

# Dr. Lenny R. Klaver



---

## Education

**University of Northern Colorado** – Doctorate in Education, Educational Administration, Dissertation: *Transformative Leadership* (Graduate Dean’s Citation for Excellence)

**Wayne State College** – Master of Science in Education, Bachelors of Arts in Education

## Professional Experience 2016-Present: President - North Central Missouri College

Responsible for leadership and management of the college as chief executive in seven **(7)** key areas:

1. **Board of Trustees Relationship:** Developing and maintaining positive relationship with the Board of Trustees, including, keeping the Board informed of issues, needs, and operation of the college, offering professional advice on items requiring Board action, supporting Board policy and actions to the faculty, staff, students and public, show impartiality toward the Board and Board members alike, and serving as the liaison between the Board and college faculty and staff.
2. **Community Relationships:** Gaining respect and support of the community regarding conduct of the college as an institution of higher learning, developing friendly and cooperative relationships with the news media, participating actively in community life and affairs, working with community groups and individuals through the 17-county region of North Central Missouri, and developing positive working relationships with area educators and school administrators.
3. **Staff Relationships and Personnel Services:** Develop and execute sound personnel procedures, services, and staff morale, provide fair and non-

discriminatory treatment while holding firm to successful job performance, ensure that all statutes of Non-discriminatory policies are upheld, report and assist with of concern to the Title IX Coordinators, and Deputy Title IX Coordinators, serve as a Campus Security Authority (CSA), and fulfill reporting obligations as required by the Clery Act delegate responsibility and authority to administrators, deans, directors, faculty, and staff as appropriate to position responsibility, recruit and assign competent personnel, encourage participation of faculty and staff in planning, procedures, policy development, and policy interpretation, play an active role in developing salary schedules and recommend salary levels to the Board which will serve the best interests of the College, and encourage professional development of administration, faculty, and staff, and demonstrate strong communication skills in general with senior administrators, faculty, and staff.

4. **Program Development and Administration:** Demonstrate understanding and sensitivity, to the teaching/learning process, monitor development of new programs including curricular, market, and cost-benefit analysis to ensure probable success, monitor instructional programs to ensure quality and efficiency, and encourage the development of new curricular, co-curricular, and extra-curricular programs and services to meet regional and state-wide needs.
5. **Business and Finance:** Respond to the financial needs of the college with appropriate actions regarding physical plant, facilities, equipment, transportation fleet, and supplies, supervise business operations ensuring competent and efficient performance and fiduciary responsibility, determine that the aggregate college budget and all unit budgets are adequately financed and managed appropriately with sound control and generally-accepted accounting practices, and assure that an a financial audit of the college occur annually.
6. **External Relations:** Serve as the College's chief legislative relations liaison to state and federal government as well as local taxing districts, spending time frequently in Jefferson City working the state senators and representatives regarding legislation and funding for the College as part of the collective MCCA legislative agenda, serve on community and regional boards related to the business and educational interests of the College,

and serve as the chief fundraising professional for the college, including donor prospecting, annual fund solicitation in conjunction with the NCMC Foundation, major gift cultivation, solicitation, closing, and stewardship of gifts, lead the effort of campaigns for special causes or comprehensive purposes.

7. **General Administration:** Understanding and keep current on trends in higher education, legislation, and external factors that might impact the College, implements the NCMC philosophy, mission, and vision, promote a team concept to ensure that appropriate decisions will occur at levels of governance and campus structure, as well as making sound decisions on behalf of the college when other counsel or board desires are not possible, oversight of the College's four satellite locations, review and periodically adjust staff responsibilities as appropriate to fully utilize the human potential of faculty and staff, encourage creativity and dialogue among employees and shared governance groups. Lead strategic planning efforts to promote goal setting and long—range planning. Work toward professional growth as a president.

**Direct Reports:** Vice President for Academic Affairs and Provost, Vice President for Student Affairs, Vice President for Business Services, Chief Information Officer, Chief of Staff, Director of Development, Director of Corporate and Business Relations, Director of Admissions, Director of Marketing, Director of Workforce Development, Director of Head Start, and Director of Athletics.

## **2013-2016: Vice President for Institutional Advancement & Enrollment Management**

### **Finlandia University** (Hancock, Michigan)

- Responsibilities included; Administration and supervision of all University Advancement and Enrollment functions, including; Fundraising and Advancement Leadership - comprehensive development plans, major gifts, annual fund, Alumni Affairs, and the Grants Office, and oversight of the Offices of Admissions and Financial Aid, and Athletics with supervision of directors of each office.
- Note: I left Finlandia after two years and eight months to take the presidency at North Central Missouri College. While at Finlandia, enrollment increased 37% and annual fundraising increased 17%. Finlandia closed in seven years later in 2023 due to a severe decline in enrollment and unsustainable debt service. It's quite a story. Ask me.

