

Bernard B. Banks, Ph.D.
C: (845) 445-5397
Email: bernie.banks@rice.edu

SUMMARY OF QUALIFICATIONS

- Senior leader and educator with P&L, general management, change leadership, planning, operations, and extensive international experience in highly diverse organizations ranging in size from small to large enterprise
- Highly rated speaker who has presented on leadership topics to over 200 private sector entities
- Broad and rigorous education, outstanding work, and leadership track record

WORK EXPERIENCE

2024 to Present–Director, Doerr Institute for New Leaders and Professor in the Practice of Leadership Houston, TX

Leader of Rice University's endowed entity accountable for elevating the leadership capacity of Rice students and to improving the practice of leader development in higher education.

2020 to 2023–Associate Dean for Leadership Development and Inclusion, Clinical Professor of Management Evanston, IL

Member of the senior leadership team for Northwestern University's Kellogg School of Management. Accountable for integrating leader development across Kellogg's global portfolio of degree programs and the generation, integration and implementation of Diversity/Equity/Inclusion initiatives for the institution.

- Completely revamped the institution's community experience apparatus. Created the Kellogg Inclusion Coalition (a volunteer group consisting of community members spanning staff, students, faculty, alumni, and institutional partners dedicated to fostering an inclusive environment at Northwestern Kellogg)

2016 to 2020–Associate Dean for Leadership Development, Clinical Professor of Management Evanston, IL

Member of the senior leadership team for Northwestern University's Kellogg School of Management. Accountable for integrating leader development across Kellogg's global portfolio of degree programs.

- Devised and implemented the highly rated Kellogg Leadership Journey--the highest rated co-curricular offering within the school--a program designed to accelerate the leadership effectiveness of its participants

2009 to 2016–Academy Professor, Deputy Department Head, Department Head West Point, NY:

General Manager for one of West Point's 13 academic departments (Department of Behavioral Sciences & Leadership) consisting of 43 faculty members, 10 administrative personnel, and over 50-course offerings. The program director for West Point's Eisenhower Leader Development Program—a graduate program in organizational psychology operated in conjunction with Teachers College, Columbia University.

- Revised department budget procedures resulting in a 20% reduction in overall expenditures for routine activities
- Spearheaded an organizational performance change initiative that resulted in a statistically significant improvement across the board on all metrics measured annually on the command climate survey
- Rated as one of the top 3 college Deans, out of 13, within the university

2004 to 2006 – Commander (General Manager) , Air Cavalry Squadron, Camp Humphreys, South Korea:

Commander (General Manager) and leader of one of the U.S. Army's major aviation organizations -- Charged with leading, training, and developing 447 US and South Korean soldiers. Responsible for maintaining 21 Apache Longbow Helicopters, 77 vehicles, 51 trailers, and physical infrastructure worth \$682 million dollars. Profit and loss responsibility for a \$13-15 million dollar annual operations and maintenance budget.

- Organization was selected as the best aviation unit (out of 8) in Korea for 2005 and as the Runner-up in the Army's 2005 worldwide best aviation unit competition (combat category, consisting of over 40 units)
- Raised the unit's production rate from 77% to 84% (9% increase; One of the three highest production rates of the Active Army's 16 major Apache helicopter business units) while lowering the unit's production costs from \$2701 to \$1801 per hour (33% decrease; The lowest production cost factor in the Army)
- Created a development program that resulted in a 500% increase in the highest level of professional recognition for Korean-national soldiers
- Rated as the number one commander, out of six, in the U.S. Army's Korea-based aviation business unit

2002 to 2004 – Instructor, Assistant Professor, and Department Executive Officer (Chief of Staff), West Point, NY:

Led an administrative staff of 8 personnel and coordinated the activities of 38 professors. Developed and tracked the execution of an annual budget in excess of \$100,000. Responsible for teaching multiple sections of the nation's premier undergraduate-level leadership course --emphasizing psychological, organizational, and leadership issues.

