

# Northwest College Foundation Board of Directors

## AGENDA

*Wednesday, July 30, 2025, 4:00 p.m.*

*Nelson House*

<https://nwc.zoom.us/j/94897896851?pwd=QVIny8QghtjxMq9UWLpk8uHKDb2vJK.1>

Meeting ID: 948 9789 6851; Passcode: 438801

1. Call to Order – Steve Rockhold, President
2. Election of Board Members 5 minutes
3. Approval of Consent Agenda Items: 5 minutes
  - a. Minutes from April 30, 2025
  - b. FY25 Fundraising Results
  - c. FY25 Strategic Goal Progress Report
  - d. Minutes from Development, Donor Accountability & Stewardship, Executive, Finance and Governance Committees
  - e. Executive Director, Development Manager, and Alumni and Development Coordinator Reports
  - f. Northwest College President's Report
  - g. Upcoming events at NWC
4. Financial Overview 20 minutes
  - a. FY25 Treasurer's Report – Dillon Jeffs
    - i. Proposed FY26 Budget
    - ii. Annual/Quarterly impact paid to NWC
5. Committee Work/Board Action: 5 minutes
  - a. Development Committee – Dave Bonner 5 minutes
    - i. Philanthropic Due Diligence Policy
  - b. Donor Accountability and Stewardship – Jacque Michel 5 minutes
    - i. Instructional Technology and Equipment Endowment MOU
  - c. Finance Committee – Chris Taggart 5 minutes
    - i. Operating Reserve Policy
6. Development Report: 15 minutes
  - a. FY26 Work Plan and Goals
  - b. Introduction of NWC's new Vice Presidents
    - i. Enjoy a summer social to welcome them following the meeting!
7. Other Business

NEXT MEETING DATE: Wednesday, October 29, 2025, 4 p.m.

**MINUTES OF THE ONE HUNDRED NINETY-THIRD MEETING  
OF THE BOARD OF DIRECTORS  
OF THE NORTHWEST COLLEGE FOUNDATION  
April 30, 2025**

**Nelson House and Zoom**

**Directors Present:** Stefanie Bell, Wendy Capps, Clay Cummins, Carolyn Danko, David Hill, Sarah Johnson, Nathan Keefer, R.J. Kost, Bryan Lee, Mike McDaniel, Charlotte Patrick, Trace Paul, Steve Rockhold, Dusty Schutzman, NWC President Lisa Watson, Tyler Yates

**Directors Unable to Attend:** Dave Bonner, Ron Hill, Tim Hopkins, Stan Lundberg, Jacque Michel, Meg Nickles, Dave Northrup, Casey Sorenson, Chris Taggart, Shawn Warner, Ron Weathermon; 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.

**Campus Showcase**

Dr. Amy McKinney and Adrian Arismendi presented information about NWC's Student Academic Showcase to the Board of Directors. The student showcase will be held May 2 in the Yellowstone Conference Center and will feature presentations in various formats from 88 students – the largest number of participants to date. The showcase highlights what Northwest College students do in the classroom and allows students to share their academic accomplishments with faculty and staff, peers, and community members. The two faculty representatives invited Foundation Board members to attend and enjoy the fun.

**Approval of Consent Agenda**

Steve Rockhold asked if there were any questions on the consent agenda. With none presented, Mr. Rockhold requested a motion to approve the consent agenda. Charlotte Patrick moved approval of the consent agenda. R.J. Kost seconded the motion. The motion passed.

**Committee Work/Board Action**

**Development Committee** – Mr. Kost discussed topics from the committee's March meeting. The Development Committee reviewed a draft Endowment Management Policy that now combines elements which were previously scattered in a couple of different policy areas into one cohesive document. The Committee also worked on the Guidelines for the Naming Gift Opportunities by looking at comparative data from other community colleges. The committee

increased the amount of an endowed professorship from \$500,000 to \$750,000 (half of an endowed chair level), changed the donation amount for building naming from 25% of the cost of the building to a minimum of \$1,000,000 and set naming of a department or program area at \$500,000 and naming a classroom at \$35,000. Updates are being done to ensure that naming opportunities are reasonable for donors. Mr. Rockhold asked for a motion to approve the Endowment Management Policy and Guidelines. Bryan Lee moved to approve the motion; Trace Paul seconded the motion. The motion passed.

The Development Committee also reviewed Athletic Scholarship funding. R.J. Kost referenced a chart of funding provided to Athletic scholarships by NWC and the Foundation dating back to 2012. Major budget cuts were implemented starting in 2017-18 with the Foundation absorbing the losses with its general scholarship funds. NWC returned to the funding mix with the Welcome to Wyoming scholarship in 2022-23. Ms. Wetzel added that there were 134 athletes in the 2024-2025 school year, or 36% of the 1,019-student population, who received 43% of the scholarship dollars available. Athletes are getting more of the scholarship money than anyone else on campus. Together with Welcome to Wyoming and the Foundation, overall scholarships to athletes have grown 28% over the last 10 years.

**Finance Committee** – Ms. Wetzel discussed the Finance Committee’s proposal to increase the endowment management fee by .3% from 1% to 1.3%. The 1% being produced now is being fully expended for the operation of the Foundation. As Northwest College faces another significant budget cut and will have to replace nearly \$1 million dollars of funding, the Finance Committee feels the responsible thing to do would be to absorb and take on a greater portion of the Foundation staff salaries. This goal is to be 95% of salaries paid by the Foundation and 5% of the staff salary paid by Northwest College. This will allow Foundation employees to continue to receive State of Wyoming benefits. The cost of the change is estimated to be about \$142,000. An increase in the endowment management fee from 1% to 1.3% would produce as estimated revenue of \$143,000. Ms. Wetzel advised that a decision needs to be made on the endowment management fees so that Northwest can plan their budget which goes into effect on July 1<sup>st</sup>.

The Finance Committee is also proposing to set reserve limits regarding cash build-up in the Unrestricted General Fund if increased fundraising and the higher management fees drive excess revenue. At the close of the fiscal year, unrestricted cash beyond 50% on next year’s Foundation Operating Budget would be transferred to the individual endowment funds on a prorated basis. The Committee will fully develop a Cash Reserve Policy to guide the process and bring it back to the Board. Discussion will also continue with plans to reduce investment fees.

Bryan Lee moved to approve the increase in management fees to 1.3% and R.J. Kost seconded the motion. The motion passed.

**Governance Committee** – Charlotte Patrick reviewed the draft Donor Privacy and Information Disclosure Policy. The Foundation’s privacy policy is being updated to a more comprehensive statement about how donor information is used, what donor information is shared, and how

donor information is protected. Ms. Patrick asked for a motion to approve the new policy. Stefanie Bell moved to approve the motion. David Hill seconded the motion. The motion passed.

Ms. Patrick announced the Governance Committee would like to reconvene its previous small group discussions with Megan Nickles facilitating the conversations. Ms. Wetzel will be contacting Board members once the dates and times are set.

Ms. Patrick also reminded the board that it is time to nominate new board members. Nominations are due by May 23 and may be made using the form in your packets or by responding to Shelby Wetzel's email request. Once nominations are submitted, the Governance Committee will review and recruit nominees. Elections will take place at the July board meeting.

### **Development Report**

**Giving Day** – Cory Ostermiller and Jill Hartmann gave an overview of the 2025 Giving Day. Mr. Ostermiller noted 2025 set a record for donations with \$233,145 from 245 donors, which is \$57,700 more than last year. There was a 35% decline in the number of donors from 2024. The fall was expected after last year's All-In employee campaign for the Student Center and the Legacy Wall activity. This year featured a Triple Play for Matching Gifts to select programs, with 81% of donors supporting scholarships for students.

Jill Hartmann discussed the Campus Rally that was new to Giving Day in 2025. Ms. Hartmann noted that Giving Day supported 17 Academic Programs across campus again this year with specific departments and teams raising almost \$24,000. She also gave a big Thank You to the challenge and matching donors. Eight board members offered matching or challenge dollars this year. Clay Cummins, Dave Bonner, Bryan Lee, Carolyn Danko, R.J. Kost, Carlote Patrick, Steve Rockhold, and Stefanie Bell all offered matches. President Watson, two Trustees and all three Vice Presidents also offered matching gifts.

### **Adjournment**

With no other business to conduct, President Steve Rockhold adjourned the meeting at 5:05 p.m.

NEXT Meeting Date: July 30, 2025

---

Sarah Johnson, Secretary

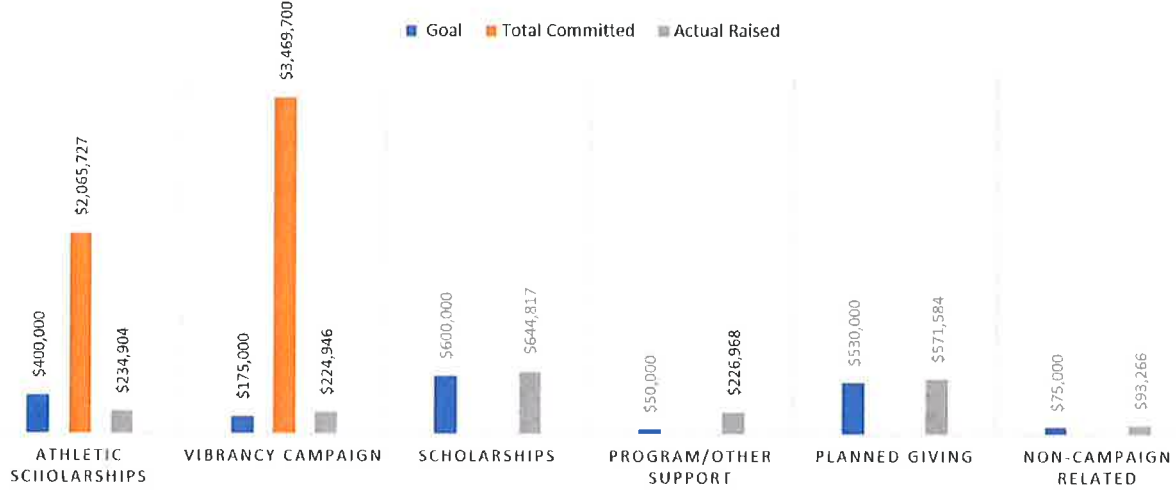
---

Approved: Steve Rockhold, President

# NWC Foundation Dashboard

## June 30, 2025

### FY2025 FUNDRAISING CAMPAIGN PROGRESS



### Donor Retention

(donors that gave last year and this year)

| Year    | Retained |             | Goal | Revenue     |
|---------|----------|-------------|------|-------------|
|         | Donors   | Retention % |      | Retained    |
| FY 2025 | 595      | 54.79%      | 60%  | \$1,151,029 |

### Donor Acquisition

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

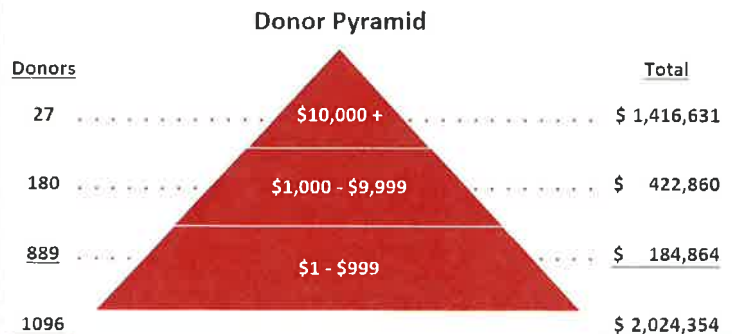
| Year    | Acquired |               | Goal | Acquisition |
|---------|----------|---------------|------|-------------|
|         | Donors   | Acquisition % |      | Revenue     |
| FY 2025 | 324      | 13.32%        | 15%  | \$113,867   |

### Donor Recapture

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

| Year    | Recaptured |             | Goal | Revenue    |
|---------|------------|-------------|------|------------|
|         | Donors     | Recapture % |      | Recaptured |
| FY 2025 | 144        | 14.10%      | 15%  | \$748,850  |

| Giving Levels      | No. of Donors | Total Gifts  |
|--------------------|---------------|--------------|
| \$10,000 and above | 27            | \$ 1,416,631 |
| \$1,000 - \$9,999  | 180           | \$ 422,860   |
| \$500 - \$999      | 139           | \$ 79,880    |
| \$250 - \$499      | 167           | \$ 54,913    |
| \$100 - \$249      | 291           | \$ 38,972    |
| \$50 - \$99        | 132           | \$ 7,440     |
| \$1 - \$49         | 160           | \$ 3,659     |
|                    | 1,096         | \$ 2,024,354 |



## Northwest College Foundation FY2025 Fundraising Goals

| <u>Program Fundraising</u>       | <u>Total<br/>Donated/Pledged</u> | <u>2025<br/>Fiscal Year Actual</u> | <u>2025<br/>Fiscal Year Goals</u> | <u>2024<br/>Fiscal Year Actual</u> | <u>%<br/>of Goal</u> |
|----------------------------------|----------------------------------|------------------------------------|-----------------------------------|------------------------------------|----------------------|
| Athletic Scholarships            | \$ 2,095,670.49                  | \$ 234,903.50                      | \$ 400,000.00                     | \$ 153,890.69                      | 58.73%               |
| Vibrancy/Student Center Campaign | \$ 3,469,700.00                  | \$ 224,946.00                      | \$ 175,000.00                     | \$ 502,911.61                      | 128.54%              |
| Scholarships                     |                                  | \$ 644,816.60                      | \$ 600,000.00                     | \$ 495,744.03                      | 107.47%              |
| Program/Other Support            |                                  | \$ 226,967.60                      | \$ 50,000.00                      | \$ 91,258.51                       | 453.94%              |
| Planned/Estate Giving Campaign   |                                  | \$ 571,584.25                      | \$ 530,000.00                     | \$ 269,471.39                      | 107.85%              |
| Non-Campaign Related             |                                  | \$ 93,266.36                       | \$ 75,000.00                      | \$ 78,092.99                       | 124.36%              |
| Gift-in-Kind Contributions       |                                  | \$ 27,869.59                       | \$ -                              | \$ 2,492.23                        | N/A                  |
| Fundraising Total                |                                  | \$ 2,024,353.90                    | \$ 1,830,000.00                   | \$ 1,593,861.45                    | 110.62%              |

| <u>Appeal Tracking</u>                  | <u>2025<br/>Fiscal Year Actual</u> | <u>2025<br/>Fiscal Year Goals</u> | <u>2024<br/>Fiscal Year Actual</u> | <u>%<br/>of Goal</u> |
|---|------------------------------------|-----------------------------------|------------------------------------|----------------------|
| Athletics - Team Projects               | 27,045.31                          | 25,000                            | \$ 25,383.70                       | 108.18%              |
| Athletics - Trapper Booster Club        | 54,277.92                          | 50,000                            | \$ 40,879.00                       | 108.56%              |
| Foundation Events                       | 60,946.13                          | 10,000                            | \$ 28,609.75                       | 609.46%              |
| Friends of Music                        | 8,487.12                           | 5,000                             | \$ 4,605.00                        | 169.74%              |
| General Support                         | 51,427.90                          | 50,000                            | \$ 57,209.23                       | 102.86%              |
| Giving Tuesday                          | 4,051.48                           | 3,000                             | \$ 2,658.67                        | 135.05%              |
| Gift-in-Kind                            | 27,269.59                          | -                                 | \$ 2,492.23                        | N/A                  |
| Individual Solicitation                 | 691,025.88                         | 749,000                           | \$ 711,603.41                      | 92.26%               |
| Memorials                               | 42,793.17                          | 10,000                            | \$ 14,296.93                       | 427.93%              |
| Outside Projects                        | 34,044.23                          | 15,000                            | \$ 34,633.28                       | 226.96%              |
| Pass-through/Named                      | 52,500.00                          | 50,000                            | \$ 69,367.12                       | 105.00%              |
| NWC Giving Day                          | 225,970.96                         | 200,000                           | \$ 173,575.12                      | 112.99%              |
| Planned Giving - New Estate Gifts       | 531,496.13                         | 500,000                           | \$ 231,173.54                      | 106.30%              |
| Planned Giving - Recurring Estate Gifts | 40,928.87                          | 30,000                            | \$ 38,072.86                       | 136.43%              |
| Stethoscopes for Students               | 4,611.15                           | 5,000                             | \$ 5,274.78                        | 92.22%               |
| Women's Giving Circle                   | -                                  | 3,000                             | \$ -                               | 0.00%                |
| Year-End Giving                         | 167,478.06                         | 125,000                           | \$ 154,026.83                      | 133.98%              |
|   | \$ 2,024,353.90                    | \$ 1,830,000.00                   | \$ 1,593,861.45                    | 110.62%              |
| Minus State of Wyoming Match            | \$ 500,000.00                      | \$ 500,000.00                     |                                    | 100.00%              |
| Fundraising Total                       | \$ 1,524,353.90                    | \$ 1,330,000.00                   |                                    | 114.61%              |

## Northwest College Foundation FY2025 Fundraising Goals

| <u>Participation Goals</u>                               | <u>FY2025 Actual</u> | <u>FY2025 Goals</u> | <u>FY2024 Actual</u> | <u>2023 Actual</u> |
|--|----------------------|---------------------|----------------------|--------------------|
| <b>Total Number of Donors</b>                            | 1096                 | 1200                | 1140                 | 1058               |
| <b>Donor Acquisition</b>                                 | 13.32%               | 15%                 | 14.94%               | 9.18%              |
| <b>Donor Recapture</b>                                   | 14.10%               | 15%                 | 14.30%               | 12.80%             |
| <b>Donor Retention</b>                                   | 54.79%               | 60%                 | 65.52%               | 66.59%             |
| <b>Alumni Donors</b>                                     | 482                  | 550                 | 536                  | 460                |
| <b>Employee Donors</b>                                   | 102                  | 140                 | 142                  | 106                |
| Increase payroll givers                                  | 80                   | 85                  | 84                   | 82                 |
| Employee participation                                   | 58.96%               | 75%                 | 84%                  | 62%                |
| <b>Increase Presidential Partners</b>                    | 196                  | 225                 | 219                  | 185                |
| <b>Key Leadership participation (with NWC BOT/Admin)</b> | 97.44%               | 100%                | 100%                 | 91%                |
| Foundation Board participation                           | 100.00%              | 100%                | 100%                 | 93%                |



