

# Northwest College Foundation Board of Directors

## AGENDA

*Wednesday, February 4, 2026, 4:00 p.m.*

*Nelson House*

<https://nwc.zoom.us/j/98164228765?pwd=Dy4kjinMzgOTEdM8TNlaHYmEAXJCvlf.1>

From a telephone: Dial 669.900.6833; Meeting ID: 981 6422 8765, Password: 524563

1. Call to Order – Steve Rockhold, President
2. NWC Showcase: Strategic Enrollment Management Plan  
Tom Havron – VP of Student Services 15 minutes
3. Approval of Consent Agenda Items: 5 minutes
  - a. [Minutes from October 29, 2025](#)
  - b. [Treasurer's Report](#)
  - c. [FY26 Budget Report](#)
  - d. [Quarterly impact paid to NWC](#)
  - e. [FY26 Fundraising Results \(to date\)](#)
  - f. [Minutes from Development, Donor Accountability & Stewardship, Finance, and Governance Committees](#)
  - g. [Executive Director, Development Manager, and Alumni and Development Coordinator Reports](#)
  - h. [Northwest College President's Report](#)
  - i. [WACCT Legislative Talking Points](#)
  - j. [Upcoming events at NWC](#)
4. Committee Work/Board Action:
  - a. Finance Committee – Chris Taggart 10 minutes
    - i. [2026 Endowment Payout Rate](#)
    - ii. [Non-endowment Spending Policy](#)
  - b. Governance – Megan Nickles 20 minutes
    - i. Board Assessment
5. Development Report:
  - a. [Board Education: Foundation Real Property – Shelby Wetzel](#) 10 minutes
  - b. [Giving Day – Jill Hartmann/Cory Ostermiller](#) 5 minutes
6. Other Business

NEXT MEETING DATE: Wednesday, April 29, 2026, 4 p.m.

**MINUTES OF THE ONE HUNDRED NINETY-FIFTH MEETING  
OF THE BOARD OF DIRECTORS  
OF THE NORTHWEST COLLEGE FOUNDATION  
October 29, 2025**

**Nelson House and Zoom**

**Directors Present:** Stefanie Bell, Dave Bonner, Wendy Capps, Clay Cummins, Carolyn Danko, David Hill, Tim Hopkins, Sarah Johnson, R.J. Kost, Bryan Lee, Tate McCoy, Mike McDaniel, Megan Nickles, David Northrup, Charlotte Patrick, Trace Paul, Bret Reed, Steve Rockhold, Nicole Rodriguez-Brown, Dusty Schutzman, Casey Sorenson, Tyler Yates, and NWC President Lisa Watson.

**Directors Unable to Attend:** Stan Lundberg, Jacqueline Michel, Chris Taggart; Tara Kuipers, NWC Board of Trustees Liaison.

**Also Present:** Shelby Wetzel, NWC Foundation Executive Director; Cory Ostermiller, Development Manager; Jill Hartmann, Alumni and Development Coordinator; Dillon Jeffs, Foundation Accountant; and Diedre Asay, Foundation Technician.

President Steve Rockhold called the meeting to order at 4:00 p.m.

**Welcome New Board Members**

Executive Director Shelby Wetzel introduced the new board members: Nicole Rodriguez-Brown is a realtor with Elite West Realty in Powell, Tate McCoy is co-owner with Production Machine in Powell, and Bret Reed is with Engineering Associates from Cody.

**Approval of Consent Agenda**

President Steve Rockhold asked for approval of the consent agenda. Mr. Bonner noted that the July minutes show he was absent; however, he was present at the meeting. President Rockhold asked for a motion to approve the consent agenda with corrections noted. Bryan Lee moved to approve the consent agenda. R.J. Kost seconded the motion. The motion passed.

**Committee Work/Board Action**

**Development Committee** – Mr. Bonner noted the Foundation is working on a Planned Giving Survey. The Development Committee helped refine the survey questions. The survey should give the Foundation some idea of the legacy-giving potential and intentions of the College's donor base.

Mr. Bonner also discussed the recent audit of scholarship criteria. Foundation staff reviewed scholarships and consulted an attorney to ensure that offerings don't conflict with federal government concerns regarding protected classes such as race and sex. Six scholarships raised potential issues. The Foundation staff is working with donors to update scholarship criteria to meet federal guidelines.

A question was asked about how this affects scholarship designations for men's and women's athletics. Shelby Wetzel noted that money can still be earmarked for specific teams because funding for Athletic Scholarships is managed under Title IX regulations that ensure money is allocated based on the number of male and female athletes to equalize support.

Mr. Bonner pointed out that two of the scholarships no longer have living donors. The O'Donnell Extension Club and the Ralston Women's Club were each created with preference for women which must be removed from the eligibility criteria. The board was presented with the before-and-after language related to each scholarship. Mr. Bonner moved to approve the changes. R.J. Kost seconded the motion. The motion passed.

**Donor Accountability and Stewardship** – Ms. Wetzel reviewed the new social media policy that the committee has created. Ms. Bell explained that the committee reviewed several very specific model policies but decided to adopt a more general framework. Ms. Wetzel added that this is a new policy area recommended by CASE. She also noted that the general framework sets expectations for employees and provides the Foundation with recourse if circumstances need to be addressed. Ms. Bell pointed out that Foundation employees are not provided with mobile devices, so they work off their college computers and personal phones. She also noted that more than one person review content before it is posted. Ms. Bell moved to approve the policy. Ms. Danko seconded the motion. The motion passed.

Ms. Wetzel highlighted the Annual Report Flyer incorporating the Foundation's new graphic design into a one-page overview with annual statistics. The flyer was distributed as an insert in the Powell Tribune and Cody Enterprise to carry messaging about the Foundation's purpose and success to a broader audience in our community.

**Finance Committee** – Director Tim Hopkins reviewed key findings from the 2024 Financial Statement Audit report. There was an internal control letter with this audit that noted two transactions which fell into the category of significant deficiency. They were unusual transactions that were miscategorized and needed to be corrected, according to the auditors:

- \$500,000 of matching money received from the College was logged as revenue, rather than as a liability,
- The value of the Cummins' life estate was recorded at the tax-deductible level rather than at the fair market value, leaving it undervalued as an asset.

Mr. Hopkins shared that the Foundation was given a 'clean/unmodified' status. He also noted that the principal auditor went out of her way to say she was very pleased with the Foundation's expense-to-investment ratio and with its very strong revenue and investment performance.

Mr. Hopkins asked for a motion to approve the audit. Charlotte Patrick moved to approve the audit. Trace Paul seconded the motion. The motion passed.

**Governance Committee** – Director Megan Nickles recapped the small group meetings that were held in the past quarter. The purpose of the small group meetings was to cultivate sociability among directors. Directors shared stories about the impact Northwest College has had on people as students and employees, as well as donors. Ms. Nickles said that there is a longing to share those stories as well

as to hear stories about current student impact and how Northwest College has shaped our wider community story.

Directors unanimously reported satisfaction with working on committees and a high degree of trust in the work that other committees do. President Steve Rockhold encouraged all directors to consider taking an office to spend some time on the executive committee.

Ms. Nickles also noted that board members appreciate the Foundation's integrity and solid history as well as its ability to respond quickly to evolving needs, both great and small, at the College.

Areas for development include improved notification of events at NWC, greater understanding of the Foundation's property, and exposure to student recruiting including dual and concurrent enrollment (and the funding for it).

### **Development Report**

NWC President Lisa Watson gave a brief history of Facility Master Planning at NWC since she arrived in 2014. She also reviewed the recent Level II Design/Report for a Visual and Performing Arts Center. Ms. Watson showed three options for the building:

- remodeling the existing structure and the auditorium with some expanded classroom space to the west, \$57 million
- remodeling plus expanding to the west with a new auditorium, \$67 million
- building a completely new building, \$75.5 million.

She has asked the architects to focus on splitting the project into two phases. Most likely, the first phase would be to build a new music space to the west, followed by a second phase to renovate the auditorium and update the vacated music area to house the art department. President Watson noted that the project's future will be influenced by the upcoming legislative session and its impacts on future state construction. For now, the college is focusing on planning work in order to be prepared whenever the time is right.

Ms. Wetzel hopes to have more details about the project by the February board meeting, so the Foundation can move forward with a donor feasibility study.

With no other business to conduct, President Steve Rockhold adjourned the meeting at 5:35 p.m.

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Sarah Johnson, Secretary

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Approved: Steve Rockhold, President

**NWC Foundation**  
**Statement of Financial Position**  
As of December 31, 2025

	General Fund	Endowed Fund	Gift Annuity Fund	TOTAL	Youth Clubs of Park County
<b>ASSETS</b>					
Cash in Bank	204,408.24	506,263.97	366.90	711,039.11	-
Undeposited Funds	5,076.00	13,993.48	-	19,069.48	-
Petty Cash	250.00	-	-	250.00	-
Investments - Cash	10,241.64	746,870.16	735.48	757,847.28	14,306.90
Investments - Securities	918,232.37	55,367,876.45	54,523.35	56,340,632.17	1,060,616.16
Due To/From	(44,078.86)	47,195.30	(501.34)	2,615.10	(2,615.10)
Receivables	5,428.58	317,781.92	-	323,210.50	-
Real Estate Holdings	364,167.82	882,900.00	-	1,247,067.82	-
Accumulated Depreciation	(31,933.49)	(19,981.82)	-	(51,915.31)	-
Trusts	-	588,411.10	-	588,411.10	-
Other Assets	126,759.95	-	-	126,759.95	-
<b>TOTAL ASSETS</b>	<u>\$1,558,552.25</u>	<u>\$58,451,310.56</u>	<u>\$55,124.39</u>	<u>\$60,064,987.20</u>	<u>\$1,072,307.96</u>
<b>LIABILITIES</b>					
Payables	8,941.63	2,695.94	-	11,637.57	-
Accrued Liabilities	94,442.77	762,055.00	-	856,497.77	-
Assets Held in Trust	-	35,146.33	-	35,146.33	1,000,000.00
Investing Activity	-	-	-	-	72,307.96
NWC Assets	177,156.60	18,498,864.44	-	18,676,021.04	-
Charitable Gift Annuity Liability	-	-	17,428.62	17,428.62	-
Other Liabilities	1,000.00	-	-	1,000.00	-
<b>TOTAL LIABILITIES</b>	<u>\$281,541.00</u>	<u>\$19,298,761.71</u>	<u>\$17,428.62</u>	<u>\$19,597,731.33</u>	<u>\$1,072,307.96</u>
<b>NET ASSETS</b>					
Permanently Restricted	-	26,166,251.56	-	26,166,251.56	-
Temporarily Restricted	356,191.07	12,986,297.29	37,616.26	13,380,104.62	-
Unrestricted	920,820.18	-	79.51	920,899.69	-
<b>TOTAL NET ASSETS</b>	<u>1,277,011.25</u>	<u>39,152,548.85</u>	<u>37,695.77</u>	<u>40,467,255.87</u>	-
<b>LIABILITIES AND NET ASSETS</b>	<u>\$1,558,552.25</u>	<u>\$58,451,310.56</u>	<u>\$55,124.39</u>	<u>\$60,064,987.20</u>	<u>\$1,072,307.96</u>

