



A METICULOUS  
APPROACH TO  
PROVIDING THE  
BEST SOLUTION



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Dear KULPER Network Member:

In this issue:

- **Transformational Leadership Search Discussion**
- **Case Study of a true Transformational Leader---Dr. Guiyou Huang**
- **KDK Musings**

**Transformational Leader Searches:** the focus of KULPER & COMPANY

Our focus on accepting and completing searches for executives with a proven track record to effect positive change continues to strengthen.

How often have we seen a business, university or not for profit organization suddenly improve its profile, ranking or market value? You can bet that it is because of the dedicated efforts of a transformational leader or a group of them. The need to keep pace with the competition is a primary concern---but becoming an acknowledged pace setter comes from sustained high performance of the leadership team. Anyone who has had the privilege to lead a team of people in any endeavor knows that success comes from being able to get the fundamentals right, see the bigger picture and to balance growth aspirations with the needs and wants of the organization's key stakeholders. It is hard to do this consistently over time...very hard which is why we believe you will benefit from having our help.

Searches for transformational leaders are the most important ones for our clients. These searches require careful preparation from introduction of qualified candidates to the all-important job offer to the finalist and then quickly gaining their written approval. We work in partnership with our clients to make certain that every aspect of the search process is executed flawlessly and in timely manner. Successfully hiring a transformational leader isn't routine or easy. The client must have the information to reach the right decision about the candidate as quickly as possible and then move ahead confidently to close the deal.

Search assignments for clients who wish to hire a transformational leader with the proven track record to take their organization to a new level of performance are the primary focus of KULPER & COMPANY.

In this edition of NEWS FROM...KULPER & COMPANY we profile a proven transformational leader, **Dr. Guiyou Huang** SVP of Norwich University.

[Dr. Huang's story can be viewed here.](#)

KULPER & COMPANY Executive Search  
**The Transformational Leader: A Proven Value Creator**

There are many terms in business meant to capture the essence of a complex concept in a simple phrase. Some are pretty clever, even poetic: “evergreen credit line”, “thought leader”, “paradigm shift”, “claw-back” and many others. But here is one that is chock-full of benefits for organizations when a need for one occurs: Transformational Leader.

We are a top executive search firm that focuses on providing executive search consulting for our clients. KULPER & COMPANY possesses 20 years of successful experience in the field of executive recruitment. We have learned a great deal about the kind of hires that have the most positive impact for our clients. Search assignments for a transformational leader are the most interesting and challenging for our firm and potentially the most beneficial for our clients.

In our experience as an executive search firm the best candidates get the most accurate references from accomplished and credible sources. Despite what skeptics might think, the reference process is very difficult to game. If we speak with 4 or more references provided to us by our candidate, particularly immediate supervisors and peers, an increasingly clearer picture about the candidate’s work style, skills, intellectual capabilities, curiosity and other important elements emerges. When the candidate assessment keeps growing in depth the likelihood that the candidate is indeed the right fit, strengthens markedly.

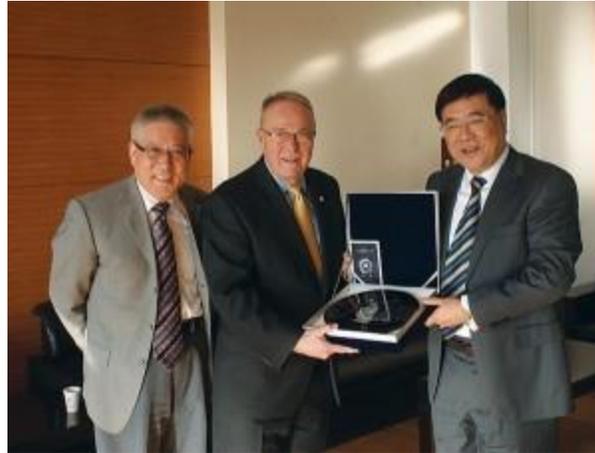
The stakes are even higher when the client is seeking to attract a transformational leader who will be asked to significantly improve a key department of the organization (human resources, finance, sales, IT....) or the entire operation, in an effort to turn it around or take it to a whole new level of effectiveness.