### 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           |
| <b>Sub Total</b>              | <b>\$ 32,528.81</b> | <b>\$ 226,461.99</b> | <b>\$ 447,786.86</b> | <b>\$ 131,754.74</b> | <b>\$ 89,538.28</b> | <b>\$ 314,063.04</b> | <b>\$ 109,547.46</b> | <b>\$ 79,398.37</b> | <b>\$ 427,006.91</b> | <b>\$ 36,457.65</b> | <b>\$ 69,227.14</b> | <b>\$ 32,713.06</b> | <b>\$ 1,996,484.31</b> |
| GIK's                         | \$ 290.00           | \$ 2,630.59          | \$ 15,075.00         | \$ -                 | \$ 500.00           | \$ 6,977.00          | \$ -                 | \$ -                | \$ -                 | \$ 2,097.00         | \$ 300.00           | \$ -                | \$ 27,869.59           |
| <b>Grand Total</b>            | <b>\$ 32,818.81</b> | <b>\$ 229,092.58</b> | <b>\$ 462,861.86</b> | <b>\$ 131,754.74</b> | <b>\$ 90,038.28</b> | <b>\$ 321,040.04</b> | <b>\$ 109,547.46</b> | <b>\$ 79,398.37</b> | <b>\$ 427,006.91</b> | <b>\$ 38,554.65</b> | <b>\$ 69,527.14</b> | <b>\$ 32,713.06</b> | <b>\$ 2,024,353.90</b> |
| <b>% of Total</b>             | 1.62%               | 11.32%               | 22.86%               | 6.51%                | 4.45%               | 15.86%               | 5.41%                | 3.92%               | 21.09%               | 1.90%               | 3.43%               | 1.62%               |                        |
| <b>Cumulative</b>             | \$ 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     |                        |



### NWC Foundation Fundraising Report by Month

FY 2024

| Reference                     | July                | August               | September            | October              | November            | December             | January             | February             | March                | April                | May                  | June                | Total                  |
|-------------------------------|---------------------|----------------------|----------------------|----------------------|---------------------|----------------------|---------------------|----------------------|----------------------|----------------------|----------------------|---------------------|------------------------|
| CGA                           | \$ -                | \$ -                 | \$ -                 | \$ -                 | \$ -                | \$ -                 | \$ -                | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                | \$ -                   |
| Estate Gifts                  | \$ -                | \$ 125,000.00        | \$ -                 | \$ -                 | \$ -                | \$ -                 | \$ -                | \$ -                 | \$ -                 | \$ -                 | \$ 100,000.00        | \$ -                | \$ 225,000.00          |
| Endowed Funds                 | \$ 43,986.06        | \$ 29,546.86         | \$ 97,273.95         | \$ 98,459.11         | \$ 40,547.29        | \$ 85,078.14         | \$ 8,652.20         | \$ 39,394.71         | \$ 75,589.42         | \$ 56,286.03         | \$ 82,516.62         | \$ 35,128.62        | \$ 692,459.01          |
| Unrestricted Funds            | \$ 163.35           | \$ 163.35            | \$ 203.35            | \$ 2,753.35          | \$ 1,379.12         | \$ 1,876.70          | \$ 334.10           | \$ 327.24            | \$ 259.49            | \$ 6,370.28          | \$ 308.63            | \$ 469.01           | \$ 14,607.97           |
| General Scholarships          | \$ 215.00           | \$ 115.00            | \$ 165.00            | \$ 1,110.00          | \$ 865.00           | \$ 1,515.00          | \$ 165.00           | \$ 165.00            | \$ 2,524.00          | \$ 155.00            | \$ 105.00            | \$ 115.00           | \$ 7,214.00            |
| Restricted Scholarships/Funds | \$ 29,405.37        | \$ 74,126.78         | \$ 28,120.42         | \$ 16,226.67         | \$ 45,073.67        | \$ 123,863.63        | \$ 37,712.00        | \$ 39,561.14         | \$ 104,897.00        | \$ 82,032.56         | \$ 19,952.00         | \$ 10,632.00        | \$ 611,603.24          |
| Directed Program Funds        | \$ 520.00           | \$ 20.00             | \$ 20.00             | \$ 30.00             | \$ 20.00            | \$ 20.00             | \$ 970.00           | \$ 30,950.00         | \$ 110.00            | \$ 610.00            | \$ 10.00             | \$ 10.00            | \$ 33,290.00           |
| Program Scholarships          | \$ 100.00           | \$ 80.00             | \$ 170.00            | \$ 1,100.00          | \$ 280.00           | \$ 2,830.00          | \$ 680.00           | \$ 80.00             | \$ 1,060.00          | \$ 550.00            | \$ 170.00            | \$ 95.00            | \$ 7,195.00            |
| <b>Sub Total</b>              | <b>\$ 74,389.78</b> | <b>\$ 229,051.99</b> | <b>\$ 125,952.72</b> | <b>\$ 119,679.13</b> | <b>\$ 88,165.08</b> | <b>\$ 215,183.47</b> | <b>\$ 48,513.30</b> | <b>\$ 110,478.09</b> | <b>\$ 184,439.91</b> | <b>\$ 146,003.87</b> | <b>\$ 203,062.25</b> | <b>\$ 46,449.63</b> | <b>\$ 1,591,369.22</b> |
| GIK's                         | \$ -                | \$ 600.00            | \$ -                 | \$ -                 | \$ -                | \$ 673.23            | \$ -                | \$ 919.00            | \$ -                 | \$ -                 | \$ 300.00            | \$ -                | \$ 2,492.23            |
| <b>Grand Total</b>            | <b>\$ 74,389.78</b> | <b>\$ 229,651.99</b> | <b>\$ 125,952.72</b> | <b>\$ 119,679.13</b> | <b>\$ 88,165.08</b> | <b>\$ 215,856.70</b> | <b>\$ 48,513.30</b> | <b>\$ 111,397.09</b> | <b>\$ 184,439.91</b> | <b>\$ 146,003.87</b> | <b>\$ 203,362.25</b> | <b>\$ 46,449.63</b> | <b>\$ 1,593,861.45</b> |
| <b>% of Total</b>             | 4.67%               | 14.41%               | 7.90%                | 7.51%                | 5.53%               | 13.54%               | 3.04%               | 6.99%                | 11.57%               | 9.16%                | 12.76%               | 2.91%               |                        |
| <b>Cumulative</b>             | \$ 74,389.78        | \$ 304,041.77        | \$ 429,994.49        | \$ 549,673.62        | \$ 637,838.70       | \$ 853,695.40        | \$ 902,208.70       | \$ 1,013,605.79      | \$ 1,198,045.70      | \$ 1,344,049.57      | \$ 1,547,411.82      | \$ 1,593,861.45     |                        |



## FY2025 NWC Foundation Work Plan

### Strategic Goal/Priorities:

#### Pillar 1: Infrastructure

Build a top-performing advancement organization with a culture of collaboration and continuity for the future.

##### Strategy 1: Recruit, develop and retain first-rate employees to ensure organizational continuity.

- Goal 1** Update the Fundraising Performance Management system.
  - a. -Establish fundraising staff goals and tracking for contacts and proposals.
  - b. -Conduct coaching with staff to promote development for future opportunities.
- Goal 2** Promote teamwork among employees, nurturing positive office environment and work redundancy.
  - a. -Maintain collaborative work style to build functionality/redundancy.
- Goal 3** Evaluate potential for adding staff position.

#### Responsibility:

#### Timeline:

#### Status:

|                       |                |  |
|-----------------------|----------------|--|
| ED/Staff              | August 2024    | Reworked portfolio assignments/tracking system                         |
| Staff                 |                | Implementing new goals for FY26  |
| Shelby/Cory           | FY25           | Ongoing  |
| Executive Director    | Ongoing        | Collaborative work plan; Celebrated milestones together                |
| Staff                 | Ongoing        |  |
| ED/Executive Comm     | FY25           | Not possible with need to absorb existing staffing expenses.           |
| Governance Comm/Staff | Annual tactics | Conducted Financial Overview to refresh understanding of directors     |
| ED/Board              | Annual tactics | Quarterly meetings held for 4 regular committees                       |
| Governance Comm/Staff | Ongoing        |  |
| Governance Comm/Staff | FY25           | Quarterly activities shared; eliminated drawings due to lack of energy |
| ED/Staff              | Holiday 2024   | Party held at Shelby's house; social hour following July 2025 meeting  |

##### Strategy 2: Recruit and engage Board members in support of the Foundation.

- Goal 1** Enhance Board member development and participation via education and mentoring.
- Goal 3** Engage all committees in strategic work for the Foundation.
- Goal 4** Promote social connections and involvement with NWC activities among Board members.
  - a. -Promote quarterly activities at NWC; recognize participation with prize drawings
  - b. -Host a social hour for directors and spouses; include Presidential Partners

##### Strategy 3: Implement Foundation strategic plan to accomplish long-term goals and drive operations forward.

- Goal 1** Develop and execute a plan transitioning the Foundation from a calendar-year to fiscal-year operation.
  - a. Produce Annual Report with data from 2023 to June 2024.
  - b. Complete 18-month audit to transition accounting appropriately.
- Goal 2** Monitor and implement operational best practices from CASE's Management and Governance Checklist.
- Goal 3** Complete policy and procedures manual.
- Goal 4** Maintain connection with the College's leaders so Foundation efforts support NWC mission, vision, and priorities.
  - a. -Assist in determining grant management responsibility and sustained program at NWC.
  - b. -Participate in planning to identify future fundraising priorities.
  - c. -Collaborate with NWC regarding strategic use of scholarships

|                       |  |  |
|-----------------------|--|--|
| ED/Staff              | FY25   | Completed  |
| Staff                 | August 2024                                    | Completed  |
| Dillon                | FY25   | Completed  |
| Governance Comm/Staff | Ongoing  | Worked through CASE policy list; a few still in progress |
| ED/Board              | Policy review FY24-26; manual development FY27 |  |
| ED/Board              | Ongoing  | Serve as member of NWC President's Staff                 |
| Executive Director    | FY25   | Serve as member of the Grants Leadership Team            |
| Executive Director    | FY25   | Continual work; tied to NWC Strategic Plan               |
| Executive Director    | FY25   | Work in progress to evaluate needs/opportunities         |

#### Pillar 2: Involvement

Engage NWC students, alumni, and friends of the College in meaningful relationships that inspire pride and giving for NWC.

##### Strategy 1: Develop and implement major fundraising initiatives anchored in NWC priorities.

- Goal 1** Expand philanthropic support to NWC, averaging \$1.5 million or more raised annually.
- Goal 2** Aim to raise more money each year than previously secured to pace with inflation.
- Goal 4** Conduct Trapper Champions Athletic Scholarship fundraising raising \$200,000 or more annually (gifts and pledges).
  - a. -Revisit Athletic Fundraising Plan and scholarship budgets
- Goal 5** Advocate for matching funds from the State of Wyoming.
  - a. -Utilize current matching money secured through NWC.

|                            |                |   |
|----------------------------|----------------|---|
| ED/Staff/Board             | Annual tactics | Raised \$2,024,354  |
| ED/Staff/Board             | Ongoing        | Increased from \$1,593,861  |
| FR Staff/Athletic Director | Annual tactics | Raised \$234,904, not all endowed                                     |
| Staff/Board/TBC            | FY25           | Status quo  |
| Staff/Board/NWC President  | Annual tactics | NA  |
| FR Staff                   | FY25           | Secured \$500,000 of match; holding other half to drive campaign work |

##### Strategy 2: Enhance annual giving pipeline to increase support for the College.

- Goal 1** Grow participation in NWC Giving Day by raising a minimum of \$200,000 from 350 donors.
  - a. -Collaborate with NWC program areas to identify departmental projects.
  - b. -Secure challenge donors and promote peer-to-peer solicitations; develop network of 50 ambassadors.
- Goal 2** Increase donor acquisition, recapture and retention through focused donor relations and stewardship.
  - a. -Conduct follow-up to donors at risk of lapsing.
  - b. -Conduct recurring giving campaign to young alumni
- Goal 3** Leverage and grow partnerships with program-related industries for scholarships and other support.

|          |                |   |
|----------|----------------|---|
| FR Staff | Annual tactics | Raised \$233,145 from 245 donors (revenue up but lost donors from 2024) |
| FR Staff | FY25           | 17 projects in FY25   |
| FR Staff | FY25           | Did not pursue ambassadors; held Campus Rally                           |
| FR Staff | Annual tactics | Actual: acquisition, 13.32%; recapture, 14.10%; and retention, 54.79%   |
| FR Staff | FY25           | Completed   |
| FR Staff | FY25           | Conducted cultivation program to engage new alumni                      |
| FR Staff | Annual tactics | Worked with several businesses to leverage CTE scholarship money        |

##### Strategy 3: Promote the impact Transformational Gifts bring to Northwest College.

- Goal 1** Enhance Planned Giving marketing program.
  - a. -Revise website; continue mailing program with follow-up.
  - b. -Promote legacy giving conversations to prospective donors; conduct outreach to professional advisors
- Goal 3** Share legacy stories to seed ideas for others.
- Goal 4** Promote opportunities for endowed faculty (or other) positions

|                        |                |  |
|------------------------|----------------|--|
| ED/Staff               | Annual tactics | Matched PG website to new design; conducted mailing/email activities |
| ED/Staff               | FY25           | Make a Will month mailing to prospectes/advisors set for August 2025 |
| FR Staff               | FY25           | Roger Kearns - 5% to Thrive story in upcoming promotion              |
| Development Comm/Staff | Ongoing        | Working to develop Healthcare Chair fundraising                      |
| FR Staff               | Annual tactics |  |

##### Strategy 4: Strengthen interaction between Foundation, Alumni Association, and Trapper Booster Club boards; align work.

- Goal 1** Host annual gathering for the three volunteer Boards along with the College's Board of Trustees.
- Goal 2** Collaborate regarding community engagement with AA and TBC Boards.
  - a. -Support Alumni Activities - events, mentoring, merchandise sales, communications.
  - b. -Collaborate with TBC - events, memberships/banners, game-day activities.

|                        |                |   |
|------------------------|----------------|---|
| Development Comm/Staff | FY25           | Shifting to every other year with pre-event social gathering for FY26     |
| Staff/Board            | Annual tactics | Ongoing work  |
| Jill                   | Ongoing        | 1 outreach and 2 student events; 4 mentor pairs; increased news frequency |
| Cory                   | Ongoing        | Consistent partnership for programming                                    |

### Pillar 3: Investment

Ensure sound stewardship of resources and alignment of assets in support of NWC priorities.

|   |   |                       |                             |  |
|---|---|-----------------------|-----------------------------|--|
| <b>Strategy 1:</b> <u>Provide quality management of NWC Foundation assets.</u>  |   |                       |                             |  |
| <i>Goal 1</i>   | Monitor or streamline systems to steward the Foundation's investments and support financial operations. | Finance Comm/Staff    | Ongoing                     | Increased management fee to 1.3%; working to reduce investment fees    |
| <i>Goal 2</i>   | Facilitate timing of annual payments to NWC to maximize resources.                                      | ED/Finance Comm/Staff | Ongoing                     | Payment withdrawals timed well; ongoing discussion at meetings         |
| <i>Goal 4</i>   | Work with donors to adjust scholarship/endowment criteria so funding can serve the College's needs.     | ED/Staff              | Annual tactics              | Ongoing work   |
| <i>Goal 5</i>   | Collaborate with the College regarding endowments for NWC operations (facilities, endowed chairs, etc.) | ED/Staff/NWC          | Annual tactics              |  |
| <i>a.</i>   | -Establish a variety of new quasi-endowments with NWC.  | Executive Director    | FY25                        | Work in progress; held up by NWC transitions                           |
| <b>Strategy 2:</b> <u>Increase NWC Foundation's Unrestricted resources to build financial flexibility for operations.</u> |   |                       |                             |  |
| <i>Goal 1</i>   | Recommit to holding a minimum of \$1,000,000 of investments as a financial base for operations.         | Finance Comm/Board    | Tracking recovery from FY24 | Developing Reserve Fund policy; tied to budget rather than arbitrary # |
| <i>Goal 2</i>   | Establish an 'Operating Quasi-endowment' with a target of growing it by 5% per year.                    | ED/Finance Comm/Staff | Ongoing                     | Need further discussion to focus on growth plan                        |
| <i>a.</i>   | -Determine if separate from Foundation General Fund endowment.  | ED/Finance Comm/Staff | FY25                        | Not a separate fund, auditors collapse anyway                          |

### Pillar 4: Impact

Strengthen donor connections and showcase giving on academic innovation and student success at NWC.

|   |  |                          |                  |  |
|---|--|--------------------------|------------------|--|
| <b>Strategy 1:</b> <u>Build Foundation/Alumni Brand via enhanced marketing efforts.</u> |  |                          |                  |  |
| <i>Goal 1</i>   | Collaborate with NWC regarding brand messaging to support recruitment, reputation, and engagement.       | DA&S Comm/Staff          | Annual tactics   | NA   |
| <i>a.</i>   | -Incorporate Foundation/AA website into NWC site; revise content accordingly.                            | Staff                    | FY25             | New website content and design flows from NWC branding                 |
| <i>Goal 3</i>   | Create an annual communications program to raise awareness of the Foundation's work and accomplishments. | Staff/Board              | Annual tactics   |  |
| <i>a.</i>   | -Update written Communication Plan.  | Staff                    | FY25             | Completed January 2025   |
| <i>b.</i>   | -Complete redesign of publications/email news.   | Staff                    | FY25             | Updated TrapperConnect and TrapperLink                                 |
| <b>Strategy 2:</b> <u>Steward donors and the resources they provide to support NWC.</u> |  |                          |                  |  |
| <i>Goal 1</i>   | Express appreciation to donors at levels appropriate to respective giving.                               | DA&S Comm/Staff          | FY25; ongoing    | Held Student Center Donor celebration; distributed gifts               |
| <i>a.</i>   | -Update Stewardship Plan.  | Staff                    | FY25             | Completed October 2024   |
| <i>Goal 2</i>   | Complete donor profiles for all named scholarships managed by the Foundation.                            | Staff/with writing help? | FY24-FY28        | Completed 58 profiles; more than half done (166 of 313)                |
| <i>Goal 3</i>   | Award and monitor grants of unrestricted or funds designated to campus programs.                         | DA&S Comm/ED             | Ongoing          | Foundation grants on hold; evaluating connection to NWC grants efforts |
| <i>Goal 4</i>   | Provide accountability to donors through reporting about the use of funding.                             | Staff                    | Ongoing          | Endowment reports; student thank you letters                           |
| <b>Strategy 3:</b> <u>Improve partnerships with NWC departments/programs/employees.</u> |  |                          |                  |  |
| <i>Goal 1</i>   | Implement linkages with designated campus areas to enhance information flow and program knowledge.       | FR Staff                 | Ongoing          | In Progress  |
| <i>Goal 2</i>   | Identify successful alumni to showcase and/or recruit as program ambassadors.                            | Staff/NWC                | Ongoing          | Alumni feature stories; Giving Day promo                               |
| <i>a.</i>   | -Gather alumni testimonials to support student recruitment.  | Jill                     | FY25             | Not a current Admissions priority                                      |
| <i>b.</i>   | -Provide alumni volunteers for student recruitment events on campus.                                     | Jill                     | FY25             | Supported Preview Day in November 2024, 5 staff and 4 volunteers       |
| <i>Goal 3</i>   | Facilitate guest lecturers.  | Staff/NWC                | When appropriate | NA   |

## **Northwest College Foundation Development Committee Minutes from June 17, 2025**

Dave Bonner, chair, called the meeting to order. Committee members participating were R.J. Kost., and Shawn Warner. Shelby Wetzel, Executive Director, and Cory Ostermiller, Development Manager, and Jill Hartmann, Alumni and Development Coordinator were also in attendance.

The Foundation staff are working on their FY26 Work Plan and shared thoughts regarding fundraising projects/priorities for the coming year. Initial work will include planning to fine tune some of these topics into actual campaigns.