**NWC Foundation**  
**Statement of Activities**  
**From 7/1/2025 Through 12/31/2025**

	<i>Unrestricted</i>		Gift Annuity	
	<u>General Fund</u>	<u>Endowed Fund</u>	<u>Fund</u>	<u>TOTALS</u>
<b>REVENUE</b>				
Contributions	11,077.75	-	-	11,077.75
Investment Income	3,368.80	-	-	3,368.80
Realized Gains (Losses) on Sales of Investments	45,374.61	-	-	45,374.61
Unrealized Gains (Loss) on Investments	(30,147.44)	-	-	(30,147.44)
Rental Property Income	6,500.00	-	-	6,500.00
Nelson House Income	1,200.00	-	-	1,200.00
Wolfe Property Income	750.00	-	-	750.00
Cultivation Event Income	9,540.00	-	-	9,540.00
Alumni Event Income	2,255.00	-	-	2,255.00
Farm Lease Income	8,400.00	-	-	8,400.00
Miscellaneous Income	781.65	-	-	781.65
Endowment Management Fee Income	674,155.00	-	-	674,155.00
General Fund Endowment Income	58,899.00	-	-	58,899.00
Transfer of Current Year Activity	500.00	-	-	500.00
<b>TOTAL REVENUE</b>	<u>\$ 792,654.37</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 792,654.37</u>
<b>EXPENSES</b>				
Salaries/Benefits Paid by Foundation	230,038.76	-	-	230,038.76
Annual Giving Activities	1,065.62	-	-	1,065.62
Alumni Association Activities	5,363.85	-	-	5,363.85
Cultivation Events	12,585.40	-	-	12,585.40
Relationship Development	1,634.31	-	-	1,634.31
Planned Giving	1,946.51	-	-	1,946.51
Fundraising Technology Software	1,606.69	-	-	1,606.69
Marketing/Advertising	150.00	-	-	150.00
Communications (publications, email news)	13,655.51	-	-	13,655.51
Graphic Design	5,895.00	-	-	5,895.00
Office Supplies/Expenses	1,587.32	-	-	1,587.32
Vehicle Expense	3,000.00	-	-	3,000.00
Legal Expense	65.00	-	-	65.00
Accounting Expense	25,500.00	-	-	25,500.00
Other Professional Expense	4,490.00	-	-	4,490.00
Board and Committee Expense	280.75	-	-	280.75
Community Memberships/Activities	425.00	-	-	425.00
Staff Development/Education	443.38	-	-	443.38
Investment Fees	832.30	-	-	832.30
Credit Card Fees	3,661.71	-	-	3,661.71
Nelson House Expense	13,428.01	-	-	13,428.01
Rental Property Expense	9,471.76	-	-	9,471.76
Real Property Expense	9,057.45	-	-	9,057.45
Wolfe Property Expense	738.00	-	-	738.00
Farm Lease Expense	7,100.00	-	-	7,100.00
NWC Presidents Discretionary Fund	94.00	-	-	94.00
NWC Hospitality & Public Relations	586.63	-	-	586.63
WACCT Dues	23,500.00	-	-	23,500.00
NWC Foundation Grants	2,784.05	-	-	2,784.05
General Funds for Underwater Gift Annuity Accounts	320.00	-	-	320.00
<b>TOTAL EXPENSES</b>	<u>\$ 381,307.01</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 381,307.01</u>
<b>NET ASSETS, BEGINNING OF YEAR</b>	509,472.82	-	79.51	509,552.33
<b>INCREASE (DECREASE) IN NET ASSETS</b>	411,347.36	-	-	411,347.36
<b>NET ASSETS, ENDING</b>	<u>\$ 920,820.18</u>	<u>\$ -</u>	<u>\$ 79.51</u>	<u>\$ 920,899.69</u>

**NWC Foundation**  
**Statement of Activities**  
**From 7/1/2025 Through 12/31/2025**

*Temporarily Restricted*

	<u>General Fund</u>	<u>Endowed Fund</u>	<u>Gift Annuity Fund</u>	<u>TOTALS</u>
<b>REVENUE</b>				
Contributions	214,248.89	31,947.86	-	246,196.75
Outstanding Pledges	(7,000.00)	(92,918.00)	-	(99,918.00)
Investment Income	-	818,267.36	809.09	819,076.45
Realized Gains (Losses) on Sales of Investments	-	9,709,181.82	9,663.73	9,718,845.55
Unrealized Gains (Loss) on Investments	-	(6,626,226.73)	(6,581.60)	(6,632,808.33)
Micellaneous Income	17,159.00	-	-	17,159.00
General Funds to Underwater Gift Annuity Accounts	-	-	320.00	320.00
Transfer of Current Year Activity	15,097.10	-	-	15,097.10
<b>TOTAL REVENUE</b>	<u>\$ 239,504.99</u>	<u>\$ 3,840,252.31</u>	<u>\$ 4,211.22</u>	<u>\$ 4,083,968.52</u>
<b>EXPENSES</b>				
Investment Fees	-	161,304.57	174.09	161,478.66
Depreciation Expense	-	-	-	-
Cultivation Events Expense	-	-	-	-
Scholarships	54,995.00	764,987.04	-	819,982.04
Program Support	6,404.06	18,300.84	-	24,704.90
Booster Club Expense	14,349.98	745.00	-	15,094.98
Athletic Support	-	-	-	-
Directed Funds to NWC	2,187.50	-	-	2,187.50
Change In Liability Associated with NWC State Funds	-	682,073.41	-	682,073.41
Change in Liability Associated with Funds Held for PCYC	-	3,150.09	-	3,150.09
Refund of Unused Receipts	-	-	-	-
Change In Liability Associated with Gift Annuities	-	-	(1,027.76)	(1,027.76)
Gift Annuity Monthly Expense	-	-	1,645.00	1,645.00
Foundation Management Fee	-	732,376.00	678.00	733,054.00
Transfer of Current Year Activity	51,924.00	26,577.10	-	78,501.10
<b>TOTAL EXPENSES</b>	<u>\$ 129,860.54</u>	<u>\$ 2,389,514.05</u>	<u>\$ 1,469.33</u>	<u>\$ 2,520,843.92</u>
<b>NET ASSETS, BEGINNING OF YEAR</b>	246,546.62	11,535,559.03	34,874.37	11,816,980.02
<b>INCREASE (DECREASE) IN NET ASSETS</b>	109,644.45	1,450,738.26	2,741.89	1,563,124.60
<b>NET ASSETS, ENDING</b>	<u>\$ 356,191.07</u>	<u>\$ 12,986,297.29</u>	<u>\$ 37,616.26</u>	<u>\$ 13,380,104.62</u>

**NWC Foundation**  
**Statement of Activities**  
**From 7/1/2025 Through 12/31/2025**

*Permanently Restricted*

	<u>General Fund</u>	<u>Endowed Fund</u>	<u>Gift Annuity Fund</u>	<u>TOTALS</u>
<b>REVENUE</b>				
Contributions	-	496,231.25	-	496,231.25
Transfer of Current Year Activity	-	63,404.00	-	63,404.00
<b>TOTAL REVENUE</b>	<u>\$ -</u>	<u>\$ 559,635.25</u>	<u>\$ -</u>	<u>\$ 559,635.25</u>
<b>EXPENSES</b>				
Transfer of Current Year Activity	-	500.00	-	500.00
<b>TOTAL EXPENSES</b>	<u>\$ -</u>	<u>\$ 500.00</u>	<u>\$ -</u>	<u>\$ 500.00</u>
<b>NET ASSETS, BEGINNING OF YEAR</b>	-	25,607,116.31	-	25,607,116.31
<b>INCREASE (DECREASE) IN NET ASSETS</b>	<u>-</u>	<u>559,135.25</u>	<u>-</u>	<u>559,135.25</u>
<b>NET ASSETS, ENDING</b>	<u><u>\$ -</u></u>	<u><u>\$ 26,166,251.56</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 26,166,251.56</u></u>





## NORTHWEST COLLEGE FOUNDATION

### Fiscal Year 2026 Budget to Actual

<u>Operating Expenses</u>	<u>Fiscal Year 2026 Actual</u>	<u>Fiscal Year 2026 Budget</u>	<u>Fiscal Year 2026 Remaining</u>
Executive Director Salary	\$ 75,038.04	\$ 149,400.00	\$ 74,361.96
Executive Director Benefits	\$ 16,517.66	\$ 33,600.00	\$ 17,082.34
Development Manager Salary	\$ 34,869.25	\$ 69,800.00	\$ 34,930.75
Development Manager Benefits	\$ 7,970.00	\$ 16,500.00	\$ 8,530.00
Development Coordinator Salary	\$ 26,040.52	\$ 52,200.00	\$ 26,159.48
Development Coordinator Benefits	\$ 5,851.11	\$ 12,300.00	\$ 6,448.89
Foundation Accountant Salary	\$ 31,797.54	\$ 63,600.00	\$ 31,802.46
Foundation Accountant Benefits	\$ 7,402.17	\$ 15,000.00	\$ 7,597.83
Foundation Technician Salary	\$ 19,925.89	\$ 39,800.00	\$ 19,874.11
Foundation Technician Benefits	\$ 4,626.58	\$ 9,500.00	\$ 4,873.42
<b>Personnel Expenses</b>	<b>\$ 230,038.76</b>	<b>\$ 461,700.00</b>	<b>\$ 231,661.24</b>
Alumni Association Activities (net of fees)	\$ 3,108.85	\$ 10,000.00	\$ 6,891.15
Annual Giving Activities	\$ 1,065.62	\$ 10,000.00	\$ 8,934.38
Relationship Development	\$ 1,634.31	\$ 5,000.00	\$ 3,365.69
Staff Development/Education	\$ 443.38	\$ 5,000.00	\$ 4,556.62
Foundation Events (net of fees)	\$ 3,045.40	\$ 5,000.00	\$ 1,954.60
Planned Giving (brochures, postcard, website)	\$ 1,946.51	\$ 13,000.00	\$ 11,053.49
Community Memberships, Activities	\$ 425.00	\$ 1,000.00	\$ 575.00
Fundraising Technology Software	\$ 1,606.69	\$ 40,000.00	\$ 38,393.31
Financial Management Software	\$ -	\$ 12,250.00	\$ 12,250.00
Advertising	\$ 150.00	\$ 7,000.00	\$ 6,850.00
Communications (publications & printing)	\$ 13,655.51	\$ 20,000.00	\$ 6,344.49
Graphic Design	\$ 5,895.00	\$ 16,000.00	\$ 10,105.00
Legal Expense	\$ 65.00	\$ 2,000.00	\$ 1,935.00
Other Professional Expenses	\$ 4,490.00	\$ 6,400.00	\$ 1,910.00
Board and Committee Expense	\$ 280.75	\$ 1,000.00	\$ 719.25
Office Supplies/Expense	\$ 1,587.32	\$ 3,000.00	\$ 1,412.68
Vehicle Expense	\$ 3,000.00	\$ 6,000.00	\$ 3,000.00
Accounting Expense	\$ 25,500.00	\$ 26,800.00	\$ 1,300.00
<b>Operations</b>	<b>\$ 67,899.34</b>	<b>\$ 189,450.00</b>	<b>\$ 121,550.66</b>
<b>TOTALS</b>	<b>\$ 297,938.10</b>	<b>\$ 651,150.00</b>	<b>\$ 353,211.90</b>
<u>Grant/Project Expense</u>	<u>Fiscal Year 2026 Actual</u>	<u>Fiscal Year 2026 Budget</u>	<u>Fiscal Year 2026 Remaining</u>
NWC President's Discretionary Fund	\$ 94.00	\$ 3,000.00	\$ 2,906.00
NWC Hospitality and Public Relations Fund	\$ 586.63	\$ 5,000.00	\$ 4,413.37
NWC Grants	\$ 2,784.05	\$ -	\$ (2,784.05)
Giving Day Department Challenge	\$ -	\$ 5,000.00	\$ 5,000.00
Academic Impressions Membership/Training	\$ -	\$ 1,000.00	\$ 1,000.00
Nelson House Expense	\$ 13,428.00	\$ 10,000.00	\$ (3,428.00)
Rental Property Expense	\$ 9,471.76	\$ 10,500.00	\$ 1,028.24
Real Property Expenses	\$ 9,057.45	\$ 7,500.00	\$ (1,557.45)
Wolfe Property Expenses	\$ 738.00	\$ 1,500.00	\$ 762.00
WACCT Annual Dues	\$ 23,500.00	\$ 23,500.00	\$ -
<b>TOTALS</b>	<b>\$ 59,659.89</b>	<b>\$ 67,000.00</b>	<b>\$ 7,340.11</b>
<b>GRAND TOTALS</b>	<b>\$ 357,597.99</b>	<b>\$ 718,150.00</b>	<b>\$ 360,552.01</b>