Over the 20 years that we have been in business, KULPER & COMPANY has increasingly gravitated towards executive search assignments for clients who are seeking to hire a transformational leader for a segment of their operation or the entire organization. In our definition, a transformational leader is someone who succeeds in creating significant value for stakeholders by reimagining the work that must be done to meet the needs of customers and other key stakeholders. A successful transformational leader will positively impact product innovation and program development, sales and enrollment revenue, client and employee satisfaction, operational best practices and many others. Moreover, a successful transformational leader’s initiatives will be sustainable over many years.

We relish accepting executive search assignments for transformational leaders whether it is for Director of Human Resources, Sales or Finance, VP Research/New Product Development, College Dean, University Provost, SVP, President & CEO. We know that much more is at stake for everyone involved with the search—and this makes the challenge of completing it successfully that much more stimulating, challenging and rewarding. Through this series of stories about some of our transformational leadership searches we hope that you will benefit from learning how we approached the assignment as well as what the hired candidate actually did to meet and exceed the expectations of our client and help transform their organization.

Here is our first example of what the concept of transformational leadership means in practice.

The story of our first Transformational Leader focuses on Dr. Guiyou Huang, Senior Vice President of Academic Affairs for Norwich University in Northfield, VT.



*Dr Guiyou Huang, SVPAA with President Richard Schneider being presented with plaque from Mr. Wang, Chancellor of Shandong Jianzhu University.*

The search committee and president gave us the background along with the key objectives for the role. They made it clear to us that that they needed to attract a VPAA who would be able to successfully work with the key constituents of the University: students, academic and administrative leaders, faculty, university trustees and supporters. The job of the VPAA is to oversee and support the growth and development of all academic offerings of the University and to work closely with the Deans of each school, faculty, students as well as the president and trustees of the University. The VPAA is the Chief Academic Officer; in many universities the VPAA is also known as the Provost.

Norwich University is the nation's oldest private military university that also enrolls civilian students; it was established in 1819 soon after West Point was formed. The idea of Norwich was to create an institution of higher learning where citizen soldiers could acquire the latest knowledge in the fields of engineering, military science, diplomacy and the arts and sciences. The founder of Norwich, Alden Partridge, a former Army Captain and superintendent and professor at the US Military Academy at West Point, believed that it was important for America's military leaders to combine experiential learning with academic rigor in traditional as well as newly emergent fields of study. Norwich was the first university in America to teach civil engineering as a core component of its curriculum. This innovation took vision and courage on the part of the university's founder and first chief academic officer which ultimately facilitated success on the battlefield, in government and industry by capable, creative and well trained graduates of Norwich University.

The first challenge the new VPAA faced was to gain the confidence and trust of his new colleagues. Dr. Huang understood this implicitly because of his successful experience at his previous university where he served first as Undergraduate Dean and then as Dean of Liberal Arts. During the interview process Dr. Huang learned that the president and trustees needed him to implement a number of sweeping organizational changes for the University in addition to fulfilling the core VPAA duties described in detail in the job prospectus.

***Transformational leaders don't get hired to maintain the status quo, rather, their success is linked directly with achieving the strategic vision of the organization.***

Norwich University operated eight separate schools for many years: Engineering; Business and Management; Mathematics and Sciences; Architecture & Arts; Humanities; Social Sciences; National Services, along with a large On-line Graduate School. The cost of this structure was out of alignment with the president and trustees' vision to deliver the best educational experience to its students. With student enrollment of approximately 2,000 undergraduates of which about 2/3 are cadets and 1/3 are civilians, the president and trustees felt that Norwich University would be able to do a better job for its students and other key constituents by consolidating eight schools into five colleges. This is a very tough challenge for any organization since it represents major change designed to transform how the university delivers its educational value. A sweeping change like this requires a leader who can keep the transformational goal in sight while simultaneously commencing his duties as the new VPAA—a tough challenge that Dr. Huang readily accepted and embraced.

During the interview process it became evident that Norwich was seeking to hire a very special candidate for the VPAA role. The hired candidate had to be a seasoned administrator ready to assume the day to day responsibilities of a university provost as well as a leader with the discipline, patience and people skills to be empowered by the president to head the effort to consolidate and streamline the University's academic structure.