**1996-2013: Vice Chancellor for University Relations & Advancement and Faculty/Administration - University of Wisconsin-Parkside (Kenosha, Wisconsin)**

- Vice Chancellor (2001-2011). Responsibilities included: Advancement and University Relations division leadership, fundraising, budget, and university legislative relations with state and federal government officials, community relations, with oversight of Annual Fund, Alumni Affairs, Special Gifts, Corporate and Business Relations, Marketing, Publications, Media Relations, Campus Website, and Graphic Design Offices with supervisory responsibility over each office's director.
- Tenured Faculty (1996-2013) - Department of Health, Exercise Science, and Sport Management. Chair of Graduate Studies, Chair of Lecture and Fine Arts, and member of the UW-Parkside University Committee (elected faculty governance body). Returned to Faculty position 2012-2013.
- 1996-2001: Chair, Department of Health, Exercise Science and Sport Management and Director of Athletics

**1983-1996: Wayne State College - Wayne, Nebraska**

- Tenured Faculty, Associate Athletic Director, Head Baseball Coach (1983-1991) Head Women's Basketball Coach (1984-1988), Assistant Men's Basketball Coach (1983-1984)

**Senior Administrative Accomplishments**

**President - North Central Missouri College**

- External fund generation during 2022-2024 ( \$36.M+)
- Doubled Comprehensive Campaign goal
- Significant increase in Capital Projects funding
- Enhanced State of Missouri annual core funding
- Deferred Maintenance funding of \$1.5M covering all projects of such nature
- Secured funding and construction for an Indoor Athletics Practice Facility
- Significant increase in funding for Information Technology (\$2M+)
- Funding for new Student Center (July 2025 completion)
- Secured funding and built a new satellite campus in Savannah, MO
  - Nursing and Allied Health programs
  - Advanced Manufacturing and Industrial Technology

- Increased scholarships by \$1.8M
- Nominee for the Aspen Award for Excellence (2024 and 2025)
- *Business View* Magazine Featured Community College of the Year 2025 and 2026
- Developed 21 new and revised academic programs in seven years
- Top ranking in State of Missouri graduation rate
- #2 (tie) in State of Missouri retention rate
- Highest enrollment in NCMC history – consecutive years 2023, 2024, and 2025
- Built two new suite-style resident halls
- Eliminated all NCMC debt
- One of only three public colleges/universities in Missouri showing enrollment growth over the past five years
- Developed partnership with Missouri Western State University to construct the Houlne Center (Convergent Technology) in the region of Missouri's third largest exporter of manufacturing and industrial exports – St. Joseph, MO
- Erased a \$1.2M budget deficit in the first two years as president
- The only MCCA member college to increase enrollment three consecutive years
- Established the College's initial annual campaign in conjunction with the NCMC Foundation
- Reversed a ten-year continuous decline in enrollment previous to arrival with a 7% increase in 2016-2017
- Enrollment growth of 24% from 2021-2025 (highest increase of all Missouri public two and four-year institutions)
- Completed the renovation of Geyer Hall (\$5.4M project) in 2016
- Led three college-wide strategic planning and authored full **PLAN 2020, PLAN 2025, and PLAN 2030.**
- New degree programs in Computer Science, General Science, Behavioral Health, Early Childhood Education, Agricultural Mechanics, Stackable Ag Certificates (Crop Production, Livestock Production, Farm Operations, and Ag Mechanics, Ag Technology)
- Opened a fifth campus location (the North Belt Center) in Andrew County – in the spring of 2018, joining campuses in Trenton (main campus), Maryville, Bethany, and Brookfield.
- Oversight of the development of four new programs at the North Belt Center: Behavioral Health Associate, Early Childhood

Education, Agricultural Business Certificate, and Industrial Maintenance Certificate

- Governor's Special Task Force on Performance Funding – one of three MCCA presidents
- Played a key role in the passage of Senate Bill 990 (college annexation process) which also made its way into the language of 4 additional House and Senate Bills
- Elected to the NJCAA National Presidents Council (2018-present)
- Presenter at the Missouri State FFA Awards Ceremony – past five years
- Administrative oversight of the 34-county North Missouri Workforce Development Board, Executive Director reports to me as NCMC President
- Administrative Oversight of Northern Missouri 6-County U.S. Federal Government Head Start Program, the Executive Director reports to me as NCMC President
- Hosted Regional National and State Legislative Forums each year to full house crowds
- Hosted Missouri State FFA Leadership Council
- Hosted Missouri Professional Agriculture Students Annual Conference
- Hosted new Regional High School Recruiting Fair/Open House for 600+ high school juniors and seniors
- Hosted the Missouri Professional Agriculture Students State Conference
- Hosted Missouri Governor on campus for State Apprenticeship Grant Award of \$177,000
- Hosted United States Senator Roy Blunt for a session on the importance of Summer Pell Grant funding
- Hosted Holiday Hoops each year – the largest high school boys' and girls' basketball tournament in the Midwest with 70+ teams and 120+ games over a two-week period in late December
- Launched new Men's and Women's Golf, Women's and Men's Cross Country and Track, and Women's Flag Football as Varsity Sports as well as Club sports programs in Competitive Shooting, Dance, and E-Sports
- Renovation of Ketchum Center, Gymnasium, Fitness and Weight Facilities with new bleachers, new equipment and facility lighting - \$380,000 project