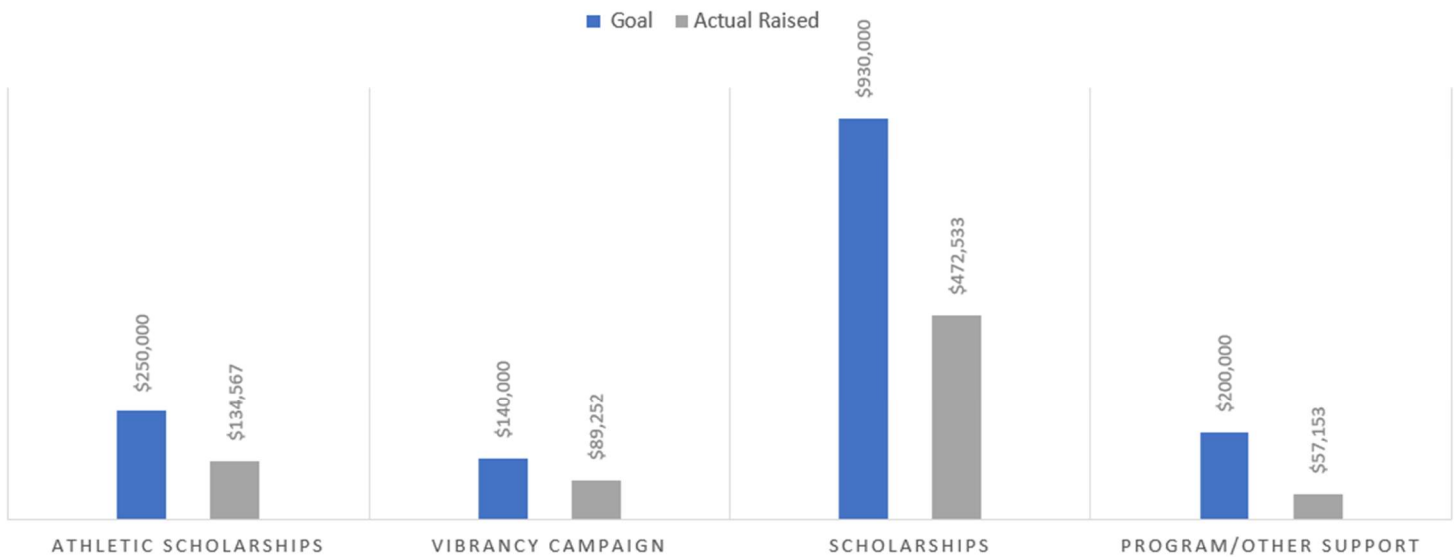
**NWC Support Detail**  
**October 1 - December 31, 2025**

Account Description	Journal reference	Amount	Fund Name
Scholarships	Fall 2025 Scholarship Award Accrual	\$817,193.52	Various Funds
	<b>Scholarships Total</b>	\$817,193.52	
Program Support Funds	Education Dept. Teacher Apparel	\$1,000.00	Giving Day: Education
Program Support Funds	Flags for Wall in Student Center	\$36.11	Intercultural Center/BOCES Programming Endowment
Program Support Funds	Stipend for Fullbright Scholar	\$250.00	Intercultural Center/BOCES Programming Endowment
Program Support Funds	Stipend for Fullbright Scholar	\$250.00	Intercultural Center/BOCES Programming Endowment
Program Support Funds	ISSS Expenses	\$250.00	Intercultural Center/BOCES Programming Endowment
Program Support Funds	ISSS Tea Expenses	\$234.58	Intercultural Center/BOCES Programming Endowment
Program Support Funds	Taste the Nations Band Expense	\$500.00	Intercultural Center/BOCES Programming Endowment
Program Support Funds	Supplies for Intl Education Week	\$402.61	Intercultural Center/BOCES Programming Endowment
Program Support Funds	Dinner at Intercultural House	\$819.64	Intercultural Center/BOCES Programming Endowment
Program Support Funds	Travel to Peru for Marina Goffaux Travel	\$3,750.00	M. Doug Nelson Memorial Travel Endowment
Program Support Funds	Library Periodicals	\$100.00	Mary Shoemaker Nelson Memorial Endowment
Program Support Funds	Periodical-Journal of Chemical Education	\$365.00	Mary Shoemaker Nelson Memorial Endowment
Program Support Funds	Tribal College Sub-Periodical Subscriptions	\$27.00	Mary Shoemaker Nelson Memorial Endowment
Program Support Funds	Ithaka - JSTOR Ecology and Botany-Periodical Subscriptions	\$600.00	Mary Shoemaker Nelson Memorial Endowment
Program Support Funds	Northern WY News Renewal-Periodical Subscriptions	\$48.00	Mary Shoemaker Nelson Memorial Endowment
Program Support Funds	Library Books	\$1,361.72	Mike Brodrick Library Acquisition Fund
Program Support Funds	Books for Library	\$1,063.35	Mike Brodrick Library Acquisition Fund
Program Support Funds	Faculty Travel, Conference fee	\$2,171.16	Music Technology Endowment
Program Support Funds	Professional Development, Cable Project, visiting	\$462.00	Music Technology Endowment
Program Support Funds	Music /VPAH Expenses	\$2,068.00	NCOC Endowment
Program Support Funds	Canned food	\$458.67	Student Food Pantry Project
Program Support Funds	Gift Cards for TRIO	\$4,000.00	Student Food Pantry Project
Program Support Funds	Snacks for finals boxes	\$391.14	Student Services Program Fund
Program Support Funds	Supplies for Final boxes	\$322.26	Student Services Program Fund
Program Support Funds	Finals Survival Box Flyers	\$24.50	Student Services Program Fund
Program Support Funds	Education Dept. Teacher Apparel	\$633.00	Tom and Mary Ann Jones Education Endowment
Program Support Funds	Travel Reimbursement to Faculty	\$51.30	Tom and Mary Ann Jones Education Endowment
Program Support Funds	Student Employee Earnings	\$94.50	Tom and Mary Ann Jones Science Endowment
Program Support Funds	Student Employee Earnings	\$84.00	Tom and Mary Ann Jones Science Endowment
	<b>Program Support Funds Total</b>	\$21,818.54	
	<b>Grand Total</b>	\$839,012.06	

# NWC Foundation Dashboard

December 31, 2025

## FY2026 FUNDRAISING CAMPAIGN PROGRESS



### Donor Retention

(donors that gave last year and this year)

Year	Retained Donors	Retention %	Goal	Revenue Retained
FY 2026	435	40.92%	60%	\$513,772

### Donor Acquisition

(new donors and donors that have not given in the last 5 years)

Year	Acquired Donors	Donor Acquisition %	Goal	Acquisition Revenue
FY 2026	217	8.87%	15%	\$35,309

### Donor Recapture

(donors that have not given in the past 15 months but gave in the last 5 years)

Year	Recaptured Donors	Recapture %	Goal	Revenue Recaptured
FY 2026	78	6.70%	15%	\$213,400

Giving Levels	No. of Donors	Total Gifts
\$10,000 and above	16	\$ 428,584
\$1,000 - \$9,999	99	\$ 234,771
\$500 - \$999	96	\$ 51,957
\$250 - \$499	75	\$ 23,119
\$100 - \$249	190	\$ 24,498
\$50 - \$99	113	\$ 5,062
\$1 - \$49	149	\$ 3,354
	738	\$ 771,346

### Donor Pyramid



## Northwest College Foundation FY2026 Fundraising Goals

<b>Program Fundraising</b>	<b>2026 Fiscal Year Actual</b>	<b>2026 Fiscal Year Goals</b>	<b>2026 Fiscal Year %</b>	<b>2025 Fiscal Year Actual</b>
Athletic Scholarships	\$ 134,567.05	\$ 250,000.00	53.83%	\$ 235,676.15
Vibrancy/Student Center Campaign	\$ 89,252.00	\$ 140,000.00	63.75%	\$ 224,946.00
Scholarships/Affordability Grants	\$ 472,533.47	\$ 930,000.00	50.81%	\$ 923,483.34
Program/Other Support	\$ 57,153.23	\$ 200,000.00	28.58%	\$ 326,829.82
Gift-in-Kind Contributions	\$ 17,840.00	\$ -	0.00%	\$ 313,418.59
<b>Fundraising Total</b>	<b>\$ 771,345.75</b>	<b>\$ 1,520,000.00</b>	<b>50.75%</b>	<b>\$ 2,024,353.90</b>

<b>Appeal Tracking</b>	<b>2026 Fiscal Year Actual</b>	<b>2026 Fiscal Year Goals</b>	<b>2026 Fiscal Year %</b>	<b>2025 Fiscal Year Actual</b>
Athletics - Team Projects	19,148.02	25,000	76.59%	27,045.31
Athletics - Trapper Booster Club	59,067.32	55,000	107.40%	54,277.92
Foundation Events	2,099.37	10,000	20.99%	60,946.13
Friends of Music	11,288.51	8,000	141.11%	8,487.12
General Support	26,105.95	25,000	104.42%	51,427.90
Giving Tuesday	4,097.09	3,000	136.57%	4,051.48
Gift-in-Kind	17,840.00	-	0.00%	27,269.59
Individual Solicitation	439,745.58	700,000	62.82%	691,025.88
Memorials	15,100.84	10,000	151.01%	42,793.17
Outside Projects	1,662.66	35,000	4.75%	34,044.23
Pass-through/Named	32,450.00	50,000	64.90%	52,500.00
NWC Giving Day	1,258.00	200,000	0.63%	225,970.96
Planned Giving - New Estate Gifts	1,694.33	200,000	0.85%	531,496.13
Planned Giving - Recurring Estate Gifts	5,616.52	40,000	14.04%	40,928.87
Stethoscopes for Students	1,060.00	5,000	21.20%	4,611.15
WyoGives	7,292.68	4,000	182.32%	-
Year-End Giving	125,818.88	150,000	83.88%	167,478.06
	<b>\$ 771,345.75</b>	<b>\$ 1,520,000.00</b>	<b>50.75%</b>	<b>\$ 2,024,353.90</b>
<b>Minus State of Wyoming Match</b>	<b>\$ -</b>	<b>\$ 200,000.00</b>	<b>0.00%</b>	<b>\$ 500,000.00</b>
<b>Fundraising Total</b>	<b>\$ 771,345.75</b>	<b>\$ 1,320,000.00</b>	<b>58.44%</b>	<b>\$ 1,524,353.90</b>

<b>Participation Goals</b>	<b>FY2026 Actual</b>	<b>FY2026 Goals</b>	<b>FY2026 %</b>	<b>FY2025 Actual</b>
Total Number of Donors	738	1150	64.17%	1007
Donor Acquisition	8.87%	15%	59.13%	11.83%
Donor Recapture	6.70%	15%	44.67%	13.30%
Donor Retention	40.92%	60%	68.20%	50.74%
Alumni Donors	292	510	57.25%	443
Employee Donors	89	115	77.39%	102
Increase payroll givers	69	85	81.18%	79
Employee participation	51.45%	65%	79.15%	58.96%
Increase Presidential Partners	109	220	49.55%	177
Key Leadership participation	76.92%	100%	76.92%	97.44%
Foundation Board participation	72.00%	100%	72.00%	100.00%



