

VITAE
(Updated April 2017)

PERSONAL INFORMATION

Name	Bruce Theodore (Woody) Caine, Ph.D. Lieutenant Colonel (Retired), United States Army
E-Mail	bcaine@Citadel.edu

RECENT APPOINTMENTS

Adjunct Instructor of Management Studies, The Citadel

Senior Lecturer, Department of Psychological Science, Instructor of Management, and Instructor of Education, Belmont University

Organizational Psychologist, Elite Source Pro, Health Care Executive Resources

Vice President, Leader Development and Strategic Change, Russell, Montgomery & Associates

Professor of the Practice of Human and Organizational Development and Director, Leadership and Organizational Effectiveness Program, Peabody College of Vanderbilt University

AREAS OF SPECIALIZATION

Leadership Development and Followership Skills
Organizational Behavior and Organizational Change
Organizational Development Consulting Practice
Human Resource Management
Adult/Life Span Developmental Psychology
Professional Ethics and Standards
Strategic and Operational Planning
Project Management
Learning Organizations
Organizational Communications
Conflict and Conflict Resolution
Stress Management and Job Burnout Prevention
Training Methods and Training Management
Performance Appraisal and Employee Development
Group Dynamics, Social Psychology and Team Building
Marriage and the Family; Human Sexuality
Military and Governmental Operations

ACADEMIC EDUCATION

College of William and Mary, Williamsburg, Virginia, Bachelor of Science (Biology) 1966

University of Florida, Gainesville, Florida, Masters of Arts (Social Psychology) 1975

University of Florida, Gainesville, Florida, Doctor of Philosophy (Social Psychology) 1976

Dissertation: Leadership Orientation and Self-Presentation: A Leader's Impression Management under Stress

MILITARY EDUCATION

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Infantry Officers Basic Course, Ft. Benning, GA 1966 (Honor Graduate).

CBR Officers Course, U.S. Army Schools, Europe, 1967.

Demolitions and Mine Warfare Course, U.S. Army Schools, Europe 1967 (Superior Student)

Military Assistance Training Course, Ft. Bragg, NC 1968.

Defense Language Institute, Ft. Bliss, TX 1968. (Vietnamese)

Infantry Officers Advance Course, Ft. Benning, GA 1973 (Honor Graduate).

Nuclear and Chemical Target Analyst Course, Ft. Benning, GA 1973.

U.S. Army Command & General Staff Courses, Ft. Leavenworth, KS 1980 (Honor Graduate)

Armed Forces Staff College, Norfolk, VA 1980.

Inspector General Course, Ft. Belvoir, VA 1985.

U.S. Army War College, Carlisle Barracks, PA 1986.

PROFESSIONAL EXPERIENCE TEACHING AND EDUCATIONAL MANAGEMENT

University of Florida, Department of Psychology – June to September 1975. PSY 418
Group Dynamics: The Psychology of Small Group Behavior.

University of Florida, Military Science Department, Army ROTC, June to December 1975.
MS 401, Leadership Counseling.

Rockland Community College, State University of New York, May to June 1977.
Building Leadership Skills.

United States Military Academy, Department of Behavioral Sciences and Leadership –
January 1976 to June 1979. Instructor, Assistant Professor, Chief, Electives
Committee. Courses taught: A Study of Organizational Leadership;
Social Psychology; Marriage and the Family, Life-Span Human Development;
Individual Research in the Behavioral Sciences.

Ladycliff College, Departments of Psychology and Continuing Education – September
1977 to June 1979. Courses taught: PSY 206 Social Psychology; PSY 203
Developmental Psychology; PSY 417 Readings in Contemporary Psychology;
PSY 408/418 Human Sexuality, Marriage and the Family.

Northeast Missouri State University, Professor and Head, Division of Military Science –
August 1982 to June 1985. Course taught: MS 400 – 401 Seminar in Military
Leadership, Ethics and Professionalism.

Northeast Missouri State University, Adjunct Professor of Psychology and Sociology – January 1983 to June 1985. Courses taught: SS 377 Developmental Psychology; SS 393 Sociology of the Family; SS 570 Advanced Psychological Research (Leadership Theory and Research Procedures).

Fort Ord, CA, Civilian and Military Professional Development Classes – September 1985 to 1988, including: “Basic Supervisor Development”; “Leadership and the Supervisory Challenge”; “Leadership and Personal Effectiveness for Junior Officers”; “Inspections and Assistance” (Assessing Unit and Individual Effectiveness); “How the Army Runs”; “Helping Solve Soldiers’ Problems”; “Equal Opportunity Specialist Effectiveness”; “Communications and Influence.”