- Major Gifts for scholarships, “Gifts in Action” program – 8 new endowed scholarships with a range of \$15,000 to \$100,000 in the gifts
- Presenter at numerous service clubs in the region
- Became the home for the newly created North Central Missouri Development Alliance in Alexander Hall and accepted position as a board officer (treasurer)
- Brought County Missouri University Extension Office on campus to Alexander Hall
- Initiated NCMC President’s External Advisory Council

### **National and State Rankings**

- #1 Online Associate College Programs in Missouri (University HQ) 2024
- #1 on-line program in Criminal Justice (nationally 2022)
- #1 State of Missouri Agriculture program (2022)
- #3 State of Missouri Nursing program (2022)
- #1 On-line College – Missouri (2019 state ranking)
- Purple Heart College (2018)
- National Army Reserve Gold Program (2020)
- #3 On-line Nursing Degree Program (2018 national ranking)
- #2 best Online Pharmacy Technician Degree- Affordablecollegesonline.org (2017 national ranking)
- #5 Highest Return on Educational Investment by WalletHub (2017 national ranking)
- Top Military Friendly School-Victory Media (2017 national ranking)
- #2 Best Online Ultrasound Technician Degree- Affordablecollegesonline.org (2017 national ranking)
- #3 Best RN program in the state registerednursing.org (2017 Missouri ranking)
- #8 best Online Medical Assistant Degree- Affordablecollegesonline.org (2017 ranking)
- #24 best College with online courses onlinecourses.com (2017 national ranking)
- #18 Best Community Colleges by WalletHub (2017 national ranking of 860 colleges)

- #16 Most Affordable Online Community Colleges by AffordableColleges.com (2017 National ranking)
- #3 Best Affordable Colleges in Missouri- Affordablecollegesonline.org (2016 national ranking)
- Community College in the U.S. by Smart Asset (2016 national ranking)
- #10 Best Community Colleges-Wallet Hub (2016 national ranking of 860 colleges)

### **Community and Regional Boards**

- St. Luke's Health System – Wright Memorial Hospital (president, Board of Directors)
- Northwest Missouri Business Facilitation Group (Board of Directors)
- North Central Missouri Development Alliance (Board of Directors)
- Mosaic Life Foundation (Board of Directors)
- Rotary Club of Trenton (Past President, 2018-19)
- Trenton Chamber of Commerce (Board of Directors)
- Hodge Presbyterian Church (Elder, Session Finance & Facilities Committee)

### **Vice President for Advancement and Enrollment (Finlandia University)**

#### **Fundraising and Advancement Leadership**

- 17% increase in fundraising - increases in annual fund contributions, aggregate giving, new termed and endowed scholarships
- Led Advancement staff through department strategic planning and contributed all sections of goals, objectives, strategies, tactics, and assessment measures in the areas under my supervision for **PLAN 2021** Finlandia University's new strategic plan
- Developed and implemented new policies and procedures for gift tracking, alumni chapter development, and new annual funding strategies

#### **Development – Capital Project Campaigns**

- Developed comprehensive proposal for funding new and renovated facilities for the Finlandia University College of Health Sciences. Through research and collaboration with the provost, dean of the

college, faculty, and numerous working sessions to acquire \$3.5 million for this project

- A \$1 million-dollar commitment was secured
- An additional pledge of \$1 million for classroom modernization was near completion at the time of my move to NCMC
- Renovation and conversion of the former aquatics area in the Paavo Nurmi Center to a state of the art fitness facility with \$1,200,000 in funding
- Completion of the McAfee Field stadium locker room project - prospect identification, cultivation, and solicitation for the campaign
- Developed full case statement and comprehensive development plan for all capital, operating, and endowment funding plans to be realized over the next 7 years of **PLAN 2021**. Included in this endeavor was an expansion of the Finnish American Heritage Center, central to the university's identity, mission, and distinctiveness

### **Budget**

- Senior officer on the president's management team
- Extensive budget planning and implementation experience
  - Involved in annual and monthly budget decisions for a modest campus budget of approximately \$12.7 Million
  - Note: This is by far the smallest campus budget I have dealt with in my professional career
- Allocation of funds aligned with strategic plan goals and objectives
- Developed a reputation for innovative and creative initiatives to stretch and leverage funds by collaborating with other campus units and along with using external funds

### **Strategic Planning**

- Led collaborative strategic plan development with three administrative units under my supervision
  - o University Advancement
  - o Enrollment (Admissions and Financial Aid)
  - o Athletics

- Provided primary support to the president and management team for developing **PLAN 2021** (Finlandia University strategic plan)
- Led the 4 vice presidents through a 2-day off-campus retreat to operationalize all components of the plan
  - o Result: completion of 55 individual templates covering the four major areas of the plan (Academic Excellence, Student Success, Image and Reputation, and Resources)

## **Enrollment**

- Increase of 12% in new students for the fall 2014 semester
- Increase of 25% new students for the spring 2015 semester: Data from enrollment reports for the fall totaled 287 new students:
- Prospects increased by 104% to comparative data of the previous 3-year averages
- Applications increased 145% to comparative data of the previous 3-year averages
- Note: As an administrator who values team approaches, I greatly valued the leadership of a new admissions director and four exceptionally talented and positive new enrollment officers for their work ethic and interpersonal communication skills. The basic mindset established for their work in producing measurable results has been that we will recruit 'one student at a time. This strategy has of course numerous tactic, not unconventional to building successful enrollments, most importantly, it centers on care and concern for prospective students, their parents, and a positive return on investment they choose to make as Finlandia University students and the goal of graduation, career placement, and becoming successful professionals and citizens.