### NWC Foundation Fundraising Report by Month

FY 2026

Reference	July	August	September	October	November	December	January	February	March	April	May	June	Total
CGA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Endowed Funds	\$ 20,749.57	\$ 14,187.92	\$ 29,370.64	\$ 97,254.50	\$ 45,606.58	\$ 321,009.90	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 528,179.11
Unrestricted Funds	\$ 1,137.21	\$ 495.04	\$ 615.24	\$ 781.60	\$ 2,096.13	\$ 5,952.53	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,077.75
General Scholarships	\$ 659.00	\$ 248.84	\$ 174.00	\$ 174.00	\$ 749.00	\$ 899.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,903.84
Restricted Scholarships/Funds	\$ 17,250.00	\$ 52,741.00	\$ 30,470.00	\$ 42,770.00	\$ 34,775.00	\$ 24,624.05	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 202,630.05
Directed Program Funds	\$ 2,027.50	\$ 27.50	\$ 27.50	\$ 27.50	\$ 77.50	\$ 27.50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,215.00
Program Scholarships	\$ 200.00	\$ 150.00	\$ 150.00	\$ 475.00	\$ 2,625.00	\$ 2,900.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,500.00
Sub Total	\$ 42,023.28	\$ 67,850.30	\$ 60,807.38	\$ 141,482.60	\$ 85,929.21	\$ 355,412.98	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 753,505.75
GIK's	\$ -	\$ 1,740.00	\$ 13,600.00	\$ -	\$ -	\$ 2,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,840.00
Grand Total	\$ 42,023.28	\$ 69,590.30	\$ 74,407.38	\$ 141,482.60	\$ 85,929.21	\$ 357,912.98	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 771,345.75
% of Total	5.45%	9.02%	9.65%	18.34%	11.14%	46.40%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Cumulative	\$ 42,023.28	\$ 111,613.58	\$ 186,020.96	\$ 327,503.56	\$ 413,432.77	\$ 771,345.75	\$ 771,345.75	\$ 771,345.75	\$ 771,345.75	\$ 771,345.75	\$ 771,345.75	\$ 771,345.75	



### NWC Foundation Fundraising Report by Month

FY 2025

Reference	July	August	September	October	November	December	January	February	March	April	May	June	Total
CGA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Estate Gifts	\$ -	\$ -	\$ 285,549.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 145,947.13	\$ -	\$ -	\$ -	\$ 431,496.13
Endowed Funds	\$ 18,163.30	\$ 125,391.85	\$ 133,043.86	\$ 102,887.53	\$ 66,050.66	\$ 255,541.60	\$ 67,138.30	\$ 43,707.17	\$ 135,343.98	\$ 9,916.45	\$ 58,997.21	\$ 17,164.00	\$ 1,033,345.91
Unrestricted Funds	\$ 218.51	\$ 314.14	\$ 286.00	\$ 3,374.21	\$ 2,258.76	\$ 8,645.44	\$ 3,665.16	\$ 923.70	\$ 1,007.94	\$ 6,085.20	\$ 614.43	\$ 1,822.56	\$ 29,216.05
General Scholarships	\$ 105.00	\$ 105.00	\$ 100.00	\$ 1,175.00	\$ 875.00	\$ 850.00	\$ 110.00	\$ 110.00	\$ 5,250.00	\$ 929.00	\$ 194.00	\$ 934.00	\$ 10,737.00
Restricted Scholarships/Funds	\$ 13,987.00	\$ 100,596.00	\$ 27,963.00	\$ 23,923.00	\$ 19,508.86	\$ 44,756.00	\$ 37,831.50	\$ 24,305.00	\$ 113,672.86	\$ 18,397.00	\$ 9,215.00	\$ 12,640.00	\$ 446,795.22
Directed Program Funds	\$ 10.00	\$ 10.00	\$ -	\$ -	\$ -	\$ 275.00	\$ 777.50	\$ 10,327.50	\$ 19,685.00	\$ 1,055.00	\$ 31.50	\$ 27.50	\$ 32,199.00
Program Scholarships	\$ 45.00	\$ 45.00	\$ 845.00	\$ 395.00	\$ 845.00	\$ 3,995.00	\$ 25.00	\$ 25.00	\$ 6,100.00	\$ 75.00	\$ 175.00	\$ 125.00	\$ 12,695.00
Sub Total	\$ 32,528.81	\$ 226,461.99	\$ 447,786.86	\$ 131,754.74	\$ 89,538.28	\$ 314,063.04	\$ 109,547.46	\$ 79,398.37	\$ 427,006.91	\$ 36,457.65	\$ 69,227.14	\$ 32,713.06	\$ 1,996,484.31
GIK's	\$ 290.00	\$ 2,630.59	\$ 15,075.00	\$ -	\$ 500.00	\$ 6,977.00	\$ -	\$ -	\$ -	\$ 2,097.00	\$ 300.00	\$ -	\$ 27,869.59
Grand Total	\$ 32,818.81	\$ 229,092.58	\$ 462,861.86	\$ 131,754.74	\$ 90,038.28	\$ 321,040.04	\$ 109,547.46	\$ 79,398.37	\$ 427,006.91	\$ 38,554.65	\$ 69,527.14	\$ 32,713.06	\$ 2,024,353.90
% of Total	1.62%	11.32%	22.86%	6.51%	4.45%	15.86%	5.41%	3.92%	21.09%	1.90%	3.43%	1.62%	
Cumulative	\$ 32,818.81	\$ 261,911.39	\$ 724,773.25	\$ 856,527.99	\$ 946,566.27	\$ 1,267,606.31	\$ 1,377,153.77	\$ 1,456,552.14	\$ 1,883,559.05	\$ 1,922,113.70	\$ 1,991,640.84	\$ 2,024,353.90	

# Northwest College Foundation

## Development Committee Minutes from December 9, 2025

Dave Bonner, chair, called the meeting to order. Committee members participating were R.J. Kost., Trace Paul and Nicole Rodriguez-Brown. Shelby Wetzel, Executive Director, and Cory Ostermiller, Development Manager, were also in attendance.

Shelby Wetzel shared results from the recent Planned Giving Survey:

Survey participants	<b>2</b>	
➤ Email #1 - 924 people	33.5% open rate, 7 clicks	
➤ Email #2 - 899 people	30.1% open rate, 7 clicks (unduplicated from above)	
Personal outreach to Shelby	<b>4</b>	
➤ New bequest registered	1	
➤ Legacy info request for attorney	1	
➤ Confirming commitments	2	
Endowment being established	<b>1</b>	

While the response was poor, several good things came out of the process, especially one new bequest, a request for information to share with an attorney and the creation of a new endowment. The open rate on the two emails was nearly double our normal engagement at 16%, we feel that people were engaged by the content, but not yet ready to commit. Overall, the survey may have planted some seeds for the future. Committee members talked about the frequency and timing of the year to conduct another survey.

Directors reviewed a draft Request for Proposal seeking consultants for a Feasibility Study to gauge interest and fundraising potential for the Visual and Performing Arts Building campaign. While the framework is done, details about the phasing and kick-off timing remain unanswered. The College is waiting to see what happens with the upcoming legislative/budget session to determine more details. Shelby noted that the earliest possibility would be for a fall implementation.

Ms. Wetzel shared the completed Affordability Grants flyer. Foundation staff are starting to promote the option with some individuals, but more energy will be focused on this project in the new year with a special emphasis as part of Giving Day.

Shelby reminded committee members that December is traditionally the deadline for our annual Board giving participation, but with the change to a new fiscal year it seems awkward not to match the June 30 year-end. She has done some evaluation of the status. Some several people have not made a gift in 2025. Others gave in earlier in the year (many associated with Giving Day) but haven't yet donated in FY26. The committee directed her to send an email to all directors noting the change to a fiscal year but encouraging people to check with staff about their specific situations.

The meeting was adjourned at 10:35 am.

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Shelby Wetzel, NWC Executive Director



## **Northwest College Foundation Donor Accountability and Stewardship Committee Minutes from January 14, 2026**

Jacque Michel, chair, called the meeting to order. Other participants were Stefanie Bell, Clay Cummins and Casey Sorenson; plus, Shelby Wetzel, Executive Director and Jill Hartmann, Alumni and Development Coordinator.

Shelby Wetzel opened the meeting by sharing information about the revisions to the Winifred S. Wasden endowment. The family is asking to repurpose the funding from hosting authors for a book reading on campus to larger activities that promote the Humanities at Northwest College and bring about collaborative initiatives to explore ideas and provide campus-wide impact. Options should be multi-disciplinary and could include guest lecturers/speakers, special topics courses, community engagement activities, or broad-based faculty professional development.

The Foundation received two proposals for writers and a ‘concept for an event’ built around AI. President Watson noted she feels the two authors are too reflective of the past programming and we need to do something that is more dynamic to differentiate the new Wasden Series. She is a proponent for the AI topic and sees possible components for faculty and students (instruction and appropriate learning opportunities), staff (operational efficiency), and the community (life integration).

Committee members embraced the AI topic as being at the forefront of everything and worthy of a significant focus for symposium of a sort that could impact the entire region. Discussion then revolved around how to deal with process and avoid heartburn since the AI concept still needs to be fully developed. A suggestion was made to call for a new application period to allow for development of a full AI proposal or any other additional topic. Ms. Wetzel will work with President’s Staff to determine a final proposal plan. She’ll also communicate with those who submitted previous proposals, noting the family’s desire to move beyond a book reading.

Ms. Wetzel shared information about the Foundation’s recent Spring Start scholarship efforts. As part of the College’s new Strategic Enrollment Management (SEM) plan, NWC offered Spring Trapper Scholarships for students who were not enrolled in the fall semester. A ‘FREE’ class was also offered to degree-seeking students to incentivize registration. Preliminary numbers indicate around 50 scholarships worth \$45,000 and 100 free classes (up to 3 credits for \$478.50) were awarded. The Foundation will cover the Trapper awards from existing scholarships and may help pay for the free classes (pending residual scholarship funds from the year).

Clay Cummins asked if the college needs more scholarships. Ms. Wetzel answered yes, explaining that inflation created pressure for NWC to raise the amounts of its awards a couple of years ago which in turn means the budget is being expended sooner and to fewer students. Some of the current enrollment dip may be from not having enough awards to actively recruit students during competitive times. For next year, Northwest College will be dedicating approximately \$350,000 of its budget to expanding scholarship offerings. Some structural changes will be made to scholarships as well to earmark specific funds for respective groups such as new and returning

students as well as athletes.

Jill Hartmann presented some updates to annual giving stewardship activities. Typically, this is when we ask Board members to write thank you notes to the Foundation's Presidential Partner donors of \$1,000 or more. But since the tracking for PP status has shifted to follow the new fiscal year, we will delay our appreciation for our partners until later this summer. In the meantime, Jill asked directors if we should look to freshen our approach to thank yous – maybe video or some other format. We'll plan to discuss options at our next committee meeting.

Ms. Hartmann also shared the updated graphics for our consecutive year and cumulative giving postcards. These are sent when donors reach new milestones for dollars and time.

Shelby reported that 29 Scholarship Donor Profiles have been completed so far in FY26, bringing the overall total to 195 (out of 326). As the number of scholarships grows, the annual goal needs to be increased to around 55 per year to complete the work by the end of FY28.

The meeting was adjourned.

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Shelby Wetzel, NWC Foundation Executive Director





**Northwest College Foundation  
Finance Committee Meeting Minutes**

**January 20, 2026**

**Present in person: Chris Taggart, David Northrup, Mike McDaniel, Tim Hopkins, Shelby Wetzel, Dillon Jeffs,  
Brian Bentley (Morgan Stanley)**

**Present online: Steve Rockhold**

Chris Taggart called the meeting to order at 1 PM

1. The meeting began with Brian Bentley going over the quarterly and annual investment performance. As of 12/31/2025 the Foundation had approximately \$56.1 million in our Morgan Stanley investment accounts, plus \$2.2 million in our general account with Morgan Stanley in treasuries for our annual scholarship payment. Brian highlighted the portfolio returns (annualized, net of fees) for the calendar year of 2025 the Foundation accounts:
  - a. 1-year return was 13.05%, 3-year return was 12.76%, 5-year return was 7.88%, 10-year return was 8.41%, and since inception in 2008 our annualized return is 6.84%.