For a University like Norwich that will celebrate its 200th Anniversary in 2019, change to this degree of magnitude was significant. Dr. Huang had to devise an approach that would be accepted by a majority of the faculty and administration or the transition to the new structure for the university would be unnecessarily slowed or stymied. He began by presenting the objective to the university constituents in a diplomatic manner and asked for their feedback so that he could gather their ideas. Faculty and administrators have a major stake in the outcome of any significant change; they make the university what it is and can be—the leaders need to listen to their counsel. Dr. Huang set up a committee and they gathered feedback from the university community, including faculty, staff, the Board of Trustees, and the Board of Fellows. Once the input was presented and evaluated by the Restructuring Taskforce headed by Dr. Huang, a subsequent Implementation Committee was formed and devised a transition plan. The new academic structure was ultimately ratified by a 74% majority of the faculty.

The transformation took about 18 months to be completed and fully implemented. With a new structure in place Dr. Huang was able to elevate promising administrators to positions of additional responsibility and hire outside leaders as well. The key benefits to the university from the successful outcome of these transformational changes include:

- Student enrollment and retention has reached an all-time high.
- A teacher/scholar model was implemented with a redesigned workload and increased expectations of scholarly and creative productivity.

- University trustees supported the plan from the outset and were happy with the outcome as the new structure became more clear.
- A whole new level of accountability and operating efficiency has paved the way for many cross-college collaborations.
- The new structure also enabled hiring of new, visionary Deans.

Norwich University President Dr. Richard Schneider, has put Norwich University in an enviable position to begin its third century of service as one of America's most unique and successful universities.

Within one year of being appointed to the VPAA role at Norwich, Dr. Huang was promoted to Senior Vice President of Academic Affairs. Since that time Dr. Huang has continued to expand the scope and depth of his accomplishments for Norwich University, including establishing new relationships with universities in China. Proven transformational leaders like Dr. Huang keep adding value for their organization.



*Norwich University, Northfield, Vermont.*

KULPER & COMPANY takes pride in the leadership role we played in helping **Norwich University** attract Dr. Huang to the VPAA position and the positive impact Dr. Huang has made on the growth and development of Norwich University.

Just after preparing this piece we learned that [Dr. Huang was appointed Chancellor of Louisiana State University-Alexandria](#); he assumes his new post in January 2017. We are very pleased to offer our sincere congratulations to Dr. Huang and wish him much success in his new leadership role at LSU-A where we are confident he will leading important transformational change as well.



*Keith D. Kulper President KULPER & COMPANY, LLC.*

### **KDK Musings**

It is safe to say that these past few months and weeks have embodied the aphorism...“may we live in interesting times”.

The biggest take away for me from the recent presidential election is that the power of the vote reigns supreme in the United States. Each one of us who walked into the voting booth on November 8, was heard. Now we move forward in our communities and businesses in pursuit of our individual and collective goals with the sure knowledge that our unique democracy will continue to grow and develop in the right ways.

We have access to so much information it is often hard to separate the wheat from the chaff. It is important to try, nonetheless, since so much of what we do in our business and personal lives depends on being able to confidently make a “hold or fold” call. [Last year on December 3, I predicted that the DOW would reach 19,250 before year end in 2016](#); I am happy to see that this happened in early December after seeing swings that took the DOW as low as 15,660 in February---a 4,000 or 25% point swing over the past 10 months pretty extraordinary by any measure! I also called for unemployment to drop below 5% during 2016--it is now 4.6% (down from a height of 10% during the Great Recession) with interest rates remaining at all- time lows. Job growth is steady at about 180,000 new hires per month. The FED overnight lending rate rose .25% at the December 13-14, meeting of the FED Open Market Committee. I think we will see gradual upticks in this all-important interest rate through 2017. The old banker’s saying of “life is good at 3/6/3” (borrow at 3%, lend at 6% and be on the golf course by 3PM) may come back into fashion over the next few years—we’ll see! Certainly, the days of

sleepy banking won't ever be seen again; the business is much bigger and in many ways better and safer than it ever has been but the financial system remains fragile. Should appropriate and sound regulations get trampled or ignored in the name of job growth and economic development we could easily find ourselves back in "Bank Panic/Great Recession mode". It's likely that inflation (which has been just about nil) will rise as well as federal spending on much needed infrastructure and other projects increase now that the executive branch and congress are singing from the same hymn book. Big questions loom in terms of how the president elect will actually deliver on the vision he set forth in the campaign---hopefully, that will be as positive a surprise as the recent stock market rally.