- **Athletics**

Building a successful intercollegiate athletics program is highly dependent on recruiting, retaining, and graduating student-athletes, with the emphasis on being a student first. At Finlandia, we have the benefit of a president and director of athletics with such a view and emphases. Due to underperformance in terms of roster building, academic and

athletic progress of several individual sport programs, it was my decision to replace the leadership of those programs. In that year, we hired new coaches in six programs who share the NCAA ethic of the true essence of the student-athlete. The bottom line approach I followed is that we will absolutely not compromise academic progress and integrity at the expense of producing winning teams. In my experience with intercollegiate athletics, I have proven that a successful and sustainable athletics program can be built on the premise described. Part of our strategy in building the athletics program has a great deal to do with aspects of success attributed to developing facilities. In this light, we also acquired funds for a new strength and conditioning center and are in the process of fundraising and architectural design of a new fieldhouse, spectator accommodations, and a multipurpose turf house that will serve several sport programs, including new varsity programs in men's and women's tennis.

## **Vice Chancellor for University Relations & Advancement (UW-Parkside)**

### **Fundraising and Advancement Leadership**

As the senior development officer for ten years at a comprehensive campus of the University of Wisconsin System, I demonstrated an ability to increase an institution's private support for current needs and the endowment. I have led specific campaigns for scholarships and capital needs. Private funding for capital projects, scholarships, academic programs, research, and services steadily were on the rise during my ten years as vice chancellor at UW-Parkside. My ability to develop relationships with donors and cultivation of their respective potentials as well as the very important role of stewardship subsequent to gifting parallels the needs of today's realm of educational funding. The focus of my work in fund-raising, in addition to leading the department, included supervision and leadership of gift officers, directors, and staff) and working with the UW-Parkside Foundation is the securing of major gifts (list of selected major gifts to follow). Working as the lead in securing both state and private funds for large capital projects was a strength of my work in development. This occurred through my work as the Vice Chancellor for University Relations and Advancement in securing large private contributions and by lobbying and working with state department officials

in obtaining public funds in my role as legislative liaison. I also supervised Alumni Relations in my role at UW-Parkside.

### **Highlights in Development – Capital Project Campaigns and Selected Major Gifts Capital Projects Campaigns**

- Sports and Activity Center: Played a key role in acquiring \$13 million for construction and renovation of the University of Wisconsin-Parkside Sports and Activity Center, including naming rights for the Frank J. Petretti Fieldhouse, Alfred and Bernice De Simone Gymnasium, and Carmelo D. Tenuta Hall
- Student Center: Played a key role in acquiring \$25 million for construction and renovation of the University of Wisconsin-Parkside Student Center project
- • Communication Arts Building: Played a key role in acquiring \$32 Million for the construction and renovation of the University of Wisconsin-Parkside Communication Arts Building project

### **Selected Private Gifts**

- \$1.5 Million – Donation – Student Leadership Scholarships
- \$1.3 Million – Donation – facility improvements
- \$500,000 – donation for naming rights to the Music Concert Hall
- \$500,000 for Fieldhouse enhancements
- \$450,000 donation for Communication Arts
- \$406,000 for the “40 for 40” Scholarship campaign as part of the University of Wisconsin-Parkside 40<sup>th</sup> anniversary celebration
- \$400,000 – donation secured from the Microsoft Corporation for hosting the International Olympiad for Informatics at the University of Wisconsin-Parkside (First time the event was hosted in the United States in IOI history)
- \$300,000 for fitness, strength, and conditioning equipment
- \$250,000 – donation for the scholarships at the University of Wisconsin-Parkside
- \$250,000 – planned gift for endowed chair – School of Business and Technology
- \$200,000 – donation for Modern Languages Lab at the University of Wisconsin- Parkside

- \$200,000 for classroom improvements, including technology and lab modernization at the University of Wisconsin-Parkside
- \$120,000 – donation for scholarships at the University of Wisconsin-Parkside
- \$106,000 – donation for the Computer Science Department at the University of Wisconsin-Parkside
- \$100,000 – donation for scholarships at the University of Wisconsin-Parkside

## **Budget**

### **Campus Funds (UW-Parkside's Leadership Team Budget Collaboration)**

University's budgetary decisions involve a method of collaboration of the Chancellor, Vice Chancellors (4), and Campus Budget Officer. Decisions are made respectively of the full campus, including; Academic Programs, Student Affairs, Administration and Fiscal Affairs, University Relations and Advancement, Information Technology, and Center for Community Partnerships, Equity and Diversity. Allocations are determined on an annual basis through a series of Budget Hearings in which Deans and Service Unit Administrators present requests and rationale. Decisions were based on revenue available from General Program Revenue (State-funded allocations), Tuition and Fees, Program Revenue, Grants, and Gifts. In addition, cash requests were presented on a semi-annual basis from funds available through salary savings, new grants and gifts, and other unit-wide savings.

