

For the past 35 years, Burt Woolf has been helping institutions improve quality of life for people wherever they live, work, learn, play, stay well, and visit. Using his *Accelerated Consensus™* facilitated process, Burt has helped dozens of educational institutions, community groups, and public agencies throughout the United States achieve their full potential through collaborative stakeholder participation and alignment with creative and responsive decisions. Accelerated Consensus has proven to be an efficient organizational approach for vision and strategic planning, internal organizational development, institutional assessment and transformation, consensus management and team building, employee motivation, sustainable “smart” growth, management innovation, leadership enhancement, and setting high-performance objectives.



## Career Overview

Burt’s professional passion supports organizations, individuals and communities to make a difference for a better world through a clear vision for action; collaborative problem solving; and resourceful, productive relationships. This intention threads through every executive position and consulting assignment he has ever undertaken. His career – as senior and chief executive, coach, or consultant – has been an ongoing creative source of personal learning, meaning-making and self-actualization.

Burt’s professional life and recent scholarly research (Ed.D. 2011) have touched a wide array of fields in the public and nonprofit sectors in connection with:

- Higher education management
- Sustainable agriculture and local food systems
- Career development and management in the nonprofit sector
- Public tourism, hospitality, and destination planning and development
- Community and economic development
- Outdoor recreation and leisure activities
- Conservation and preservation of the natural and built environment
- Arts, culture, and heritage planning

To fulfill his personal vision of a better world, Burt has developed significant mastery in:

- Organizational assessment
- Program development, implementation, and evaluation
- Organizational management (educational institutions, nonprofits and professional associations)
- Institutional self-study, restructuring and transformation
- Facilitation of collaborative creative problem-solving and consensus-building
- Stakeholder participation in visioning, strategic planning and partnership-building
- Grant-making and philanthropy
- Professional training and development
- Use of technology to benefit organizational and social change

## Professional Experience

**University of Massachusetts Amherst**                      **Senior Consultant**                      **2004 – Present**

Advised various academic departments and administrative units at the state's flagship campus:

- For Auxiliary Enterprises (UMass Dining, Hotel, Conference Center, University Bookstore):
  - Directed an internal administrative review and quality assessment process
  - Designed and facilitated two leadership development retreats, four departmental think tanks, and a management profiling survey
  - Coordinated preparation of a \$3 million proposal to provide food services to a nearby College
- For School of Computer Science:
  - 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
- For College of Education:
  - Coordinated the College's Centennial celebration; organized a speaker series; and supported the Department Chair's various curriculum development activities

**Center for Quality of Life**                      **Chief Principal and Founder**                      **2003 – Present**

**QL Consulting, Inc.**                      **President**                      **1993 – 2007**

**Economics Research Associates**                      **Senior Consultant**                      **1988 – 1993**

Served as a consultant, coach and advisor over the past 25 years. (*Project list available on request*):

- Developed "Accelerated Consensus," a participatory creative problem-solving process to address vision planning, and strategic decision-making for complex (and often sensitive or controversial) projects or problems facing organizations and communities
- Directed or served as senior consultant and team leader on dozens of client assignments throughout the United States to improve quality of life in local, regional, state and national settings

**Glynwood Center, Inc.**                      **Interim CEO**                      **2011 – 2012**

Appointed by the Board of Directors to lead this major sustainable agriculture nonprofit organization through a 15-month period of leadership transition.

- Led a stakeholder-driven strategic planning process
- Managed a professional staff of 20+ on a 225 acre farm/estate (\$3M annual budget)
- Helped secure a 7-figure seed funding commitment for a new initiative
- Coordinated a national executive search culminating in the appointment of a new President

**Creative Education Foundation**                      **Executive Director**                      **2001 – 2003**

Served as CEO of international nonprofit membership organization for creative problem solving.

- Supervised production of the annual week-long Creative Problem Solving Institute (200 adjunct faculty, world-wide/ participant base) and a major publications program
- Developed a national partnership program through associations and federal agencies
- Led a complete restructuring of the organization and moved the headquarters
- Starting staff of 7+ and budget approximately \$1 million.