- Attained designation as Master Teacher in the inaugural class conducted by the West Point Center for Teaching Excellence, only 14 members of the faculty received this designation in 2004 and it involved completing a rigorous 18-month certification program--attained the highest student feedback ratings of the 12 professors teaching the core leadership course in Academic Year 2003-2004
- Successfully consulted to, and provided training services in support of, various public and private sector organizations (e.g., GE, IBM, US Forest Service, International Association of Chiefs of Police, FindSVP)

1999 to 2001 - Operations Officer (Director of Operations), Fort Hood, Texas:

Served as the Deputy Director of Operations for a 3000-person U.S. Army aviation organization and as the Director of Operations for one of the U.S. Army's 16 Apache helicopter units--directly supervised 20 people. Primary responsibilities included the execution of a \$10 million-dollar annual budget, training development, operational planning, and mission execution for 24 helicopters, 40+ vehicles, and 341 personnel.

- Planned and directed the 2 most successful operational exercises the unit conducted in the previous 3 years
- Devised a personnel training program that raised unit training readiness statistics by over 30%
- Rated by the higher headquarters General Manager as one of the top 2 senior managers, out of 13, in the unit

1998 to 1999 - Chief, Aviation Division, Fort Hood, Texas:

Aviation division manager in the Operations Directorate of a major U.S. Army headquarters--directly supervised 6 people. Accountable for more than \$100,000 of organizational equipment, tracking the execution of a \$46 million dollar budget, and staffing of all aviation-related matters within the headquarters.

- Created a contingency plan for possible crisis situations in the Korean theater of operations in only 6 months, a task normally taking 12 months to accomplish--the plan was lauded for its comprehensiveness and rigorous analysis
- Authored an article that was published in a major professional military magazine
- Only Major on the staff selected to serve in a Lieutenant Colonel's (Director) position

1996 to 1997 - Marketing and Administrative Team Chief and White House Military Social Aide, Washington DC:

Led a 3-person team in the Office of the Army's Chief Executive Officer. The team marketed the U.S. Army's management/process improvement programs to other government agencies and private sector companies. Additionally, served as one of 10 officers who represented the Army at White House diplomatic and social functions.

- One of only 4.6% of officers serving worldwide selected for early promotion to the rank of Major (senior manager)
- Created a marketing program that provided visibility for Army process improvement initiatives
- Selected to participate in the 1997 presidential inauguration due to outstanding performance

1995 to 1996 - Aide-de-Camp and White House Military Social Aide, Washington DC:

Executive Assistant to the Commanding General, U.S. Army Security Assistance Command--the Army's executive agent for all military sales of equipment and training support packages to foreign militaries, totaling over \$2 billion dollars annually. Additionally, served as one of 10 officers who represented the Army at White House diplomatic and social functions.

- Accompanied the general to over 20 foreign countries. Briefed the general on pertinent cultural issues and customs--worked daily with embassies and attaches on important and sensitive matters of national security
- Rated by the general as possessing "four-star general potential", the highest military rank attainable

1987 to 1995 – Entry Level Officer (Manager), Camp Eagle, South Korea, Fort Hood, TX, and Fort Bragg, NC:

Held a succession of progressively more responsible positions culminating with leadership responsibility for a 32-person company consisting of 10 helicopters and 5 vehicles worth \$110 million dollars with a \$3.6 million dollar annual budget. Lead agent for all personnel training, equipment maintenance, and organizational policy development.

- Won the Army's 1994 worldwide junior leadership award competition, the General Douglas MacArthur Leadership Award; over 40,000 officers were considered and 12 were designated as recipients of the award
- Distinguished Honor Graduate from the demanding Ranger and Helicopter Flight School courses
- Consistently rated as the top-line unit manager in multiple assignments
- Awarded the nation's fourth highest award for combat valor, the Bronze Star Award, for actions during Operation Desert Storm