**University Budget: \$71,000,000**

### **Divisional Funds**

- University Relations & Advancement (annual budget: \$1,140,308) Salaries and operational line budgets for University Relations and Advancement, Marketing Communications, Publications, Graphics, Public Relations, Web, Scholarship Administration, Development, Prospect Research, and Alumni Relations
- **Foundation Funds** University of Wisconsin-Parkside Foundation, Inc. (annual budget: \$1,082,400)

Foundation Salaries and Operations, Scholarship distributions, Capital Improvement Contributions, Academic Programs Support, Student and Campus activities

### **Strategic Planning**

- University of Wisconsin-Parkside (Campus Plan)
- The senior administrator strategic planning executive committee
- University Relations & Advancement – Vice Chancellor
- University of Wisconsin-Parkside Foundation – campus liaison for the UW Parkside Foundation strategic plan
- Department - Health, Exercise Science, and Sport Management – Department Chair

### **Community Relations, Legislative Relations, Marketing and Publications, and Media Relations**

As Vice Chancellor for University Relations and Advancement, I spent a great deal of time in building and fostering relationships with our area legislators, the media, and civic organizations in the communities of our service region in Southeast Wisconsin. I view this as a primary role of senior leadership and a vital area of responsibility for a public institution. To be effective and efficient in communications, a leader must accurately portray the essence of the institution; its programs, services, and people. Further, to sustain existing financial support and obtain new funding support, it is essential to present a full and transparent knowledge of why a campus requires both public and private dollars to fulfill its mission. The following are examples of my role in communications with legislators and other external constituencies.

### **Community Relations**

A campus is surely an integral part of a community; in our case, two communities – Kenosha (population, 102,000) and Racine (population, 86,000), Wisconsin. Thus, a major component of my area of responsibilities was to initiate, develop, and sustain effective relationships in this area. As a campus leader, it is vital; not only for participation in key community-campus partnerships, but also for a campus' presence in a community/region and as a civic responsibility

to my community as an active citizen. The following demonstrate my levels of active involvement:

- United Way of Kenosha County
- Past President, Board of Directors, Campaign Co Chair
- Boys and Girls Club of Kenosha, Board of Directors
- Rotary Club of Kenosha West, Past President, Foundation Board
- Education Foundation of Kenosha, Past President, Board of Directors
- Bank of Elmwood Advisory Board
- Racine County Economic Development Corporation Economic Development, Education Committee
- Kenosha County Economic Development Committee
- Outstanding Kenoshan Board of Directors, Past Chair, Board Member
- Kenosha Literacy Council - Past President, Board Member
- Wisconsin Biotechnology Alliance Grant Selection Committee
- Milwaukee 7 Economic Development Group
- BizStarts (committee member of sub-group of the Milwaukee 7)

### **Legislative Liaison**

I served as the University of Wisconsin-Parkside Legislative Liaison, communicating on a regular basis with 10 elected officials in the Wisconsin State Senate (2 Senators) and Assembly (8 Representatives) as well as with two U.S Senators and one U.S. Representative. The chancellor of our campus and I were the only two designated officials to be able to lobby directly for support of UW-Parkside and University of Wisconsin System. Throughout ten years in my position, I established and maintained strong relationships with both Democrats and Republicans. I was able to do so by visiting the offices of the elected officials in Madison, sending regular messages and materials to their offices, and hosting two legislative forums each year. Wisconsin operates on a biennial funding basis. However, it was very important to consistently maintain communications with our elected officials regarding wise use of funds allocated and to be able to make a strong case when additional funds are being requested.

In my experience, communicating with legislators generally involves specific attention to students' needs (such as tuition costs, financial

aid, and campus safety), campus funding, and capital program needs. This does not mean that general campus matters and issues such as image and overall constituent relationships are not important; they are, and we deal with them accordingly. However, a focus on the needs of our students in areas aforementioned, and the provision of strong teaching and research is what garners attention and addressing of issues affecting the campus most directly. I have found it very effective to get to know the staffers in the respective legislative offices. They are often the people who get items on the agendas of the legislators. This often initiates follow-up conversations with the legislators on key issues and votes in the Senate and Assembly.

On the federal level, I communicated with Senators Herb Kohl and Russ Feingold as well as with Representative Paul Ryan. This has included issues of funding for federal grant requests where we have been successful in attaining several grants for programs such as Title III (\$1.6 million), Strengthening Communities (a program funded through a \$1 million grant for our Center for Community Partnerships), and Workforce Development federal funding (\$1.5 million) which focuses on jobs and career preparation for young people in our region. In addition, I have handled immigration issues for international students and faculty through our federal legislators and their subsequent work with the U.S. State Department. Most frequently, this has been with Representative Ryan, whom I have known since prior to his initial election to the U.S. House of Representatives.