Chapman College, Fort Ord Campus – October 1986 to 1988. Courses taught: PSY 323 Child Development; PSY 418 Community Mental Health; PSY 623 Adult Development; PSY 612 Family Systems and Dynamics.

Belmont University, Behavioral Science Dept. Adjunct Professor – 1989–1999, 2005-2007 Courses taught: PSY 210 General Psychology; PSY 362 Group Dynamics; PSY 335 Industrial and Organizational Psychology, PSY 276 Life Cycle Human Development.

Vanderbilt University – Director, Army Officer Education. Aug. 1988 – Aug. 1992 Courses taught: MS 112/113 Leadership Process in Organizations; MS 152 – Ethics and Professionalism, MS 251 – Leadership in Organizations; MS 252 Senior Seminar in Strategy

Vanderbilt University - Adjunct Instructor in Nursing, Aug. 1990 - Aug. 1992. Courses taught Nursing 286-Introduction to Nursing Strategy; Nursing 286 Introduction to Nursing Leadership and Management.

Middle Tennessee State University - Psychology Department Adjunct Professor, Jan 1991 May 1992, Course taught: PSY 221 – Social Psychology; PSY 460/560 Psychosexual Adjustment.

Peabody College, Vanderbilt University – Asst. Professor of the Practice, Aug. 1992 to Aug. 2005.

Director, Leadership and Organizational Effectiveness Program

Courses taught: HOD 1100 Small Group Behavior; HOD 1200 Understanding Organization; HOD 2900 – Series, Human and Organizational Development Internships; HR 1300 Organizational Development; HOD 2700 Leadership Theory and Practice; HOD 2710 Challenges of Leadership; HOD 2720 Advanced Organizational Theory; HOD 2740 Human Resource Management; HOD 2750 Managing Organizational Change; HOD 2755, Strategic Planning & Project Management, HOD 2780 Seminars In Leadership; HRD/DLO 3372 Consulting Skills, HRD/DLO 3373 Organizational Development. DLO 3460 Strategic Leadership, DLO 3390 Operational Planning and Project Management

Belmont University – Instructor/ Senior Lecturer of Psychology, Management and Education, August 2007 to December 2014.

Courses taught: Psychology 1100 Introductory Psychology for Nursing Majors, PSY 1200 Introduction to Psychological Science, PSY 2800 Life Span Human Development, PSY 3040 Dying and Death, PSY 3620 Group Dynamics, PSY 3015 Project Leadership and Management & PSY 3015 Social Psychology of Leadership and Followership, PSY 4999 Independent Study in Psychology

MGT 3270 Human Resource Management, MGT 3990/4450 Project Management, MGT 4450 Managing Organizational Change, MGT 6720 Leadership in Organizations.

EDU 6060 Concepts of Learning Communities, EDU 6900 Thesis in Education, EDU 6050 Independent Study in Graduate Education

The Citadel – Adjunct Instructor August 2015 to Present

Course Taught: BADM 768 Human Resource Management, BADM 329 Project Management, BADM / LDRS 371 Leadership in Organizations

MILITARY EXPERIENCE

Mechanized Infantry Platoon Leader, Federal Republic of Germany, 1966-67, responsible for individual and unit training, support, morale and professional development of 40 soldiers and the maintenance and accountability for over \$3 Million worth of equipment and vehicles.

Battalion Personnel Officer, Federal Republic of Germany, 1967-68, responsible for the administration, personal management, unit funds, military justice, and equal opportunity programs for a unit of 750 soldiers.

Assistant Corps Personnel Officer, Republic of Vietnam, 1968-69, responsible for manpower management, strength accountability, personnel planning, authorization documentation and records administration.

Battalion Combat Assistance Team Commander, Republic of Vietnam, 1969, responsible for training development, logistical support, tactical employment advice, medical evacuation and leadership training for a Vietnamese Infantry battalion of over 600 officers and soldiers.

Mechanized Infantry Company Commander Federal Republic of Germany, 1969-70, responsible for the training, administration, supply, housing, discipline, morale, professional development and tactical planning for a unit of 140 soldiers and the maintenance of over \$25 million worth of equipment and vehicles.

Battalion Operations and Training Officer, Federal Republic of Germany, 1970-71, responsible for the development of long and short range training plans and professional development programs, training aids, fuel and ammunition management, training evaluations, operations plans and staff coordination for an organization of 850.

Brigade Personnel Officer, Federal Republic of Germany, 1971, responsible for personnel accountability, assignment recreation and family support programs for a military community of over 4,000.

