Northwest College Foundation Board of Directors

AGENDA

Wednesday, October 29, 2025, 4:00 p.m.

Nelson House

https://nwc.zoom.us/j/92912314164?pwd=HFZvy2ra3KxzfwGMjZujEDRIRtYU3b.1
Meeting ID: 929 1231 4164; Passcode: 365693

1. Call to Order – Steve Rockhold, President

2. Welcome new Board Members — 5 minutes

3. Approval of Consent Agenda Items: — 5 minutes
   a. Minutes from July 30, 2025
   b. Treasurer's Report
   c. Budget Report
   d. Quarterly impact paid to NWC
   e. Fundraising Results
   f. Minutes from Development, Donor Accountability & Stewardship, Finance and Governance Committees
   g. Executive Director, Development Manager, and Alumni and Development Coordinator Reports
   h. Northwest College President's Report
   i. Wyoming Community College Commission Strategic Plan
   j. Upcoming events at NWC

4. Committee Work/Board Action:
   a. Development Committee – Dave Bonner — 5 minutes
      i. Revised Scholarship MOUs approval
   b. Donor Accountability and Stewardship – Jacque Michel — 10 minutes
      i. Social Media Policy
      ii. Annual Report Flyer
   c. Finance Committee – Tim Hopkins — 5 minutes
      i. FY25 Audit Report
   d. Governance – Megan Nickles — 10 minutes
      i. Review of Small Group Discussions

5. Development Report:
   a. VPA Level II Designs – Lisa Watson — 20 minutes

6. Other Business

NEXT MEETING DATE: Wednesday, February 4, 2026, 4 p.m.

MINUTES OF THE ONE HUNDRED NINETY-FOURTH MEETING
OF THE BOARD OF DIRECTORS
OF THE NORTHWEST COLLEGE FOUNDATION
July 30, 2025

Nelson House and Zoom

Directors Present: Stefanie Bell**,** Wendy Capps, Clay Cummins, Carolyn Danko**,** David Hill, Tim Hopkins, R.J. Kost, Bryan Lee, Stan Lundberg, Mike McDaniel, Jacqueline Michel, Megan Nickles, David Northrup, Steve Rockhold, Dusty Schutzman, Chris Taggart, Tyler Yates, and NWC President Lisa Watson.

Directors Unable to Attend: Dave Bonner, Sarah Johnson, Charlotte Patrick, Trace Paul, Casey Sorenson; 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.

Board Election

Director Megan Nickles reminded everyone that board member terms are for three years with no limit on re-election. The first ballot voted for was the reelection of board members Clay Cummins, Tim Hopkins, Sarah Johnson, Jacque Michel, and David Northrup. President Rockhold asked for a motion to approve their reelection. Ms. Nickles moved to approve. Ms. Danko seconded the motion. The motion passed.

Ms. Nickles continued with the introduction of three new candidates for election: Tate McCoy from Superior Machine in Powell, Brett Reed with Engineering Associates in Cody, and Nicole Rodriquez-Brown from Elite West Realty in Powell. Nicole's grandfather, Paul, served on the Board of Directors for decades. President Rockhold requested a motion to approve the new board members. Ms. Nickles moved to approve, and David Hill seconded the motion. The motion passed.

Approval of Consent Agenda

President Steve Rockhold asked if there were any questions from the consent agenda. Tim Hopkins asked about the difference between the recapture and retention donor categories. Ms. Wetzel stated that retention refers to a repeat donor from the previous year, and recapture refers to a donor who missed a year but then makes a gift in years two through five. After five years, a donor would be reclassified as new.

Mr. Bonner asked for clarification on what appears to be contradicting information regarding expenses and revenue in the Finance Committee section of the April meeting minutes. Ms. Wetzel explained both statements are correct. Absorbing 95% of staff expenses from the college will cost the Foundation an additional $142,000, but by increasing the endowment management fee from 1% to 1.3%, the Foundation will receive approximately $143,000 in new income to cover the cost of staff salaries and benefits.

Mr. Rockhold requested a motion to approve the consent agenda. Bryan Lee moved to approve the consent agenda. Dave Bonner seconded the motion. The motion passed.

Financial Overview

Treasurer's Report – Foundation Accountant Dillon Jeffs reviewed the FY25 balance sheet. The Foundation had more than $55 million in investment accounts with Morgan Stanley and Edward Jones, noting that net assets are all in the black for the fiscal year.

Mr. Jeffs reminded directors that after the past 18-month transition period, the Foundation is back to a 12-month financial cycle with its statement of activities and audit. He went on to highlight some information for FY25:

Unrestricted

- Revenue was up from increasing the endowment management fee to 1.3%.
- The Foundation finished the year under its projected operating budget.
- This combination of activity resulted in a $188,940 increase in net assets.

Temporarily Restricted

- Over half a million dollars was raised for restricted scholarships and programs (non-endowed).
- Program support and scholarship expenses paid to NWC are more normalized after last year's large student center payments.

Permanently Restricted

- Over $1.1 million in gifts were received for endowed scholarships and programs.
- Transfers of current-year activities include allocation of matching funds from Giving Day to the appropriate endowments.

In addition to the financial statements, Mr. Jeffs also reviewed that the FY25 unrestricted cash overview report. It will be updated quarterly for the Finance Committee and be used to monitor cash reserves as part of the new operating reserve policy.

Proposed FY26 Budget – The FY26 budget was derived from the actual expenses of FY25, current contracts with software and service providers, payroll information, and the tentative work plan for FY26. Mr. Jeffs highlighted a few items of interest in the new budget:

- The payroll totals for FY26 are higher than FY25 because the Foundation will now be covering 95% of all Foundation staff compensation and continuing to pay 97% of the Executive Director's expense.
- The NWC Grants budget was removed for FY26. The funds will be held for future use to match or extend opportunities the College is pursuing with larger institutional grants.
- Rental Property expenses increased due to some maintenance and minor renovations conducted after past tenants vacated the property after nine years. New tenants are expected to move in by September 1st.
- Real property expenses (property taxes on the land/properties the Foundation owns) are expected to decrease with property tax cuts.
- The WACCT dues increased in FY26 by $3,000 to help WACCT do more advocacy work for the community colleges.