### **Print and Electronic Publications**

In our publications, both print and electronic, I led the effort to produce an array of materials that focused on consistency of content and appearance; all we do must provide the impression that we are distinctively, “The University of Wisconsin-Parkside.” It is important to note that we have done so by communicating and collaborating with our campus community as well as with our external constituencies. The breadth of information we must portray is dependent on content that is current and accuracy of information from our departments and service units. Thus, collaboration is essential. Excellent publications were also based on the overall aesthetics, which reflect a campus. As importantly, they are vitally dependent on the depth and accuracy of content. Quality of all publications is paramount. In print, we produced

the ***University of Wisconsin-Parkside Catalog, View Book, Housing and Dining***, and ***Perspective Magazine*** as our major publications. We also produced course offering publications on a semester as well as for “Winterim” and summer terms, academic department brochures, Ranger Athletics media guides, and ***The University of Wisconsin-Parkside Strategic Plan*** in print format as well as electronically.

Our primary electronic publication was, of course, the university website. Developed with consistent look and content with our print publications, we also concentrated on navigational aspects and user-friendliness with a “Key Word” feature as well as the traditional format of department and service unit links, campus news, activities calendar, on-line giving, and a host of other informational pages. Further, we offered on-line enrollment and scholarship applications.

### **Media Relations**

Communications with local, regional, national, and even international media were a regular aspect of my responsibilities. Creating a positive image of the campus through print and broadcast media outlets is essential to image of the university in the eyes of the public. I served as primary contact with the media and worked with the Director of Public Relations under my supervision to generate press releases and major story leads to the media, primarily with ***The Kenosha News, Racine Journal Times, and Milwaukee Journal Sentinel***. News items and public notifications are sent frequently, and I referred to reporters to fellow administrators, faculty, and staff who are most knowledgeable on the subject or matter at hand. I have also written several guest columns for the local papers over the years on issues ranging from public funding support for the campus to elections to labor causes in industry and advocacy for the local United Way programs and services.

### **Selected Publications, Presentations, and Professional Works**

Over the course of my career, professional writing, presentation, speaking, and participation in scholarly and administrative capacities have been extensive. As a faculty member, my writing, presenting, and public speaking has been on the aspects of the discipline of Health, Physical Education, and Sport Management in which my focus on

leadership has been predominant. In addition, early in my career I published in coaching journals as I worked to build successful teams and successful student-athletes. In administrative roles, while leadership has been a priority, proposals, memoranda of understandings with donors, formal publications and reports for foundation boards and Board of Trustees, formal administrative reports, program reviews, and strategic planning. The following are examples of the work I have done that provide a selective sampling to demonstrate the array of topics in which I have developed a portfolio of professional contributions.

Klaver, L. (2025) *A Multifaceted Approach to meet Burgeoning Workforce Demands*. American Community College Trustees National Convention presentation, New Orleans, LA.

Klaver, L. (2025). North Central Missouri College, *PLAN 2030*, Campus Strategic Plan. Board of Trustees approved.

Klaver, L. (2025). North Central Missouri College. *PLAN 2025 Accomplishments*.

Klaver, L. (2023) Strategic Plan and Capital Campaign Convergence. Rural Community College Alliance Presentation – The Dalles, OR

Klaver, L. (2020) *Academic Integrity: Maintaining the Academic Core*. Research White Paper and Presentation at the NJCAA Leadership Academy, Richmond, VA

Klaver, L. (2020). North Central Missouri College, *PLAN 2025*, Campus Strategic Plan. Board of Trustees approved.

Klaver, L. (2019) Panel on Changes in Higher Education, MCCA Presidents, Chancellors, and Trustees retreat, Camden at the Lake (Camden, Lake of the Ozarks, MO).

Klaver, L. (2019) US Bank & North Central Missouri College *Strategic Partnership for Advancing Industrial Technology and Customized Training Programs*.

Klaver, L. (2018) *Leading Edge: Convergent Technology for Missouri Agriculture and Industry*. MoExcels grant of \$350,000 for Precision Agriculture and Industrial Technology Training and designation as a Center of Excellence in Agricultural Technology.

Klaver, L. (2017). North Central Missouri College, *PLAN 2020*, Campus Strategic Plan. Board of Trustees approved

Klaver, L. (2014). Finlandia University, *PLAN 2021 Comprehensive Development Plan*.

Klaver, L. and McCoy, L. (2013). *Jock Shock: The Price of Unethical Actions in Contemporary Sport*. Research presentation for noon lecture series, University of Wisconsin-Parkside, February 2013.