- VPA Feasibility Study – The State of Wyoming has hired a new architect to design a Visual and Performing Arts Building/Auditorium. The project will encompass floor plans and cost estimates, including phasing to break the construction into smaller jobs. Shelby Wetzel noted she would hope to conduct a feasibility study later this year or early next spring.
- Healthcare Endowed Chair – NWC will be partnering with Hanover Research to conduct a needs survey to help determine growth areas around which the Foundation could focus fundraising to benefit both the College and the community. We are planning to include some questions to help measure the level of support we might be able to secure from regional healthcare providers (a mini-feasibility study).
- Affordability Grants – Scholarships at NWC are currently awarded in three categories:
  - Merit (with adult learners/part-time students as subsets who receive pro-rated awards)
  - Athletics
  - Activity-Talent (Forensics, Livestock Judging, Music, etc.)

However, we are missing dedicated awards to help fill the financial gap necessary to encourage enrollment of low-income, lower-performing or part-time students whose support is prorated under the current merit system.

Northwest is also developing a Title III – Strengthening Institutions Grant application with plans to expand online degree programs and support services to meet the needs of part-time and remote students. The grant can provide matching funds for endowments, so developing fundraising to coincide with this grant effort could pay off in multiple ways.

- 5 to Thive – This is a statewide planned giving promotion initiated by the Wyoming Community Foundation. The concept is to encourage people to endow 5% of their estates with their favorite charities to promote nonprofit service/opportunities throughout the state. Over the next 10 years, there will be a \$24 billion transfer of wealth connected to Wyoming estates. Five percent of this equates to \$1.2 billion that will generate a perpetual income to Wyoming nonprofits.

Foundation staff will begin prospecting work to align potential donors with the giving areas that might fit best with their interests. Fundraising priorities for the remaining State of Wyoming matching money will continue to be evaluated as these various campaigns develop, especially the

endowed chair and Affordability Grant opportunities.

Ms. Wetzel presented a draft Philanthropic Due Diligence policy. In the past this topic might have been addressed by a paragraph in a gift acceptance policy, but the trend now is to develop a more specific approach to risk management. Larger schools sometimes identify levels of gifts that would trigger evaluation. However, as a smaller organization that works closely with nearly all donors, Shelby feels it applies to almost every gift. The group felt the draft was adequate and agreed to move it forward to the full Board for approval.

The meeting was adjourned.

---

Shelby Wetzel, NWC Executive Director

## **Northwest College Foundation**

# **Donor Accountability and Stewardship Committee Minutes from July 9, 2025**

Jacque Michel, chair, called the meeting to order. Other participants were Wendy Capps, Carolyn Danko and Casey Sorenson; plus, Shelby Wetzel, Executive Director and Jill Hartmann, Alumni and Development Coordinator.

Shelby presented a draft Memorandum of Understanding expanding the criteria for expenditures for the previous Instructional Technology Endowment to include purchase of instructional materials and equipment necessary for modern classroom instruction. The endowment has grown, and we are not spending all the available funds, so this will allow NWC to use previous equipment funds elsewhere in its budget. Carolyn Danko moved to forward the changes to the full Board for approval. Wendy Capps seconded the motion, and it passed.

Ms. Wetzel shared Northwest College's social media protocols and guidelines which are not managed at the board level as policy. She also included two sample policies from other community colleges. The committee determined that since the Foundation operates its own social media channels, it would be appropriate to develop our own policy. Several items for inclusion were discussed. Shelby and Jill Hartmann will draft a document for review at the next meeting.

Two updates were provided regarding scholarship activity:

- Ms. Wetzel and Student Services Vice President Tom Havron have learned that conducting a Financial Aid and Scholarship Optimization Study is cost prohibitive for NWC. Instead, Shelby has worked with the Financial Aid office to understand they don't want to shift the current available dollars but would like to augment funding for low-income students by adding Affordability Grants. This provides a new fundraising opportunity for the Foundation that can also help drive student recruiting by eliminating a cost barrier which limits students from enrolling. Foundation staff have included this as a project in their FY26 Work Plan.
- The committee surpassed its Donor Profile Goal for FY25, completing 58 profiles. The total completed stands at 166 out of 313 named scholarships.

The meeting was adjourned.

---

Shelby Wetzel, NWC Foundation Executive Director

# **Northwest College Foundation**

## **Executive Committee Minutes from May 29, 2025**

President Steve Rockhold called the Zoom meeting to order. Other committee members present were Tim Hopkins, Sarah Johnson, Bryan Lee and Trace Paul. Also attending was Shelby Wetzel, executive director.

Shelby Wetzel shared that the Foundation learned in April one of the Wolfe property tenants in Cody died last November. Since then, her daughter has continued to send in checks without notifying us of the mother's passing so she could continue living on the property alone. She's violating the lease terms which were to end with her mother's death. Alexa Rolin, one of the Foundation's attorneys, prepared and sent a demand letter notifying Terre Johnsey to remove the mobile home by June 1 or work out an appropriate timeline with the Foundation. The trailer is owned by four siblings and the other three are also battling Ms. Johnsey because they want to sell the mobile home or have her buy them out.

Following distribution of the letter, Andrea Earhart, Ms. Johnsey's attorney, sought the Foundation's interest in selling all or a portion of the property or renting the existing trailer space to Terre. The Executive Committee determined the following:

- The Foundation is not interested in selling the Cody property in any form because we still must honor the agreement for the second tenant to live on her trailer site through the remainder of her life.
- Committee members do not want to purchase the mother's trailer or rent space to Terre because being ongoing landlords is not our desired outcome, even if we forgo some potential income while we wait for the second lease to terminate.
- The committee discussed seeking increased rent from Ms. Johnsey for the period from her mother's death until she vacates the site but decided to forgo this request because we do not want to enter into any implied lease agreement that might jeopardize the Foundation's ability to terminate the mother's lease.
- Tim Hopkins moved that the Foundation provide Terre Johnsey (and her siblings) with 60 days to arrange for moving the trailer. It needs to be removed from the property by August 1, or the Foundation will proceed with the forcible detainer and entry process to take possession of the mobile home. Trace Paul seconded the motion, and it passed. By not coming forward when her mother died six months ago, she lost the privilege to negotiate any more time.

Ms. Wetzel will communicate these particulars with the Foundation attorney to be shared with others.

The meeting was adjourned by Mr. Rockhold.

---

Shelby Wetzel, Executive Director

## **Northwest College Foundation**

### **Executive Committee Minutes from July 15, 2025**

President Steve Rockhold called the meeting to order. Other committee members present were Tim Hopkins, Bryan Lee, Jacque Michel and Trace Paul. Also attending was Shelby Wetzel, executive director, and Lisa Watson, NWC president.

Executive Committee members gathered to conduct an annual performance review with Executive Director Shelby Wetzel. Steve Rockhold asked Ms. Wetzel to provide a brief overview of the year. She expressed satisfaction with the overall fundraising results and noted some specific project highlights including the increased endowment management fee and hoped for reduction of investment fees, the opening of NWC's new Student Center and prospect portfolio work by the fundraising staff to cue up future campaigns/solicitations. Donor retention is still a challenge with lower numbers on Giving Day and for the year than she would hope for.

Mr. Hopkins noted that Shelby's goals fall into four key areas and she's handled them all well:

- Team management
- Engaging people (and the boards) with NWC
- Resource management
- Donor communications/stewardship

Committee members and President Watson added their personal comments, and commended Shelby for her ideas, enthusiasm and not being complacent with past success. She shared her plan to work for another three years, with a target date for retirement to be the summer of 2028.

Shelby and Tim Hopkins will prepare her individual goals for the coming year following the staff's completion of its annual work plan. Jacque Michel asked that one of the goals be for Shelby to identify aspects of her job that will need to be transitioned or backed up to prepare for a future leadership transition.

Ms. Wetzel addressed the need to update her contract. President Lisa Watson expressed that NWC will be providing a 1.5% pay raise to employees. Ms. Wetzel stated she would be pleased to receive the same pay increase and an additional step in the 10-year deferred compensation plan developed in 2018 to provide incentive for her continued employment. Tim Hopkins moved to Shelby's increase Shelby's salary by 1.5% (to \$140,070) and extend the additional \$1,000 in deferred compensations/retirement (from \$12,000 to \$13,000 for 2026). Trace Paul seconded the motion, and it passed unanimously.

Before closing the meeting, Ms. Wetzel shared that the previous tenant's daughter had vacated the mobile home located on the Cody property owned by the Foundation. There is a buyer for the trailer and arrangements for moving it off the land are proceeding on schedule to the August 1 deadline.

The meeting was adjourned on a motion by Trace Paul and a second by Jacque Michel.

---

Shelby Wetzel, Executive Director



**Northwest College Foundation  
Finance Committee Meeting Minutes**

**July 15, 2025**

**Present in person: Mike McDaniel, Shelby Wetzel, Dillon Jeffs,  
Brian Bentley (Morgan Stanley), Rob Boysen (Edward Jones)**

**Present online: Steve Rockhold, Tyler Yates, Chris Taggart**

Chris Taggart called the meeting to order at 1 PM

1. Brian Bentley reviewed the Foundation's investment performance for the second quarter of the calendar year 2025. As of June 30<sup>th</sup>, the Foundation's portfolio was up 5.63% year to date compared with the benchmark of 8.27%. Since April the uncertainty around tariffs has eased a bit, some tensions in Iran have eased and the "Big Beautiful Bill" passed legislation. Overall, the bill should not have a significant impact on the Foundation. Currently the market is at an all-time high. During the portfolio review Brian highlighted that international equities have had a great year for the first time in years. A large reason why our portfolio is not keeping up with benchmarks is due to Silvercrest's continued poor performance. Brian noted that 4 of the last 5 years Silvercrest has underperformed their benchmarks. Brian recommended that if we are looking at moving away from individual fund managers to a more passive index investment strategy Silvercrest Large Cap would be the first fund to move on from due to the continued poor performance and relatively high fees. Brian also noted that many Foundations are moving to have a higher concentration of index funds in their portfolios, but cautioned away from a 100% shift into them, as certain sectors such as real estate and natural resources don't have a perfect index to track to. Finally, Brian noted that with markets being at all time highs it could be a good time to trim from the portfolio and put money away into floating rate treasuries to use for scholarships next year.

Rob began by noting that he would echo a lot of Brian's sentiment on market conditions, but he is slightly more pessimistic about the next few months and sees a correction of some kind coming. He noted that with the idea of moving a portion of our portfolio to index funds we would save .28% in fees through Edward Jones. He currently does not have any recommendations for allocation rebalancing and recommended that if the Foundation pulls money out of the market to split it between floating rate and fixed rate treasuries in case rates go down in the next several months.

After Brian and Rob presented the investments, they were excused from the meeting.

The committee briefly discussed the cash management for funding next year's scholarships and other NWC support, the total for these expenses is estimated to be in the range of \$1.7 to \$2 million. Dillon and Shelby have discussed the cash needs and estimated that \$1.5 should be sufficient to cover everything, as we already have a \$470,000 treasury note that was not liquidated for the FY25 expenses. There was brief discussion and then Steve made a motion that we withdraw \$1.5 million from Silvercrest Large Cap into a floating rate treasury to hold for these expenses. Mike seconded the motion, and it passed unanimously.



2. The next item on the agenda was to continue the discussion of shifting our investment strategy from active fund managers to index funds. Mike prepared a document showing the potential fee savings after our April meeting and shared it with Dillon, who then updated the document to reflect account balances as of 6/30/2025. The estimated cost savings of switching to 100% index funds was approximately \$188,000 based on these simple calculations – this does not take into account returns on investments. There was some discussion on the document, with Dillon noting that on subsequent pages there were index funds for nearly every domestic equity asset class that were much cheaper and better performing than what we are currently invested in. There was then subsequent discussion on the percentage of the portfolio we wanted invested in index funds, with the group deciding that 50% – 70% would be appropriate. Conversation shifted to advisory fees, with Mike noting that Morgan Stanley’s advisory fee of .4% is still quite high based on his experience for a portfolio as large as ours. The idea of putting out an RFP for investment management to see if we could find something cheaper was discussed briefly and then tabled. Mike asked Shelby to reach out to other foundations around the state to see if we could find out what they were being charged for investment management. Dillon then noted that with the shift from active to passive management it could make sense to move money from Edward Jones into Morgan Stanley because the advisory fee is about 30 basis points lower at Morgan Stanley and the investment vehicles would be essentially the same. After more discussion, it was decided that Shelby and Dillon would reach out to Rob and Brian to request they develop and present us with a plan by August 15, 2025, for allocating 50% - 70% of their respective portfolios to index funds. A special finance committee meeting will be scheduled for the second half of August to go over these plans.
3. The final item on the agenda was to review the Operating Reserve Policy. Shelby did a brief overview of the purpose of the policy, which is to guide how we handle our unrestricted cash in the event of either a large build up or in a case where we need to make a large purchase or provide funds to support a special NWC initiative. Dillon noted that this policy has more to do with accounting than investing, as the dollars will still be kept within our investment firm holdings – any action taken based on the policy would be done within the financial statements. After some brief discussion, Mike made a motion to recommend the approval of the operating reserve policy to the board. Steve seconded the motion, and it passed unanimously.

The meeting was then adjourned at 2:18 PM.

---

Dillon Jeffs, Foundation Accountant

## **Northwest College Foundation Governance Committee Minutes from June 16, 2025**

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

Shelby Wetzel shared that she connected with Board members whose terms are expiring. Ron Hill, Nate Keefer, Shawn Warner and Ron Weathermon will not seek an additional term. Foundation bylaws allow for 36 directors on the Board, but we generally operate with around 28-30 members, plus Lisa Watson who is ex-officio as NWC's President.

The committee reviewed nominations and identified potential individuals to fill the open positions. Contact people were assigned to each candidate so that recruiting work can be completed in the next month. New directors will be voted upon at the Foundation's meeting on July 30.

Ms. Wetzel presented a draft policy regarding corporate compliance and intellectual property registration. She has not found a good sample, so she noted this is a starting point she created and anticipates the need for some additional work. Tim Hopkins asked if NWC has any kind of Intellectual Property policy we can model. Shelby will investigate that and continue her research. The goal is to develop policy and then deal with implementation to protect names, marks, etc.

The committee reviewed two items related to Board Engagement. Shelby and Megan Nickles have developed a plan for repeating the Small Group Discussions, but the gatherings will be delayed until after we elect directors at the upcoming Foundation Board meeting, so the new members can be included in the activity. Lastly, Shelby hopes to introduce NWC's three new vice presidents at the end of the July meeting and have them join Board members for a social reception to promote interaction among the Board as well as with College administrators.

With no further business, the meeting was adjourned.

---

Shelby Wetzel, Executive Director



## **Executive Director Report for July 2025**

### Introduction

At our last meeting, Cory and Jill reported on the success of our fifth annual NWC Giving Day. Three months later, I'm happy to share that we participated in another 24-hour blitz – our first WyoGives Day on July 16, promoting philanthropy across the Wyoming.

In the past we've held back from this activity to not overwhelm our donors with solicitations. However, some people have asked why we're not aligned to this statewide effort, so we decided to participate in a low-key manner by targeting lapsed donors during FY25. We distributed postcards to these individuals and promoted the opportunity via social media.

We surpassed our original goal of \$1,500 to raise \$5,127.44 and will receive additional incentive funds from the Hughes Charitable Foundation to top \$6,000. Most importantly, we received gifts from 29 individuals, including two new donors and recapture of eight previous supporters.

While the dollars are much smaller than our own giving day program, NWC Foundation continues to meet donors where they are most comfortable supporting Northwest College.

### Impact Story

The NWC Alumni Association hosted its fourth annual Trapper Classic Car Show on June 28, featuring 54 vehicles displayed on the campus mall and in front of the new Student Center. The day proved to be successful with several hundred guests attending the event, including former NWC alumni visiting Powell to participate in PHS reunions. Many folks noted it was their first opportunity to experience the new Student Center. The car show was a hit on campus and built good will throughout Powell...

As the show ended, we asked car owners to exit the area by heading west to Grand Avenue and parading past the Powell Valley Care Center (nursing home) where residents were positioned to enjoy the flash back to cars and experiences from days gone by. The drivers were happy to accommodate, and we received rave reviews from care center employees for this old-time tribute!

### Foundation Headlines

Other highlights from our current work include:

- The end of one fiscal year and beginning of another means lots of planning activity for the NWC Foundation. Our upcoming meeting will feature recaps from FY25 and review of new goals and activities for FY26. Our staff is pleased with how we closed the books and excited to launch some new efforts to support Northwest College!
- Foundation staff have been focused on prospect identification to correspond with our upcoming fundraising projects. We continue to work on developing processes that will productively drive and track our fundraising efforts.

- I'm participating as a member of NWC's planning team to resurrect the Visual and Performing Arts facility project. I've also engaged with other campus leaders in developing a survey for NWC's key regional healthcare partners to understand their educational needs. Both pieces of work will drive our future fundraising efforts.
- NWC is reorganizing its Communications and Print Services offices and will not be able to provide the graphic design support we need for our current marketing efforts. The Foundation has selected to work with Vision West for the foreseeable future.
- I drafted copy for two planned giving flyers to coincide with 'Make a Will' month in August – one for donors and one for professional advisors. Each one will include information on our Five to Thrive promotion that encourages Wyomingites to leave 5% of their estates to charity.
- The Nott house, the Foundation's rental property next to the Nelson House, has been vacated by long-term tenants. After nearly 10 years of wear and tear, we are painting and doing some necessary maintenance work prior to getting it on the market. We hope to welcome new residents in August or September.
- We partnered with NWC to host a social hour for participants of the Wyoming Community College Commission meetings that were held on campus June 5-6.

#### Fundraising Focus

Attending college can be costly. Tuition, fees, textbooks, and living expenses all add up, making the price of higher education a barrier for many students to attend or finish college.

Northwest College students have access to financial aid options including federal and state grants, loans, and work-study programs that help pay for college. The institution also awards scholarships for academic merit, athletics, and for participation in designated activities or competitive groups. However, in assessing financial resources for students, NWC has identified a gap in providing local funding for low-income students.

Nineteen percent of NWC's students from 2023, were classified low-income (from a family whose income does not exceed 150% of the poverty level), but since only 52 percent of students completed the FAFSA application, this number is likely low.

To make college more accessible for everyone, NWC Foundation is now focused on developing **Affordability Grants** as a new category of support dedicated to helping low-income students afford higher education. You'll see this highlighted as a new project in our annual work plan.

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



Shelby Wetzel  
Executive Director

# Development Manager Report

---

**Cory Ostermiller**  
**July 2025**

## Foundation Work

- Working with Jill, Shelby and Marketing and Communications office to produce the 2024 Annual Report which will be distributed this fall.
- Assisting with recruitment of candidates for the foundation board of directors.
- Working on donor portfolios to stage prospects and target for future asks. Currently adding solicit codes to each donor in the portfolio.
- 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.
- Participated in planning and development of strategic goals for the upcoming fiscal year.
- Continued work with the Development and Governance committees.
- 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.
- The Trapper Booster Club membership drive mailing will be sent later this month.
- Working to promote and renew Athletic Banner and Game Day sponsors for the 2025-2026 season.
- Continue planning for the 2025 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.