After reviewing the returns Brian focused on our asset allocation. We are currently compliant with our investment policy, with an allocation of 75.8% in equities, 9.6% in alternatives (approximately 5% in real estate), and 14.6% in fixed income. Our large cap equities performed very well throughout 2025, with mid and small cap equities not doing as well due to smaller AI companies underperforming. International and emerging markets had a strong year. Natural resources were our strongest performer of the quarter, and real estate was the worst performer of the quarter.

During the asset allocation overview Brian noted that with our new account structure, most of our funds are held in one account, and only our hedge fund, private credit, private equity, and NWC Vending commissions accounts being held outside of the "primary account". This comment prompted a quick comment from Shelby that NWC is currently working on transferring funds to the Foundation to establish various Quasi-Endowments for better cash management and once this happens the commission account could likely be absorbed into the primary account. Regarding the asset allocation, Chris expressed some concern over current geopolitical risks in equity markets and asked the committee for their thoughts. After brief discussion, it was decided everyone was ok with our exposure in equities.

After the allocation overview, Brian recommended reducing our position in real estate from 5% to 3% either by moving 1% into the large cap growth and 1% into large cap value ETF funds or trimming and holding money in a treasury for future scholarship payments (out 18 months) at 3.75%. Discussion ensued with Chris and Mike expressing that they would prefer moving the money into treasuries and the rest of the committee wanting to re-allocate into the large cap growth and value funds. Tim made a motion to re-allocate 2% of our real estate fund into large cap growth and large cap value ETF funds. Dave seconded the motion, and it passed 4 to 1, with Chris voting against.

The final portion of Brian's overview was a market forecast. He said that despite current geopolitical risk involving the Trump administration and Greenland, Morgan Stanley's position is optimistic for the year with an S&P target of 7800, which is approximately 13% growth. He cited lower taxes, government buyback of mortgages, and likely rate cuts from the fed as being economic drivers. Inflation has cooled to 2.7%, and our economy is strong. Tim asked Brian what he believes will happen if the Supreme Court rules the Trump administration tariffs to be unconstitutional. Brian said that it would cause some uncertainty, and they will be monitoring the situation.

2. Shelby briefly went over the Foundation's standard endowment payout policy, which is 4.5% of the 3-year average of each fund's market value for above water funds and 3.5% of the 3-year average of each fund's market value for underwater funds. Shelby explained that in good years and bad years we have held steady with these amounts in order to allow for growth and consistency in our ability to fund scholarships for NWC. Dillon noted that the Foundation only had 1 fund underwater as of December 31<sup>st</sup>. Tim made a motion to use the normal payout rates for FY26. Mike seconded the motion and it passed unanimously.
3. Dillon presented the quarterly unrestricted general fund overview. The report summarizes the quarter-end position and the quarterly activity of the unrestricted general fund's liquid assets. As of the end of December, the quarter-end unrestricted general fund balance was \$465,503.31 and the net activity was a surplus of \$411,347.36. Dillon explained that the second quarter will typically be very positive because the primary funding source of the general fund is the Endowment Management Fee and the payout from the Foundation General Fund Endowment. These two internal transfers make up over 90% of the general fund's revenue every year and they are assessed each December. Dillon noted that because of this timing, the Foundation General Fund will likely be steadily drained for the remainder of the fiscal year, and he estimated that the ending balance will be somewhere around \$100,000 - \$150,000, but that the Foundation's general fund is trending in the right direction.
4. The final item covered in the meeting was a brief discussion on the adoption of an unrestricted fund spending policy as well as a policy for processing unrestricted gifts and bequests. Shelby briefly went through the proposed policy, which states how the Foundation treats gifts it receives with no designation or designated as "area of greatest need". Gifts of \$500 and above will be earmarked for the Foundation General Fund endowment to provide long term support and growth, while gifts under \$500 will be earmarked to the unrestricted general fund to support current operations. The policy does give Foundation Staff some flexibility to earmark such gifts to special initiatives or campaigns if deemed appropriate. Shelby also explained the second part of the policy which deals with even larger gifts, of \$25,000 or more. In the case that the foundation receives such a large gift with no donor designation, the policy will be to have the Finance Committee or Executive Committee review the gift and decide if there is a special initiative to which the gift should be earmarked. Dave made a motion to recommend approval of the policy to the Foundation Board. Mike seconded the motion, and it passed unanimously.

There was some brief discussion on a General Fund fundraising initiative. Shelby noted that we haven't done a campaign for this in a long time, but she will bring it up with the Development Committee. With no other business, the meeting was adjourned at 1:59 PM

# **Northwest College Foundation**

## **Governance Committee Minutes from December 15, 2025**

The meeting was called to order. Committee members attending were David Hill, Bryan Lee and Megan Nickles. Also present were Shelby Wetzel, executive director, and Cory Ostermiller, development manager.

Ms. Wetzel reminded directors that one of the Governance Committees current assignments is to develop a review timeline for the various CASE Foundation Management Checklist items. The plan is to determine if activities should fall into one-year, three-year or five-year rotations based on the specific topics. Committee members worked through sections one and two of the checklist and will address subsequent sections in upcoming meetings.

The Board's next performance assessment process will take place in the new year – it is generally conducted every other year. The group looked at the previous survey instrument, as well as some other examples, and discussed how to streamline the questions. Only 20 people completed the survey in 2023, so the committee brainstormed ideas to increase participation. The plan is to reduce the number of questions, add a paper version to the options for completing the evaluation (previously it was only offered online), and provide time at the upcoming meeting for members to complete the survey. Shelby will edit the document and share a revised draft with the committee, so it will be ready to implement at the February meeting.

With no further business, the meeting was adjourned.

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Shelby Wetzel, Executive Director

## Executive Director Report for February 2026

### Introduction

The new year is a time for reflection. I'm not looking to make any major resolutions for my work, but in the image of Simon Sinek, I have taken time to reflect on WHY I find satisfaction in leading the Northwest College Foundation office. Here's a few aspects I'll share...

- Because I believe education is a continuous journey and force for good in our world.
- Because I want to make a lasting impact on students' lives.
- Because a strong Northwest College adds value to my community.
- Because our work feeds my spirit and drive – ***we rise by lifting others!***

As Board members who graciously donate time and resources, I encourage you to think about your motivation for being part of our organization. I hope the exercise can be as fulfilling for you as it was for me, and that together, we are able to inspire others with our passion.

What's your WHY?

### Impact Story

Our Stethoscopes for Students fundraiser continues to be popular with students and donors alike.



Twenty-one new nursing students kicked off their nursing degree studies in January.

Students are matched to donors and write personal thank you notes to the people who have provided them with important gifts that help launch their healthcare careers.

Students enrolled in both nursing cohorts and NWC's paramedicine program are beneficiaries of this activity.

Look at these smiling faces and know the Foundation is making an impact!

## Foundation Headlines

Other highlights from our current work include:

- We registered some very nice gifts in the last quarter of 2025, bringing our fundraising dollars in line with our estimated goals. The number of small donations continues to lag past performance. This might reflect economic pressures from inflation, but we are also evaluating our outreach for possible improvement.
- We're doing well with our Affordability Grant fundraising to support low-income students, having raised nearly half of our \$140,000 goal. These gifts will be matched and will also be a special focus with Giving Day. We are starting to reach out to area banks in the new year.
- The Foundation awarded 40 new Spring Start Trapper scholarships. Tim and Connie Hopkins provided some funds to help cover NWC's Free Class promotion (valued for up to 3 credits at the in-state cost) for degree-seeking students who were not enrolled in fall 2025 – Thank You! The College and Foundation will split the balance of the 105 free courses.
- We recently received an estate gift of \$213,484 from Phyllis Donley from Cowley. I worked with her and her husband, Jim, in 2018 to develop a scholarship MOU for students from Cowley, Deaver, Frannie, and Lovell which will now be funded. Jim passed away in 2021.
- Work on planning and content development for Foundation and Alumni Communications activities is ongoing to produce TrapperLink, TrapperConnect, and our NWC4Life retiree newsletter.
- I continue to participate as a member of NWC's Grants Leadership Team related to strategy development and help ensure complimentary focus for the Foundation in the process.
- A new furnace with zones for the two different floors has been installed at the Nelson House. We ended up having to rework the venting to meet updated code. The expense of nearly \$20,000 will exceed the Nelson House budget for FY26, but we'll be warm for meetings.

## Fundraising Focus

Our sixth annual NWC Giving Day will be here before you know it! We're currently working to secure commitments from challenge or matching donors to incentivize giving the fun on March 26-27. Please reach out if you want to serve as a Giving Day Sponsor in some way and help jumpstart some excitement with us. We'll share more details at the meeting.

As always, I look forward to working with each of you to reach the Foundation's goals.



Shelby Wetzel  
Executive Director

# Development Manager Report

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**Cory Ostermiller**  
**February 2026**

## Foundation Work

- Focus planning work for the 2026 Giving Day. Looking to secure challenge donor sponsors as well as meeting with academic departments to discuss individual fundraising projects. The date(s) for Giving day is March 26 & 27.
- Begin targeting donor prospects for gifts to Affordability Grants using matching money available from the State as incentive.
- Continue to initiate top donor solicitations and seeking pledges for general/named scholarships and programs.
- Focusing on stewardship activities and promoting good will and accountability to donors.
- Continue work on updating Scholarship profiles.
- Develop and assign prospects for other specific initiatives.
- Continued work with the Development and Governance committees.
- Continue updating and maintaining portfolio in the database.
- Completed Lybunt/Sybunt work for the end of the calendar year.
- Looking to make a minimum of three contacts per day working with different prospect pools.

## Athletics

- Working on targeted Athletic scholarship prospects to support recruiting student athletes.
- Continuing work to solicit Game Day sponsors and facilitate game day and tournament activities.
- Planning for the 2026 Trapper Bonanza Golf tournament, dinner, and Calcutta. Working with AD Brian Erickson to secure sponsors for golf events. This year's tournament will once again be held in conjunction with Paint the Town Red weekend in August.
- Supporting individual team crowdfunding to raise money for the athletic teams.
- The Foundation sponsored the Men's and Women's basketball games on January 28<sup>th</sup>.

## Misc.

- Supporting Jill Hartmann with the Alumni Association, annual giving, alumni programming and employee giving.
- Contributing to the Foundation publications/newsletters such as TrapperLink, TrapperConnect etc.



# Alumni & Development Coordinator Report

Jill Hartmann | February 2026

## ***Annual Giving***

- Engaged in donor cultivation through birthday emails and new donor postcards.
- Followed up individually with portfolio of donors regarding year-end giving.
- Executed second annual campaign for GivingTuesday to benefit the food pantry at TRiO resulting in \$4,000 raised.
- Coordinated planned giving prospect list clean-up, then design and mailing of over 1,300 postcards and its follow-up email.
- Launched annual fundraising campaign for Livestock Judging team.
- Partnered with E-Sports to host fundraiser raffle to benefit a newly established team scholarship.
- Facilitated Spring Stethoscopes for Students distribution to 21 new nursing students and mailed donor thank you notes with a photo.

## ***Giving Day***

- Coordinated efforts with Vision West for graphic design, Campus Services for printing and mailing, and Communications and Marketing for video production and social media cross promotion.
- Collaborated with nine campus departments to identify projects and fundraising goals.
- Re-engaged GiveCampus platform and designed this year's pages.