Division Assistant Operations and Training Officer, Federal Republic of Germany, 1972, responsible for development of long range training programs, unit performance evaluation plans, innovative adventure/high challenge leadership development activities, and training publications.

Assistant Professor and Chair, Electives Committee, Department of Behavioral Sciences and Leadership, United States Military Academy, 1976-79, responsible for development and presentation of academic instruction, student research oversight, leadership development activities, academic counseling, and athletic coaching duties.

Brigade Operations and Training Officer, Ft. Riley, KS, 1980-81, responsible for operational planning, training professional development programs, community support tasking, operational readiness reporting, military schools, budgeting, coordination and liaison with NATO units for an organization of over 2,000 members.

Director, Force Modernization Division / Installation Master Planner, Ft. Riley, KS, 1981-82, responsible for developing and initiating a 10 year, multi-dimensional modernization program, integrating major organizational restructuring, new equipment fielding, revised operational doctrine, facilities realignment, transition training, displaced equipment processing, and personnel management innovations; conducted research and developed matrix systems.

Professor and Head, Department of Military Science, Northeast Missouri State University, 1982-85 responsible for design and presentation of leadership and management education, recruitment and evaluation of quality students, integration of Military Science with degree-producing instruction and campus citizenship programs, physical and ethical development of cadets, and enhancement of instructional and counseling skills of military faculty.

Installation and Division Inspector General, Ft. Ord, CA, 1985-88, responsible for long range planning and conduct of a systems-oriented inspection and assessment program addressing mission performance and the state of economy, efficiency, discipline, morale, and quality of life for a community of over 30,000 military and civilian members. Served as the confidential advisor my representative of the Commanding General, directing inquiry and assistance programs, and presenting leadership, human relations and personal effectiveness instruction.

Director of Army Officer Education, Vanderbilt University, 1988-1992, responsible for recruiting, enrolling, education and commissioning quality students for future leadership roles. Conduct research, designs and presents management, and organizational communications instruction; supervises budget and professional development programs, educational counseling, community involvement, and physical fitness and wellness activities.

Principle Facilitator, Educators' Leadership Symposium, Ft. Knox, KY 1993-2003, responsible for planning, organizing, conduction and evaluating a multi-day leadership training simulation for groups of educators (professors, deans, presidents, coaches, administrators, 20-25 members) from host institutions for Army Reserve Officer Training Programs, including actual engagement in training activities used to develop leadership skills, self-confidence, teamwork and performance evaluation practices in cadets involved in pre-commissioning programs.

AWARDS

William P. Clements, Jr. Award for Excellence in Education, United States Military Academy 1979 (Outstanding Military Educator)
Paul Harris Fellow, Rotary International, Seventh Level
Distinguished Military Graduate, Army ROTC, College of William and Mary, 1966
Elected to Phi Kappa Phi National Honor Society, 1975
Elected to Psi Chi, Psychology National Honor Society, 1984
Elected to National Residence Hall Honorary, Northeast Missouri State University, 1985
Outstanding Faculty Advisor, Northeast Missouri State University, 1985
Legion of Merit Medal
Bronze Star Medal
Meritorious Service Medal with 3 Oak Leaf Clusters
Army Commendation Medal with 2 Oak Leaf Clusters
Army Achievement Medal
Vietnamese Cross of Gallantry
Combat Infantryman Badge
Parachutist Badge

COMMUNITY SERVICE ORGANIZATIONS (Representative events)

Rotary International, Committee Chairman (1983-1985, 1990-1992), Sergeant at Arms (1991-92); Readers Program (1992-94); Member, Board of Directors, 1996-98; Chair, Employee-Employer Relations, 1998-2000, Director, Long Range Planning, 1999-2001, Vice-President 2000-01. Paul Harris Fellow, 5th Award, Principle Instructor, Rotary Youth Leadership Awards Program, 2005-present, District Strategic Planning Chair, 2005-07,

Williamson County American Heart Association, Board of Directors (1992-93); Vice President (1993-94); President (1994-95 and 1995-96).

Nashville Chamber of Commerce, Military Affairs Committee (1988-1992); Brentwood Chamber of Commerce, Education Committee (1996-97).

Vanderbilt United Way Committee, 1990 University Chair and Campaign Director

Boy Scouts of America, Scoutmaster, Troop Committee Chairman and District Exploring Chairman; Scoutmaster and Committee member, Troop 93, 1992 to 2014.

Alpha Phi Omega Service Fraternity, member and faculty advisor, 1995 to 2003.