## 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.
- The Trapper Classic Car Show took place on June 28 and was a great success.

# Alumni & Development Coordinator Report

Jill Hartmann | July 2025

## ***Annual Giving***

- Engaged in donor cultivation through birthday emails and welcome back and new donor postcards.
- Updated Stethoscopes for Students campaign mailer and distributed to over 1500 addresses.
- Distributed Stethoscopes for Students to Paramedic Cohort of four students.
- Coordinated planning and mailing of Summer 2025 NWC 4 Life retiree newsletter.
- Sorted and classified over 200 donor prospects into new prospect management structure.
- Registered NWC Foundation & Alumni as a participant for WyoGives on July 16<sup>th</sup> and designed campaign communications with targeted outreach to lapsed donors.

## ***Alumni Programming***

- Served on Graduation Planning Committee and organized distribution of Alumni tote bags to all graduates.
- Coordinated the second annual Distinguished Alumni Luncheon honoring the 2025 Distinguished Alumna, Jennifer DeWitt Walsh.
- Recruited and on-boarded two new Alumni Association Board Members.
- Planned and hosted on-campus Alumni Association Board Meeting on May 12<sup>th</sup>.
- Planned and facilitated meetings for three of four Alumni Association Board Committees (Events met in June; Philanthropy and Volunteer Service met in July).
- Coordinated 5<sup>th</sup> Annual Trapper Classic Car Show on June 28<sup>th</sup>.
- Continued planning for inaugural "Trappers Give Back Day" to be hosted on October 4<sup>th</sup>.
- Planning for the quarterly Alumni Association Board meeting on campus on August 23<sup>rd</sup>.
- Began discussions with Del & Becky Nose for Alumni Outreach at Trapper Stampede on September 5<sup>th</sup>.

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

- Drafted and sent May 2025 TrapperLink e-newsletter.
- Coordinated early planning meeting for Annual Report publication.
- Drafted request for proposal for new graphic design partner.
- Posted to Instagram and Facebook 17 times during the second quarter of 2025 on six different topics.

## ***Other***

- Attended Wyoming Nonprofit Network Conference in Cheyenne in May.
- Joined the planning committee for Taste the Nations which will return with an Oktoberfest theme in September 2025.
- Participated in several Park County Travel Council activities such as National Parks Day, Wyoming Office of Tourism Retreat, regular monthly meetings, and annual grant hearings.
- Participated in Foundation Board committee meetings for Development and Donor Accountability & Stewardship.

## President's Report

July 3, 2025

### State

#### Legislature

No legislative meetings were held in April or early May concerning topics related to Community Colleges. The Interim Joint Education Committee meeting was held May 28-29. The Wyoming Community College Commission presented on Wyoming's Tomorrow and Wyoming Works. An update was also provided on the Wyoming Innovation Partnership. Several Interim Committee (Revenue, Appropriations, Ag, Travel) meetings were held in June. Neither the Commission nor the Colleges were asked to present on any topic. There is continued discussion being held on property tax cuts and the upcoming budget session. The Colleges are following these discussions closely.

The April CREG (Consensus Revenue Estimating Group) report, a key indicator of Wyoming's financial condition, was released on April 25, 2025. It brought steady news, stating that the current revenue collections directed to the General Fund are matching the pace with no variation (0.0) as projected in January. The Budget Reserve Account (BRA) is trending ahead of the forecast, exceeding the estimates by 25.2 million (6.8 percent). The School Foundation Program (SFP) exceeds the forecast of 14.3 million (3.2 percent). Actual collection of revenue streams is mixed. Declines in market prices for oil, lagging severance taxes, and realized capital gains are expected to converge closer to the CREG forecast in the remaining months of the fiscal year. Dividends and Interest were 7.78% down in the permanent mineral fund, but capital gains remain more than enough to cover any shortfall.

Sales and Use Tax collections increased modestly by 4.5 million (0.7 percent), and the Common School Account rose by 5.0 million (25.0 percent).

#### Wyoming Community College Commission (WCCC)

The WCCC met April 17 and 18 in Gillette. The workshop reviewed current legislation that has just passed, the budget process, the capital construction process, and current revenue challenges. Vice President Erickson presented on the new Ski Area Operations Certificate and the credit CDL program. These programs were approved, submitted to the HLC, and have been approved; they will be offered in the Fall.

The Wyoming Community College Commission (WCCC) met June 5 and 6 at Northwest College. The Commission hosted its workshop on Thursday afternoon and the Commission meeting on Friday. Key agenda items focused on the Commission's strategic plan, budgets, and the capital construction prioritization. The College hosted a gathering after the workshop at the new Student Center, featuring live music by college faculty, tours of the building, and access to the climbing wall.

I was asked to serve on a strategic planning subcommittee for the Commission, and the first meeting was held on June 26.

### Wyoming Association of Community College Trustees

WACCT met on April 17 in Gillette, coinciding with the Commission meeting. Trustees met to discuss the financials and efforts needed for the upcoming legislative session.

WACCT met June 5 in Powell. Agenda items focused on the WACCT budget, board evaluation, and the Executive Director's evaluation. WACCT hosted a Webinar on June 30 to review capital construction and the community colleges, featuring Rob Dennis, the WCCC COO.

I am serving on a Governor's Budget response team with representation from the Commission, Trustees, and Presidents.

### Wyoming Innovation Partnership (WIP)

The President's Steering Group met on May 27, 2025. Discussions also continue for the future transition of the WIP out of the Governor's office when the grant expires in 2026. Lauren Schoenfeld presented at the JEIC meeting on May 29<sup>th</sup> to relay the strong ROI delivered to the State through the WIP grant.

The WIP Tourism/Hospitality met on June 23 to provide updates and discuss year-end reporting. New agreements were signed with the state, extending the grants for tourism, VR, and software development. The Creative Economy grant is pending review by the AG. I continue to serve on the WIP Scaling Committee, where discussions are centered on cooperative programming and process.

### **Campus**

I attended the Higher Learning Commission conference to receive updates on accreditation changes and learn about the work other Colleges are doing across our region. The Conference hosts a day devoted to Presidents. They had several sessions covering current trends and legislative updates. I also attended the American Association of Community Colleges conference, which focused on legislative concerns. While there, I attended several sessions on faculty qualifications, dual and concurrent enrollment, and various other topics. Both conferences were helpful in understanding the concerns of fellow community college Presidents and the work being done in our industry segment.

The Student Awards reception was held on Thursday, April 24, 2025. Outstanding students were recognized in each of the five academic divisions. Honoring these students and learning more about their achievements is a joy.

Commencement was held on Saturday, May 10, 2025. Two hundred eighty-seven students graduated with certificates, Associate's, or Bachelor of Applied Science degrees. The College celebrated the graduation of its first cohort of Bachelor of Applied Science in Criminal Justice graduates. Earlier celebrations on Friday for Nursing Pinning rounded out various events and activities, marking the end of the spring semester.

The summer session started on June 2, 2025. The Yellowstone Music Camp was held from June 15 to June 20, with over 80 campers in attendance. Northwest College attended the College National Finals Rodeo in Casper.

College staff and faculty have been quite busy moving out of the Orendorff building. All departments have been relocated to their new temporary locations except Mail Services, which will move out the week of July 14.

The music and art faculty, staff, and administrators met with Plan One/Semple Brown architects on June 23 and 24 to tour the existing facilities and discuss the programmatic needs for the Level II project. Semple Brown architects specialize in visual and performing arts facilities. The programmatic review will be wrapped up in July, with design ideas to follow.



Summertime College facility maintenance projects continue across campus. The campus is also busy hosting events, groups, and potential students. Dining has been open Monday through Thursday, with reasonable utilization occurring in addition to camps and event catering. It is nice to have the student center open for everyone to enjoy.

### Strategic plan 2030

(Pillar 1.1.2) *Identify needed workforce training, CTD, and academic programs by collaborating with high schools, Skills USA, State Universities, and industry.* I met with Superintendent Matt Davidson from BHSD#1 to discuss developing a standing quarterly or semi-annual meeting with the Superintendents of the Big Horn Basin and me. This could be a forum for discussing specific topics, a chance to learn about what's happening at NWC or their schools, and to build relationships. I plan to continue to meet with superintendents across the Basin going forward.

(Pillar 1.3.1) *Establish a student showcase.* The third annual Student Academic Showcase was held on Friday, May 2, 2025. More than 88 students signed up for sessions, and it was thrilling to welcome everyone to campus. I stayed the entire day to attend all the sessions and enjoyed seeing trustees, faculty, community members, and students in attendance. Four sessions were offered, filling the conference center with conversation and applause as attendees viewed poster presentations, visual showcases, and oral presentations. The University of Wyoming again attended, accompanied by a group of UW graduate students and staff. I want to thank the entire Student Academic Showcase Committee, the faculty mentors, and everyone who contributed to the creation of this fantastic event.

(Pillar 1.5.1) The College worked with Hanover on a study of faculty qualifications in the HLC region. The College continues to meet with Hanover and is in development for a study related to the occupational needs of allied health professionals in our area. They are also gearing up to work on two new studies related to farming and ranching agricultural programming.

(Pillar 1.1.4.) The Grant Steering Committee met with Ellucian to finalize and submit the Title 3 annual renewal request. Several grants have been submitted, and on July 3, the TRIO grant was thankfully awarded. They continue to meet on developing a grant submittal for the Title III – Strengthening Institutions grant. A new committee was formed to further this work at the detail level. A USDA grant is still under development. The College continues to monitor the federal grant situation and other state and local grant opportunities. It has been asked to provide additional information to the NSF for the ATE grant that was previously submitted.

(Pillar 3.2.4) *Embrace global engagement to support the NWC experience.* The College was honored to host Shorat Pirmuhammedov, First Secretary and Consul of the Turkmenistan Embassy, on April 29. Mr. Pirmuhammedov met formally with the VPs and me, dined and met with current Turkmen students, toured the campus, and learned about programming from all five academic divisions. At noon, the Consul presented on Turkmenistan's Permanent Neutrality. Overall, it was a very interesting and rewarding event, leaving the Consul thoroughly impressed with the offerings, culture, and overall student support provided to all students at Northwest College. A special thank you goes out to Interim Admission Representative Bossan Abdyeva, who was instrumental in developing this opportunity. Thanks also to International Student & Scholar Service Manager Amanda Enriquez, who works closely with many countries to support the international student program. On June 6, the College presented on the international program at the Commission meeting. Amanda Enriquez presented on the history, enrollment, and support services provided to our international students and the broader community, including students. Turmen students were in attendance to perform a traditional welcome offering of cloth, bread, and fried bread. Amanda did an excellent job, and it was well-received.

(Pillar 4.1.1) Master plan— The draft master plan is scheduled to be developed over the summer. The President, VPASF Reynolds, Director Quillen, and Architect Kane Morris met in June to review data

collected to date, discuss a table of contents, and kick off a series of meetings and work to develop the master plan document draft. The plan is being drafted now.

#### Powell Economic Partnership

I was unable to attend the PEP meeting on April 17, 2025, due to the Commission meeting. The board agenda included reviewing financials, discussing revisions to the bylaws, and continuing the discussion on community vs. economic development. I attended the PEP ribbon cutting for the new Amigos restaurant on May 3, 2025. I attended the PEP meeting on May 15, 2025. The financials were reviewed along with a discussion on the City budget meeting and MOU review. VISTA volunteer Miranda Tiffany presented on her work related to Local Farm Food. I attended the PEP retreat on June 16, 2025. A good discussion was had on the future of PEP. A virtual meeting was held to review the financials and reports. With a loss of funding, the PEP membership committee is focusing on expanding membership and has enlisted the help of Board members in this effort. I hosted the PEP Biz over Breakfast meeting on June 17. I was able to meet the new owners of Moo Juice and discuss the community, its businesses, and the opportunities for engagement with the college.

#### Forward Cody

I attended the Forward Cody meeting on April 22, 2025. The meeting included a regular review of financial statements, the budget, the CEO's report, and updates on various projects, including the recently approved shooting complex. I hosted Jake Hogan on campus on April 25, 2025, for a tour of campus and a discussion of the future focus of Forward Cody. I attended the Forward Cody meeting on May 27, 2025. Chair Sauers led updates on its finances, Marketing efforts, and received a CEO update from Jake Hogan. The shooting complex continues to move forward with the joint powers board formed and taking on the project moving forward. I was not able to attend the Forward Cody meeting on June 24, 2024, due to a conflict with the VPA architects being on site.

#### Foundation and Alumni

I attended the Foundation meeting on April 30, 2025. The Board passed a motion to absorb additional Foundation salaries into its budget, which will help address the NWC budget shortfall. This is a significant investment and speaks to the strength of the Foundation and its support of the College.

I attended the Fifth Annual Trapper Classic Car Show. It was a great day with a good turnout, and many people turned out to enjoy the car show and eat lunch at the student center.

Respectfully submitted,



Lisa M. Watson  
President



## Summer/Fall Events 2025

|  |   |
|--|---|
| <b>August 10</b><br>1:00 p.m.              | <b>Women's Soccer Scrimmage Vs. Wyo307</b><br>NWC Soccer Field                            |
| <b>August 14</b><br>4:00 p.m.              | <b>Men's Soccer Vs. Carroll College</b><br>NWC Soccer Field                               |
| <b>August 15</b>                           | <b>NWC Soccer Vs. Providence</b><br>Women 11:00 p.m. Men 1:00 p.m.<br>NWC Soccer Field    |
| <b>August 16-19</b>                        | <b>Kick Off Weekend</b><br>NWC Campus   |
| <b>August 17</b>                           | <b>NWC Soccer Vs. Rocky Mountain</b><br>Women 1:00 p.m. Men 3:00 p.m.<br>NWC Soccer Field |
| <b>August 20</b>                           | <b>First Day Of Fall Classes</b><br>NWC Campus  |
| <b>August 22</b><br>4:00 p.m.              | <b>Paint The Town Red</b><br>Downtown Powell  |
| <b>August 23</b><br>9:00 a.m.              | <b>Run for Berry</b><br>NWC Campus Mall   |
| <b>August 23</b><br>9:00 a.m.              | <b>Trapper Bonanza</b><br>City of Powell Golf Course                                      |
| <b>September 5</b><br>7:00 p.m.-9:00 p.m.  | <b>Alumni Party Deck at the Trapper Stampede</b><br>Cody Stampede Grounds                 |
| <b>September 6</b><br>2:00 p.m.            | <b>Men's Soccer vs Central Wyoming</b><br>NWC Soccer Field                                |
| <b>September 19</b>                        | <b>NWC Soccer Vs. Gillette</b><br>Men 2:00 p.m Women 4:00 p.m.<br>NWC Soccer Field        |
| <b>September 20</b>                        | <b>NWC Soccer Vs. Casper</b><br>Men 1:00 p.m. Women 3:00 p.m.<br>NWC Soccer Field         |
| <b>September 25</b><br>5:30 p.m.-8:30 p.m. | <b>Taste the Nations: Oktoberfest</b><br>Yellowstone Building                             |
| <b>October 4</b><br>8:00 a.m.-1:30 p.m.    | <b>Trappers Give Back Day</b><br>Campus Mall  |
| <b>October 10</b>                          | <b>NWC Soccer Vs. Lamar</b><br>Men 2:00 p.m Women 4:00 p.m.<br>NWC Soccer Field           |
| <b>October 11</b>                          | <b>NWC Soccer Vs. NJC</b><br>Men 1:00 p.m. Women 3:00 p.m.<br>NWC Soccer Field            |

**NWC Foundation**  
**Statement of Financial Position**  
As of June 30, 2025

|                                   | General Fund        | Endowed Fund           | Gift Annuity Fund  | TOTAL                  | Youth Clubs of Park County |
|-----------------------------------|---------------------|------------------------|--------------------|------------------------|----------------------------|
| <b>ASSETS</b>                     |                     |                        |                    |                        |                            |
| Cash in Bank                      | 341,467.58          | 58,668.44              | 2,023.82           | 402,159.84             | -                          |
| Undeposited Funds                 | 6,315.53            | -                      | -                  | 6,315.53               | -                          |
| Petty Cash                        | 250.00              | -                      | -                  | 250.00                 | -                          |
| Investments - Cash                | 4,989.96            | 868,472.80             | 872.21             | 874,334.97             | 16,741.51                  |
| Investments - Securities          | 446,031.64          | 51,950,021.12          | 52,173.46          | 52,448,226.22          | 1,001,438.15               |
| Due To/From                       | (312,244.20)        | 306,905.27             | (1,659.23)         | (6,998.16)             | 6,998.16                   |
| Receivables                       | 12,428.58           | 410,699.92             | -                  | 423,128.50             | -                          |
| Real Estate Holdings              | 364,167.82          | 588,411.10             | -                  | 952,578.92             | -                          |
| Accumulated Depreciation          | (31,933.49)         | (19,981.82)            | -                  | (51,915.31)            | -                          |
| Trusts                            | -                   | 653,449.00             | -                  | 653,449.00             | -                          |
| Other Assets                      | 126,759.95          | -                      | -                  | 126,759.95             | -                          |
| <b>TOTAL ASSETS</b>               | <b>\$958,233.37</b> | <b>\$54,816,645.83</b> | <b>\$53,410.26</b> | <b>\$55,828,289.46</b> | <b>\$1,025,177.82</b>      |
| <b>LIABILITIES</b>                |                     |                        |                    |                        |                            |
| Payables                          | 32,823.03           | 8,311.63               | -                  | 41,134.66              | -                          |
| Accrued Liabilities               | -                   | -                      | -                  | -                      | -                          |
| Assets Held in Trust              | -                   | 81,996.24              | -                  | 81,996.24              | 1,000,000.00               |
| Investing Activity                | -                   | -                      | -                  | -                      | 25,177.82                  |
| NWC Assets                        | 147,543.49          | 17,141,653.51          | -                  | 17,289,197.00          | -                          |
| Charitable Gift Annuity Liability | -                   | -                      | 18,456.38          | 18,456.38              | -                          |
| Other Liabilities                 | -                   | -                      | -                  | -                      | -                          |
| <b>TOTAL LIABILITIES</b>          | <b>\$180,366.52</b> | <b>\$17,231,961.38</b> | <b>\$18,456.38</b> | <b>\$17,430,784.28</b> | <b>\$1,025,177.82</b>      |
| <b>NET ASSETS</b>                 |                     |                        |                    |                        |                            |
| Permanently Restricted            | -                   | 26,080,990.90          | -                  | 26,080,990.90          | -                          |
| Temporarily Restricted            | 264,716.62          | 11,503,693.55          | 34,874.37          | 11,803,284.54          | -                          |
| Unrestricted                      | 513,150.23          | -                      | 79.51              | 513,229.74             | -                          |
| <b>TOTAL NET ASSETS</b>           | <b>777,866.85</b>   | <b>37,584,684.45</b>   | <b>34,953.88</b>   | <b>38,397,505.18</b>   | <b>-</b>                   |
| <b>LIABILITIES AND NET ASSETS</b> | <b>\$958,233.37</b> | <b>\$54,816,645.83</b> | <b>\$53,410.26</b> | <b>\$55,828,289.46</b> | <b>\$1,025,177.82</b>      |