Klaver, L. (2012). *Making a Difference. Impressions* – Monthly publication of the Boys and Girls Club of Kenosha. Kenosha, WI. November 2011. (Column topic: “Compelling Reasons”)

Klaver, L. (2011). *Making a Difference. Impressions* – Monthly publication of the Boys and Girls Club of Kenosha. Kenosha, WI. November 2011. (Column topic:

“Great Futures and Year-end Giving”)

Klaver, L. (2011). *Making a Difference. Impressions* – Monthly publication of the Boys and Girls Club of Kenosha. Kenosha, WI. October 2011. (Column topic: “Investing on the Youth of a Community”)

Klaver, L. (2011). *Making a Difference. Impressions* – Monthly publication of the Boys and Girls Club of Kenosha. Kenosha, WI. September 2011. (Column topic: “Giving as a Personal Act”)

Klaver, L. (2011). *Forward Movement: Organizational Capacity Building*. Presentation given to the Board of Directors - Boys and Girls Club of Kenosha. Kenosha, WI. August 2011.

Klaver, L. (2020). *PLAN 2025*, North Central Missouri College, Strategic Plan. December 2020.

Klaver, L. (2020). *Economic Development and Higher Education*. Trenton Republican Times, December 2020.

Klaver, L. (author, 2010). *Conflict and Duality of Interests Policy*. University of Wisconsin Parkside Foundation (Board approved, 2010).

Klaver, L. (author, 2010). *Managing Communication during a Time of Crisis: Crisis Communication Plan*. University of Wisconsin-Parkside Administrative Policy #55.

Klaver, L. (author, 2009). *Web Policies*. University of Wisconsin-Parkside. Administrative Policy #73.

Klaver, L. (author, 2008). *Public Information and Open Records Requests*. University of Wisconsin-Parkside Administrative Policy #33.

Klaver, L. (author, 2007). *Naming of Facilities and Spaces*. University of Wisconsin Parkside. Administrative Policy #70.

Klaver, L. (2007). *Leadership in the Changing Face of Sport Management*. Keynote address – Sport Management Symposium, Wayne State College, April 2007).

Klaver, L. (2006). *A Culture of Responsibility*. (This work was a capsule of four basic constructs that serve as a foundation through which the University of Wisconsin- Parkside works to fulfill its vision).

Klaver, L. (2005). *UW-System Campus Economic Impact Study: University of Wisconsin- Parkside*. (Report submitted as contribution to University of Wisconsin System published data).

Klaver, L. (author, 2005). *Policy for Investment of Foundation Endowment*. University of Wisconsin Parkside Foundation (Board approved, 2005).

Klaver, L. (2005). *University of Wisconsin-Parkside Marketing Communications Master Plan*. (Campus publication).

Klaver, L. (2004). *Dynamics of Politics and the Election Process*. Presentation made to Kenosha-Racine Physicians Association. October 2004.

Klaver, L. (1998). *Ethics, Sportsmanship, and the Leadership Challenge*. The Pennsylvania Journal of Health, Physical Education, Recreation and Dance. 68, no. 2, spring 1998, pp. 15-16, 19.

Klaver, L. (1996). *Transformative Leadership in Today's Physical Education Programs*. Midwest Conference of the American Alliance for Health, Physical Education, Recreation and Dance, Milwaukee, Wisconsin. November 1996.

Klaver, L. (1995). *Advocacy of Social Justice via Sport Management: A Qualitative Inquiry of Scholarly Perspectives*. Paper presented at the North American Society for Sport Management Annual Conference, Pittsburgh, PA. June 1995.

Klaver, L. (1995). *Complexities of Program Management*. HPLS Horizons, 3. no. 1, p. 3.

Klaver, L. (1995). *Opportunities in Sport Management: Preparation, Competencies, and Careers*. (Paper presented at the Nebraska Alliance for Health, Physical Education, Recreation, and Dance). October, 1995.

Klaver, L. (1994). *Internship Report and Sport Marketing Update*. HPLS Horizons. 2. no. 2, p. 4.

Klaver, L. (1994). *HPLS Internships in Sport Management Beneficial*. HPLS Horizons. 2, no. 1., p. 2.

Klaver, L. (1990). *Women in American Sport: A Higher Goal*. (Paper presented at the Conference for Women. Wayne State College, Wayne, Nebraska, October 1990.

Klaver, L. (1989). *Off-Season Development*. Coaching Digest. 16, no. 2, pp. 30-31.

Klaver, L. (1987). *Developing Intangibles in Pitching*. Coaching Digest. 14, no. 2, pp. 27-28+.

[I am also an author of several additional policy papers, strategic plans, academic program reviews, case statements, and memoranda of understandings, guest editorials, speeches, presentations, and other professionally authored documents over the past 30 years.]