As part of the budget discussion, Ms. Wetzel pointed out a new Graphic Design budget line added for FY26. She noted NWC has undergone some reorganization in its marketing communications and mailroom areas. With numerous personnel transitions occurring, the Foundation has decided to outsource its design and some printing to ensure timely work.

Mr. Rockhold asked for a motion to approve the FY26 Budget. R.J. Kost moved to approve the budget, and Dave Bonner seconded the motion. The motion passed.

Annual/Quarterly Impact on NWC – Mr. Jeffs presented the annual Foundation Support to NWC report, which outlined the financial support provided to NWC over recent years. Scholarships continue to be a significant item as well as recent payments for the student center.

Committee Work/Board Action

Development Committee – Mr. Bonner congratulated the Foundation staff and everyone involved in fundraising for FY25. The Board of Directors reached its 100% participation goal in fundraising.

The Development Committee drafted a Philanthropic Due Diligence policy to ensure that fundraising relationships and the acceptance of gifts are conducted in an appropriate manner. The policy defines a gift as a voluntary transfer of assets from a person or organization to the Foundation, where no goods or services are expected, implied, or forthcoming to the donor. Mr. Bonner reviewed several key considerations for 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?

Mr. Bonner also noted that the foundation generally does not return gifts upon donor request. However, the organization may voluntarily return a gift if the NWC Foundation and/or Northwest College determine that the contribution undermines the academic freedom of or contradicts the mission of the college, the mission of the foundation, or could harm, damage, or negatively impact the reputation, image, or integrity of the college or the foundation. Ms. Wetzel pointed out that with this new policy, the committee may revisit the Foundation's scholarship Memorandum of Understanding language and add a clause regarding vacating agreements if deemed necessary because of adverse circumstances. With these key points in mind, Mr. Bonner moved to approve the Philanthropic Due Diligence policy. R.J. Kost seconded the motion, and the motion was approved.

Donor Accountability and Stewardship – Jacque Michel presented the need to broaden management criteria for Instructional Technology endowment operated by the Foundation. The committee is proposing to rename the endowment to the Northwest College Instructional Technology/Equipment Endowment. By including equipment to what the endowment can be used for, the fund can cover additional purchases to support academics in the classroom. We have not been fully expending the payout, so this will allow for better utilization of the Foundation money and let NWC reallocate equipment support elsewhere in the budget as Northwest College faces budget cuts. Ms. Michels moved to approve the new Instructional Technology/Equipment MOU. David Northrup seconded the motion. The motion passed.

Ms. Michels noted that the committee will be creating social media guidelines. She also provided an update on scholarship profiles at the end of FY25, stating that 166 profiles were completed out of 330.

Finance Committee – Chris Taggart reviewed the Operating Reserve policy that the Finance committee has created. This policy is necessary 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. Mr. Taggart noted that it will take several years to build up the reserve. The policy will allow the reserve to accumulate up to 150% of the Foundation's three-year average annual operating budget (approximately $1.2 million). After reaching this level, excess funds will be reinvested proportionally back into endowments to balance organizational stability and our desire for fund growth. The Finance Committee will review cash balances on a quarterly basis to monitor the reserve. David Northrup moved to approve the Operating Reserve policy, and David Hill seconded the motion. The motion passed.

Development Report

FY26 Work Plan and Goals – Ms. Wetzel reviewed the FY26 Fundraising Goals. Of the $1.5 million total, $200,000 of NWC's remaining $500,000 in State of Wyoming matching fundsin included in FY26. Athletic scholarships and affordability grants are the two categories that will qualify for matching gifts. Participation goals are set at 60% for retention, 15% for recapture, and 15% for acquisition. These numbers remain challenging but help the staff focus on activities to meet the benchmarks. Ms. Wetzel also noted that updated strategic goals which connect to the work plan are included for Board review.

Major Gifts and Planned Giving – Ms. Wetzel pointed to affordability grants, athletic scholarships, an endowed healthcare chair, and the visual and performing arts building as major gift projects for FY26. Early planning for the VPA building will focus on conducting a feasibility study which will provide the Foundation with a roadmap for fundraising and financial planning for the future.

The Foundation plans to promote Five to Thrive this year – a planned giving initiative brought forward by the Wyoming Community Foundation. The wealth transfer from one generation to the next in Wyoming is estimated to be $124 billion over the next ten years. The initiative states that if people were to give 5% of their estates to a charitable cause, there would be a $1.2 billion impact on nonprofits in the State of Wyoming.

Annual Giving – Mr. Ostermiller reviewed the Annual Giving section of the FY26 work plan. Giving Day will be similar to last year. The Foundation will introduce some new fun at its campus rally, and promoting employee giving will be a top priority, along with match and challenge bonuses. The goal will be $200,000 from 300 donors. Mr. Ostermiller also discussed year-end giving, which will include mailing and social media efforts, as well as individual solicitations. Trapper Booster Club includes memberships, banner programs, and a golf tournament. Also included in Booster Club fundraising are game-day tournament sponsors and team fundraising.

Employee Giving – Employee Giving is a significant part of Annual Giving. The goal is $45,000 for FY26, with 65% participation of the 173 employees, and 85% of employees registered for payroll giving.

Communications/Stewardship/Events – Ms. Hartmann announced that Vision West was selected as the Foundation's outside graphic design partner. New donor/Welcome back materials, as well as interaction, will be a major focus for FY26.