**NWC Foundation**  
**Statement of Activities**  
**From 7/1/2024 Through 6/30/2025**

|   | <i>Unrestricted</i>  |              | Gift Annuity |                      |
|---|----------------------|--------------|--------------|----------------------|
|   | General Fund         | Endowed Fund | Fund         | TOTALS               |
| <b>REVENUE</b>                                  |                      |              |              |                      |
| Contributions                                   | 24,986.05            | -            | -            | 24,986.05            |
| Investment Income                               | 12,631.60            | -            | -            | 12,631.60            |
| Realized Gains (Losses) on Sales of Investments | 17,624.30            | -            | -            | 17,624.30            |
| Unrealized Gains (Loss) on Investments          | 24,610.34            | -            | -            | 24,610.34            |
| Foundation Endowment Management Fee             | 620,618.00           | -            | -            | 620,618.00           |
| Foundation General Fund Payout                  | 53,077.00            | -            | -            | 53,077.00            |
| Rental Property Income                          | 11,000.00            | -            | -            | 11,000.00            |
| Nelson House Income                             | 4,700.00             | -            | -            | 4,700.00             |
| Wolfe Property Income                           | 3,400.00             | -            | -            | 3,400.00             |
| Farm Lease Income                               | 6,700.00             | -            | -            | 6,700.00             |
| Miscellaneous Income                            | 106.00               | -            | -            | 106.00               |
| Cultivation Event Income                        | 2,950.00             | -            | -            | 2,950.00             |
| Alumni Event Income                             | 1,831.00             | -            | -            | 1,831.00             |
| Contributions - In Kind from NWC                | 173,676.89           | -            | -            | 173,676.89           |
| Transfer of Current Year Activity               | 1,500.00             | -            | -            | 1,500.00             |
| <b>TOTAL REVENUE</b>                            | <b>\$ 959,411.18</b> | <b>\$ -</b>  | <b>\$ -</b>  | <b>\$ 959,411.18</b> |
| <b>EXPENSES</b>                                 |                      |              |              |                      |
| Salaries/Benefits Paid by Foundation            | 343,116.62           | -            | -            | 343,116.62           |
| Salaries/Benefits Paid by NWC                   | 169,301.89           | -            | -            | 169,301.89           |
| Annual Giving Activities                        | 7,830.67             | -            | -            | 7,830.67             |
| Alumni Association Activities                   | 7,583.72             | -            | -            | 7,583.72             |
| Staff Development/Education                     | 3,809.74             | -            | -            | 3,809.74             |
| Cultivation Events                              | 6,925.13             | -            | -            | 6,925.13             |
| Relationship Development                        | 4,943.89             | -            | -            | 4,943.89             |
| Planned Giving                                  | 12,513.82            | -            | -            | 12,513.82            |
| Fundraising Technology Software                 | 36,302.48            | -            | -            | 36,302.48            |
| Financial Management Software                   | 11,313.84            | -            | -            | 11,313.84            |
| Marketing/Advertising                           | 3,600.10             | -            | -            | 3,600.10             |
| Communications (publications, email news)       | 16,504.26            | -            | -            | 16,504.26            |
| Office Supplies/Expenses                        | 1,955.50             | -            | -            | 1,955.50             |
| Vehicle Expense                                 | 6,000.00             | -            | -            | 6,000.00             |
| Accounting Expense                              | 30,933.36            | -            | -            | 30,933.36            |
| Legal Expense                                   | 992.97               | -            | -            | 992.97               |
| Other Professional Expense                      | 10,686.61            | -            | -            | 10,686.61            |
| Board and Committee Expense                     | 704.47               | -            | -            | 704.47               |
| Community Memberships/Activities                | 674.00               | -            | -            | 674.00               |
| Investment Fees                                 | 4,706.32             | -            | -            | 4,706.32             |
| Credit Card Fees                                | 5,603.51             | -            | -            | 5,603.51             |
| Nelson House Expense                            | 6,975.06             | -            | -            | 6,975.06             |
| Rental Property Expense                         | 10,695.41            | -            | -            | 10,695.41            |
| Wolfe Property Expense                          | 1,066.46             | -            | -            | 1,066.46             |
| Real Property Expense                           | 9,510.16             | -            | -            | 9,510.16             |
| Giving Day Departmental Challenge               | 5,000.00             | -            | -            | 5,000.00             |
| Depreciation Expense                            | 9,566.94             | -            | -            | 9,566.94             |
| Miscellaneous Expense                           | 7.50                 | -            | -            | 7.50                 |
| NWC Presidents Discretionary Fund               | 477.05               | -            | -            | 477.05               |
| NWC Hospitality & Public Relations              | 1,742.06             | -            | -            | 1,742.06             |
| WACCT Dues                                      | 20,500.00            | -            | -            | 20,500.00            |
| Academic Impressions                            | 1,000.00             | -            | -            | 1,000.00             |
| NWC Foundation Grants                           | 2,510.26             | -            | -            | 2,510.26             |
| Occupancy Expense                               | 4,375.00             | -            | -            | 4,375.00             |

**NWC Foundation**  
**Statement of Activities**  
**From 7/1/2024 Through 6/30/2025**

*Unrestricted*

|  | <u>General Fund</u>  | <u>Endowed Fund</u> | <u>Gift Annuity<br/>Fund</u> | <u>TOTALS</u>        |
|--|----------------------|---------------------|------------------------------|----------------------|
| <b>EXPENSES Cont.</b>                              |                      |                     |                              |                      |
| Transfer of Current Year Activity                  | 10,402.55            | -                   | -                            | 10,402.55            |
| General Funds for Underwater Gift Annuity Accounts | 640.00               | -                   | -                            | 640.00               |
| <b>TOTAL EXPENSES</b>                              | <u>\$ 770,471.35</u> | <u>\$ -</u>         | <u>\$ -</u>                  | <u>\$ 770,471.35</u> |
| <b>NET ASSETS, BEGINNING OF YEAR</b>               | 324,210.40           | -                   | 79.51                        | 324,289.91           |
| <b>INCREASE (DECREASE) IN NET ASSETS</b>           | 188,939.83           | -                   | -                            | 188,939.83           |
| <b>NET ASSETS, ENDING</b>                          | <u>\$ 513,150.23</u> | <u>\$ -</u>         | <u>\$ 79.51</u>              | <u>\$ 513,229.74</u> |

**NWC Foundation**  
**Statement of Activities**  
**From 7/1/2024 Through 6/30/2025**

**Temporarily Restricted**

|  | <b>General Fund</b>  | <b>Endowed Fund</b>     | <b>Gift Annuity Fund</b> | <b>TOTALS</b>           |
|--|----------------------|-------------------------|--------------------------|-------------------------|
| <b>REVENUE</b>   |                      |                         |                          |                         |
| Contributions  | 501,656.22           | 350,111.21              | -                        | 851,767.43              |
| Outstanding Pledges                                      | (8,999.97)           | (109,396.00)            | -                        | (118,395.97)            |
| State Funds - To Be Matched                              | -                    | -                       | -                        | -                       |
| Booster Club Income                                      | 10,180.00            | -                       | -                        | 10,180.00               |
| Investment Income  | -                    | 1,236,606.10            | 1,250.49                 | 1,237,856.59            |
| Realized Gains (Losses) on Sales of Investments          | -                    | 1,854,194.45            | 1,881.39                 | 1,856,075.84            |
| Unrealized Gains (Loss) on Investments                   | -                    | 2,484,879.28            | 2,584.90                 | 2,487,464.18            |
| Change in Value - Beneficial Interest in Perpetual Trust | -                    | 8,789.23                | -                        | 8,789.23                |
| Cultivation Events Income                                | 2,280.00             | -                       | -                        | 2,280.00                |
| General Funds to Underwater Gift Annuity Accounts        | -                    | -                       | 640.00                   | 640.00                  |
| Transfer of Current Year Activity                        | 72,817.07            | 27,866.20               | -                        | 100,683.27              |
| <b>TOTAL REVENUE</b>                                     | <b>\$ 577,933.32</b> | <b>\$ 5,853,050.47</b>  | <b>\$ 6,356.78</b>       | <b>\$ 6,437,340.57</b>  |
| <b>EXPENSES</b>  |                      |                         |                          |                         |
| Investment Fees  | -                    | 466,974.70              | 485.87                   | 467,460.57              |
| Depreciation Expense                                     | -                    | 5,709.09                | -                        | 5,709.09                |
| Cultivation Events Expense                               | 2,413.50             | -                       | -                        | 2,413.50                |
| Scholarships   | 130,226.00           | 1,456,065.51            | -                        | 1,586,291.51            |
| Program Support  | 345,148.00           | 241,395.74              | -                        | 586,543.74              |
| Booster Club Expense                                     | 6,969.35             | 27,022.60               | -                        | 33,991.95               |
| Athletic Support   | 692.00               | 2,000.00                | -                        | 2,692.00                |
| Directed Funds to NWC                                    | 32,345.00            | -                       | -                        | 32,345.00               |
| Change In Liability Associated with NWC State Funds      | -                    | 752,193.46              | -                        | 752,193.46              |
| Change in Liability Associated with Funds Held for PCYC  | -                    | 8,106.19                | -                        | 8,106.19                |
| Refund of Unused Receipts                                | 2,000.00             | -                       | -                        | 2,000.00                |
| Change In Liability Associated with Gift Annuities       | -                    | -                       | (973.06)                 | (973.06)                |
| Gift Annuity Monthly Expense                             | -                    | -                       | 2,720.00                 | 2,720.00                |
| Foundation Management Fee                                | -                    | 673,258.00              | 437.00                   | 673,695.00              |
| Transfer of Current Year Activity                        | 101,279.81           | 110,722.78              | -                        | 212,002.59              |
| <b>TOTAL EXPENSES</b>                                    | <b>\$ 621,073.66</b> | <b>\$ 3,743,448.07</b>  | <b>\$ 2,669.81</b>       | <b>\$ 4,367,191.54</b>  |
| <b>NET ASSETS, BEGINNING OF YEAR</b>                     | <b>307,856.96</b>    | <b>9,394,091.15</b>     | <b>31,187.40</b>         | <b>9,733,135.51</b>     |
| <b>INCREASE (DECREASE) IN NET ASSETS</b>                 | <b>(43,140.34)</b>   | <b>2,109,602.40</b>     | <b>3,686.97</b>          | <b>2,070,149.03</b>     |
| <b>NET ASSETS, ENDING</b>                                | <b>\$ 264,716.62</b> | <b>\$ 11,503,693.55</b> | <b>\$ 34,874.37</b>      | <b>\$ 11,803,284.54</b> |

**NWC Foundation**  
**Statement of Activities**  
**From 7/1/2024 Through 6/30/2025**

*Permanently Restricted*

|  | <u>General Fund</u> | <u>Endowed Fund</u>     | <u>Gift Annuity Fund</u> | <u>TOTALS</u>           |
|--|---------------------|-------------------------|--------------------------|-------------------------|
| <b>REVENUE</b>                           |                     |                         |                          |                         |
| Contributions                            | -                   | 1,114,280.83            | -                        | 1,114,280.83            |
| Miscellaneous Income                     | -                   | 5.20                    | -                        | 5.20                    |
| Transfer of Current Year Activity        | -                   | 129,221.87              | -                        | 129,221.87              |
| <b>TOTAL REVENUE</b>                     | <u>\$ -</u>         | <u>\$ 1,243,507.90</u>  | <u>\$ -</u>              | <u>\$ 1,243,507.90</u>  |
| <b>EXPENSES</b>                          |                     |                         |                          |                         |
| Transfer of Current Year Activity        | -                   | 4,000.00                | -                        | 4,000.00                |
| <b>TOTAL EXPENSES</b>                    | <u>\$ -</u>         | <u>\$ 4,000.00</u>      | <u>\$ -</u>              | <u>\$ 4,000.00</u>      |
| <b>NET ASSETS, BEGINNING OF YEAR</b>     | -                   | 24,841,483.00           | -                        | 24,841,483.00           |
| <b>INCREASE (DECREASE) IN NET ASSETS</b> | -                   | 1,239,507.90            | -                        | 1,239,507.90            |
| <b>NET ASSETS, ENDING</b>                | <u>\$ -</u>         | <u>\$ 26,080,990.90</u> | <u>\$ -</u>              | <u>\$ 26,080,990.90</u> |



## NWC Foundation General Fund

### Unrestricted Cash Balance Report

June 30, 2025

|   | Pre-Correction<br><u>2021</u> | Post-Correction<br><u>2022</u> | <u>2023</u>            | Short Year<br><u>FY 2024</u> | <u>FY 2025</u>       |
|---|-------------------------------|--------------------------------|------------------------|------------------------------|----------------------|
| <b>Expendable:</b>                                    |                               |                                |                        |                              |                      |
| Cash in bank  | \$ 531,579.92                 | \$ 140,486.90                  | \$ 154,206.63          | \$ 171,232.45                | \$ 341,467.58        |
| Undeposited Funds                                     | \$ -                          | \$ -                           | \$ 6,850.00            | \$ 1,180.00                  | \$ 6,315.53          |
| Petty Cash  | \$ -                          | \$ -                           | \$ -                   | \$ -                         | \$ 250.00            |
| Cash investments                                      | \$ 34,362.17                  | \$ 11,898.63                   | \$ 55,190.63           | \$ 1,834.77                  | \$ 4,989.96          |
| AR/AP and Due To/From                                 | \$ 887,449.29                 | \$ (271,561.78)                | \$ (155,229.17)        | \$ (148,768.45)              | \$ (332,638.65)      |
| Investments   | \$ 1,871,985.81               | \$ 553,308.90                  | \$ 3,427,069.40        | \$ 269,627.58                | \$ 446,031.64        |
| <b>Total "Liquid" Assets</b>                          | <b>\$ 3,325,377.19</b>        | <b>\$ 434,132.65</b>           | <b>\$ 3,488,087.49</b> | <b>\$ 295,106.35</b>         | <b>\$ 466,416.06</b> |
| (Does not include land, or other property)            |                               |                                |                        |                              |                      |
| Restricted Scholarships                               | \$ 339,081.40                 | \$ 162,204.40                  | \$ 107,979.90          | \$ 69,651.47                 | \$ 43,959.89         |
| General/Program Scholarships                          | \$ 91,638.93                  | \$ 39,097.43                   | \$ 39,766.39           | \$ 58,183.39                 | \$ 85,421.19         |
| Yellowstone Building                                  | \$ (13,389.57)                | \$ (13,389.57)                 | \$ (13,389.57)         | \$ (13,389.57)               | \$ (4,389.57)        |
| Student Center  | \$ -                          | \$ -                           | \$ 2,942,028.40        | \$ (89,957.62)               | \$ 3,117.38          |
| Residence Hall Remodel Projects                       | \$ 184,319.85                 | \$ 184,319.85                  | \$ 166,226.40          | \$ 166,226.40                | \$ 7,000.00          |
| Restricted Programs                                   | \$ 135,900.79                 | \$ 135,900.79                  | \$ 127,415.90          | \$ 117,142.89                | \$ 129,607.73        |
| Funds Held for NWC                                    | \$ 128,527.29                 | \$ 106,637.49                  | \$ 123,858.84          | \$ 131,600.21                | \$ 147,543.49        |
| <b>Minus Temporary Obligations</b>                    | <b>\$ 866,078.69</b>          | <b>\$ 614,770.39</b>           | <b>\$ 3,493,886.26</b> | <b>\$ 439,457.17</b>         | <b>\$ 412,260.11</b> |
| <b>Total Unrestricted Cash</b>                        | <b>\$ 2,459,298.50</b>        | <b>\$ (180,637.74)</b>         | <b>\$ (5,798.77)</b>   | <b>\$ (144,350.82)</b>       | <b>\$ 54,155.95</b>  |
| <b>Operating Cash Flows</b>                           |                               |                                |                        |                              |                      |
| June 30, 2025   |                               |                                |                        |                              |                      |
|   | Pre-Correction<br><u>2021</u> | Post-Correction<br><u>2022</u> | <u>2023</u>            | Short Year<br><u>FY 2024</u> | <u>FY 2025</u>       |
| <b><u>Receipts</u></b>                                |                               |                                |                        |                              |                      |
| Contributions   | \$ 14,498.20                  | \$ 12,455.20                   | \$ 11,369.32           | \$ 8,068.75                  | \$ 24,986.05         |
| Investment income                                     | \$ 40,896.00                  | \$ 11,768.03                   | \$ 10,627.94           | \$ 18,724.40                 | \$ 12,631.60         |
| Management fees                                       | \$ 475,629.00                 | \$ 487,385.00                  | \$ 496,415.00          | \$ -                         | \$ 620,618.00        |
| Endowment earnings                                    | \$ 43,387.00                  | \$ 48,799.00                   | \$ 48,928.00           | \$ 49,764.00                 | \$ 53,077.00         |
| Miscellaneous   | \$ 25,967.65                  | \$ 36,280.97                   | \$ 59,067.11           | \$ 22,829.50                 | \$ 32,187.00         |
| <b>Subtotal</b>                                       | <b>\$ 600,377.85</b>          | <b>\$ 596,688.20</b>           | <b>\$ 626,407.37</b>   | <b>\$ 99,386.65</b>          | <b>\$ 743,499.65</b> |
| Realized and Unrealized Gain or Loss                  | \$ 265,452.44                 | \$ (2,047,597.97)              | \$ 105,252.15          | \$ 39,455.65                 | \$ 42,234.64         |
| Land sale   | \$ -                          | \$ -                           | \$ -                   | \$ -                         | \$ -                 |
| <b>TOTAL</b>  | <b>\$ 865,830.29</b>          | <b>\$ (1,450,909.77)</b>       | <b>\$ 731,659.52</b>   | <b>\$ 138,842.30</b>         | <b>\$ 785,734.29</b> |
| <b><u>Disbursements</u></b>                           |                               |                                |                        |                              |                      |
| Salaries/benefits                                     | \$ 264,966.67                 | \$ 310,638.94                  | \$ 323,827.58          | \$ 171,711.50                | \$ 349,116.62        |
| FR/operations costs                                   | \$ 139,998.47                 | \$ 170,926.68                  | \$ 154,252.28          | \$ 86,397.43                 | \$ 173,684.61        |
| Grants to NWC   | \$ 39,680.77                  | \$ 527,171.78                  | \$ 18,950.01           | \$ (594.72)                  | \$ 4,729.37          |
| WACCT Dues  | \$ 20,500.00                  | \$ 20,500.00                   | \$ 20,500.00           | \$ -                         | \$ 20,500.00         |
| Nelson/Nott House/Real Property                       | \$ 73,645.17                  | \$ 100,012.75                  | \$ 19,275.90           | \$ 7,046.56                  | \$ 28,247.09         |
| Investment/bank/CGA fees                              | \$ 29,434.99                  | \$ 10,257.51                   | \$ 9,528.59            | \$ 12,833.58                 | \$ 10,949.83         |
| <b>Subtotal</b>                                       | <b>\$ 568,226.07</b>          | <b>\$ 1,139,507.66</b>         | <b>\$ 546,334.36</b>   | <b>\$ 277,394.35</b>         | <b>\$ 587,227.52</b> |
| Gravty & Financial Edge Conversion                    | \$ -                          | \$ 48,736.00                   | \$ -                   | \$ -                         | \$ -                 |
| Consulting/Vibrancy Campaign                          | \$ -                          | \$ 782.81                      | \$ 10,486.19           | \$ -                         | \$ -                 |
| <b>TOTAL</b>  | <b>\$ 568,226.07</b>          | <b>\$ 1,189,026.47</b>         | <b>\$ 556,820.55</b>   | <b>\$ 277,394.35</b>         | <b>\$ 587,227.52</b> |
| <b>Operating Margin</b>                               | <b>\$ 32,151.78</b>           | <b>\$ (542,819.46)</b>         | <b>\$ 80,073.01</b>    | <b>\$ (178,007.70)</b>       | <b>\$ 156,272.13</b> |
| <b>Increase/(Decrease)<br/>in Unrestricted Assets</b> | <b>\$ 297,604.22</b>          | <b>\$ (2,639,936.24)</b>       | <b>\$ 174,838.97</b>   | <b>\$ (138,552.05)</b>       | <b>\$ 198,506.77</b> |