Chair, Children's Area, Italian Street Fair (Fund Raiser) May - September 1998, 1999, 2000

SELECTED PUBLISHED ARTICLES

Caine, B.T., Role Making and the Assumption of Leadership. In Associates, OML, USMA (Ed) A Study of Organizational Leadership, Harrisburg, PA. Stackpole Books, 1976, 362 -372.

- Caine, B.T., Professional Writing. Infantry, November – December 1977, 39 – 40.
Reprinted in Defense Force Journal (Australia) July – August 1978.
- Caine, B.T., Leadership and the Concept of Responsibility. In R. Gabriel & P. Savage (Eds.) Manager and Gladiators: Directors of change in the Army, The Hawkes Press, 1978, 103 – 119.
- Caine, B.T., and Schlenker, B.R. Role Position and Group Performance as Determinants of Egotistical Perceptions in Cooperative Groups. The Journal of Psychology. 1979, 101, 149 –156.
- Caine, B.T., Mastering the Military Mid-Life Transition. Parameters, 1980, Vol. X (3), 70 – 77.
- Caine, B.T., Total Force Modernization: Life at the Bottom of the Totem Pole. Military Review, 1983, 63 (1), 17 –25. Reprinted in Army Organizational Effectiveness Journal, 1983, 7 (3 – 4), 13 – 25 and Commanders Call, May 1983.
- Caine, B.T., Compassion: The Noblest of the Soldierly Values. Army, September 1987, 52 – 55.
- Caine, B.T., An Internal Assessment of Leadership During Transition: Multi-dimensional Change and the Human Dimension. In F. Kirkland, et. al., Unit Manning System Field Evaluation, Technical Report #5, Walter Reed Army Institute of Research, Aug 1987.
- Caine, B.T., By the Books: Leadership, Cohesion and the Military Novel. Armor, Sep – Oct 1990, VOL. XCIX No 5, 48 – 52.
- Caine, B.T., & Studebaker, F.E., Risks of Excellence: The Salieri Effect. Army, January 1991, Vol. 41 (1), 16 – 20.
- Caine, B.T. What Can I Learn From Doing “Grunt Work” National Society for Experiential Education, Winter 1994, Vol. 19 (2), 6 – 7 & 22 – 23.
- Caine, B.T. Military Training Doctrine: Philosophy and Practice, Encyclopedia of Education, 2d Ed. 2002
- Caine, B.T. Professional Military Education, Encyclopedia of Education, 2d Ed. 2002
- Caine, B.T. U.S. War Colleges, Encyclopedia of Education, 2d Ed. 2002
- Caine, B. T. Thoughts on Teaching, Learning and Motivation, enPSYCHlopedia, (Psychology Newsletter) Belmont University, Spring 2008
- Caine, B.T. A Pleasant Surprise: Reading and Discussing Dan Ariely's "Predictably Irrational" The Art of Teaching, Belmont University Publication, January 2009
- Caine, B. T. Two Views Linked to a Third and A Dilemma: Kahneman, Brooks, Ariely and a Dilemma of Teaching, The Art of Teaching, Belmont University Publication. 2012

"Most Frequently Asked Questions – A Guide to Undergraduate Advising", Peabody College, Vanderbilt University 2001

"Improving the Evaluation of College Teaching: Using Tools We Know". Peabody College, Vanderbilt University, 2004

“Leadership Theory and Practice” A multi-session original workbook for undergraduates. Nine editions, 1993-2003, 105-120 pages

“Human Resource Management” A multi-session original workbook for undergraduates. Four editions, 1998-2003 and 2008-2014, 120 pages

“Managing Organizational Change” A multi-session original workbook for undergraduates. Four editions, 1998-2003 and 2010, 110 pages

"A Journey of Self-Discovery -Doing Your Best With What You've Got" Workshop Manual for Admission Department of Northern Michigan University, April 2002 and others.

"Decision Making for Academic Professionals" Workshop Manual for Vice-Principals' Academy, Tennessee Department of Education. June 2002

"Understanding Conflict. A Leader's Common Sense Approach" Workshop Manual for Principals' Academy, Tennessee Department of Education. June 2002

"Leadership, Followership and Gaining Control of Change" Workshop Manual for Office of Admissions, George Mason University, July 2002.

" Preventing Job Burnout - A Self-Leadership Assessment", Workshop Manuals for Department of Vocational Education, and Leadership Highlands, August and November 2003

"Rotary Youth Leadership Awards (RYLA) Program", Workshop Manual, 3 editions, 2006, 2007 and 2008, Rotary District 6760, Clarksville, TN

"Strategic Planning for Non-Profit and Community Service Organizations", Workshop Manual adapted for Family Dynamics, November 2005, Boys and Girls Club of Williamson County, February 2006, and Rotary District 6760, April 2006.