EDUCATION

COLUMBIA UNIVERSITY Ph.D., Social-Organizational Psychology <ul style="list-style-type: none">• Doctoral Minority Fellowship• U.S. Army Doctoral Fellowship	2006-2012 New York, NY
COLUMBIA UNIVERSITY Master of Philosophy, Social-Organizational Psychology	2006-2011 New York, NY
COLUMBIA UNIVERSITY, TEACHERS COLLEGE Master of Arts, Organizational Psychology	2006-2009 New York, NY
UNITED STATES ARMY WAR COLLEGE Master of Strategic Studies	2006-2008 Carlisle, PA
NORTHWESTERN UNIVERSITY, KELLOGG SCHOOL OF MANAGEMENT YORK UNIVERSITY, SCHULICH SCHOOL OF BUSINESS Master of Business Administration (Concentration in General Management) <ul style="list-style-type: none">• Non-Profit Scholarship Recipient and Class Secretary	2007-2008 Evanston, IL and Toronto, Canada
HARVARD BUSINESS SCHOOL Executive Diploma, The General Manager Program <ul style="list-style-type: none">• Elected as Class Commencement Speaker and Class Secretary• First U.S. Army Officer Ever Selected to Attend Program	2006 Boston, MA
HARVARD UNIVERSITY, KENNEDY SCHOOL OF GOVERNMENT Master of Public Administration (Concentration in Leadership) <ul style="list-style-type: none">• Public Service Fellowship: Merit-Based Full Tuition Scholarship	2001-2002 Cambridge, MA
CENTRAL MICHIGAN UNIVERSITY Master of Science in Administration (Concentration in General Administration)	1996-2001 Mt. Pleasant, MI
UNITED STATES MILITARY ACADEMY Bachelor of Science, Political Science (Concentration in American Politics) <ul style="list-style-type: none">• Four-year Varsity Intercollegiate Athlete• Elected Member of the Student Government Academic Council	1983-1987 West Point, NY

PROFESSIONAL AFFILIATIONS

Academy of Management, American Psychological Association, Society for Industrial-Organizational Psychology, Organization Development Network, Harvard Business School Club of NYC; Harvard Business School African-American Alumni Association; Kellogg Alumni Club of Chicago; Kellogg Black Management Association; West Point Society of Illinois, Economic Club of Chicago, The Chicago Club

ACADEMIC POSITIONS

2024-Present	Rice University, Jones School of Business Professor in the Practice of Leadership
2020-2023	Northwestern University, Kellogg School of Management Associate Dean for Leadership Development and Inclusion, Clinical Professor of Management
2016-2020	Northwestern University, Kellogg School of Management Associate Dean for Leadership Development, Clinical Professor of Management
2009-2016	Teachers College, Columbia University Affiliated Faculty, Social-Organizational Psychology Program
2002 to 2004 and 2009-2016	United States Military Academy (USMA)- West Point, NY

Department of Behavioral Sciences & Leadership
Professor, USMA and Head (2012-Present), Professor, USMA and
Deputy Head (2010-2012), Academy Professor (2009), Assistant
Professor (2004-Present), Instructor (2002-2003)

TEACHING EXPERIENCE

2024-Present	Masters Level-Organizational Behavior: MBA Program Rice University Jones School of Business
2018-2023	Masters Level-Leadership: MSMS Program Northwestern University, Kellogg School of Management Kellogg Leadership Development Group
2017-2023	Masters Level-Leader Development: Models and Practices Northwestern University, Kellogg School of Management Kellogg Leadership Development Group
2016	Masters Level-Leadership, Power, Politics and Talk Northwestern University, Kellogg School of Management Kellogg Architectures of Collaboration Initiative
2012-2016	Masters Level—Leader Development Theory and Practices Teachers College, Columbia University - New York, NY Social-Organizational Psychology Program
2010, 2013-2015	Baccalaureate Level – Introduction to General Psychology United States Military Academy – West Point, NY Department of Behavioral Sciences & Leadership
2010-2012	Baccalaureate Level – Leadership Theory United States Military Academy – West Point, NY Department of Behavioral Sciences & Leadership Course Director
2010-2012	Baccalaureate Level –Leadership in Action United States Military Academy – West Point, NY Department of Behavioral Sciences & Leadership Course Director
2008	Masters Level-Organizational Change Teachers College, Columbia University - New York, NY Social-Organizational Psychology Program Teaching Fellow Supervisors: Profs. W. Warner Burke and Lee Knepfelkamp
2007-2009	Masters Level-Leadership and Supervision Teachers College, Columbia University – New York, NY Social-Organizational Psychology Program Teaching Assistant Supervisor: Prof. W. Warner Burke
2007-2013	Executive Education-Entrepreneurial Leadership Westchester Community College – Valhalla, NY
2007	Masters Level-Human Resource Management Teachers College, Columbia University – New York, NY Social-Organizational Psychology Program Teaching Assistant Supervisor: Prof. Christopher T. Rotolo
2002-2004, 2009, 2011-2102	Baccalaureate Level – Military Leadership United States Military Academy - West Point, NY Department of Behavioral Sciences & Leadership