## NORTHWEST COLLEGE FOUNDATION Proposed Fiscal Year 2026 Budget

| <u>Operating Expenses</u>                     | <u>Fiscal Year<br/>2026 Budget</u> | <u>Fiscal Year<br/>2025 Actual</u> | <u>Fiscal Year<br/>2025 Budget</u> | <u>Fiscal Year<br/>2025 Remaining</u> |
|---|------------------------------------|------------------------------------|------------------------------------|---------------------------------------|
| Executive Director Salary                     | \$ 149,400.00                      | \$ 147,510.07                      | \$ 148,000.00                      | \$ 489.93                             |
| Executive Director Benefits                   | \$ 33,600.00                       | \$ 32,511.61                       | \$ 34,000.00                       | \$ 1,488.39                           |
| Development Manager Salary                    | \$ 69,800.00                       | \$ 41,076.62                       | \$ 41,500.00                       | \$ 423.38                             |
| Development Manager Benefits                  | \$ 16,500.00                       | \$ 9,389.65                        | \$ 9,500.00                        | \$ 110.35                             |
| Development Coordinator Salary                | \$ 52,200.00                       | \$ 30,676.67                       | \$ 31,000.00                       | \$ 323.33                             |
| Development Coordinator Benefits              | \$ 12,300.00                       | \$ 6,888.71                        | \$ 7,000.00                        | \$ 111.29                             |
| Foundation Accountant Salary                  | \$ 63,600.00                       | \$ 37,458.50                       | \$ 38,000.00                       | \$ 541.50                             |
| Foundation Accountant Benefits                | \$ 15,000.00                       | \$ 8,713.77                        | \$ 8,800.00                        | \$ 86.23                              |
| Foundation Technician Salary                  | \$ 39,800.00                       | \$ 23,482.62                       | \$ 24,500.00                       | \$ 1,017.38                           |
| Foundation Technician Benefits                | \$ 9,500.00                        | \$ 5,408.40                        | \$ 6,000.00                        | \$ 591.60                             |
| <b>Personnel Expenses</b>                     | <b>\$ 461,700.00</b>               | <b>\$ 343,116.62</b>               | <b>\$ 348,300.00</b>               | <b>\$ 5,183.38</b>                    |
| Alumni Association Activities (net of fees)   | \$ 10,000.00                       | \$ 5,752.72                        | \$ 10,000.00                       | \$ 4,247.28                           |
| Annual Giving Activities                      | \$ 10,000.00                       | \$ 7,830.67                        | \$ 12,000.00                       | \$ 4,169.33                           |
| Relationship Development                      | \$ 5,000.00                        | \$ 4,943.89                        | \$ 4,000.00                        | \$ (943.89)                           |
| Staff Development/Education                   | \$ 5,000.00                        | \$ 3,809.74                        | \$ 5,000.00                        | \$ 1,190.26                           |
| Foundation Events (net of fees)               | \$ 5,000.00                        | \$ 3,975.13                        | \$ 5,000.00                        | \$ 1,024.87                           |
| Planned Giving (brochures, postcard, website) | \$ 13,000.00                       | \$ 12,513.82                       | \$ 23,000.00                       | \$ 10,486.18                          |
| Community Memberships, Activities             | \$ 1,000.00                        | \$ 674.00                          | \$ 1,000.00                        | \$ 326.00                             |
| Fundraising Technology Software               | \$ 40,000.00                       | \$ 36,302.48                       | \$ 34,500.00                       | \$ (1,802.48)                         |
| Financial Management Software                 | \$ 12,250.00                       | \$ 11,313.84                       | \$ 12,500.00                       | \$ 1,186.16                           |
| Miscellaneous Expense                         | \$ -                               | \$ 7.50                            | \$ -                               | \$ (7.50)                             |
| Advertising                                   | \$ 7,000.00                        | \$ 3,600.10                        | \$ 13,000.00                       | \$ 9,399.90                           |
| Communications (publications & printing)      | \$ 20,000.00                       | \$ 16,504.26                       | \$ 22,000.00                       | \$ 5,495.74                           |
| Graphic Design                                | \$ 16,000.00                       | \$ -                               | \$ -                               | \$ -                                  |
| Legal Expense                                 | \$ 2,000.00                        | \$ 992.97                          | \$ 2,000.00                        | \$ 1,007.03                           |
| Other Professional Expenses                   | \$ 6,400.00                        | \$ 10,686.61                       | \$ 8,000.00                        | \$ (2,686.61)                         |
| Board and Committee Expense                   | \$ 1,000.00                        | \$ 704.47                          | \$ 1,000.00                        | \$ 295.53                             |
| Office Supplies/Expense                       | \$ 3,000.00                        | \$ 1,955.50                        | \$ 3,000.00                        | \$ 1,044.50                           |
| Vehicle Expense                               | \$ 6,000.00                        | \$ 6,000.00                        | \$ 6,000.00                        | \$ -                                  |
| Accounting Expense                            | \$ 26,800.00                       | \$ 30,933.36                       | \$ 31,000.00                       | \$ 66.64                              |
| <b>Operations</b>                             | <b>\$ 189,450.00</b>               | <b>\$ 158,501.06</b>               | <b>\$ 193,000.00</b>               | <b>\$ 34,498.94</b>                   |
| <b>TOTALS</b>                                 | <b>\$ 651,150.00</b>               | <b>\$ 501,617.68</b>               | <b>\$ 541,300.00</b>               | <b>\$ 39,682.32</b>                   |
| <u>Grant/Project Expense</u>                  | <u>Fiscal Year<br/>2026 Budget</u> | <u>Fiscal Year<br/>2025 Actual</u> | <u>Fiscal Year<br/>2025 Budget</u> | <u>Fiscal Year<br/>2025 Remaining</u> |
| NWC President's Discretionary Fund            | \$ 3,000.00                        | \$ 477.05                          | \$ 3,000.00                        | \$ 2,522.95                           |
| NWC Hospitality and Public Relations Fund     | \$ 5,000.00                        | \$ 1,742.06                        | \$ 5,000.00                        | \$ 3,257.94                           |
| NWC Grants                                    | \$ -                               | \$ 2,510.26                        | \$ 20,000.00                       | \$ 17,489.74                          |
| Giving Day Department Challenge               | \$ 5,000.00                        | \$ 5,000.00                        | \$ 5,000.00                        | \$ -                                  |
| Academic Impressions Membership/Training      | \$ 1,000.00                        | \$ 1,000.00                        | \$ 1,000.00                        | \$ -                                  |
| Nelson House Expense                          | \$ 10,000.00                       | \$ 6,975.06                        | \$ 10,000.00                       | \$ 3,024.94                           |
| Rental Property Expense                       | \$ 10,500.00                       | \$ 10,695.41                       | \$ 3,000.00                        | \$ (7,695.41)                         |
| Real Property Expenses                        | \$ 7,500.00                        | \$ 9,510.16                        | \$ 11,000.00                       | \$ 1,489.84                           |
| Wolfe Property Expenses                       | \$ 1,500.00                        | \$ 1,066.46                        | \$ 1,500.00                        | \$ 433.54                             |
| WACCT Annual Dues                             | \$ 23,500.00                       | \$ 20,500.00                       | \$ 20,500.00                       | \$ -                                  |
| <b>TOTALS</b>                                 | <b>\$ 67,000.00</b>                | <b>\$ 59,476.46</b>                | <b>\$ 80,000.00</b>                | <b>\$ 20,523.54</b>                   |
| <b>GRAND TOTALS</b>                           | <b>\$ 718,150.00</b>               | <b>\$ 561,094.14</b>               | <b>\$ 621,300.00</b>               | <b>\$ 60,205.86</b>                   |



## Annual Foundation Support to NWC (Cash Basis)

|  | <u>2019</u>       | <u>2020</u>       | <u>2021</u>       | <u>2022</u>       | <u>2023</u>       | <u>*Short Year*</u><br><u>FY2024</u> | <u>FY2025</u>     |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------------------------|-------------------|
| Scholarships   | \$ 1,219,549      | \$ 1,243,711      | \$ 1,285,396      | \$ 1,658,835      | \$ 1,708,570      | \$ 802,632                           | \$ 1,586,292      |
| Scholarships and CTD Grants- Park County Relief Fund           | \$ -              | \$ 34,857         | \$ 244,816        | \$ 5,184          | \$ -              | \$ -                                 | \$ -              |
| Program Support (from endowments)                              | \$ 100,538        | \$ 54,883         | \$ 62,108         | \$ 86,027         | \$ 105,976        | \$ 46,259                            | \$ 62,775         |
| Program Support (annual gifts)                                 | \$ 90,862         | \$ 44,103         | \$ 30,906         | \$ 26,589         | \$ 63,068         | \$ 35,983                            | \$ 56,396         |
| Athletics (non-scholarship support)                            | \$ 8,555          | \$ 7,921          | \$ 20,183         | \$ 23,938         | \$ 9,154          | \$ 8,562                             | \$ 36,684         |
| Price Economic Development Grants                              | \$ 75,607         | \$ 14,327         | \$ 28,266         | \$ 36,044         | \$ 47,034         | \$ 2,570                             | \$ 14,157         |
| Paul Stock (student employment/support)                        | \$ 34,688         | \$ 22,999         | \$ 41,999         | \$ 44,999         | \$ 34,995         | \$ 35,000                            | \$ 40,000         |
| Endowed Chair - Salaries/Staff Dev/Student Experience          | \$ -              | \$ -              | \$ -              | \$ -              | \$ 3,289          | \$ 108,090                           | \$ 108,858        |
| Instructional Technology Grants                                | \$ 50,485         | \$ 21,191         | \$ 82,864         | \$ 22,777         | \$ 45,542         | \$ 52,581                            | \$ 8,410          |
| Foundation General Grants                                      | \$ 25,350         | \$ 8,157          | \$ 18,464         | \$ 19,430         | \$ 646            | \$ -                                 | \$ 2,510          |
| Student Center/Temp Dining Facility Grant                      | \$ -              | \$ -              | \$ -              | \$ 500,000        | \$ -              | \$ 3,335,478                         | \$ 166,871        |
| Residence Hall Renovations                                     | \$ -              | \$ -              | \$ -              | \$ -              | \$ 18,093         | \$ -                                 | \$ 154,226        |
| Farm Lease Income (for animal feed)                            | \$ 1,200          | \$ 1,200          | \$ -              | \$ 2,400          | \$ -              | \$ 1,200                             | \$ -              |
| Academic Impressions Training                                  | \$ 2,000          | \$ 2,000          | \$ -              | \$ 1,000          | \$ 1,000          | \$ -                                 | \$ 1,000          |
| WY Assoc. of Community College Trustees Dues                   | \$ -              | \$ -              | \$ 20,500         | \$ 20,500         | \$ 20,500         | \$ -                                 | \$ 20,500         |
| NWC Presidents Discretionary Fund (\$3,000)                    | \$ 1,521          | \$ 61             | \$ 1,120          | \$ 216            | \$ 133            | \$ -                                 | \$ 477            |
| NWC Hospitality & Public Relations (\$5,000)                   | \$ 2,983          | \$ 394            | \$ 2,569          | \$ 2,971          | \$ 2,170          | \$ 783                               | \$ 1,742          |
| NWC Foundation Staff Salaries/Benefits                         | <u>\$ 243,123</u> | <u>\$ 246,373</u> | <u>\$ 264,997</u> | <u>\$ 310,639</u> | <u>\$ 323,828</u> | <u>\$ 171,712</u>                    | <u>\$ 343,117</u> |
|  | \$ 1,856,462      | \$ 1,702,179      | \$ 2,104,187      | \$ 2,761,550      | \$ 2,383,998      | \$ 4,600,850                         | \$ 2,604,014      |
| Percent of total Foundation payroll paid for by the Foundation | 54.94%            | 54.32%            | 61.55%            | 66.69%            | 67.67%            | 67.24%                               | 66.96%            |
| College Portion of Foundation Staff Salaries/Benefits          | 199,368           | 207,225           | 165,575           | 155,170           | 154,678           | 83,666                               | 169,302           |
| Total  | 442,491           | 453,599           | 430,571           | 465,809           | 478,506           | 255,377                              | 512,419           |

**NWC Support Detail**  
**April 1 - June 30, 2025**

| Account Description                | Journal reference   | Amount                | Project Description  |
|------------------------------------|---|-----------------------|--|
| NWC Foundation Grants              | Writer's Series Faculty Stipend                                 | \$245.87              | General Fund   |
| <b>NWC Foundation Grants Total</b> |   | <b>\$245.87</b>       |  |
| Scholarships                       | Spring Scholarship Awards                                       | \$739,698.37          | Various  |
| <b>Scholarships Total</b>          |   | <b>\$739,698.37</b>   |  |
| Program Support Funds              | Misc. supplies and tools for CTD                                | \$1,226.51            | Bill and Joanne Price Scholarships/Economic Development Fund |
| Program Support Funds              | Wood project supplies   | \$2,055.00            | Bill and Joanne Price Scholarships/Economic Development Fund |
| Program Support Funds              | Woods Building Kits   | \$2,667.94            | Bill and Joanne Price Scholarships/Economic Development Fund |
| Program Support Funds              | Forensics Travel  | \$1,995.56            | Boydston Family Forensics Fund                               |
| Program Support Funds              | Computing and Technology Services - NWC Budget Supplement       | \$2,500.00            | Computer Science/Technology Endowed Funds                    |
| Program Support Funds              | Visiting Artist Presentation - Tawni LaDell                     | \$300.00              | Giving Day: Art and Design                                   |
| Program Support Funds              | Meals for artist workshop-Giving Day Purchases                  | \$66.00               | Giving Day: Art and Design                                   |
| Program Support Funds              | Airfare to Nationals  | \$914.91              | Giving Day: Forensics  |
| Program Support Funds              | Bob Becker Nationals Travel                                     | \$3,783.96            | Giving Day: Forensics  |
| Program Support Funds              | Forensics Travel  | \$1,581.13            | Giving Day: Forensics  |
| Program Support Funds              | Battery pack assembly-Giving Day Purchases                      | \$321.00              | Giving Day: Nursing and Allied Health                        |
| Program Support Funds              | Slide Set for Microscopes-Instructional Tech Grants             | \$323.93              | Instructional Technology Endowment                           |
| Program Support Funds              | Ableton.com 14 Licenses -Music-Instructional Tech Grants        | \$1,726.20            | Instructional Technology Endowment                           |
| Program Support Funds              | Paypal Reader-Music-Instructional Tech Grants                   | \$108.00              | Instructional Technology Endowment                           |
| Program Support Funds              | Ipad Stand-Music-Instructional Tech Grants                      | \$85.88               | Instructional Technology Endowment                           |
| Program Support Funds              | ICH House Supplies  | \$959.73              | Intercultural Center Endowment                               |
| Program Support Funds              | Intercultural Program Expenses                                  | \$1,099.98            | Intercultural Center/BOCES Programming Endowment             |
| Program Support Funds              | Fullbright Scholar stipend and ISSS End of Year Party           | \$125.00              | Intercultural Center/BOCES Programming Endowment             |
| Program Support Funds              | ISSS EOY Party/Argentine Culture lunch                          | \$1,503.21            | Intercultural Center/BOCES Programming Endowment             |
| Program Support Funds              | Books, Periodicals and Subscriptions for Library                | \$10,816.50           | Mary Shoemaker Nelson Memorial Endowment                     |
| Program Support Funds              | Computing and Technology Services - NWC Budget Supplement       | \$10,000.00           | Mary Shoemaker Nelson Memorial Endowment                     |
| Program Support Funds              | Board Expenses - NWC Budget Supplement                          | \$3,500.00            | Maurice and Lillian Knutson Board Development Endowment      |
| Program Support Funds              | Books for Library   | \$173.58              | Mike Brodrick Library Acquisition Fund                       |
| Program Support Funds              | Moyer Animal Shelter - Classified Staff Coffee Cart Fund Raiser | \$300.00              | NWC Cares Team   |
| Program Support Funds              | Paul Stock Funds - Tutoring, Summer Work Study, Music Camp      | \$40,000.00           | Paul Stock Foundation Endowment                              |
| Program Support Funds              | Photo Guest Speaker Expenses                                    | \$960.46              | Photography Technology Endowment                             |
| Program Support Funds              | Ashley Hall Renovations   | \$154,226.41          | Residence Hall Remodel Project                               |
| Program Support Funds              | Computing and Technology Services - NWC Budget Supplement       | \$2,000.00            | Science and Technology Fund Endowment                        |
| Program Support Funds              | Stethoscopes for Students                                       | \$251.79              | Stethoscopes for Students Project                            |
| Program Support Funds              | Student Center Pledged Funds                                    | \$166,871.00          | Student Center Non-Endowed Fund                              |
| Program Support Funds              | Education Travel Expenses                                       | \$2,693.05            | Tom and Mary Ann Jones Education Endowment                   |
| Program Support Funds              | Apr 2025 Mileage and Books                                      | \$194.04              | Tom and Mary Ann Jones Education Endowment                   |
| Program Support Funds              | Apr 2025 Mileage-Apr 2025 Mileage and Books                     | \$51.30               | Tom and Mary Ann Jones Education Endowment                   |
| Program Support Funds              | Endowed Chair Salary - Cammy Rowley and Jo-el Sauers            | \$50,000.00           | Tom and Mary Ann Jones Education Endowment                   |
| Program Support Funds              | Student Mentor Photos   | \$6.50                | Tom and Mary Ann Jones Education Endowment                   |
| Program Support Funds              | Student Employee and Department Supplies                        | \$599.10              | Tom and Mary Ann Jones Science Endowment                     |
| Program Support Funds              | Student Employee Expenses                                       | \$328.00              | Tom and Mary Ann Jones Science Endowment                     |
| Program Support Funds              | Science Dept. Work Study  | \$184.50              | Tom and Mary Ann Jones Science Endowment                     |
| Program Support Funds              | Deepthi Amarasuriya Endowed Chair Salary                        | \$50,000.00           | Tom and Mary Ann Jones Science Endowment                     |
| Program Support Funds              | TIG Welder  | \$3,128.23            | Welding Program Endowment                                    |
| <b>Program Support Funds Total</b> |   | <b>\$519,628.40</b>   |  |
| Athletic Support                   | Men's BBall Team Meal   | \$692.00              | Men's Basketball Scholarship Endowment                       |
| <b>Athletic Support Total</b>      |   | <b>\$692.00</b>       |  |
| Booster Club Expense               | Booster Banner-Eternal Light                                    | \$135.00              | Trapper Booster Club Endowment                               |
| <b>Booster Club Expense Total</b>  |   | <b>\$135.00</b>       |  |
|                                    | <b>Grand Total</b>  | <b>\$1,260,399.64</b> |  |



## Philanthropic Due Diligence

Northwest College Foundation actively solicits gifts from individuals, businesses, foundations, and other entities to help the College fulfill its dedication to educational excellence.