## ***Alumni Programming***

- Supported Admissions for Preview Day by hosting second annual scavenger hunt that engaged Alumni volunteers and provided two scholarship prizes.
- Planned and hosted Cap and Gown Photo Op for December graduates.
- Planned and facilitated meetings for three Alumni Association Board Committees (Communications met in December, Events and Volunteer Services both met in January).
- Planned for the quarterly Alumni Association Board meeting on February 4<sup>th</sup>.
- Designed and promoted "Alumni Climbing Night" on February 17<sup>th</sup> as the Association's annual Powell outreach event.
- Launched annual "Call for Nominations" for Distinguished Alumni award.

## ***Publications, Website and Social Media***

- Coordinated the November and December issues of TrapperLink.
- Facilitated mailing of Foundation Calendar and holiday greeting to over 1,200 addresses.
- Posted to Instagram and Facebook 17 times during the third quarter of 2025 on ten different topics.

## ***Other***

- Distributed NWC4Life packets to new retirees.
- Planned and executed NWC Foundation & Alumni Night at Trapper Basketball on January 28<sup>th</sup>.
- Supported planning and execution of Scholarship Breakfast and Scholarship Luncheon.
- Participated in Park County Travel Council interviews for new Executive Director as well as regular monthly board meetings.
- Participated in Foundation Board committee meetings for Development and Donor Accountability & Stewardship.

## President's Report

January 27, 2026

### State

#### Legislature

The Interim Joint Education Committee did not meet in October. The Interim Joint Appropriations Committee met October 30-31 in Cheyenne. The Committee received updates on the October 2025 CREG report and updates from the Department of Health Subcommittee. They reviewed the Developmental Disability Waiver Program, Sales and Use Tax Direct Distribution, and Wildfire Funding and Management.

The CREG report increased 2025 projections for revenue to the General Fund (GF) and the Budget Reserve Account (BRA), with reversions, by \$89.6 million. Investment earnings totaled \$803.8 million, of which \$238.7 million remained in the GF fund, \$238.7 million was distributed to the Strategic Investments and Projects Account (SIPA), and \$326.3 million was deposited into the Permanent Mineral Trust Fund Reserve Account (PWMTR RA). K-12 revenue in the Public School Foundation Program increased by \$ 186.5 million, maintaining stability in fund levels. Sales and Use Tax collections posted \$54.9 million, down from January's Forecast to date, and the Federal Mineral Royalty was also down \$12.1 million. This marked the first time that investment earnings accounted for the majority of the state's earnings compared to other revenue sources. The CREG report presented a favorable position for the State coffers, but political opinions and the upcoming budget discussions are expected to be conservative at best.

The Interim Joint Education Committee met on November 13-14, 2025 in Cheyenne. No topics related to higher education, but Hathaway scholarships remain a topic of conversation. The Interim Joint Appropriations Committee met October 30-31, 2025 in Cheyenne.

Joint Appropriations started budget agency meetings on December 1, 2025. The WCCC presented to the Committee on December 10, 2025. I attended the meeting via YouTube, and the presentation to JAC went smoothly. The Governor presented a very conservative statewide budget and did not support an increase to state aid for the community colleges, and implemented a 1.5 million recalibration reduction. A Wyoming Works funding request for 9 million was supported at \$4 million in OTO funds. Other CTE funding, along with SLEDS funding and capital construction requests, was denied. The Governor's budget did include support for major maintenance funding, and increases to compensation, which, if approved, would be at a reduced rate.

The 2026 Legislative Session will begin on February 9<sup>th</sup> at 10:00 a.m. The Budget Session runs until midnight on March 6th, 2026.

#### Governor's Supplemental Budget 2025-2026

The Governor's Supplemental Budget was released on November 17, 2025. Funding for the Community Colleges remains mostly flat with a 1.5 million SF80 reduction. The Governor has requested funding for some compensation as well as continued major maintenance funding. The Governor once called for a conservative budget based on the essentials to 1). Protect Wyoming citizens and ensure their future, 2). Support core industries, grow new ones, and expand opportunities, 3).



Maintain and improve effective and efficient government, 4). Respect the principle that the government is best when it is closest to the people.

#### Wyoming Community College Commission (WCCC)

As noted in the October report, the Wyoming Community College Commission (WCCC) met on October 2 and 3 in Douglas. The Commission workshop and meeting reviewed Tuition rates, national affordability data, legislative budget concerns, and strategic efforts. The Commission chose to delay setting tuition rates until the Governor's budget and the legislative session start.

No Commission meetings were held in November.

Executive Director Ballard presented at the JAC meeting in December. She presented with the Commission CFO, Brittany Leasure, and with President Tribley. They have participated in various meetings with A&I, LSO, the Governor's Office, and various legislator discussions over the fall as part of the budget-building process.

#### Wyoming Association of Community College Trustees (WACCT)

As noted in the October report, WACCT met on October 2, before the Commission meeting in Douglas. The Board meeting reviewed the financials, discussed advocacy, and reminded everyone about the upcoming Governor's Business Forum, WACCT awards plan, and initial legislative efforts. WACCT provided lunch for the Trustees and Presidents. Trustee Larsen and Wurzel were in attendance.

The WACCT met on November 5 via Zoom. I attended the meeting, and the conversation focused on the CREG report and advocacy.

WACCT is pleased to host the 2025 WACCT Shaping Wyoming's Future Student Annual Student Awards. This year, Abigail Jeffries was chosen for Northwest College. A legislative luncheon with legislators and students will be held on February 11, 2026. Students will also be introduced during the Joint Legislative Session later that day. Congratulations Abigail!

#### Wyoming Innovation Partnership (WIP)

The WIP Presidents' Steering group met on October 28. The agenda included discussions on the presentation given at the ACCT conference on WIP, future efforts with the Wyoming Business Alliance (WBA) regarding potential work-based learning opportunities and apprenticeships, priority grant focus areas, and the Workforce Service Digital Wallet project.

The WIP PSG did not meet in November.

The WIP PSG did not meet in December.

#### Association of Community College Trustees

From October 21 to 24, 2025, Keli Borders and I accompanied Trustees Kost and Ogden to the ACCT annual conference. All four of us attended a Pre-Congress Academy entitled "Building Momentum for Innovative Dual Enrollment Pathways Policies." The following two days were filled with various sessions on a variety of topics relevant to Trustees and Institutions.

#### **Campus**

The campus has been quite busy with academic and student activities. Women's Volleyball and Men's and Women's Soccer are wrapping up their seasons, with Basketball and Wrestling gearing up. Congratulations go out to the Men's Soccer team, which made it to the Regional Championship before losing to Otero. The women's soccer team played in the first round of regionals before losing to Central

Wyoming. Women's Volleyball played some close matches and brought a winning spirit to every game.

Forensics found themselves competing in Portland, Oregon, and then Mankato, Minnesota, this month as part of their season.

- Aspen Atkinson, Katie Badget, Eric Kraft, Seid Orazgulyyev, and Shir Shamedov competed in multiple individual events in Oregon, with Seid placing 14 out of 43 total competitors in impromptu. Katie placed 7th in junior After Dinner Speaking. Shir placed 7th in Novice Informative. The following day, Aspen won the top Junior POI award. Katie won the top junior award and placed third overall in the communication analysis category. Aspen and Katie won the top junior award in duo and placed second overall in duo.
- In Mankato, Aspen Atkinson, Katie Badget, Taylah French, Isabella Gomez, Sabrina Hojaniyazova, and Eric Kraft competed in multiple individual events and NPDA debate against competitors from twelve other schools, including Concordia University-Irvine and Valley City State University. Northwest College was the ONLY community college that participated in this tournament! Out of 34 students who competed in NPDA, Isabella Gomez won fourth place as speaker. I also want to add that there were only 4 points between Isabella and the first-place speaker. For individual events, Taylah French placed fifth in persuasion. Aspen Atkinson won third place in Program Oral Interpretation. Katie Badget placed second in After Dinner Speaking AND Program Oral Interpretation.

### Special Guests

The College was pleased to host a delegation from Turkmenistan on October 20, 2025. The Deputy Minister of Education, Atayev, the Embassy Consul, Pirmahamedov, and several Rectors and Directors from eight national universities were in attendance. They traveled to three universities in Montana: the University of Wyoming and Northwest College. We signed an MOU of interest to continue to build relationships and work together in goodwill as it relates to education. The day was spent in academic program spaces, with discussions centered around programming while learning about our educational processes. I believe that Northwest College truly shone in its efforts, and I want to thank everyone, including faculty, staff, and Turkmen students, who made the day a fantastic experience. Special recognition should go to Bossan Abdyeva and Amanda Enriquez for organizing and spending days with the delegation during their trip.

The fall semester wrapped up for students on Friday, December 12<sup>th</sup>, 2025. Faculty and staff worked to complete grades and wrap up operations before the campus holiday break. Several activities were hosted by the constituency groups the week of December 15 – 19 to connect as faculty and staff. Thanks to all of those who coordinated and participated in these events.

### Strategic plan 2030

#### October

(Pillar 1.1.2) *Collaborate with K12, State, & Businesses on program needs.* I traveled to Big Horn Basin School District #2 (Lovell), Park County School District #6 (Cody), and Washakie School District #1 and #2 (Ten Sleep and Worland) with Ty Flock, the Interim Dean of Outreach and CTD. We met with the Superintendent, Principal, and Counselors to review the two Hanover reports on K12 input. As part of the discussion, we also asked several questions and received feedback on ways to improve our collaboration. The meetings were very positive and a great way to get together and discuss needs. I also traveled back to Meeteetse School District #16 to meet Superintendent Ogden and spend time learning about Project-Based Learning, as well as visiting with some of the students. Now that the

visits have concluded, Ty Flock will summarize our findings and continue to work closely with our districts.

(Pillar 1.5.1) *Innovate academic programming.* The College is working with Hanover to complete the allied health interviews with Big Horn Basin medical providers. The turnout of participants has been exceptional.

(Pillar 1.1.4.) *Implement and operate campus grants.* Northwest College is currently working on the writing and/or recent submission of several grants. The Federal National Science Foundation STEM grant for student STEM scholarships, the Lowe's Foundation Gable grant geared towards career and technical programming, the Socrates Foundation grant – focused on our own Home Away from Home shared spaces needs for students, and finally, the Wyoming Workforce Grant – Pre-hire grant for CDL Scholarships. Several other smaller grants are being reviewed or are in the process of being worked on with faculty and staff.

(Pillar 2.1)—*Enhance the Brand*—Director Carey Miller and President Watson are reviewing website design enhancements as part of continued efforts around brand awareness.

(Pillar 2.2) *Elevate Strategic Enrollment efforts* - The Strategic Enrollment Management operational plan is nearing completion, with tactics finalized for the 2025 and 2026 academic years. VP Havron, Executive Director Wetzel, and I have worked on and signed off on scholarship levels for FY2026-2027. VP Havron, Director Miller, Director Hernandez, ED Wetzel, and I have been working on several initiatives to drive enrollment to campus for Spring 2026 and the FY 2026-2027 year. These include freeing up the Trapper Scholarship for more general student use, increasing the number of awards, enhancing athletic scholarship levels, and implementing the Spring Start – Trapper initiative, geared toward encouraging new students to enroll at NWC for the spring semester.

(Pillar 4.1) *Build, enhance, and support campus infrastructure.* The Orendorff building project is moving forward with interior abatement and demolition work. Exterior sewer, gas, and fire sprinkler risers have been plumbed in and wrapped up just in time for winter weather changes. The State has approved the project at just over \$6.1 million, providing desperately needed funds to address inflationary increases. Design work on the interior has been completed, and fencing is still in place but has been temporarily removed to allow movement between the Library and ORB.

(Pillar 4.3) *Set standards for academic and support services effectiveness and efficiencies at HE best practices.* The Academic and Staff AI Policy Development Committee has been meeting to discuss policy ideas around the use of AI in the academic and operational aspects of the College.

## November

(Pillar 1.1.2) *Collaborate with K12, State, & Businesses on program needs.* Ty Flock and I met to review our meetings. A survey is being sent out to query their experience and provide additional feedback.