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**TEAM SYSTEM Development Software      CEO      1983 – 1988**

Founder and Chief Executive of this software company that produced one of the nation's earliest desktop computer database programs to support donor and fundraising management in non-profit organizations. Venture capital funded (\$450K). 140 installations nation-wide.

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**Massachusetts Cultural Alliance      Executive Director      1978 – 1983**

CEO of this statewide membership organization for 250 non-profit arts, cultural and educational organizations of all sizes and types. Managed a full program of technical support, management services, communities of practice, training programs, advocacy, fundraising, and publications. When I arrived, the organization was nearly destitute; when I left, the organization held more than \$100,000 in reserves. Staff of 6+. Budget of approx. \$1 million.

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**National Endowment for the Arts      CITY SPIRIT National Project Director      1974 – 1978**

Chief officer of this federal program that provided technical assistance and grants for cultural planning activities in over 200 communities across the USA. One of the first federal programs to offer facilitation services for participatory citizen involvement in local quality of life improvement initiatives. Staff of 4; consultant team of 50; \$3 million federal contract/grant funds.

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**Southern Growth Policies Board      ARTRAIN SE U.S. Tour Project Manager      1973 – 1974**

Chief officer of this 15 month 6-state, 24-community tour of a "museum on tracks". Funded by the National Endowment for the Arts.

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**Arkansas Arts Center      Assistant to the Director      1972 – 1973**

Second-in-command for this regional multi-function arts and education center in Little Rock.

## Education

**University of Massachusetts, Amherst  
School of Education**

Doctor of Education (Ed.D.);  
Educational Policy and Leadership; 2011.

**Anderson School of Management (UCLA)**

MS Management. (Nonprofit arts administration); 1972.

**Amherst College**

BA *cum laude*, Political Science; 1970.

## Service Activities

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**Buddhism in Context, LLC      Co-Founder      2011 – Present**

Buddhism in Context is a travel and service-learning organization I co-founded with Dr. Mark Hart, Buddhist advisor at Amherst College to provide westerners with first-hand experience of Thailand's deeply Buddhist culture.

- Co-led the "2012 Dharma Tour to Thailand," a 16-day travel program where 20 Americans were guests in Thailand of monasteries, meditation centers, elephant sanctuaries, and several national shrines, and World Heritage sites.

# Quality-of-Life Projects and Initiatives

## List of Client Assignments

Directed and facilitated by Burt Woolf

1993-Present

(as of January 2014, most recent first)

**Mohonk Preserve, Inc. (New Paltz, NY); 2013-2014**

Organizational transformation and strategic planning process.

**University of Massachusetts (Amherst) Auxiliary Enterprises Division (2012-2013)**

Administrative Quality Assessment Process (2013)

Leadership Transformation and Development Process

**Glynwood Center, Inc. (Cold Spring, NY); 2011-2012**

Interim CEO (2012)

Organizational and management support during chief executive transition (2012)

Facilitation of Organizational Strategic plan (2011)

**Lakes-to-Locks Passage (Regional, NY); 2011**

Facilitation of Board Retreat (day-long)

**Hudson-Fulton-Champlain Quadricentennial Commission (Regional, NY); 2009/2010**

Facilitation of a "Listening Workshops Series" to identify priority regional issues

"Mechanisms for Action" Task Force Planning Session (day-long retreat)

**Global Resources for On-Line Education (GROE) (International) 2009**

Facilitation in US and UK of 30-year visioning sessions RE: computers and education

**Albany Downtown Business Improvement District (NY); 2007**

Facilitation of members in connection with a proposed downtown Convention Center

**Town of Bethlehem, New York; 2006**

Facilitation of community planning session for sustainable hamlet development

**Corporate educational travel company (name confidential); 2006**

Facilitation of senior executive team to address brand differentiation across product lines