Ms. Hartmann highlighted some new events scheduled for FY26 including alumni outreach to the Trapper Stampede Rodeo in Cody on September 5th, the Trappers Give Back service day on October 4th at the NWC Campus. Other alumni outreach will feature a rally at a Basketball game this winter and a new outreach event in Red Lodge. This event is still in the works, but will be an arts, food, and culture event where the Foundation partners with college supporters and or alumni-owned businesses. This event will be held in the spring.

Other Business

Mr. Rockhold noted that the Executive Committee had completed Ms. Wetzel's' annual review. He stated that the performance of leaders is dependent on their team and thanked the Foundation staff for their support of Ms. Wetzel. He also said that the Executive Committee unanimously approved another contract with Ms. Wetzel.

NWC President Lisa Watson introduced the College's Vice President team:

- Dave Erickson, VP of Academic Affairs, has worked at NWC for 32 years –

30 years as sociology and criminal justice faculty plus service as the Social Sciences division chair, and two years as interim VP before securing the permanent position in a national search.

- Tom Havron, VP of Student Services, has worked for NWC for 1 year. He came to NWC from Fort Scott Community College in Southeast Kansas. He has worked in higher education for 19 years in varied roles including vice president, coach and foundation director.
- Burt Reynolds, VP for Administrative Services and Finance, joined NWC in February. Originally from San Antonio, Texas, he worked for the University of Texas for 11 years before moving to Rock Springs as head of Western Wyoming Community College's financial operations.

Adjournment

With no other business to conduct, President Steve Rockhold adjourned the meeting at 5:31 p.m.

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Sarah Johnson, Secretary

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Approved: Steve Rockhold, President

NWC Foundation
Statement of Financial Position
As of September 30, 2025

	General Fund	Endowed Fund	Gift Annuity Fund	TOTAL	Youth Clubs of Park County
ASSETS					
Cash in Bank	281,370.31	92,709.90	1,565.12	375,645.33	-
Undeposited Funds	4,137.18	-	-	4,137.18	-
Petty Cash	250.00	-	-	250.00	-
Investments - Cash	3,852.92	867,803.94	866.38	872,523.24	16,548.93
Investments - Securities	398,686.86	54,695,931.10	54,606.32	55,149,224.28	1,043,045.52
Due To/From	(227,245.91)	222,687.26	(1,260.47)	(5,819.12)	5,819.12
Receivables	9,428.58	409,140.92	-	418,569.50	-
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	-
TOTAL ASSETS	$929,474.22	$57,510,151.40	$55,777.35	$58,495,402.97	$1,065,413.57
LIABILITIES					
Payables	-	-	-	-	-
Accrued Liabilities	39,447.77	-	-	39,447.77	-
Assets Held in Trust	-	59,978.62	-	59,978.62	1,000,000.00
Investing Activity	-	-	-	-	65,413.57
NWC Assets	174,015.17	18,693,859.60	-	18,867,874.77	-
Charitable Gift Annuity Liability	-	-	17,683.50	17,683.50	-
Other Liabilities	1,000.00	-	-	1,000.00	-
TOTAL LIABILITIES	$214,462.94	$18,753,838.22	$17,683.50	$18,985,984.66	$1,065,413.57
NET ASSETS					
Permanently Restricted	-	25,664,833.54	-	25,664,833.54	-
Temporarily Restricted	346,820.19	13,091,479.64	38,014.34	13,476,314.17	-
Unrestricted	368,191.09	-	79.51	368,270.60	-
TOTAL NET ASSETS	715,011.28	38,756,313.18	38,093.85	39,509,418.31	-
LIABILITIES AND NET ASSETS	$929,474.22	$57,510,151.40	$55,777.35	$58,495,402.97	$1,065,413.57

NWC Foundation
Statement of Activities
From 7/1/2025 Through 9/30/2025

Unrestricted

	General Fund	Endowed Fund	Gift Annuity Fund	TOTALS
REVENUE				
Contributions	3,497.49	-	-	3,497.49
Investment Income	1,706.22	-	-	1,706.22
Realized Gains (Losses) on Sales of Investments	44,189.30	-	-	44,189.30
Unrealized Gains (Loss) on Investments	(31,830.66)	-	-	(31,830.66)
Rental Property Income	2,000.00	-	-	2,000.00
Nelson House Income	225.00	-	-	225.00
Wolfe Property Income	375.00	-	-	375.00
Cultivation Event Income	3,550.00	-	-	3,550.00
Alumni Event Income	65.00	-	-	65.00
Transfer of Current Year Activity	500.00	-	-	500.00
TOTAL REVENUE	$ 24,277.35	$ -	$ -	$ 24,277.35
EXPENSES				
Salaries/Benefits Paid by Foundation	115,903.61	-	-	115,903.61
Annual Giving Activities	260.62	-	-	260.62
Alumni Association Activities	3,251.60	-	-	3,251.60
Cultivation Events	1,127.01	-	-	1,127.01
Relationship Development	1,058.22	-	-	1,058.22
Planned Giving	1,946.51	-	-	1,946.51
Fundraising Technology Software	14.50	-	-	14.50
Marketing/Advertising	150.00	-	-	150.00
Communications (publications, email news)	90.00	-	-	90.00
Office Supplies/Expenses	571.12	-	-	571.12
Vehicle Expense	1,500.00	-	-	1,500.00
Legal Expense	65.00	-	-	65.00
Board and Committee Expense	230.58	-	-	230.58
Community Memberships/Activities	425.00	-	-	425.00
Investment Fees	647.43	-	-	647.43
Credit Card Fees	1,370.79	-	-	1,370.79
Nelson House Expense	1,384.79	-	-	1,384.79
Rental Property Expense	2,998.62	-	-	2,998.62
Farm Lease Expense	5,600.00	-	-	5,600.00
NWC Hospitality & Public Relations	519.63	-	-	519.63
WACCT Dues	23,500.00	-	-	23,500.00
NWC Foundation Grants	2,784.05	-	-	2,784.05
General Funds for Underwater Gift Annuity Accounts	160.00	-	-	160.00
TOTAL EXPENSES	$ 165,559.08	$ -	$ -	$ 165,559.08
NET ASSETS, BEGINNING OF YEAR	509,472.82	-	79.51	509,552.33
INCREASE (DECREASE) IN NET ASSETS	(141,281.73)	-	-	(141,281.73)
NET ASSETS, ENDING	$ 368,191.09	$ -	$ 79.51	$ 368,270.60