(Pillar 1.5.1) *Innovate academic programming.* The College completed its work with Hanover on the allied health interviews with Big Horn Basin medical providers.

(Pillar 1.1.4.) *Implement and operate campus grants.* Northwest College continues to work on writing and/or the recent submission of several grants. The Federal National Science Foundation STEM grant for student STEM scholarships, the Lowe's Foundation Gable grant geared towards career and technical programming, the Socrates Foundation grant – focused on our own Home Away from Home shared spaces needs for students, and finally, the Wyoming Workforce Grant – Pre-hire grant for CDL Scholarships. Several other smaller grants are being reviewed or are in progress with faculty and staff. The WIP has elected to write a statewide FIPSE-SE grant for AI training statewide.

(Pillar 2.1)—*Enhance the Brand*—The website design enhancements have been rolled out as part of continued efforts around brand awareness.

(Pillar 2.2) *Elevate Strategic Enrollment efforts* - The Strategic Enrollment Management operational plan is nearing completion, with tactics finalized for the 2025 and 2026 academic years. VP Havron, Director Miller, Director Hernandez, ED Wetzel, and I have continued to focus on several initiatives to drive enrollment to campus for Spring 2026 and the FY 2026-2027 year. This includes spring Trapper Scholarships and the Spring Start – Trapper initiative, which encourages new students to enroll at NWC for the spring semester.

(Pillar 4.1) *Build, enhance, and support campus infrastructure*. The Orendorff building project is moving forward with interior abatement and demolition work. The State has approved the project at just over \$6.1 million, providing desperately needed funds to address inflationary increases. The Facilities Committee toured the building to discuss the necessary improvements.

(Pillar 4.3) *Set standards for academic and support services effectiveness and efficiencies at HE best practices*. The Academic and Staff AI Policy Development Committee has completed a draft policy for discussion and review regarding the use of AI across the College's academic and operational aspects. AAC will review the draft policy, and then it will go to the President's Staff for review to kick off the PRC process.

## December

(Pillar 1.1.2) *Collaborate with K12, State, & Businesses on program needs*. A survey was sent out to query K-12 experience and provide additional feedback.

(Pillar 1.5.1) *Innovate academic programming*. The College completed its work with Hanover on the Capstone report and will be sharing that with campus and the Board of Trustees in January.

(Pillar 1.1.4.) *Implement and operate campus grants*. Northwest College continues to work on writing and/or the recent submission of several grants. The College submitted needs to the State for inclusion in the Federal Rural Health Transformational grant application. We learned over break that the State was awarded \$205 million. There will be more to come on what exactly this will translate to for the Colleges. Work continues on the Federal National Science Foundation STEM grant for student STEM scholarships, and the Lowe's Foundation Gable grant geared towards career and technical programming. We learned that we did not receive the Socrates Foundation grant. We were awarded the CMVOST grant and the Wyoming Workforce Grant – Pre-hire grant for CDL Scholarships. Several other smaller grants are under review or in progress with faculty and staff. The WIP FIPSE-SE grant for AI training statewide was submitted.

(Pillar 2.2) *Elevate Strategic Enrollment efforts* - The Strategic Enrollment Management operational plan is complete, with tactics in place 2026 academic year.

(Pillar 4.1) *Build, enhance, and support campus infrastructure*. The Orendorff building project recently finished abatement and insulation work. The campus community will be invited to tour the building as we turn the corner from demolition and abatement to renewal.

(Pillar 4.3) *Set standards for academic and support services effectiveness and efficiencies at HE best practices*. The President's Staff reviewed the policy drafts for Minors on Campus and Conflict of Interest.

## Powell Economic Partnership

I attended the PEP meeting on October 16, 2025, in Powell. The quarterly Strategic meeting included a presentation and discussion from the national Rails-to-Trails Conservancy. A review of the financials

was presented, and the discussion centered on project prioritization, grant initiatives, and the development of the Foundation's policy. The search for the new PEP Director is currently underway.

I attended the PEP meeting on November 20, 2025, in Powell. An update was provided on the financials and procurement. A review of PEP projects was presented for prioritization, along with a discussion on the Foundation's efforts. The Executive Director search continues with two candidates being selected for interview at the end of November. I attended one candidate session. The search committee will meet in December to provide a recommendation.

I attended the Powell PEP meeting on December 18, 2025. The agenda included financial updates, budget discussions, new Board members, the new ED transition, City of Powell MOU, Park Cty Travel Council funding discussion, and Committee updates.

#### Forward Cody

I attended the Forward Cody meeting on October 28, 2025. The agenda included a review of financials, membership efforts, property management updates, a discussion on the statewide shooting complex, and a review of a proposed new logo and branding design.

I attended the Forward Cody Board retreat on November 5 and the regular Board meeting in Cody on November 18, 2025. The retreat spent some time discussing mission, vision, and goal-setting to move forward. A summary will be forthcoming. The Board agenda included a review of financials, cash management, properties, Board elections, and membership.

Forward Cody met on December 16, 2025. Discussion included the financials, budget work, membership update, and the new website development. Executive Session was held for employee performance reviews. Board of Director members and leadership changes will be coming out next month.

#### Foundation, Alumni, and Booster Club

The Foundation Board met on Wednesday, October 29, 2025. I presented on the Visual and Performing Arts Level II report that is in the final stages of development. The Alumni Foundation met on Tuesday, November 4, 2025. It was a pleasure to attend each meeting.

No Foundation or Alumni Board meetings were held in November.

Once again, Tom and I had the pleasure of attending the Scholarship Breakfast to meet the male and female athletes our two scholarships help support. I attended and spoke at both the Breakfast and Lunch events and had the opportunity to visit with several donors. This event truly shows how our community's giving spirit can change a student's life and enrich a donor.

No meetings were held in December.

Respectfully submitted,



Lisa M. Watson  
President



## COMMUNITY COLLEGE BUDGET REQUESTS

# From Classroom to Career: Strengthening Wyoming Through Community College Investment



## Strategic Investment Summary

As the state navigates evolving labor demands and demographic shifts, the colleges face mounting financial pressures that threaten their ability to deliver high-quality, responsive education.

As Wyoming navigates shifting labor demands and demographic changes, its community colleges face intensifying financial pressures that jeopardize their ability to provide high-quality, responsive education. The colleges initiated this

budget process with a \$48 million request to the WCCC—an effort to recover from more than a decade of underfunding—and while the request has been shaped through analysis and collaboration, the underlying need remains substantial.

Funding Wyoming's community colleges is the way to unlock the most value for educating, employing, and empowering individuals while strengthening Wyoming's economic backbone.

# 2

## Funding Buckets

Directly Funding  
the Colleges

# \$19M

for core operational support

# \$24.5M

concept for Career and  
Technical Education (CTE)  
(\$15M) and one-time Wyoming  
Works funding (\$9.5M)

## WCCC Support & Urgent Tuition Warning

The WCCC endorsed the revised request and issued a strong statement on tuition in October: if the state cannot meet the colleges' financial needs, significant tuition increases may be necessary—despite constitutional expectations for affordable access.

## Why It Matters

This budget request is not aspirational—it is essential. It reflects:

- Months of data-driven refinement.
- A collaborative, statewide effort.
- The college has done the work – they have implemented shared services and continue to explore opportunities, reduced FTEs, traded positions and services for raises to try to get salaries closer to market, and eliminated more programs than they have launched, with new offerings focused on those directly aligned to high-demand workforce needs.
- If funding falls short, salaries will remain below market, growth and responsiveness will be stifled, and the colleges will not be able to make healthy investments in people or programs.
- Enrollment, retention, and completion rates across the colleges are rising. The ROI for the colleges is excellent (see ROI data at [bit.ly/CommunityCollegesROI](https://bit.ly/CommunityCollegesROI)).
- A strategic investment in workforce development, economic resilience, and educational access.

## A Strategic Investment in Wyoming's Future

This \$43.5 million request is not merely a budgetary ask—it is a strategic investment in Wyoming's resilience, competitiveness, and civic infrastructure. Community colleges are our economy's cornerstone, uniquely positioned to deliver rapid, cost-effective solutions to workforce gaps, educational inequities, and regional economic development. Fully funding this request ensures that Wyoming remains agile, inclusive, and future-ready.



## **2026 Calendar of Meetings**

**February 4, 2026** – Wednesday, 4:00 p.m.

**Location**-NWC Foundation's Nelson House, Powell

**April 29, 2026** – Wednesday, 4:00 p.m.

**Location**-NWC Foundation's Nelson House, Powell

**August 5, 2026** – Wednesday, 4:00 p.m.

**Location**-NWC Foundation's Nelson House, Powell

**October 28, 2026** – Wednesday, 4:00 p.m.

**Location**-NWC Foundation's Nelson House, Powell



## Spring Events 2026

<b>February 7</b> 1:00 p.m.	<b>Wrestling Vs. Univeristy of Prvidence</b> Cabre Gym
<b>February 9</b> 2:00 p.m.-3:00 p.m.	<b>What's the Tea-Angola</b> Student Center
<b>February 11</b> 11:30 a.m- 1:30 p.m.	<b>Wednesdays Around the World-Italy</b> Student Center
<b>February 14</b>	<b>Basketball Vs. Gillette College</b> <b>Women's 2: 00 p.m. Men's 4:00 p.m.</b> Cabre Gym
<b>February 16</b> 2:00 p.m.-3:00 p.m	<b>What's the Tea-Mexico</b> Student Center
<b>February 17</b> 5:00 p.m. to 8:00 p.m	<b>Alumni Climbing Night</b> Student Center Rock Wall
<b>February 18</b> 11:30 a.m.-1:30 p.m.	<b>Wednesdays Around the World-Turkmenistan</b> Student Center
<b>February 18</b> 7:30 p.m.	<b>Basketball Vs. Central Wyoming College</b> Cabre Gym
<b>February 23</b> 2:00 p.m.-3:00 p.m.	<b>What's the Tea-United States</b> Student Center
<b>February 25</b> 11:30 a.m. - 1:30 p.m.	<b>Wednesdays Around the World-Brazil</b> Student Center
<b>March 2</b> 1:00 p.m.	<b>43rd Annual NWC Jazz Festival</b> Nelson Performing Arts
<b>March 2</b> 2:00 p.m.-3:00 p.m.	<b>What's the Tea-Japan</b> Student Center
<b>March 4</b> 11:30 a.m-1:30 p.m.	<b>Wednesdays Around the World-United States</b> Student Center
<b>March 16</b> 2:00 p.m.	<b>What's the Tea-Honduras</b> Student Center
<b>March 18</b> 11:30 a.m.-1:30 p.m.	<b>Wednesdays Around the World-Japan</b> Student Center



<b>March 23</b> 2:00 p.m.-3:00 p.m.	<b>What's the Tea-England</b> Student Center
<b>March 30</b> 2:00 p.m.-3:00 p.m.	<b>What's the Tea-Vietnam</b> Student Center
<b>April 8</b> 11:30 a.m.-1:30 p.m.	<b>Wednesdays Around the World-England</b> Student Center
<b>April 13</b> 2:00 p.m.-3:00 p.m.	<b>What's the Tea-France</b> Student Center
<b>April 13</b> 7:00 p.m.	<b>Collegiate Chorale, Wind Ensemble and Percussion Ensemble</b> Nelson Performing Arts
<b>April 15</b> 11:30 a.m.-1:30 p.m.	<b>Wednesdays Around the World-Columbia</b> Student Center
<b>April 18</b> 7:00 p.m.	<b>Jazz Night</b> Nelson Performing Arts
<b>April 20</b> 2:00 p.m.-3:00 p.m.	<b>What's the Tea-Japan</b> Student Center
<b>April 20</b> 7:00 p.m.	<b>Small Ensembles: Woodwind/Sax/Guitar/Brass/Combos</b> Nelson Performing Arts
<b>April 22</b> 11:30 a.m. -1:30 a.m.	<b>Wednesdays Around the World-Japan</b> Student Center
<b>April 27</b> 2:00 p.m.-3:00 p.m.	<b>What's the Tea-Honduras</b> Student Center
<b>April 28</b> 7:00 p.m.	<b>Zach Paris Recital</b> Nelson Performing Arts
<b>April 29</b> 11:30 a.m. -1:30 p.m.	<b>Wednesdays Around the World-Honduras</b> Student Center
<b>May 2</b> 7:00 p.m.	<b>NCO Spring Concert</b> Nelson Performing Arts
<b>May 4</b> 7:00 p.m.	<b>Faculty Jazz Concert</b> Nelson Performing Arts
<b>May 9</b> 10:30 a.m.	<b>Graduation Day</b> Cabre Gym



January 2026

## 2026 NWC Foundation Endowment Payout

Under the Uniform Prudent Management of Institutional Funds Act (UPMIFA) Northwest College Foundation has some flexibility in how it determines endowment payout rates. The seven factors to be included in deliberations are:

***Fund duration, fund/institutional purposes, general economic purposes, effects of inflation/deflation, expected total return, investment policy, and other available resources.***

We are not required to limit spending from funds that are below their historical dollar value (the total gift amount). Of course, we always want to be cautious in this area. The investment return for 2025 was 13.05%, with just 2 of the Foundation's 357 endowments, or .006 percent, being underwater very slightly. These funds are new endowments that have not been invested long enough to build up a cushion against downturns.