Fundraising risks may take many forms, but they generally fall into several categories:

**Reputational risks** are the ones that make headlines, stir protests, and create internal and external debates. They are often tricky because they take an organization by surprise, often coming to light after a donor relationship has begun, and there is no right answer about how to deal with a controversial donor.

**Legal risks** are easier to handle, but they can be challenging to spot. Organizations should provide strong training for employees to help them identify potential illegal gifts.

**Financial risks** involve making sure donors have the financial means to deliver on their commitments, so organizations minimize the acceptance of pledges which are never fulfilled.

**Dependency risks** arise when an organization becomes overly dependent on a supporter and/or their network and maintains destructive relationships because of the dependency. Whistleblower and conflict of interest policies and a strong culture of accountability are critical.

**Exploitation risks** are those faced when working with vulnerable populations and people. Measures need to be taken to ensure everyone is welcome without being exploited. Likewise, organizations must be wary of donors who will exploit their connection for self-serving purposes.

The Northwest College Foundation's Gift Acceptance Policy defines a gift as a voluntary transfer of assets from a person or an organization to the Foundation where no goods or services are expected, implied or forthcoming for the donor. Gifts usually take the form of cash, securities, real property or personal property.

The NWC Foundation will adhere to its gift acceptance policies and naming guidelines in facilitating donations to benefit Northwest College. It will also evaluate potential gifts based on

the previously noted risk categories to determine if proposed contributions pose risks or problems such as lack of genuine donative intent or financial capability, shopping among institutions for the most favorable terms, and the possibility of a challenge to the gift or the Foundation's acceptance and administration of it by members of the donor's family or others.

The following items are important considerations in performing philanthropic due diligence:

- Does the donor/intended gift support the values and mission of NWC Foundation and Northwest College?
- Is the funding source traceable to ethical and legal activity?
- Will accepting this donation give other donors reason to reconsider their support of our organization?
- Has the donor, especially if elderly, discussed the gift plan with family members?

In cases where concerns may arise, the NWC Foundation's Executive Director will determine whether further investigation is appropriate and will confer with appropriate College and Foundation officials prior to final acceptance of the gift

Once accepted, NWC Foundation does not typically return gifts per donor requests. However, the organization may voluntarily return a gift if the NWC Foundation and/or Northwest College determine that the contribution compromises the academic freedom and/or mission of the college, the mission of the foundation, and/or could disparage, impair or adversely affect the reputation, image, integrity or otherwise be contrary to the best interests of Northwest College and/or NWC Foundation.

Approved ??

## **Northwest College Instructional Technology/Equipment Endowment**

### **MEMORANDUM OF UNDERSTANDING**

The Northwest College Foundation, a non-profit corporation under the laws of the State of Wyoming, is responsible for the management of a general instructional technology and equipment endowment based upon the terms hereafter set forth:

**NAME:** This endowed scholarship fund shall be known as the **Northwest College Instructional Technology/Equipment Endowment**.

**PURPOSE/ELIGIBILITY:** This fund is being expanded from its previous focus on technology to encompass purchase of both technology and equipment to help provide quality, affordable education for students at Northwest College. Annual income generated from this fund will be used to support the College's instructional technology and classroom equipment needs.

**AWARD PROCESS:** Net income from each calendar year will be used to fund awards for the following academic year. The Vice President of Academic Affairs will work with the Academic Advisory Council, or its predecessor, to award any or all the annual income based upon the criteria described above. If annually accrued funds are not expended, the Foundation staff will determine if income should accumulate for use in subsequent years or be used to augment the corpus.

**ADMINISTRATION:** The Northwest College Foundation will manage the endowment as a fund or part thereof that is not wholly expendable by the institution on a current basis. The Foundation will have full power and authority to invest the corpus and to sell all or any part thereof and reinvest the proceeds from time to time without being bound by any regulatory, statutory, or customary rules relating to investments, provided that investments are made in accordance with the standards set forth in the Uniform Prudent Management of Institutional Funds Act (W.S. 17-7-301 to 17-7-307) and its successors.

Specifically, the NWC Foundation will:

- pool corpus amounts of various gifts, bequest and devises into one or more fund for the purpose of investment and management;
- employ the services of investment counselors, brokers, custodial banks and others in carrying out the foregoing provisions, and extract a reasonable fee for these services as determined by the NWC Foundation Board of Directors;
- appropriate for expenditure or accumulate so much of an endowment fund as is determined prudent for the uses, benefits, purposes and duration for which the endowment fund is established.

The corpus is open-ended, and additional gifts will be accepted from the donor(s) or others.



While the donor(s) intends for the income from this endowed fund to be used for the purposes and in the manner set forth in this document, the donor(s) recognizes the possibility of changes in the field of higher education that could eliminate, at some future time, the need for technology or classroom equipment funds. In such instances, the NWC Foundation, after consultation with the Northwest College President, will determine an alternate educational purpose that is the most closely related to the purpose defined above.

It is intended that **Northwest College Instructional Technology/Equipment Endowment** be a component part of the NWC Foundation and not a separate trust, and that nothing in this agreement shall affect the status of the NWC Foundation as an organization described in section 501(c)(3) of the Internal Revenue Code and as an organization which is not a private foundation within the remaining section 509(a) of the Internal Revenue Code. This agreement will be interpreted to conform to the requirements of these provisions of the federal tax laws and any regulations issued pursuant thereto. The NWC Foundation shall have all the powers provided in the NWC Foundation's articles of incorporation and bylaws and otherwise provided by law in connection with its administration of the **Northwest College Instructional Technology/Equipment Endowment**.

**REPORT TO DONORS:** An annual financial report from the NWC Foundation will include information on donations, investment income and administrative fees, as well as scholarship distributions.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2025.

---

Shelby B. Wetzel, Executive Director  
NWC Foundation

---

Dave Erickson, Vice President for Academic Affairs  
Northwest College

---

Lisa Watson, President  
Northwest College





## **Operating Reserve Policy**

### **Purpose**

The purpose of the Operating Reserve Policy for Northwest College Foundation is to ensure the stability of the Foundation's mission by building and maintaining an adequate level of unrestricted net assets to support the organization's day-to-day operations in the event of unforeseen shortfalls. The Operating Reserve ("Reserve") may also be used for one-time, nonrecurring expenses that will build long-term capacity of the NWC Foundation or Northwest College such as for staff development, program development, or investment in infrastructure.

The Reserve is not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. The organization intends for the Reserve, once used, to be replenished within a reasonable period of time. This Operating Reserve Policy will be implemented in conjunction with the other financial policies of the organization and is intended to support the goals and strategies contained in those related policies and in strategic and operational plans.

### **Definitions and Goals**

The Reserve Fund is defined as the designated fund set aside by action of the Northwest College Foundation Board of Directors. The minimum amount to be designated as the Reserve will be established in an amount sufficient to maintain ongoing operations and programs for a set period, measured in months. The operating reserve serves a dynamic role and can periodically be reviewed and adjusted in response to internal and external changes.

The Reserve Fund is equal to a minimum of six (6) months of average recurring operating costs. This is also known as the "minimum operating reserve." The average recurring operating cost shall be calculated as the average of the prior three fiscal years.

The "target" or preferred operating reserve is equal to twelve (12) months of average recurring operating costs as calculated above.

### **Accounting for Reserves**

The Reserve Fund will be recorded in the accounting system and financial statements within the Foundation's unrestricted net assets. The Reserve will be commingled with the general cash and investments of the organization, with quarterly review by the Finance Committee of the balance and activity.

### **Funding Reserves**

The Reserve Fund will be funded with surplus unrestricted operating funds. The Board of Directors may, from time to time, direct that a specific source of revenue be set aside for operating reserves. Examples may include one-time gifts or bequests, special grants, or special appeals.

A primary funding source for operations is the endowment management fee assessed to NWC Foundation endowment accounts. If the Reserve Fund exceeds 150% of the target reserve amount, the excess amount will be proportionally refunded to the individual endowment accounts. Should the NWC Foundation identify a special project or goal, the Board of Directors may vote to earmark excess cash for a specific purpose prior to transferring funds back to the various endowments.

Determination of need to access a significant portion of the Reserve requires analysis of the sufficiency of the current level of funds, the availability of any other sources of funds before using reserves, and evaluation of the period for which the funds will be required and replenished.

### **Authority to Use Operating Reserves**

The Executive Director will submit a request to the Executive Committee of the NWC Foundation Board of Directors to use Unrestricted Funds/the Reserve beyond the approved annual budget. The request will include the analysis and determination of the use of funds, the timeline for their use, and the plan to replenish the Reserve fund to the appropriate level. The organization's goal is to replenish the funds used within thirty-six (36) months to restore the Reserve Fund to, at least, its minimum amount. If the use of operating reserves will take longer than 36 months to replenish, the request will be scrutinized more carefully. The Executive Committee will review each request for approval purposes.

### **Reporting and Monitoring**

The Executive Director is responsible for ensuring that the Reserve Fund is maintained and used only as described in this policy. Upon approval of the use of the Reserve funds, the Foundation Accountant will maintain records of the use of funds and plan for replenishment. He/She will provide regular reports to the Finance Committee and/or Board of Directors of progress to restore the fund to the minimum amount.

The Executive Director will annually discuss what additional risk factors might be considered for the organization, the impact of budgeting on operating reserve levels, and any requirements with related parties.

### **Review of Policy**

This Policy will be reviewed by the Foundation's Finance Committee every three years at minimum, or sooner if warranted by internal or external events or changes and/or if directed by the Board of Directors. Changes to the Policy will be recommended by the Finance Committee to the Board of Directors.

Approved ??



## FY2026 Fundraising/Alumni Work Plan

**Mission:** NWC Foundation cultivates strong relationships that inspire generational giving from our Northwest College community. With sound stewardship of resources, we support student scholarships, campus revitalization, and program innovation.

**Vision:** Inspiring advocacy and generosity to create a vibrant NWC campus and success for all students.

### Introduction

This FY26 annual work plan lays out the Foundation and Alumni programmatic area goals and corresponding timelines from July 1, 2025, to June 30, 2026.

NWC Foundation completed FY25 raising nearly 11% more than the previous year to reach \$2,024,354, but we have not been immune to some of the downturn in donors or dollars in the past few years. The organization needs to continue stewardship efforts with existing supporters and engage new people to build strong donor pipelines and drive future support for Northwest College.

We monitor a variety of metrics, some longitudinally to capture trends, and some on a short-term basis to measure specific activities that you'll see throughout this plan.

Retention and Recapture are tracked to monitor ongoing donor relationships. New donor Acquisition has been identified as priority to drive annual giving.

Significant increases in Recapture and Acquisition over the past couple years make retaining donors more difficult. Therefore, in FY25, we reduced our Retention goal to 60% and increased our Acquisition to 15% along with 15% for Recapture. We will continue to maintain an emphasis on good communication and stewardship to all donors with a focus on growing the Foundation's donor pipeline for the future.

| <b>Benchmarks:</b> | <b><u>2022</u></b> | <b><u>2023</u></b> | <b><u>FY24</u></b> | <b><u>FY25</u></b> | <b><u>FY26 Goal</u></b> |
|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|
| Retention          | 57.76%             | 66.59%             | 65.52%             | 54.79%             | 60%                     |
| Recapture          | 14.03%             | 18.13%             | 14.34%             | 14.10%             | 15%                     |
| Acquisition        | 6.85%              | 9.18%              | 14.94%             | 13.32%             | 15%                     |

## **Major Gifts and Planned Giving**

The NWC Foundation is collaborating with Northwest College regarding new priorities for major gift fundraising. The following project areas tie to the College's strategic plan in this manner:

- Student support through scholarships and grant aid as well as athletic scholarships will assist NWC with student recruitment, retention and completion.
- Endowed faculty positions will reduce the dependence on tax revenue and help preserve quality staffing at NWC.
- Building and enhancing campus infrastructure will help NWC compete with regional institutions.

The Foundation has another \$500,000 in available matching gift support from the State of Wyoming to help inspire new gifts, but we want to ensure it is used to drive strategic revenue. We've earmarked matches for a portion of the money for Affordability Grants and Athletic Scholarships and will hold remaining funds for future initiatives.

Most of this fundraising will be completed through individual solicitation and may feature stretched gifts over periods of up to five years. We have updated staff members' donor portfolios and set contact goals to help guide interaction.

- **Scholarships/Affordability Grants**

Work to grow general funds that support students with some flexibility for college priorities.

- Launch fundraising to raise \$200,000 for a new Affordability Grant Endowment. The grant program will provide support for students whose families are financially challenged to meet college expenses.
- The Affordability Grants are being included in a Title III Strengthening Institutions Grant as well, so there could also be some matching funds available from another source to enhance our work.
- Investigate business support for CTE/Workforce Development scholarships.

- **Trapper Champions fundraising**

Several years ago, NWC Athletics/Trapper Booster Club made raising endowed funds for athletic scholarships a priority.

- Continue to focus on Named Athletic Scholarships to support recruiting student-athletes to NWC. Raise a minimum of \$150,000 in endowed scholarships.
- With a new Student Services VP, we can now conduct planning to update the athletic fundraising plan.

- **Endowed Healthcare Chair**

Partner with area healthcare providers to identify and launch fundraising for a new endowed chair position.

- Promote how endowed chairs support academics and the community with funding for faculty/staff positions to educate future healthcare professionals who will work in the region.

- **Visual and Performing Arts Facility**

Participate in facility planning to prepare for a major facility campaign.

- Conduct a feasibility study with donors.
- Develop a campaign/facility funding plan for new building.

- **Vibrancy Campaign fundraising**

Revenue from the Student Center campaign will continue as the last pledges are paid off.

- **Planned Giving marketing**

Planned Giving provides a tremendous growth opportunity.

- Continue to partner with PG Calc regarding marketing to help prompt legacy gifts for the future.
- Conduct outreach to educate area professional advisors about the Foundation.
- Incorporate messaging from Wyoming's charitable community regarding the '5 to Thrive' focus seeking that people dedicate 5% of their estates to charities they care about.
- Develop and send a planned giving survey to prospective donors.
- Contact folks who show an interest in legacy giving.

## **Annual Giving**

Loyalty is no longer a primary driver for alumni giving. Donors gravitate toward social or cause-oriented motivations they find meaningful. Involvement is a key factor to inspiring support. We must develop projects around passion points that impact our donors as well as work to improve the overall donor experience.

We introduced a 3-month series of welcome email messages targeted to new alumni to engage them in activity with our office. We also use technology to prompt donors and prospects to evaluate their options for doubling donations with corporate matching gifts.

- **NWC Giving Day – March 26-27, 2026**

Giving Day creates excitement about accumulating donations over a 24-hour period and promotes the desire to participate in a social activity. Our GiveCampus platform allows donations to projects and challenges to be tracked in real time for transparency and to incentivize additional participation. This year we will:

- Partner with NWC academic and program areas on smaller projects, typically ranging from \$1,000 to \$2,500.
- Introduce some fun competition into a Campus Rally and activity that will spur employee support.
- Secure ‘Matching Money’ and ‘Challenge Bonuses’ for reaching milestones.
- Raise \$200,000 from 300 donors.

- **Year-end Giving**

Multiple Fall solicitations (direct mail, email, social media) are conducted as part of a single multi-media appeal, with segmented messaging for alumni and community members.

- **Trapper Booster Club/Athletics**

The Booster Club conducts programming to generate audiences and support for athletic teams. TBC fundraising encompasses community level giving. Proceeds from club activities/events are mostly dedicated to Athletic Scholarships. We also facilitate ‘friends and family’ support with players/coaches using team-specific web pages.

- Memberships and Business Banner Program
- Trapper Bonanza golf tournament/Calcutta
- Gameday/tournament Sponsorships, etc.
- Team Fundraising

- **Special Program appeals**

These solicitations are conducted to support popular programs or satisfy donors’ desired manner of giving.

- Friends of Northwest Music
- Stethoscopes for Students
- Giving Tuesday (national theme) / WyoGives (statewide focus)

## **Employee Giving**

Retirements and downsizing have impacted employee giving over the past decade. Newer/younger faculty and staff are not committing resources to the extent our past long-term employees did. We plan to incorporate an employee challenge of some type in Giving Day this year with an activity that will culminate at the Campus Rally.

Work continues in building relationships with all employees on campus and maintaining connections to past employees. Our NWC4Life retiree benefits and newsletter help bridge the Foundation to former employees.

- **Overall Employee Giving goals for FY26 include:**
  - \$45,000 of employee giving in the one-year period (\$41,065 in FY25)
  - 65% Participation of the 173 permanent employees (102 donors or 59% in FY25)
  - 85 Employees registered for payroll giving (80 participated in FY25)

## **Communications/Stewardship**

Conducting stewardship activities and sharing the impact giving has on students/NWC promotes good will and provides accountability to donors. Proactive promotions will also engage new individuals or audiences.

- **Branding/Marketing**

Develop communications plan with messaging designed for various publications/media.

  - Select and collaborate with outside graphic design service for Foundation and Alumni Association publications/newsletters.
  - Provide event information, campus news and program updates, and alumni and donor features in written and email newsletters.
  - Maintain social media presence; share NWC content to expand coverage options.
- **Advertising/Public Relations**
  - Promote broader sense of NWC Foundation work through advertising or timely news releases.
- **Maintain donor stewardship communications**
  - Timely gift acknowledgment
  - Complete donor reporting in Foundation Annual Report and endowment status reports, plus student thank you letters.
  - Steward donors with Calendar featuring NWC photos.
  - Update/develop Donor Profiles for named scholarships to capture individual stories.
  - Reimagine New Donor/Welcome Back materials/interaction.

**Events**

Events are used to increase and enhance donor/prospect connections to NWC and promote giving opportunities.