NWC Foundation
Statement of Activities
From 7/1/2025 Through 9/30/2025

Temporarily Restricted

	General Fund	Endowed Fund	Gift Annuity Fund	TOTALS
REVENUE				
Contributions	103,880.34	6,550.90	-	110,431.24
Outstanding Pledges	(3,000.00)	(1,559.00)	-	(4,559.00)
Investment Income	-	328,952.42	329.11	329,281.53
Realized Gains (Losses) on Sales of Investments	-	9,372,554.77	9,331.81	9,381,886.58
Unrealized Gains (Loss) on Investments	-	(6,914,744.61)	(6,875.00)	(6,921,619.61)
Micellaneous Income	16,459.00	-	-	16,459.00
General Funds to Underwater Gift Annuity Accounts	-	-	160.00	160.00
Transfer of Current Year Activity	3,580.10	-	-	3,580.10
TOTAL REVENUE	$ 120,919.44	$ 2,791,754.48	$ 2,945.92	$ 2,915,619.84
EXPENSES				
Investment Fees	-	119,772.83	120.08	119,892.91
Depreciation Expense	-	-	-	-
Cultivation Events Expense	-	-	-	-
Scholarships	-	2,788.52	-	2,788.52
Program Support	920.89	1,965.47	-	2,886.36
Booster Club Expense	14,349.98	745.00	-	15,094.98
Athletic Support	-	-	-	-
Directed Funds to NWC	2,055.00	-	-	2,055.00
Change In Liability Associated with NWC State Funds	-	877,068.57	-	877,068.57
Change in Liability Associated with Funds Held for PCYC	-	2,982.38	-	2,982.38
Refund of Unused Receipts	-	-	-	-
Change In Liability Associated with Gift Annuities	-	-	(772.88)	(772.88)
Gift Annuity Monthly Expense	-	-	458.75	458.75
Foundation Management Fee	-	-	-	-
Transfer of Current Year Activity	3,320.00	1,060.10	-	4,380.10
TOTAL EXPENSES	$ 20,645.87	$ 1,006,382.87	$ (194.05)	$ 1,026,834.69
NET ASSETS, BEGINNING OF YEAR	246,546.62	11,306,108.03	34,874.37	11,587,529.02
INCREASE (DECREASE) IN NET ASSETS	100,273.57	1,785,371.61	3,139.97	1,888,785.15
NET ASSETS, ENDING	$ 346,820.19	$ 13,091,479.64	$ 38,014.34	$ 13,476,314.17

NWC Foundation
Statement of Activities
From 7/1/2025 Through 9/30/2025

Permanently Restricted

	General Fund	Endowed Fund	Gift Annuity Fund	TOTALS
REVENUE				
Contributions	-	57,417.23	-	57,417.23
Transfer of Current Year Activity	-	300.00	-	300.00
TOTAL REVENUE	$ -	$ 57,717.23	$ -	$ 57,717.23
EXPENSES				
Transfer of Current Year Activity	-	-	-	-
TOTAL EXPENSES	$ -	$ -	$ -	$ -
NET ASSETS, BEGINNING OF YEAR	-	25,607,116.31	-	25,607,116.31
INCREASE (DECREASE) IN NET ASSETS	-	57,717.23	-	57,717.23
NET ASSETS, ENDING	$ -	$ 25,664,833.54	$ -	$ 25,664,833.54

NORTHWEST COLLEGE FOUNDATION
Proposed Fiscal Year 2026 Budget

Operating Expenses	Fiscal Year 2026 Actual	Fiscal Year 2026 Budget	Fiscal Year 2026 Remaining
Executive Director Salary	$ 37,519.02	$ 149,400.00	$ 111,880.98
Executive Director Benefits	$ 8,263.41	$ 33,600.00	$ 25,336.59
Development Manager Salary	$ 17,434.61	$ 69,800.00	$ 52,365.39
Development Manager Benefits	$ 3,983.30	$ 16,500.00	$ 12,516.70
Development Coordinator Salary	$ 13,020.26	$ 52,200.00	$ 39,179.74
Development Coordinator Benefits	$ 2,924.37	$ 12,300.00	$ 9,375.63
Foundation Accountant Salary	$ 15,898.78	$ 63,600.00	$ 47,701.22
Foundation Accountant Benefits	$ 3,697.09	$ 15,000.00	$ 11,302.91
Foundation Technician Salary	$ 10,683.16	$ 39,800.00	$ 29,116.84
Foundation Technician Benefits	$ 2,479.61	$ 9,500.00	$ 7,020.39
Personnel Expenses	$ 115,903.61	$ 461,700.00	$ 345,796.39
Alumni Association Activities (net of fees)	$ 3,251.60	$ 10,000.00	$ 6,748.40
Annual Giving Activities	$ 260.62	$ 10,000.00	$ 9,739.38
Relationship Development	$ 1,058.22	$ 5,000.00	$ 3,941.78
Staff Development/Education	$ -	$ 5,000.00	$ 5,000.00
Foundation Events (net of fees)	$ 1,127.01	$ 5,000.00	$ 3,872.99
Planned Giving (brochures, postcard, website)	$ 1,946.51	$ 13,000.00	$ 11,053.49
Community Memberships, Activities	$ 425.00	$ 1,000.00	$ 575.00
Fundraising Technology Software	$ 14.50	$ 40,000.00	$ 39,985.50
Financial Management Software	$ -	$ 12,250.00	$ 12,250.00
Advertising	$ 150.00	$ 7,000.00	$ 6,850.00
Communications (publications & printing)	$ 90.00	$ 20,000.00	$ 19,910.00
Graphic Design	$ -	$ 16,000.00	$ 16,000.00
Legal Expense	$ 65.00	$ 2,000.00	$ 1,935.00
Other Professional Expenses	$ -	$ 6,400.00	$ 6,400.00
Board and Committee Expense	$ 230.58	$ 1,000.00	$ 769.42
Office Supplies/Expense	$ 571.12	$ 3,000.00	$ 2,428.88
Vehicle Expense	$ 1,500.00	$ 6,000.00	$ 4,500.00
Accounting Expense	$ -	$ 26,800.00	$ 26,800.00
Operations	$ 10,690.16	$ 189,450.00	$ 178,759.84
TOTALS	$ 126,593.77	$ 651,150.00	$ 524,556.23