Payouts and fees are calculated using the three-year rolling average of each fund's market value on December 31. This also provides a smoothing effect to deal with significant increases and decreases and provides for more conservative spending.

With continued solid investment performance, the Investment Committee is recommending the NWC Foundation maintain its two-staged plan as follows:

- 1) ***Funds that are above their historical dollar value*** – distribute 4.5% to accomplish the purpose specified by the donor plus 1% for administrative costs to the NWC Foundation.
- 2) ***Funds that are “under water” or below their historical dollar value*** – drop the funding level by 1% and distribute 3.5% for the donor's intended purpose plus 1% for the Foundation's administrative costs. This is aimed at helping these funds grow more significantly.



## **Northwest College Foundation Non-Endowment Spending Policy**

The Northwest College Foundation accepts gifts for many purposes – unrestricted, restricted, endowed and gifts-in-kind. The purpose of this policy is to guide action related to use of non-endowed gifts. The organization maintains separate policies and procedures for endowment spending as part of its Endowment Management Policy.

### ***Unrestricted Funds***

Donations to the NWC Foundation will be considered unrestricted if they are absent specific gift designations from donors or made to support the ‘area of greatest need.’ These gifts will generally be added to the Foundation General Fund to support operations or grants awarded by the NWC Foundation Board. Annual operating budgets are prepared by Foundation staff and approved by the Board each year.

Gifts of \$500 and above will be earmarked for the General Fund Endowment, while gifts below \$500 will be held as currently expendable. The Foundation Staff may shift gifts designated for ‘area of greatest need’ to a current campaign priority, if deemed appropriate.

Unrestricted bequests will be earmarked for the General Fund Endowment to provide perpetual impact to the Foundation/College through flexible endowment income.

Unrestricted gifts or bequests of \$25,000 or more will be reviewed by the Finance Committee/Foundation Board to determine if there is a more beneficial or strategic outcome to be accomplished with the funding.

### ***Restricted Funds***

Restricted gifts are processed according to the donor wishes. Some program funds will be processed as pass-through contributions and immediately transferred to the College. If the Foundation is raising funds for a specific project, funds may be held until the desired funding amount is amassed and can then be expended to accomplish the designated purpose. Restricted scholarship gifts are held by the NWC Foundation until the College awards the funds to a student recipient and the Foundation is billed for reimbursement.

### ***Administrative Fee Assessment***

No administrative fees are charged on gifts to the Foundation.

Approved NWC Foundation Board, ????

## Northwest College Foundation Real Estate Holdings/History

<u>General Fund</u>	<u>Date</u>	<u>Purchase Price</u>	<u>Acres</u>	<u>Cost per Acre</u>	<u>Net Book Value</u>	<u>Income</u>	<u>Expense</u>	<u>Taxes</u>
Kreps land^	12/21/1967	\$ 70,000.00	10.98	\$ 2,060	\$ 22,610.50	\$ 1,100.00	\$ -	\$ 1,426.23
		^Tax status under review by county						
Thompson land	8/31/2001	\$ 78,000.00	37.33	\$ 2,089	\$ 78,466.60	\$ 8,400.00	\$ -	\$ 725.79
Nelson House Improvements	9/1/2022	\$ 68,091.32			\$ 60,975.94	N/A	N/A	N/A
Nott/Rental house		<u>\$ 195,000.00</u>			<u>\$ 170,181.29</u>	<u>\$ 18,000.00</u>	<u>\$ 9,471.76</u>	<u>\$ 2,443.05</u>
		\$ 411,091.32			\$ 332,234.33	\$ 27,500.00	\$ 9,471.76	\$ 4,595.07
<b><u>Endowment Fund</u></b>								
Hart farm*		\$ 85,900.00	77.90	Donated	\$ 85,900.00	\$ 5,600.00	\$ 6,545.80	\$ 1,435.47
		*No development 50 years from Jim's death on 6/2/2002						
		*Fixed irrigation headgate last fall						
Nelson House		\$ 157,000.00		Donated	\$ 137,018.18	\$ 1,200.00	\$ 13,428.01	\$ 2,504.93
Wolfe property (Cody)	7/24/2023	\$ 125,000.00		Donated	\$ 125,000.00	\$ 1,500.00	\$ -	\$ 738.00
Cummins Red Lodge home	9/16/2024	<u>\$ 515,000.00</u>		Donated	<u>\$ 515,000.00</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
		\$ 797,000.00			\$ 862,918.18	\$ 6,800.00	\$ 19,973.81	\$ 3,940.40
<b>Totals</b>					<b>\$ 1,195,152.51</b>	<b>\$ 34,300.00</b>	<b>\$ 29,445.57</b>	<b>\$ 8,535.47</b>

### Land distributed to NWC

Kreps land purchased in 1967/sold to NWC: **33.98** (39.77-5.79, LDS church and streets)

Equine Center	10/27/1978	\$ 34,400.00	8.60	\$ 4,000.00
Observatory	12/20/1985	\$ 6,000.00	2.00	\$ 3,000.00
Physical Plant	5/22/1995	\$ 5,200.00	2.60	\$ 2,000
Soccer Field	7/2/1995	\$ 78,000.00	7.80	\$ 10,000
Soccer Fieldhouse	7/27/2022	\$ 1	<u>2.00</u>	\$ -
			10.98	

NWC Field Station:

Parcel 1 from Vera Feeley	1/22/1975	\$ 30,900.00	10.39	Sunlight land - purchased by Foundation/reimbursed and transferred to NWC in 1977
Parcel 2 from Vera Feeley	9/4/1975	\$ 9,570.00	3.1	
Foundation help with 25 acres	7/16/1990	\$ 112,500.00	25	Foundation GF \$24,500, Donor gift of \$70K, Stratman purchase of 4 acres for \$18K

### Facility Projects mostly paid by the Foundation

Analytical Lab (Water/Soil Testing)	1/22/1974	\$ 113,594.00	Foundation financed building and equipment; paid back through 1983 with income from community testing	
Ag Paviion**	12/31/1983	\$ 318,498.19	Building paid for by Foundation with some fundraising/Land from UW Research Farm	
Computer Science Addition**	12/31/1985	\$ 375,000.00	Facility expansion project (Foundation paid \$200,000 with some fundraising; NWC, \$175,000)	
			**Foundation interest in these two facilities was officially transferred to the College in 1987	
Rockhold land - 1 acre/mobile home	6/23/1986	\$ 42,000.00	Purchased by Foundation and sold to NWC for \$45,000 over four years with a lease/purchase agreement	
Carillon	12/31/1988	\$ 30,000.00	Fundraising - special project by SinClair Orendorff	
Nursing Building Expansion for ADN	12/31/1991	\$ 199,000.00	Foundation \$158,200; NWC \$15,000; WyCCC grant \$25,800	

**Properties donated and sold/developed for income:**

	<u>Date</u>	<u>Donation</u>	<u>Sales \$</u>	Purpose	Notes
Wolsborn home/personal property	11/2/1989	\$ 91,510.00	\$ 150,226.81		
Brodrick Acres -Alan Rd subdivision	12/31/1993	\$ 70,000.00	\$ 30,268.48	General Fund	Land developed with Target Powell Valley \$; proceeds to Foundation after payback
Swallow ranch	3/31/1997	\$ 290,000.00	\$ 286,111.99	Endowed Scholarship	Other assets bring the fund to nearly \$1 million
Wilcken/Nielsen home	9/5/2006	\$ 121,804.00	\$ 198,203.53	Endowed Scholarship	Life estate gift in 2002
Jim Hart Home	9/1/2001	\$ 108,000.00	\$ 108,000.00	Endowed Scholarship	Sold residential property
Crawford land - 18.03 acres	2/20/2014	\$ 36,400.00	\$ 139,772.87	General Fund	Land gifted over 4 years 1990-93, sold in 2014
Wenger home	4/24/2015	\$ 229,000.00	\$ 219,000.00	Endowed Scholarship	
Ralston Women's Clubhouse	11/17/2015	\$ 37,500.00	\$ 36,983.00	Endowed Scholarship	Matched
Mineral Rights in Gillette area	9/10/2019	\$ 32,414.00	\$ 50,000.00	Endowed Scholarship	Royalties paid from 2002-2019



## NWC Giving Day – March 26-27, 2026

**NWC Giving Day** is returning to campus in its **6th year** from noon to noon on March 26-27, 2026. This year's 24-hour giving blitz will focus on Student Access with our ever-popular Scholarship categories as well as new Affordability Grants for low-income individuals. We'll also continue the opportunity to fund a variety of smaller projects across program and academic areas on campus.

**Giving Day Goals:** This year, our goal is to raise **\$200,000**, with support from **30+ donors**. Additionally, Giving Day aims to boost donor participation by rallying supporters, bringing back lapsed donors, and inspiring those who have never made a gift to do so.

### Giving Day Details

- We are strategizing to have specific 'Challenges or Match Money' from donors secured for each of area. By securing this money ahead of time, we hope to have a significant jumpstart toward the total goal prior to the campaign's start.
  - ✓ We're fortunate that Northwest College has matching funds available to help launch the Affordability Grant Program as a new category of support dedicated to **helping low-to-moderate income students afford higher education**.
  - ✓ Other key areas will be **General Scholarships, Athletic Scholarships, and CTE Scholarships**.
- We will work with campus departments and programs on projects that will help them work with students in their respective areas, typically ranging from \$1,000 to \$2,500.
  - ✓ The **Foundation Board Match** will provide \$5,000 to match up to \$100 per donor for support to the academic/program projects.
- We'll also pull lists of alumni from various academic/program areas to identify potential ambassadors or challenge donors for each individual project.
- We will be working with the NWC Communications & Marketing team to develop multi-media marketing strategies to encourage alumni, students, faculty and staff, parents, and other supporters to show their Trapper Pride with a gift to NWC.

### Proposed Timeline

- **January** – Determine Giving Day projects/Recruit Challenge Donors.
- **February** – Develop print promotional materials.
- **March** – Distribute Giving Day digital graphics to ambassadors for social media, send direct mail pieces, and develop weekly social media posts.
- **1 week out** – Daily social media posts and day-before e-mail.
- **March 26-27** – Giving Day!! Send email/social messages throughout the day with link to Giving Day website/Conduct Campus Rally.
- **Post-Giving Day** – Thank-you email and news release with results. Evaluate data to begin planning for next year.