

DAN OLTERS DORF

Executive Builder | Organizational Architect | People, Culture & Growth Leader
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EXECUTIVE SUMMARY

Operating executive who has spent nearly three decades building organizations, teams, and operating platforms from the ground up: customer experience programs, learning and people functions, and most recently a \$4M+ shared-services company. Each role has demonstrated the ability to create structure, align people around a common strategy, and to build innovative systems that scale. That pattern holds across multiple executive roles and organizations. Now looking to apply it to a company with a mission that matters.

EXECUTIVE HIGHLIGHTS

- Nearly 30 years of progressive executive leadership culminating in President, Chief People Officer, Chief Learning Officer, and Senior Vice President roles.
Built multiple enterprise functions from inception, including Learning & Development, Employee Experience, and People & Culture.
- Launched and scaled a \$4M+ shared services organization from concept to profitability, supporting more than 100 properties with 100% client retention.
- Trusted executive advisor to boards and senior leadership teams during organizational transformation, strategic planning, and M&A integration.
- Led organizations through periods of significant growth, executive succession, organizational redesign, and cultural transformation.

CORE COMPETENCIES

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| • Organizational Design & Scaling | • Employee & Customer Experience Design | • Talent Development & Team Leadership |
| • Stakeholder & Board Relations | • Strategic Planning & Vision Execution | • P&L Ownership & Business Operations |
| • EOS Business Strategy Implementation | • Business Development & Revenue Growth | • M&A Integration & Strategic Transition |

PROFESSIONAL EXPERIENCE

Centricity | Denver, CO & Austin, TX | *Feb 2024 – Present*

President

Recruited from Campus Advantage as founding President to build Centricity from concept into a standalone, profitable operating platform:

- Launched Centricity, a shared-services joint venture created to deliver institutional-grade accounting, HR, insurance, and ancillary-revenue services to real estate operators, spanning student housing and the broader property management industry. Built the operating structure, commercial model, and go-to-market strategy from concept through market launch.
- Grew Centricity into a \$4M+ recurring-revenue platform supporting 100+ properties, 7 active clients, and a 51-person team across the U.S. and India, reaching standalone profitability with 100% client retention across the company's operating history.
- Built a client-first service model focused on customer and employee experience, pairing proactive account management with a strong internal culture to help drive the company's 100% client retention record.
- Designed and launched ancillary-revenue programs, including shared and layered property insurance, a captive damage-waiver program, and rent credit reporting, generating an active sales pipeline over \$4M+.
- Delivered measurable client savings through the platform, including a 25% reduction in health insurance costs (roughly \$700K in aggregate savings) and a 25% reduction in property accounting costs (roughly \$500K in savings).
- Implemented EOS as the company's operating system, building the management rhythms needed to run an organization processing roughly 30,000 journal entries, 40,000 AP transactions, and 1,770 payroll runs a year.

- Led leadership succession through a critical departure with zero service disruption, promoting internal talent into expanded roles while preserving full client continuity.
- Led the strategic review and orderly transition of Centricity following shifts in parent-company ownership. Built the board-level recommendation covering financial, legal, and workforce considerations, and secured transition paths and protections for the full team.

Campus Advantage | Denver, CO & Austin, TX | 2003-2024

Chief People Officer | May 2021 - Feb 2024

- Created the organization's first integrated People & Culture function, aligning Human Resources, Learning & Development, and Employee Experience under a unified strategy that strengthened organizational effectiveness and employee engagement across a national workforce.
- Built and led the employee experience function as a strategic priority, developing engagement, feedback, and recognition practices that strengthened community and retention across a distributed workforce.
- Built and scaled a DEI and belonging program, completing five leadership certifications and launching company-wide initiatives that made inclusion a lived part of the culture.
- Partnered with executive leadership on organizational design and workforce strategy through a period of significant company transition, including the formation of Centricity.

Chief Learning Officer & SVP | Sep 2017 - May 2021

- Established the organization's first enterprise Learning & Development function, creating leadership development, onboarding, and operational training strategies that standardized talent development across a multi-state organization.
- Designed a national onboarding and training curriculum that standardized how new hires and managers were developed across a large, distributed property portfolio.
- Led the organization's crisis response and communications through COVID crisis.

Senior Vice President | Dec 2013 - Sep 2017

- Oversaw multi-region residence life operations, translating national strategy into on-the-ground execution across dozens of properties.
- Built and managed university partnerships across a multi-region portfolio, serving as a key relationship holder between Campus Advantage and its higher education partners.
- Led a special international consulting engagement in Vladivostok, Russia, introducing residence life programming at Far Eastern Federal University.

VP & National Director, Residence Life | Jul 2003 - Dec 2013

- Progressively built and led residence life operations nationally, from National Director through VP roles across a large, multi-property portfolio.
- Cultivated and managed relationships with university partners nationally, aligning residence life programming, training, and operations with institutional priorities and desired outcomes.
- Designed and built an innovative student success platform grounded in best practices from student development and higher education theory, a distinctive offering within a privatized student housing company.

EDUCATION

2002 - MS, Higher Education, Group Training & Development, Florida State University

2000 - BS, Human Development and Family Studies, Colorado State University

PUBLICATIONS & BOARD LEADERSHIP

- Author/Co-Author: InspiRation for RAs; Inspiration for Student Leaders; The New Norm
- Founding member of leadership team, College Student Mental Wellness Advocacy Coalition, (2001 – Present) | Board Member, Rocky Mountain Rowing Club (2023 - Present) | Volunteer, Project Worthmore (2024 - Present) | Board of Directors, Kids' Compassion Project (2016 - 2021)