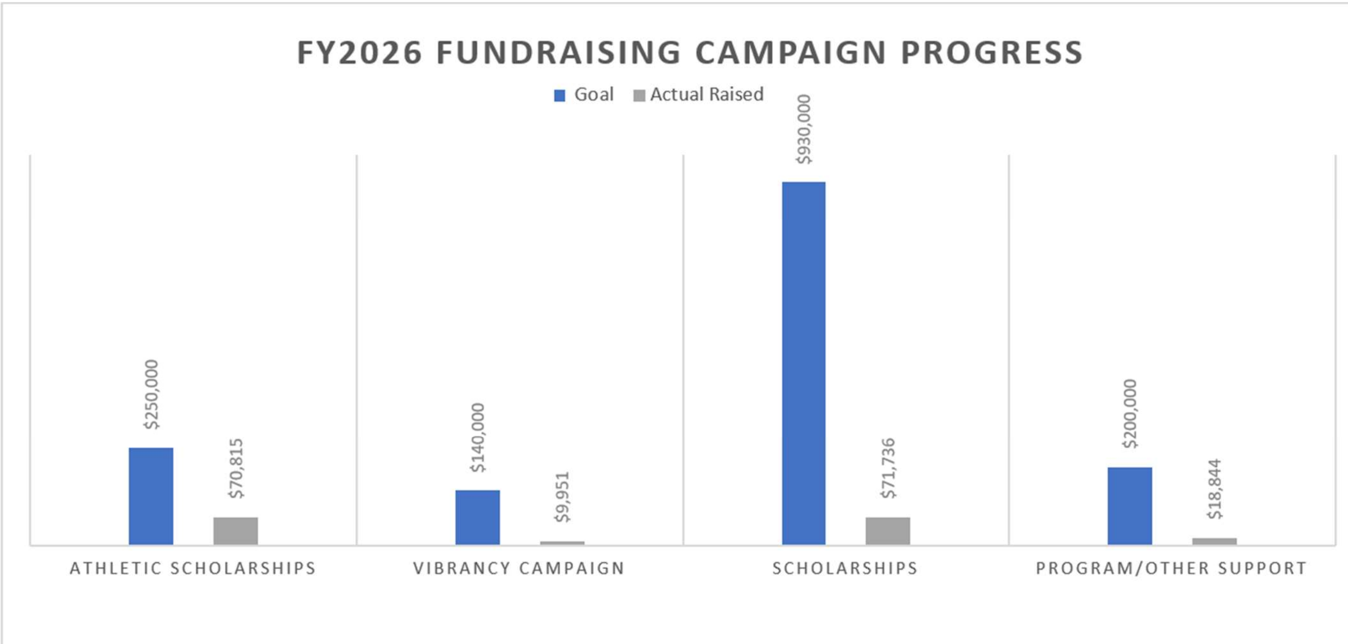
Grant/Project Expense	Fiscal Year 2026 Actual	Fiscal Year 2026 Budget	Fiscal Year 2026 Remaining
NWC President's Discretionary Fund	$ -	$ 3,000.00	$ 3,000.00
NWC Hospitality and Public Relations Fund	$ 519.63	$ 5,000.00	$ 4,480.37
NWC Grants	$ 2,784.05	$ -	$ (2,784.05)
Giving Day Department Challenge	$ -	$ 5,000.00	$ 5,000.00
Academic Impressions Membership/Training	$ -	$ 1,000.00	$ 1,000.00
Nelson House Expense	$ 1,384.79	$ 10,000.00	$ 8,615.21
Rental Property Expense	$ 2,998.62	$ 10,500.00	$ 7,501.38
Real Property Expenses	$ -	$ 7,500.00	$ 7,500.00
Wolfe Property Expenses	$ -	$ 1,500.00	$ 1,500.00
WACCT Annual Dues	$ 23,500.00	$ 23,500.00	$ -
TOTALS	$ 31,187.09	$ 67,000.00	$ 35,812.91
GRAND TOTALS	$ 157,780.86	$ 718,150.00	$ 560,369.14