**New York Planning Federation; 2005**

Facilitation of statewide Board meeting

**State of New York Secretary of State and New York Planning Federation; 2004**

Facilitation of statewide "Smart Growth Communities Revitalization Think Tank"

**City of Chattanooga Tennessee; 2003-2004**

Strategic Planning Process for a Regional Outdoor Recreation Initiative

**National Park Service & Erie Canalway National Heritage Corridor Commission; 2003**

Moderator and Lead Facilitator for Regional Convocation (250 community representatives)

**Lake Champlain Region (Bi-state – NY/VT); 1998-2003.**

Lake Champlain Bikeways: Facilitation of Futures Retreat

Lake Champlain Byways: Economic Study and Tourism Marketing Plan

Lakes-to-Locks Passage: Facilitation of Community Heritage Organizations

Lakes-to-Locks Passage: Facilitation of State Industry Leaders

Lake Champlain Byways: Facilitation of Organizational Merger

**Adirondack Architectural Heritage (NY Regional); 2000.**

Strategic Organizational Planning Retreat

**Alliance for Community Traffic Safety – Oregon (State-wide); 2000.**

Child Safety Seat Resource Center Strategic Plan

**The Development Corporation (Clinton County, NY); 2000.**

Quality-of-Life Planning Process for the Region's Community Leaders

**Akron, Ohio (Summit County) Area Cultural Planning; 1999-2000.**

Cultural District Leadership Committee (Ohio);

Public Process For A Proposed Downtown Cultural District

Akron–Summit Convention and Visitors Bureau (Ohio)

Summit CARES District Board Development and Orientation

Akron Area Arts Alliance (Ohio)

Strategy Planning for a Community Quality-of-Life Fund

Community-Building Process for Summit County Quality-of-Life Providers

**Hudson River Valley Organizations (New York); 1994-2000.**

Guidelines Development for a Regional Land Use Compact

Planning Retreat for a Newly Formed Sub-regional Economic Partnership

Regional [Heritage] Tourism Development Strategy

Community [Heritage] Tourism Development Model

Facilitation of Bi-Monthly Meetings of the Region's Tourism Development Council

Planning Support for the Region's Historic Sites Alliance

Implementation Strategy for Regional Tourism Marketing

Linkage Strategy for American Revolutionary War Sites in the Hudson Highlands

National Heritage Area Management Plan

Historic River Towns of Westchester County

**Institute of Marine Sciences (Biloxi, MS). 1999.**

Aquarium Development Study

**National Main Street Centre (Boston Office); 1999.**

Organizational Diagnosis: Hyde/Jackson Sq. Main Street Project (Jamaica Plain, MA)

**Oxford-Lafayette County (MS) Economic Development Foundation; 1999**

Organizational Diagnosis

**Providence Rhode Island Studies; 1997-1999.**

City of Providence, Rhode Island Department of Planning and Development

Providence-Warwick Convention & Visitors Bureau,

Greater Providence Chamber of Commerce, Providence Foundation, and

*Tourism Destination Strategy for Providence, Rhode Island*

*Management Consulting to the CVB*

**Washington County Tourism Association (New York State); 1999**

Community and Tourism Development Strategy for the Whitehall Area

**Westchester County, NY (Just North of Manhattan); 1999.**

County Tourism Development Strategy

Facilitation of Planning Sessions for a "New Era" Economic Development Master Plan

**Yoknapatawpha Arts Council (Oxford, MS) 1999.**

Community Cultural Plan

**Baton Rouge Convention and Visitors Commission (Louisiana) 1997-1998.**

Plantation Country Regional Heritage Tourism Strategy

**Columbia County, New York; 1997.**

Tourism Development Strategy

**Columbia County Chamber of Commerce (New York); 1997.**

Organizational Planning Process - Board Retreat

**The Conservation Fund (Arlington, VA); 1997.**

Facilitation of Three-Day NY/NJ Harbor Estuary Retreat

**GORGETRUST (Regional; Oregon; Columbia River Gorge); 1997.**

Revision of the Organization's Strategic Business Plan

**Pacific Asia Travel Association (Global Region); 1997.**

Three-Year Work Plan (Executive Staff Retreat)