2003 **Baccalaureate Level-Introduction to Military Science**
United States Military Academy - West Point, NY
Department of Military Instruction

SERVICE ACTIVITIES

2017 **Member of Search Committee, Chair of Ethics**

2017 **Member of Search Committee, Director of Kellogg Executive Leadership Institute**

2017 **Member of Core Values and Developmental Outcomes Team**

2002-2004 **Football Academic Officer Representative**

2010-2012 **Academy Curriculum Committee**

2010 **Academy ‘Don’t Ask Don’t Tell’ White Paper Committee**

2010 **Department of Behavioral Sciences & Leadership Academy Professor Search Committee**

2010-Present **Basketball Head Officer Representative**

2011 **Department of Foreign Languages Academy Professor Search Committee Chair**

2011-Present **Academy Admissions Executive Committee**

2012 **Department of Social Sciences Deputy Head Search Committee**

2012 **Academy Outside Employment Regulation Revision Committee Chair**

2012-Present **Academy General Committee and Academic Board**

2013-Present **Academy Strategic Plan Assessment Working Group**

2013 **Department of Physical Education Academy Professor Search Committee Chair**

2013 **Chief of Staff, Army Leader Development Review Committee**

2014, 2015 **Department of Behavioral Sciences & Leadership Deputy Head Search Committee**

2014-Present **Academy Admissions Committee Chair**

2015 **Department of Foreign Languages Deputy Head Search Committee Chair**

TEACHING RELATED PUBLICATIONS

2003-2013 ***“Transformational Leadership: What Leaders In Values Based Organizations Must Strive To Exercise.”***
PL 300 Edited Course Reader
United States Military Academy - West Point, NY

2009 ***“Branch Selection Night”***
PL 300 Edited Course Reader
United States Military Academy - West Point, NY

**COMPETITIVELY REVIEWED PAPERS
GENERAL PUBLICATIONS**

- 2010 ***“How Companies Can Develop Critical Thinkers and Creative Leaders”*** Harvard Business Review Blog, October 2010
- 2012 ***“Psychology and Behavioral Sciences’ Influence on Military Activities”*** American Psychological Association Division 19 Newsletter, April 2012
- 2012 ***“Leadership Requires Competence Plus Character”*** IBM A Smarter Planet Blog, May 2012
- 2012 ***“Building Leaders for an Interconnected World”*** New York Times in Leadership, November 2013
- 2013 ***“Providing an Integrated Framework to Develop Leaders of Character”*** National Clearinghouse for Leadership Programs-Concepts & Conceptions Journal, January 2013
- 2014 ***“Responsible Leadership, What Does It Entail?”*** New York Times in Leadership, January 2014
- 2014 ***“Case D 3.6-How We Fostered a Proactive Approach to Leader Development”*** The Field Guide to the 6 Ds, Wiley, 2014
- 2015 ***“Question 4, What Are Our Results?”*** The Five Most Important Questions, Wiley 2015
- 2016 ***“To Develop Cultural Dexterity Seek It Out”*** Harvard Business Review Online, June 2016
- 2017 ***“Why Nike’s Pro Hijab Is More Than Just Politics”*** Fortune Online, March 2017
- 2017 ***“Four Strategies for Cultivating Strong Leaders Internally”*** Kellogg Insights Magazine, July 2017
- 2018 ***“Does Your Company Actually Live Its Values”*** Kellogg Insights, June 2018