- **Foundation/Alumni activities** planned for the coming year include:
  - Ice Cream with Dinosaurs: August 18  
Alumni Association introduction with new students
  - Paint the Town Red August 22  
✓ Alumni Beer Garden; Develop as 'Homecoming' event/tradition
  - Trapper Bonanza Golf Tournament August 23
  - Alumni Outreach/Trapper Stampede Rodeo September 5
  - Taste the Nation - Oktoberfest September 25
  - Trappers Give Back Service Day October 4
  - Scholarship Luncheon/Receptions November 4
  - Alumni Association help with Preview Day (recruiting) November
  - Presidential Partners Holiday Reception TBD
  - December Graduate Cap-N-Gown Photo Drop-in December 9
  - Alumni Outreach/Powell Winter
  - Alumni Outreach/Red Lodge Spring
  - Friends of Music Pre-concert Reception April
  - Joint Board Reception with NWC Trustees, Alumni and Booster Club Boards TBD (before NWC event)
  - Distinguished Alumni Luncheon with Alumni Board May 9
  - 2026 Alumni Car Show June 27  
✓ With PHS Reunion weekend
- **Individual/small group cultivation**  
Schedule activities to develop relationships, including campus tours/lunches/dinners. Look for opportunities to play off existing campus activities such as cultivation events (Rodeo Gala, concerts, art, photography shows, etc.)



## **Foundation Board of Directors**

The Foundation Board's new strategic plan is aligned with NWC ensuring the organization's work is relevant to Northwest College. Beyond details already noted in this work plan, the Board will:

- **Strategic Plan activity/Board member engagement**  
Use committees to identify work and goals within their respective areas.
  - Implement five-year plan.
  - Conduct Small Group Discussion to reflect on Foundation mission as well as facilitate board member relationships.
  - Conduct policy review and facilitate updates as necessary.
  - Strive for 100% giving.
  - Promote interaction with other volunteer Boards and NWC.
- **Staffing and operational growth**  
Safeguard operations for stability.
  - Promote employee training that creates redundancies in Foundation operations.
  - Reorganize investment management to reduce fees and generate greater financial returns for endowment fund and Foundation operations.
- **Provide oversight to fundraising and use of private gifts**
  - Collaborate with the College to identify fundraising opportunities that help move NWC forward with its vision and mission.
  - Manage assets to produce necessary cash flow for supporting NWC.
  - Continue drafting Scholarship Donor Profiles to capture individual stories.

## **Alumni Association/Board of Directors**

The NWC Foundation administers NWC's Alumni Association to ensure engagement activities are mutually beneficial to both organizations. The AA Board's strategic pillars flow from CASE's four Alumni Engagement categories. Priority work in each area is noted below.

***Resource Development/Philanthropy:*** Secure resources to build a top-performing Alumni organization that helps NWC thrive.

- **Operational growth**  
Collaborate with the NWC Foundation Board regarding staffing and resource development opportunities to fund AA programs.
  - Secure 100% giving participation from Board members to an operating endowment for the Alumni Association.
- **Scholarship facilitation**  
Conduct AA scholarship selection process for both traditional-age and adult students.
- **Promote opportunities for Giving to NWC**
  - Launch Trappers Give Back Day to encourage alternative means of supporting NWC.

**Communication:** Increase awareness of the NWC Alumni Association while also advocating for Northwest College.

- **Branding/Marketing**

Maintain consistent communications to alumni through various marketing channels.

- Partner with outside marketing firm to develop alumni-specific materials.

- **Distinguished Alumni**

Conduct nomination and selection process for annual recipient.

- Host post-graduation luncheon to honor Distinguished Alum.

**Experiential:** Broaden and deepen constituent engagement, developing meaningful relationships with NWC students and alumni.

- **Student Introduction activity**

- Host a Kick-off Weekend activity to introduce incoming students to the Alumni Association.
- Host graduation photo reception for December graduates. Distribute graduation gift/welcome packet to both May and December graduates.

- **Alumni Outreach events**

- Conduct a series of regional events to build awareness of the Alumni Association and good things happening at NWC.
- Consider opportunities to conduct biannual reunions for specific audiences.

**Volunteer:** Cultivate life-long connections and a shared commitment to Northwest College.

- **Mentoring Program**

Actively facilitate mentoring program to benefit students/alumni in their career pursuits and provide an opportunity for alumni to give back based on their experience.

- **Support NWC Student Recruitment**

Coordinate Alumni volunteers to assist in Preview Day, an on-campus recruiting event.

# Northwest College Foundation FY2026 Fundraising Goals

| <u>Program Fundraising</u>       | <u>2026<br/>Fiscal Year Goals</u> | <u>2025<br/>Fiscal Year Actual</u> | <u>2025<br/>Fiscal Year Goals</u> | <u>2024<br/>Fiscal Year Actual</u> |
|----------------------------------|-----------------------------------|------------------------------------|-----------------------------------|------------------------------------|
| Athletic Scholarships            | \$ 250,000.00                     | \$ 235,676.15                      | \$ 400,000.00                     | \$ 153,890.69                      |
| Vibrancy/Student Center Campaign | \$ 140,000.00                     | \$ 224,946.00                      | \$ 175,000.00                     | \$ 502,911.61                      |
| Scholarships                     | \$ 930,000.00                     | \$ 923,483.34                      | \$ 600,000.00                     | \$ 495,744.03                      |
| Program/Other Support            | \$ 200,000.00                     | \$ 326,829.82                      | \$ 50,000.00                      | \$ 91,258.51                       |
| Planned/Estate Giving Campaign   | \$ -                              | \$ -                               | \$ 530,000.00                     | \$ 269,471.39                      |
| Non-Campaign Related             | \$ -                              | \$ -                               | \$ 75,000.00                      | \$ 78,092.99                       |
| Gift-in-Kind Contributions       | \$ -                              | \$ 313,418.59                      | \$ -                              | \$ 2,492.23                        |
| Fundraising Total                | \$ 1,520,000.00                   | \$ 2,024,353.90                    | \$ 1,830,000.00                   | \$ 1,593,861.45                    |

| <u>Appeal Tracking</u>                  | <u>2026<br/>Fiscal Year Goals</u> | <u>2025<br/>Fiscal Year Actual</u> | <u>2025<br/>Fiscal Year Goals</u> | <u>2024<br/>Fiscal Year Actual</u> |
|---|-----------------------------------|------------------------------------|-----------------------------------|------------------------------------|
| Athletics - Team Projects               | 25,000                            | 27,045.31                          | 25,000.00                         | 25,383.70                          |
| Athletics - Trapper Booster Club        | 55,000                            | 54,277.92                          | 50,000.00                         | 40,879.00                          |
| Foundation Events                       | 10,000                            | 60,946.13                          | 10,000.00                         | 28,609.75                          |
| Friends of Music                        | 8,000                             | 8,487.12                           | 5,000.00                          | 4,605.00                           |
| General Support                         | 25,000                            | 51,427.90                          | 53,000.00                         | 57,209.23                          |
| Giving Tuesday                          | 3,000                             | 4,051.48                           | 3,000.00                          | 2,658.67                           |
| Gift-in-Kind                            | -                                 | 27,269.59                          | -                                 | 2,492.23                           |
| Individual Solicitation                 | 700,000                           | 691,025.88                         | 749,000.00                        | 711,603.41                         |
| Memorials                               | 10,000                            | 42,793.17                          | 10,000.00                         | 14,296.93                          |
| Outside Projects                        | 35,000                            | 34,044.23                          | 15,000.00                         | 34,633.28                          |
| Pass-through/Named                      | 50,000                            | 52,500.00                          | 50,000.00                         | 69,367.12                          |
| NWC Giving Day                          | 200,000                           | 225,970.96                         | 200,000.00                        | 173,575.12                         |
| Planned Giving - New Estate Gifts       | 200,000                           | 531,496.13                         | 500,000.00                        | 231,173.54                         |
| Planned Giving - Recurring Estate Gifts | 40,000                            | 40,928.87                          | 30,000.00                         | 38,072.86                          |
| Stethoscopes for Students               | 5,000                             | 4,611.15                           | 5,000.00                          | 5,274.78                           |
| WyoGives                                | 4,000                             | -                                  | -                                 | -                                  |
| Year-End Giving                         | 150,000                           | 167,478.06                         | 125,000.00                        | 154,026.83                         |
|   | \$ 1,520,000.00                   | \$ 2,024,353.90                    | \$ 1,830,000.00                   | \$ 1,593,861.45                    |
| Minus State of Wyoming Match            | \$ 200,000.00                     | \$ 500,000.00                      | \$ 500,000.00                     | \$ -                               |
| Fundraising Total                       | \$ 1,320,000.00                   | \$ 1,524,353.90                    | \$ 1,330,000.00                   | \$ 1,593,861.45                    |

| <u>Participation Goals</u>                    | <u>FY2026 Goals</u> | <u>FY2025 Actual</u> | <u>FY2025 Goals</u> | <u>FY2024 Actual</u> |
|---|---------------------|----------------------|---------------------|----------------------|
| Total Number of Donors                        | 1150                | 1007                 | 1200                | 1140                 |
| Donor Acquisition                             | 15%                 | 11.83%               | 15.00%              | 14.94%               |
| Donor Recapture                               | 15%                 | 13.30%               | 15.00%              | 14.30%               |
| Donor Retention                               | 60%                 | 50.74%               | 60.00%              | 65.52%               |
| Alumni Donors                                 | 510                 | 443                  | 550                 | 536                  |
| Employee Donors                               | 115                 | 102                  | 140                 | 142                  |
| Increase payroll givers                       | 85                  | 79                   | 85                  | 84                   |
| Employee participation                        | 65%                 | 58.96%               | 75.00%              | 84%                  |
| Increase Presidential Partners                | 220                 | 177                  | 225                 | 219                  |
| Key Leadership participation (with NWC BOT/Ad | 100%                | 97.44%               | 100.00%             | 100%                 |
| Foundation Board participation                | 100%                | 100.00%              | 100.00%             | 100%                 |

## FY2026 NWC Foundation Work Plan

### Strategic Goal/Priorities:

#### Pillar 1: Infrastructure

Build a top-performing advancement organization with a culture of collaboration and continuity for the future.

##### Strategy 1: Recruit, develop and retain first-rate employees to ensure organizational continuity.

- Goal 1** Implement Fundraising Performance Management system.
- a. -Establish fundraising staff goals and tracking for contacts and proposals.
  - b. -Conduct monthly Prospect Reporting meetings
- Goal 2** Promote teamwork among employees, nurturing positive office environment and work redundancy.

#### Responsibility:

#### Timeline:

#### Status:

Executive Director  
Staff  
FR Staff  
Executive Director

FY26  
FY26  
Ongoing  
Ongoing

##### Strategy 2: Recruit and engage Board members in support of the Foundation.

- Goal 1** Enhance Board member development and participation via education and mentoring.
- a. -Conduct Small Group Discussion among the Board.
  - b. -Maintain 100% participation in giving from the Board
- Goal 2** Administer semi-annual Board performance evaluation.
- Goal 3** Engage all committees in strategic work for the Foundation.
- Goal 4** Promote social connections and involvement with NWC activities among Board members.
- a. -Host social hour following July meeting; welcome new NWC VPs
  - b. -Host a social hour for directors and spouses; include Presidential Partners

Governance Comm/Staff  
ED/Governance Comm  
Board  
Governance Comm/Staff  
ED/Board  
Governance Comm/Staff  
Staff  
Staff

Annual tactics  
Fall 2025  
Ongoing  
Winter 2026  
Annual tactics  
Ongoing  
Summer 2025  
Holiday 2025

##### Strategy 3: Implement Foundation strategic plan to accomplish long-term goals and drive operations forward.

- Goal 2** Monitor and implement operational best practices using CASE's Foundation Management and Governance Checklist.
- Goal 3** Complete policy and procedures manual.
- Goal 4** Maintain communications with the College's leaders to support NWC mission, vision, and priorities.
- a. -Serve as member of NWC President's Staff; assist with Strategic Planning
  - b. -Assist in grant development to sustain programs at NWC.
  - c. -Participate in planning to identify future fundraising priorities.

Governance Comm/Staff  
ED/Board  
ED/Board  
Executive Director  
Executive Director  
Executive Director

Ongoing  
Policy review FY24-26; manual development FY27  
Ongoing  
FY26  
FY26  
FY26

#### Pillar 2: Involvement

Engage NWC students, alumni, and friends of the College in meaningful relationships that inspire pride and giving for NWC.

##### Strategy 1: Develop and implement major fundraising initiatives anchored in NWC priorities.

- Goal 1** Expand philanthropic support to NWC, averaging \$1.5 million or more raised annually, inclusive of all fundraising activity.
- a. -Launch fundraising for new Affordability Grant Program; raise \$200,000
  - b. -Conduct Feasibility Study for VPA Building
- Goal 2** Aim to raise more money each year than previously secured to pace with inflation.
- Goal 4** Conduct Trapper Champions Athletic Scholarship fundraising raising \$150,000 (gifts and pledges) to endow scholarships.
- a. -Revisit Athletic Fundraising Plan and scholarship budgets
- Goal 5** Advocate for matching funds from the State of Wyoming.
- a. -Utilize a portion of current matching money secured through NWC.

ED/Staff/Board  
Staff/Board  
Staff/Board  
ED/Staff/Board  
FR Staff/Athletic Director  
Staff/Board/TBC  
Staff/Board/NWC President  
FR Staff

Annual tactics  
FY26  
FY26  
Ongoing  
Annual tactics  
FY26  
Annual tactics  
FY26

##### Strategy 2: Enhance annual giving pipeline to increase support for the College.

- Goal 1** Grow participation in NWC Giving Day by raising a minimum of \$200,000 from 300 donors annually.
- Goal 2** Increase donor acquisition, recapture and retention through focused donor relations and stewardship.
- a. -Conduct follow-up to donors at risk of lapsing.
- Goal 3** Leverage/grow partnerships with program-related industries for scholarships, equipment, or support, especially CTE.

FR Staff  
FR Staff  
FR Staff  
Staff/Board/NWC

Annual tactics  
Annual tactics  
FY26; Annual tactics  
FY26; Annual tactics

##### Strategy 3: Promote the impact Transformational Gifts bring to Northwest College.

- Goal 1** Enhance Planned Giving marketing program.
- a. -Incorporate 5 to Thrive messaging into PG marketing
- Goal 2** Develop and grow relationships with area PG advisors (attorneys, CPAs, investment advisors, realtors, insurance agents, etc.).
- a. -Distribute flyer specialized for advisors; conduct follow-up to key partners
- Goal 3** Share legacy stories to seed ideas for others.

ED/Staff  
FR Staff  
Development Comm/Staff  
FR Staff  
Development Comm/Staff

Annual tactics  
FY26  
Annual tactics  
FY26  
Ongoing

|               |   |                 |                |
|---------------|---|-----------------|----------------|
| <b>Goal 4</b> | Promote opportunities for endowed faculty (or other) positions. | Staff/Board/NWC | Annual tactics |
| <b>a.</b>     | -Work with Healthcare Partners to develop endowed position      | ED/Staff        | FY26           |

**Strategy 4:** Strengthen interaction/communication between Foundation, Alumni Association, and Trapper Booster Club boards to promote shared engagement and align work.

|               |  |                        |                |
|---------------|--|------------------------|----------------|
| <b>Goal 1</b> | Host annual gathering for the three volunteer Boards along with the College's Board of Trustees. | Development Comm/Staff | Ongoing        |
| <b>a.</b>     | -Host reception for groups prior to NWC event  | Staff/Board            | FY26           |
| <b>Goal 2</b> | Collaborate regarding community engagement with AA and TBC Boards.                               | Staff/Board            | Annual tactics |
| <b>a.</b>     | -Support Alumni Activities - events, mentoring, merchandise sales, communications.               | Jill                   | Ongoing        |
| <b>b.</b>     | -Collaborate with TBC - events, memberships/banners, game-day activities.                        | Cory                   | Ongoing        |

**Pillar 3: Investment**

Ensure sound stewardship of resources through prudent investment management and alignment of assets in support of NWC priorities.

**Strategy 1:** Provide quality management of NWC Foundation assets.

|               |  |                       |                |
|---------------|--|-----------------------|----------------|
| <b>Goal 1</b> | Monitor or streamline systems to steward the Foundation's investments and support financial operations.                            | Finance Comm/Staff    | Ongoing        |
| <b>a.</b>     | Complete transition to more passive investment management to gain efficiency with fees   | Finance Comm/Staff    | FY26           |
| <b>Goal 2</b> | Facilitate timing of annual payments to NWC to maximize resources.   | ED/Finance Comm/Staff | Ongoing        |
| <b>Goal 4</b> | Work with donors to adjust scholarship/endowment criteria so funding can serve the College's needs.                                | ED/Staff              | Annual tactics |
| <b>Goal 5</b> | Collaborate with the College regarding endowment management for NWC operations (workforce development, professional development, e | ED/Staff/NWC          | Annual tactics |
| <b>a.</b>     | -Establish a variety of new quasi-endowments with NWC.   | Executive Director    | FY26           |

**Strategy 2:** Increase NWC Foundation's Unrestricted resources to build financial flexibility for operations.

|               |  |                    |         |
|---------------|--|--------------------|---------|
| <b>Goal 1</b> | Evaluate unrestricted assets as a financial base for operations. | Finance Comm/Board |         |
| <b>a.</b>     | -Complete Operating Reserve Policy                               | Staff/Board        | FY26    |
| <b>b.</b>     | -Increase cash reserves annually                                 | Staff/Board        | Ongoing |

**Pillar 4: Impact**

Strengthen donor connections by demonstrating appreciation and accountability and showcasing the effect of giving on academic innovation and student success at NWC.

**Strategy 1:** Build Foundation/Alumni Brand via enhanced marketing efforts.

|               |   |             |                |
|---------------|---|-------------|----------------|
| <b>Goal 3</b> | Create an annual communications plan to raise awareness of the Foundation's work and accomplishments. | Staff/Board | Annual tactics |
| <b>a.</b>     | Contract with Graphic Designer/Marketing Firm to complete projects                                    | Staff       | FY26           |

**Strategy 2:** Steward donors and the resources they provide to support NWC.

|               |   |                          |           |
|---------------|---|--------------------------|-----------|
| <b>Goal 1</b> | Express appreciation to donors at levels appropriate to respective giving.    | DA&S Comm/Staff          | Ongoing   |
| <b>a.</b>     | -Explore options for New Donor and Welcome Back communications                | Jill                     | FY26      |
| <b>Goal 2</b> | Complete donor profiles for all named scholarships managed by the Foundation. | Staff/with writing help? | FY24-FY28 |
| <b>Goal 4</b> | Provide accountability to donors through reporting regarding use of funding.  | Staff                    | Ongoing   |

**Strategy 3:** Improve partnerships with NWC departments/programs/employees.

|               |  |           |                      |
|---------------|--|-----------|----------------------|
| <b>Goal 1</b> | Implement 'account executive' linkages with designated campus areas to enhance information flow and program knowledge. | FR Staff  | Ongoing              |
| <b>a.</b>     | -Collaborate with NWC program areas to identify departmental projects for Giving Day.                                  | FR Staff  | FY26                 |
| <b>b.</b>     | -Participate in college-wide activities such as Kick-off Weekend, Paint the Town Red and Graduation                    | Jill      | Annual tactics; FY26 |
| <b>Goal 2</b> | Identify successful alumni to showcase and/or recruit as program ambassadors.  | Staff/NWC | Ongoing              |
| <b>a.</b>     | -Provide alumni volunteers for student recruitment events and Trappers Give Back Day.                                  | Jill      | FY26                 |