Not all my predictions for 2016 were correct! Two of my biggest misses involved my mother in law, [Florence Kenny](#) who turned 95 a few weeks back; "Happy Birthday again, Flos!" She had a fall about a year ago and we all thought that it would be very tough for her to get back into her own apartment, again. She proved me and most everyone she knows, wrong---she is happily back in her own apartment as I write this version of Musings. Almost the first thing she said to me when she was back from the hospital, and then many times thereafter during her recovery period, was that she intended to get back in her own place. How great it is to be wrong sometimes, don't you think? There is much more to Flos' story but perhaps the most significant part is how clearly it embodies the strength of her will, her physical courage, devotion to family and her faith. Great and inspiring stuff! The second incorrect prediction involved the recent remodeling project in our home in New Jersey which is turning out well. We started it in August with the idea that it would be done---done by September 30 or October 15. Guess who said we would be lucky to make it by Christmas? My wise cracking mother in law who is now happily back in her apartment! They say the WWII group is the greatest generation---let me tell you they still have some surprises up their sleeves for all of us! I won't tell you what my third incorrect prediction was for 2016, but you might be able to ascertain that one for yourself...almost everyone at the NY Times, PBS and even, Barrons and the WSJ were wrong about that one, too! Let's hope that the seriousness of the job and the impact it has on our nation and world affairs will affect our president elect in the right ways. Americans and people around the world who look to America to lead the way in so many areas vital for the continued growth and development of mankind are surely hoping so, too.

The doings of my immediate family are always a favorite for me to write about in Musings. Our son, Sloan is in the last year of his PhD at Hong Kong University---he is pushing through his thesis now under the able guidance of his thesis advisor, Dr. William Lu. Sloan and Dr. Lu have formed a great friendship through this process and plan to continue to work together on the development of [LifeSpans](#), which is a medical devices company they have started together along with several other colleagues and business associates. It really pleases me that so many of our good friends have offered guidance and help to Sloan over the years and are now assisting him with LifeSpans. [Kendall Kulper](#), our young adult fiction novelist daughter has finished her next book which is set in the Old West of the 1880s; it is now being reviewed by her agent for publication. It is so cool to be able to say that her books have a world-wide following with translations into German, Hungarian and many other languages. It is amazing for me since as her Dad I remember her working on her projects here at our home when she was a little girl. She always did her own work; we tried not to get too involved with them except to say "good job!" Now Kendall creates characters that have fans and stories that have a life of their

own. When she isn't writing she can be found busy in her house in Cambridge, MA, with our granddaughter Iris, involved with wood working projects and of course being a great wife to her husband Dave who is a PhD economist and one of my favorite golf buddies when we are able get out on the course together! My wife, Denise and I, when we aren't working here at KULPER & COMPANY and the like are actively planning trips to the Grand Canyon and the Far East in 2017. We hope to do some back-country hiking in the GCNP led by able guide Mike Campbell <http://www.canyonology.com>. The Asia trip will include time in Hong Kong with Sloan and his wife Gahyee, the China mainland and Japan prior to heading home. On our previous trip to China we found Chinese people to be friendly, warm and genuine----just like many Americans. The culture is old--old--old and very steeped in tradition. When you are in a less frequented part of the country not the typical tourist spots you really feel this. At sunset with a karst formation in the background and rice field in the fore the timeless beauty of the country is simply spectacular---I hope you get a chance to experience China for yourself, too.

Wishing you and yours all the best during the holiday season in the New Year ahead! Looking forward to hearing from you so please take a minute and drop a line; it will be nice to hear how you are doing and particularly great to discuss a pressing hiring need with you for your organization.

Peace,  
Keith