now being implemented.

Smith College (Northampton, MA)

Smith College Dining (Summer, 2017)

- Self-assessment process for leadership culture, culminating in the facilitation of a day-long off-site retreat for the Director and his senior leadership team.

NACAS (National Association of College Auxiliary Services)

“What does it take to make Auxiliary Services the Campus Darling?” (April, 2017)

- On-line webinar program attended by 90+ participants
- Co-presenter with executives of UMass Amherst Auxiliary Enterprises

Burt Woolf

Executive Adviser / Principal Facilitator for Organizational Culture and Transformation

Higher Education and K-12 Dining, Auxiliaries and Administration
Sep 2011 – Present

Since 2011, I have been serving as an executive transformative leadership consultant/facilitator to several higher education institutions including two campuses of the University of Massachusetts (see below), Smith College, Cornell University, the University of Arizona, Nazareth College, and SUNY Stony Brook. I am also currently (2019) facilitating an organizational culture-enhancement process for the Boston Public Schools Food and Nutrition Services Program. My work for these clients focuses on building a management culture of organizational excellence in non-academic units and divisions at the Unit Director level or higher. I work exclusively in helping non-academic units realize their higher purpose of enhancing the quality of campus life experience, maintaining a culture of caring, and transforming students' lives. I have advised units relating to Administration and Finance, HR, IT, Auxiliary Enterprises, Dining and Hospitality, Physical Plant, Campus Planning, Public Safety, etc. My process of transformative change is a top-down bottom-up interactive model, that works best with division-wide leadership teams of up to 40 or so executives/managers. Top level higher ed executives (e.g. Chancellor, Provost, Vice Presidents, Deans, etc.) have reached out to me for general counsel regarding issues of organizational culture, leadership and how to enhance the quality of campus life experience at their institutions.

Burt's Doctoral Dissertation

*What's So Different About Making a Difference?!
Transforming the Discourse of Worklife and Career.*

**University of Massachusetts Amherst
College of Education
Awarded Ed.D. 2011**

Abstract

This phenomenological study explores the lived experiences of five individuals who shifted their work and career from the business world to the nonprofit service sector. Through in-depth personal accounts, we learn how these people transformed their prior business-oriented perspectives on "work life" and "career" as they moved through and completed the transition to the nonprofit work environment.

Through real-life stories, we come to understand how these career shifters worked through an apparent disorienting paradox between the profit-driven "business mindset" (where the fundamental motivation is survival of the enterprise and objective personal advancement) and the mission-driven "nonprofit worldview" (where the fundamental motivation is service for a better world and subjective personal meaning-making). The implications of these narratives are significant for policy, practice and research in both nonprofit management and business organizational development. The work concludes with the suggestion that the nonprofit mindset opens the possibility for re-orienting one's "career" to a life-long process of self-actualization through dedication and commitment to a better world for everyone.