NWC Support Detail
July 1 - September 30, 2025

Account Description	Journal reference	Amount	Project Description
Booster Club Expense	Booster Club Program Honor Roll	$52.50	Trapper Booster Club Endowment
Booster Club Expense	Booster Club Brochure	$545.00	Trapper Booster Club Endowment
Booster Club Expense	Game Day Poster - Soccer	$147.50	Trapper Booster Club Endowment
Booster Club Expense	Cabre and Soccer Banners	$2,310.00	Trapper Booster Club Banner
Booster Club Expense	2025 Trapper Bonanza Hats	$2,400.00	Trapper Booster Club Bonanza
Booster Club Expense	2025 Bonanza Golf Tournament Course Fees	$4,999.05	Trapper Booster Club Bonanza
Booster Club Expense	Bonanza Calcutta Dinner	$566.08	Trapper Booster Club Bonanza
Booster Club Expense	Bonanza Advertisement	$277.00	Trapper Booster Club Bonanza
Booster Club Expense	Prestosports - Athletics Website	$3,797.85	Trapper Booster Club Sponsorship
Booster Club Expense Total		$15,094.98	
NWC Foundation Grants	2024-2025 Writer's Series Expenses	$2,784.05	Cody Writers Series
NWC Foundation Grants Total		$2,784.05	
Program Support Funds	Router and supplies for scholar's apartment	$408.22	Intercultural Center Endowment
Program Support Funds	Router and supplies for scholar's apartment	$67.48	Intercultural Center/BOCES Programming Endowment
Program Support Funds	Periodicals and Wyoming Law Session Laws	$933.00	Mary Shoemaker Nelson Memorial Endowment
Program Support Funds	Mileage, Food, and Supplies- WLC, Chat GPT License	$416.01	Tom and Mary Ann Jones Science Endowment
Program Support Funds	AHEAD Conference & Chat GPT Licenses	$140.76	Tom and Mary Ann Jones Science Endowment
Program Support Funds	Stethoscopes for Students	$731.39	Stethoscopes for Students Project
Program Support Funds	Yellowstone Signage	$189.50	Yellowstone Building Fund
Program Support Funds Total		$2,886.36	
Scholarships	Books for BAS Degree	$288.52	John Bell Memorial Scholarship Endowment
Scholarships Total		$288.52	
Grand Total		$21,053.91	

NWC Foundation Dashboard

September 30, 2025



Donor Retention

(donors that gave last year and this year)

Year	Retained Donors	Retention %	Goal	Revenue Retained
FY 2026	277	26.06%	60%	$147,989

Donor Acquisition

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

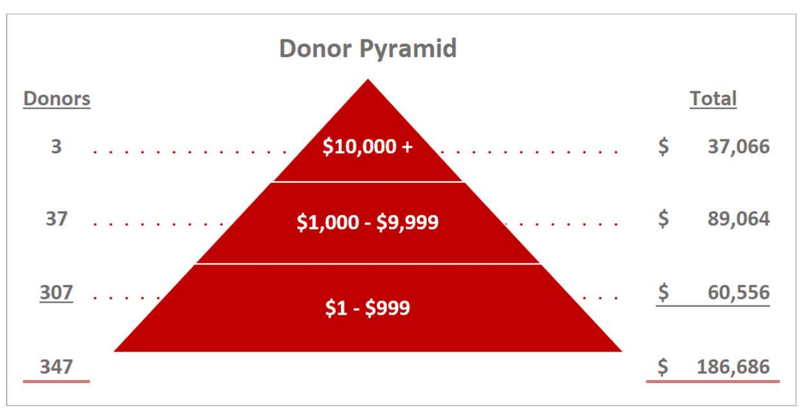
Year	Acquired Donors	Donor Acquisition %	Goal	Acquisition Revenue
FY 2026	50	2.19%	15%	$26,819

Donor Recapture

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

Year	Recaptured Donors	Recapture %	Goal	Revenue Recaptured
FY 2026	42	3.60%	15%	$29,530

Giving Levels	No. of Donors		Total Gifts
$10,000 and above	3	$	37,066
$1,000 - $9,999	37	$	89,064
$500 - $999	62	$	33,725
$250 - $499	35	$	10,662
$100 - $249	73	$	10,535
$50 - $99	46	$	3,014
$1 - $49	91	$	2,620
	347	$	186,686



Northwest College Foundation FY2026 Fundraising Goals

Program Fundraising	2026 Fiscal Year Actual	2026 Fiscal Year Goals	2026 Fiscal Year %	2025 Fiscal Year Actual
Athletic Scholarships	$ 70,814.50	$ 250,000.00	28.33%	$ 235,676.15
Vibrancy/Student Center Campaign	$ 9,951.00	$ 140,000.00	7.11%	$ 224,946.00
Scholarships/Affordability Grants	$ 71,736.47	$ 930,000.00	7.71%	$ 923,483.34
Program/Other Support	$ 18,843.99	$ 200,000.00	9.42%	$ 326,829.82
Gift-in-Kind Contributions	$ 15,340.00	$ -	0.00%	$ 313,418.59
Fundraising Total	$ 186,685.96	$ 1,520,000.00	12.28%	$ 2,024,353.90

Appeal Tracking	2026 Fiscal Year Actual	2026 Fiscal Year Goals	2026 Fiscal Year %	2025 Fiscal Year Actual
Athletics - Team Projects	625.00	25,000	2.50%	27,045.31
Athletics - Trapper Booster Club	49,308.33	55,000	89.65%	54,277.92
Foundation Events	2,902.48	10,000	29.02%	60,946.13
Friends of Music	8,480.64	8,000	106.01%	8,487.12
General Support	5,717.29	25,000	22.87%	51,427.90
Giving Tuesday	-	3,000	0.00%	4,051.48
Gift-in-Kind	15,340.00	-	0.00%	27,269.59
Individual Solicitation	54,287.46	700,000	7.76%	691,025.88
Memorials	2,943.45	10,000	29.43%	42,793.17
Outside Projects	2,000.00	35,000	5.71%	34,044.23
Pass-through/Named	32,150.00	50,000	64.30%	52,500.00
NWC Giving Day	654.00	200,000	0.33%	225,970.96
Planned Giving - New Estate Gifts	1,694.33	200,000	0.85%	531,496.13
Planned Giving - Recurring Estate Gifts	3,230.30	40,000	8.08%	40,928.87
Stethoscopes for Students	60.00	5,000	1.20%	4,611.15
WyoGives	7,292.68	4,000	182.32%	-
Year-End Giving	-	150,000	0.00%	167,478.06
	$ 186,685.96	$ 1,520,000.00	12.28%	$ 2,024,353.90
Minus State of Wyoming Match	$ -	$ 200,000.00	0.00%	$ 500,000.00
Fundraising Total	$ 186,685.96	$ 1,320,000.00	14.14%	$ 1,524,353.90