### **Finlandia University Administrative Committees**

- President's Executive Leadership Team
- Institutional Planning Committee (past chair)
- Student Success Leadership Team
- Student Athlete Advisory Committee (Sr. Administrator)
- Finnish Council in America
- Enrollment Management Team
- University Development Task Force
- Board of Trustees (ex-officio)
- Board of Trustees
- Enrollment Committee (liaison)
- Advancement and University Relations Committee (liaison)

### **Community Organizations**

- Keweenaw Economic Development Alliance
- Keweenaw Area Chamber of Commerce
- Together for Good – Hancock Community Public Schools
- Houghton Rotary

## **University of Wisconsin-Parkside Administrative and Academic Committees**

- Chancellor's Cabinet
- Strategic Planning – Campus Leadership Team (Sr. Administrator and coordinator of communications)
- Integrated Marketing Team (chair)
- Inclusive Excellence Executive Committee
- Ex-Officio – University of Wisconsin-Parkside Foundation, Inc.
- University Planning Council & North Central Accreditation Review
- Plan 2008 (Diversity initiative)
- Emergency & Crisis Management Committee
- Vice Chancellors Council
- Lecture and Fine Arts Committee (past chair)
- Graduate Studies Committee (past chair)
- HESM Executive Committee
- HESM Curriculum Committee
- Director of Athletics Ranger Booster Club
- Student Athlete Advisory Committee
- Great Lakes Valley Conference Athletic Directors Committee

## **Department Chair of Health, Exercise Science, and Sport Management**

- Developed first departmental major (Sport and Fitness Management; 250+ majors at present)
- Developed two certificate programs (Sport Management and Fitness Management)
- Supervision and evaluation of faculty and staff (41 faculty and staff)
- Course scheduling
- Academic program review and North Central Accreditation preparation
- Departmental budget responsibility
- Supervised Sport and Fitness Management internship program

## **Courses Taught**

- Fundraising and Resource Development
- Structure, Governance, and Operations in Professional Sports
- Sport Marketing
- Sport Business and Finance

- Facility Design and Management
- Sport and Society
- Sport Administration
- Introduction to Sport and Fitness Management
- Independent Studies (several undergraduate projects)
- Internship in Sport Management (supervision – numerous)
- Fieldwork in Sport Management (supervision – numerous)

### **Wayne State College Academic Committees**

- Academic Policies Committee (chaired three two-year terms)
- Library Committee (chaired two terms)
- Technology Task Force
- Student Standards Committee
- Student-Athlete Advisory Committee
- Department Course and Curriculum Committee
- NCATE Review Committee
- North Central Accreditation Assessment Committee
- Strategic Planning - PEW Roundtable Moderator

### **Courses Taught**

#### Undergraduate:

- Human Anatomy and Physiology
- Biomechanics
- Physiology of Exercise
- Kinesiology
- Mechanical Analysis
- Sport Law
- Sport and Physical Education Administration
- Sport Marketing and Promotion

#### Graduate:

- Research Methods
- Sport Law
- Sociology of Sport
- Administration of Sport and Physical Education
- Sport Marketing and Promotion
- Mechanical Analysis
- Administration of Recreation and Leisure Programs

**Other Administrative Experience – University of Wisconsin-Parkside (NCAA Division II) Director of Athletics**

- Developed Ranger Athletics Booster Club
- Developed Ranger Athletics Corporate and Business Partners Program (50+ Sponsors)
- Departmental budget responsibility, including fundraising for athletic scholarships, facilities, and operating budget supplements
- Hired first full-time Director of Sports Information
- Hired first full-time Athletic Trainer and formed Sports Medicine Consortium (regional physicians, orthopedic surgeons, physical therapists, and athletic trainers)
- Hiring of coaches and training staff
- Supervision and evaluation of coaches and support staffs
- Supervised Athletic Department Internships
- Hosted 2 NCAA II and 4 NAIA National Championships

**Athletics – Wayne State College (NCAA Division II - formerly NAIA until 1990)**

- National Collegiate Athletic Association (NCAA) Committee
- NCAA Division II Central Region Championships Committee
- National Association for Intercollegiate Athletics (NAIA)  
Committees: o Chair - NAIA District IX Baseball Coaches Committee (7 years)
- NAIA Regional Championships Selection Committee (3 years)

**Other Boards**

- Trustee, Wayne State College Foundation
- Tous au Sport (Past Interim President of International Sport Organization)

**Awards**

- Paul Harris Fellow [Rotary International]
- Outstanding Alumnus Award [Wayne State College - School of Natural and Social Sciences]

- Distinguished Service Award [Boys and Girls Club of Kenosha]
- Outstanding Leadership Recognition Award [Rotary Club of Kenosha West]
- Parkside Adult Student Association Honorary Member Support Award  
[University of Wisconsin-Parkside]
- Graduate Dean's Citation for Excellence for Dissertation:  
***Transformative Leadership*** [University of Northern Colorado]
- NAIA District IX Baseball Coach of the Year
- NAIA District IX Women's Basketball Coach of the Year

**Professional Organizations** (past and present)

- Council for Advancement and Support of Education (CASE)
- Missouri Community College Association (MCCA)
- American Council on Education (ACE)
- American Community College Trustees (ACCT)
- American Association of Community Colleges (AACC)
- Regional Awards Selection Committee
- National Junior College Athletic Association (NJCAA)
  - National Presidents Council
- North American Society for Sport Management (NASSM)
- National Association of Collegiate Directors of Athletics (NACDA)
- American Alliance for Physical Education, Recreation, and Dance (AAPHERD)