

Burt Woolf
*Executive Advisor and Facilitator of
Transformative Leadership and Organizational Team Culture*

**Qualifications for Colleges, Universities
and Public School Systems**
(Academic and Administrative Units)

Summary Bio



Since earning his doctorate in educational policy and leadership (2011), Dr. Burt Woolf has been serving colleges, universities and public school systems as an executive advisor for transformative leadership and facilitator of organizational team culture. His clients have included academic and administrative units at Williams College, Cornell University, Boston University, Northeastern University, Hollins University, Nazareth College, Smith College, the University of Arizona, two campuses of the University of Massachusetts, and SUNY Stony Brook, as well as the public school systems of Boston, MA and Minneapolis, MN. These institutions have retained Burt to refine their purpose statements; align team effort with mission, vision, and values; facilitate an organizational culture of excellence; and establish effective organizational structures and more productive and efficient processes. In addition, through a professional development program he co-founded, Burt has mentored AVP and Director-level collegiate executives from 13 universities, helping them realize their higher transformative purpose of enhancing the quality of campus life, maintaining a culture of caring, and transforming students' lives. Top level institutional leaders (e.g. Chancellor/President, Provost, Vice Presidents, Deans, etc.) have reached out to Burt regarding issues of organizational culture, leadership, and how to enhance the campus life experience at their institutions.

Clients and Assignments (most recent first)

Boston University (2024)

- Advising the VP of Auxiliary Services and his leadership team: revitalizing the divisional mission, vision and values statements; conducting a process to establish a Team Culture of Excellence; and facilitating a framework for Strategic Priorities and Action.

Williams College; Williamstown, MA (2024)

- I facilitated a *Team Culture of Excellence* Leadership Tune-Up and Mission Alignment process for the Dining Services and Hospitality leadership Team.

Northeastern University; all campuses internationally (2023 - FY25 & FY26)

- Retained by the AVP of Business Services to prepare a budget proposal to the University for a 2-year organizational transformation process that will create a consistent global identity and strategy for Business Services across all of Northeastern's campuses world-wide.

Hollins University; Roanoke Virginia (2023)

- Advised the University Provost on the implementation of a Strategic Planning Process.

Clients and Assignments (continued)

Thinking Bigger Leadership Forum for College/University Executives (2022)

- Co- Founder and co-leader (with Robert Holden, AVP University of Georgia Auxiliary Services (Ret)) of a 6-month national leadership development program for Auxiliary Services and Dining executives (AVP and Director level) from 13 institutions: Connecticut College, Cornell, Emory, Georgia Tech., Nazareth College, Rochester Institute of Technology, Smith College, SUNY Stony Brook, U Georgia, UMass Amherst, U Michigan, U Richmond, Williams College.

SUNY Stony Brook (Long Island NY)

Faculty Student Association, Inc. (2019 - 2022)

- Supported Stony Brook University Hospital Dining Services to create transformative mission and vision statements and facilitated an “Organizational Culture of Excellence” program up for the leadership team (2022).
- Conducted a field assessment of organizational culture for SUNY Stony Brook auxiliary services senior management team (2019).

Minneapolis Public Schools (MN)

Culinary and Wellness Services (2021 -2022)

- Updated the program’s mission, vision and values statements, conducted professional development workshops, and facilitated a strategic plan. (2022)
- Conducted a Leadership Team Culture Tune-up (2021)

University of Massachusetts Amherst (state’s flagship campus) 2004-2022

College of Information and Computer Sciences (2022):

- Produced and facilitated a 4-day Global online Ideation workshop funded by the NSF Convergence Accelerator Program on *The Future of Artificial Intelligence in Education*. 15 keynote speakers; 160 registrants; Zoom production staff of four; web site development.

Auxiliary Enterprises (2012-2021) For the Executive Director & Senior Management Team

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

- Retained continuously for nearly ten years, providing management support to (a) implement the division’s 5-year vision plan; (b) develop new initiatives; and (c) make executive decisions.
- 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

Clients and Assignments (continued)

University of Massachusetts Amherst (continued)

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, Police, 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).

Boston Public Schools (MA)

Food and Nutrition Services (2019 - 2021)

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

Cornell University (Ithaca, NY)

Cornell Dining (2017- 2019)

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

Nazareth College (Rochester, NY)

Campus Operations (2018-2019)

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

University of Arizona (Tucson)

Business Affairs - Auxiliary Services (2017)

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

Smith College (Northampton, MA)

Smith College Dining (2017)

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

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.

Presentations (National Association of College Auxiliary Services (NACAS) 2017-2024)

- ***“Inspiration, Empowerment, Impact and Excellence: Post-Pandemic Leadership Styles for Auxiliaries”*** (2024 program at C3X National Conference)
- ***“Auxiliaries at the Core: Expectations from the Top”*** (2021 on-line Webinar)
- ***“Transformative Strategies that Attract Students and Enhance Campus Life”*** (2019 program at C3X National Conference)
- ***“What does it take to make Auxiliary Services the Campus Darling?”*** (2017 on-line Webinar)

Published Article (co-authored with John I. Williams, Jr.)

- ***How to Maximize the Value of the Residential Experience***
Thriving in a post-pandemic environment means re-envisioning the entire campus service-delivery system as a tightly integrated whole. [University Business, June 2, 2020.](#)

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.

Such real-life stories, help us 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.