Participation Goals	FY2026 Actual	FY2026 Goals	FY2026 %	FY2025 Actual
Total Number of Donors	347	1150	30.17%	1007
Donor Acquisition	2.19%	15%	14.60%	11.83%
Donor Recapture	3.60%	15%	24.00%	13.30%
Donor Retention	26.06%	60%	43.43%	50.74%
Alumni Donors	149	510	29.22%	443
Employee Donors	78	115	67.83%	102
Increase payroll givers	66	85	77.65%	79
Employee participation	45.09%	65%	69.37%	58.96%
Increase Presidential Partners	40	220	18.18%	177
Key Leadership participation	64.10%	100%	64.10%	97.44%
Foundation Board participation	40.74%	100%	40.74%	100.00%

NORTHWEST COLLEGE FOUNDATION & ALUMNI

NWC Foundation Fundraising Report by Month

FY 2026

Reference	July	August	September	October	November	December	January	February	March	April	May	June	Total
CGA	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Endowed Funds	$ 20,699.57	$ 15,532.92	$ 28,735.64	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 64,968.13
Unrestricted Funds	$ 1,137.21	$ 1,495.04	$ 865.24	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,497.49
General Scholarships	$ 709.00	$ 248.84	$ 174.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,131.84
Restricted Scholarships/Funds	$ 17,250.00	$ 51,766.00	$ 30,200.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 99,216.00
Directed Program Funds	$ 2,027.50	$ 27.50	$ 27.50	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,082.50
Program Scholarships	$ 200.00	$ 125.00	$ 125.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 450.00
Sub Total	**$ 42,023.28**	**$ 69,195.30**	**$ 60,127.38**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 171,345.96**
GIK's	$ -	$ 1,740.00	$ 13,600.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,340.00
Grand Total	**$ 42,023.28**	**$ 70,935.30**	**$ 73,727.38**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 186,685.96**
% of Total	22.51%	38.00%	39.49%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Cumulative	$ 42,023.28	$ 112,958.58	$ 186,685.96	$ 186,685.96	$ 186,685.96	$ 186,685.96	$ 186,685.96	$ 186,685.96	$ 186,685.96	$ 186,685.96	$ 186,685.96	$ 186,685.96	

NORTHWEST COLLEGE FOUNDATION & ALUMNI

NWC Foundation Fundraising Report by Month

FY 2025

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

Development Manager Report

Cory Ostermiller
October 2025

Foundation Work

- The Fiscal year 2024 Annual Report was mailed to donors in the first part of October.
- Planning end-of-year Lybunt/Sybunt solicitations to follow up mailings.
- Working on donor portfolios to stage prospects and target for future asks with focus on affordability grants, Visual Performing Arts campaign, healthcare and legacy giving.
- Continue to initiate top donor solicitations and seeking pledges for general/named scholarships and programs.
- Focusing on stewardship activities and promoting good will and accountability to donors.
- Continue work on updating Scholarship profiles.
- Develop and assign prospects for specific initiatives.
- Working on language criteria for current MOU's.
- Continued work with the Development and Governance committees.
- Looking to make a minimum of three contacts per day working with prospect pools.

Athletics

- Working on targeted Athletic scholarship prospects to support recruiting student athletes and to build the Trapper Champions Endowment.
- The Trapper Booster Club hosted a Tailgate party on September 20 which offered a networking opportunity for our boosters.
- Working with board members and Athletic Director Brian Erickson to promote engagement and solicitations for the Trapper Booster Club.
- Recently updated the bylaws for Trapper Booster Club board membership.
- Finishing work on Athletic banner and Game Day sponsors for the 2025-2026 season.
- The Trapper Bonanza and Calcutta took place during Paint the Town Red weekend. It raised a net profit of just over $21,000.
- In the process of scheduling individual team solicitations working with Alumni and Development Coordinator Jill Hartmann.

Misc.

- Supporting Jill Hartmann with the Alumni Association, annual giving, alumni programming and employee giving. Helped line up sponsors for Give Back Day and worked with alumni board members to support the Ice Cream with Dinosaurs event during Kick-Off Weekend.
- Contributing to the Foundation publications/newsletters such as TrapperLink, TrapperConnect etc.
- This year's Paint the Town Red was another success. We supported the event with a Beer Garden sponsored by the Alumni Association.

Northwest College Foundation

Donor Accountability and Stewardship Committee Minutes from October 8, 2025

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

Ms. Wetzel shared a draft social media Policy for NWC Foundation. The committee also reviewed social media policy and information from the Bank of Bridger which Casey Sorenson provided to the group. Stefanie Bell noted the contrast and asked if our goal with this policy is to be informative or work within a compliance framework that requires more structure and oversight. Ms. Wetzel noted that as a small office she believes we need a policy that sets expectations for employees and allows the Board to act in case of issues but leaves flexibility for implementation based on changing practices and personnel. There was consensus on presenting a more informative stance.

Discussion also included technology used to conduct social media activities and whether use of personal phones is appropriate. Jill Hartmann explained that most of the posting is done at work on college-owned computers, but for instance Instagram is linked to her telephone. Monitoring social media is done both on the job and from home. Ms. Bell agreed that it is difficult to separate the business and personal functions completely. The committee chose not to propose that staff members need separate work and personal cell phones.