**Cities of Jackson, Natchez and Vicksburg, Mississippi (Regional); 1996.**

Exploratory Study to Create a Regional Cultural and Heritage Development District

**Greater Buffalo Convention & Visitors Bureau (New York); 1996.**

Regional Heritage Tourism Development Plan

Attraction Feasibility Study (Darwin Martin House Restoration)

**MetroJackson Chamber of Commerce (Mississippi); 1994-1996.**

Organizational Planning Retreat and Community Strategic Planning Process

Strategic Leadership Plan for a metro-wide Youth Mentoring Program

**Alabama Economic Development Partnership and  
Alabama Association of Convention & Visitor Bureaus; 1995**

Statewide Study on Tourism Potential

**City of New Rochelle, New York; 1994.**

Vision Plan for the City's Comprehensive Master Plan

**Thames Maritime Heritage Park (New London/Groton, Connecticut); 1993**

Implementation Plan

**Earlier Quality-of-Life Projects: 1988-1993**

**As Senior Consultant with Economics Research Associates**

**Art Teachers; Berrien County Intermediate School District (Michigan)**

Advocacy Planning Session

**ArtsAlliance of Jackson and Hinds County (Jackson, MS)**

Organizational Strategic Plan

**Association of Youth Museums (National)**

Policy and Strategic Plan

**Blossomland Arts and Cultural Council (Southwestern Michigan)**

Organizational Planning Workshop

**Bucks County Economic Adjustment Committee (Pennsylvania)**

Visioning Retreat for Base Closure Committee

**City of Greensboro, North Carolina**

Cultural Development and Diversity Study

**Chesterfield County Committee On the Future (Richmond area, VA)**

Vision 2020 Planning Process

**Connecticut State Parks and Recreation (State-wide)**

State Heritage Park System Master Plan

**Cornerstone Alliance (Benton Harbor/St. Joseph, Michigan)**

VISION '93: Quality of Life Planning Process

Five Year Organizational Strategic Plan and Fundraising/Marketing Campaign

Convention & Visitor Bureau Market Study

**DuPage Symphonic Park Committee (Metro Chicago)**

Feasibility Study for a Proposed Outdoor Symphonic Park

**Horizons Waterfront Commission (Buffalo, New York).**

Horizons (Lake Erie) Waterfront Master Plan

**Kansas Department of Commerce (Statewide)**

Travel and Tourism Marketing and Development Plan

**McAllen, Texas Chamber of Commerce**

Tourism Development Presentation

**Middlesex County Cultural and Heritage Commission (New Jersey)**

Use Plan for East Jersey Olde Towne

Program Needs Study for the New Jersey Folklife Project

**Montgomery Area Chamber of Commerce (Alabama)**

Tourism Development Plan for the Convention & Visitors Division

**National Park Service**

Facilitator for 1991 "Partnership Parks and Preservation" Conference

**New York State Department of Economic Development**

Southern Tier (New York State) Economic Adjustment Strategy

**New York State Urban Cultural Parks Program (State-wide)**

Scoping Session for State-wide System Management Plan

**Pittsburgh's Downtown Cultural District (Pennsylvania)**

**Pittsburgh Cultural Trust** (Pittsburgh Cultural District Implementation Plan)

**Pittsburgh Filmmakers** (Analysis of Alternative New Facilities)

**Pittsburgh Public Theater** (Relocation and Market Demand Study)

**Portland School of Art (Maine)**

Organizational Needs Assessment

**Rhode Island State Council on the Arts (State-wide)**

Feasibility Study for Multi-function Arts Facilities

**Town of Bethlehem, New York**

Community Center Planning Study

**United States Travel and Tourism Administration (National)**

National Study on Rural Tourism and Small Business Development

**Volusia County, Florida (Daytona Beach Area)**

Facilitation of Economic Development Leadership Retreat