"New Views on Diversity" Workshop Manual for Hospital Administrators, October 2006

"Project Leadership and Management" Instructional Manual, PSY 3015 (Junior Cornerstone) 2008-2010 and “Project Management”, MGT 4990/4450, 2011 - 2014

"Concepts of Learning Organizations" Instructional Manual, EDU 6060, 2007 - 2014

"Lifespan Human Development" Instructional Manual, PSY 2800, 2008, 2009, 2011, 2014

“Social Psychology of Leadership and Followership” PSY 3015, 2011 - 2014

30th 31ST & 34TH National Conferences on Student Services, Multiple workshops including Goal Syntheses, Learning from Success, Strategic Self – Leadership. and Are you the Leader of a Learning Organization?

“Service Learning for Undergraduates in Human and Organizational Development,” 1996 Education Directorate Mini-Convention, American Psychological Association Convention, August 1996.

“Doing Dewey”: Experiential Learning Partnerships in a Multi-Disciplinary Undergraduate Program”, Second Annual Conference on Human and Organizational Studies, George Washington University, Nov. 1996.

Michigan Student Aid Conference, Administrator and Specialists, “Effective Followership: The Other Side of Leadership”, February 1-2, 1999

4th Annual Leadership Teaching Conference, “Organizational Effectiveness Unlimited: A Semester-long Simulation for Leadership Skill Development”, Purdue University, West Lafayette, IN, March 27, 1999

29th Annual Conference of the International Society for Exploring Teaching Alternatives, “Simulated Organizations and Experiential Learning: Teaching consulting skills, HR management & leading change” Arizona State University, Tempe, AZ, October 14-16, 1999

“Leadership Symposium”, U.S. Army Cadet Command, Institutional Representatives from ROTC Host Colleges and Universities (senior administrators and faculty), yearly from 1992-2003, 20 to 30 participants.

Principals' Academy, Tennessee Department of Education. Multiple sessions including "Decision Making for Academic Professionals", "Understanding Conflict. A Leader's Common Sense Approach", "Building on the Myers-Briggs - Other Tools for Understanding Yourself and Others", 2002-2007

Assistant Principals' Academy, Tennessee Department of Education, Multiple sessions including "Understanding Conflict. A Leader's Common Sense Approach", "Preventing Job Related Burnout", "Leadership Communications and Decision Making", 2002-2007

Leadership Vanderbilt (Managerial Development), "Be, Know, Do - A Model for Understanding Leadership and Followership, a four hour participative workshop for participants (initial training for year long experience), 2002-2004

Human Resources Department, Doane Pet Care, Brentwood TN "S.W.O.T. Analysis and S.W.O.T. Synthesis" and "Strategic Planning" series.

Leadership Group, First National Bank of Pulaski, TN. "Leadership Assessment and Coaching" 22 participants, August 2006

Hospital Administrators, Centennial Medical Center, Nashville TN. "A New View of Diversity" two sessions, 126 participants. September 2006

Human Resource Policy Integration Workshop, MARS/Doane Pet Care, Brentwood, TN.
15 participants, November, 2006.

Leadership and Followership – Training for TEMA Leaders, Tennessee Emergency Management Agency, Nashville, TN 32 participants, 2009 and 2011

Middle Tennessee District, Rotary International, Youth Exchange Program, “Living Successfully in New and Different Cultures: Skills and Values”, Exchange Students and parents, Nashville, TN, yearly, 1999 - 2006

Vanderbilt University Medical Center Management Council Training Retreats, sessions including “Leadership and Followership”, “Doing your best with what you’ve got” (Leadership self-assessments), and “Leading Organizational Change”, 2000 and 2001

Vanderbilt Naval ROTC Navy and Marine Corps Birthday Ball, Guest of Honor.
"Almost Everything I Need to Know I Learned as a Second Lieutenant", 85 guests,
25 Oct. 2003

Rotary Club of Brentwood, “Employee-Employer Relations”, 130 attendees, 28 May 2004

Alumni Association Board of Directors, Battleground Academy, Franklin, TN. Strategic Planning and Visioning – Dealing with Change. Feb. 9, 2004

First National Bank of Pulaski, TN. Leadership Coaching for High Potential Managers
February 2006 to Dec. 2007.

Human Resource Division, Doane Pet Care (now Mars Pet Products), Strategic Planning, Human Resource Policy Integration, Leadership Coaching, Recruiting and Selection Procedures. December 2005 to August 2007.

University College and Department of Education, Belmont University, Designing the Masters of Education Leadership Programs - Leading Learning Communities and Non-Profit Leadership, 2007