Shelby will make a couple edits and share a final draft with committee members before forwarding the policy to the Board for approval.

Shelby and Jill reviewed the FY25 Annual Report which features an updated graphic look. The goal is to freshen the Foundation's design style and colors to match the new website and Northwest College color palette. Also new this year will be an annual report flyer to be distributed to Powell Tribune and Cody Enterprise subscribers to relay information and accomplishments with a broader audience. Committee members discussed content for the two-sided flyer. They will see a proof of the flyer before publication.

Ms. Wetzel also informed the committee that funds raised in the past to renovate residence halls were used to update the lobby, lounge and game room/kitchenette in Ashley Hall. Since it's difficult to host an open house in the hall because students live there, she's proposing to take photos or produce a video tour to share with donors. The committee agreed this would be a nice way to be accountable to our supporters.

No new Donor Profiles have been completed in FY26. The staff will focus on getting started toward the goal of completing 45 profiles this fiscal year.

The meeting was adjourned.

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Shelby Wetzel, NWC Foundation Executive Director

Northwest College Foundation

Finance Committee Meeting Minutes

October 14, 2025

Present in person: Tim Hopkins, Shelby Wetzel, Dillon Jeffs, Brian Bentley (Morgan Stanley)

Present online: Steve Rockhold, Tyler Yates, Chris Taggart, Dusty Schutzman, Mike McDaniel, Stephanie Pickering (MHP)

Chris Taggart called the meeting to order at 1 PM

1. The meeting began with Stephanie going over a draft of the audit report. She stated that while it is not final, she does not anticipate any major changes being made to the financial statements. She was pleased to say that MHP's opinion on the financial statements is that they are fairly stated in all material respects, or in other words, a clean, unmodified opinion. There were no new accounting policies or changes to accounting policies, or disagreements with management during the audit.

   The one blemish to the audit came from two transactions being recorded incorrectly because they are not frequent transactions, and they were corrected during the audit:
   - $500,000 of matching money received from the College was logged as revenue, rather than as a liability,
   - The value of the Cummins' life estate gift was recorded at the tax-deductible level rather than at the fair market value, leaving it undervalued as an asset.

   These two errors resulted in an internal control letter being issued with the audit. Stephanie explained that the two transactions were large enough to warrant the label of "significant deficiency" which means that the errors would have resulted in a material misstatement, but due to the infrequent nature of the transactions they did not rise to the level of "material weakness" in internal controls. A material weakness in internal controls implies that there is a pervasive and ongoing issue that could result in future misstatements and unreliability of our internal controls, while a significant deficiency is not as serious.

   Stephanie noted on the financial statements our total assets increased significantly primarily due to investment performance and contribution revenue, and she also explained that our program support percentage is a very healthy number.

2. After Stephanie concluded her presentation Brian Bentley went over the quarterly investment performance. Brian noted that September was the month the Foundation shifted investment strategies to a more index heavy approach and also transferred the majority of the funds from Edward Jones and Silvercrest into Morgan Stanley. There is still a small amount of dividend activity that continues to be deposited into Edward Jones and transferred into Morgan Stanley. Brian discussed the new account structure; most of the funds are now being held in one account within Morgan Stanley. This account is labelled as the "Primary Account", in the coming months the remaining individual accounts for our private equity and hedge funds will also be merged into the Primary Account. Brian noted that the

investment performance in the new funds compared to the benchmarks is slightly skewed due to the account not being funded until the second week in September. Brian spent a few minutes going over the new account fees as well. With the consolidation between our Edward Jones, Silvercrest and Morgan Stanley accounts as well as the reallocation into more index funds, the Morgan Stanley advisory fee is now .35%, while the manager fees are much lower as well. Brian stated that the annual savings in fees should be between $200,000 and $250,000. Chris Taggart commended Mike McDaniel for spearheading the initiative for this investment strategy realignment.

Finally, Brian did a quick overview of the financial markets. He stated that markets are at all time highs, with a little uncertainty remaining from geopolitical relations with China being the biggest current risk. He said the U.S. economy is actually quite strong heading into 2026, with inflation and labor numbers looking good. The Fed is likely to cut rates at least one more time in 2025. He doesn't have any recommendations for reallocation or trimming from any fund currently.

3. After Brian wrapped up his financial overview, Dillon went over the quarterly unrestricted general fund overview. This is a new quarterly report that will be shared with the finance committee because of the adoption of the cash reserve policy in the July board meeting. The report summarizes the quarter-end position and the quarterly activity of the unrestricted general fund's liquid assets. As of the end of September, the quarter-end unrestricted general fund balance was -$87,125 and the net activity was a loss of $141,282. Dillon explained that the first quarter of our fiscal year will always look negative because the primary funding sources to the general fund are the Endowment Management Fee and the payout from the Foundation General Fund Endowment. These two internal transfers make up over 90% of the general fund's annual revenue and they are assessed in December. Dillon assured the committee that the subsequent quarterly reports should provide a much more positive outlook.

4. The final item covered in the meeting was a brief discussion on developing an unrestricted fund spending policy, as well as a policy for processing unrestricted gifts and bequests. Shelby explained that the Foundation has an Endowment Spending policy and that CASE recommends having a general spending policy as well. She also explained that the Foundation has received bequests marked for "area of greatest need" or with no restriction from estates. They are typically added either to the unrestricted general fund or the Foundation General Fund Endowment. Shelby asked the committee if they had thoughts on how a policy should be crafted to direct these gifts in the future. Discussion ensued and it was suggested that dollar thresholds be put in place, with smaller gifts going to the general fund endowment and larger gifts being brought to the board to discuss possible opportunities. Shelby and Dillon will work on drafting a policy to bring to the next committee meeting.

Meeting was adjourned at 2:05 PM

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Dillon Jeffs, Foundation Accountant

Northwest College Foundation
Governance Committee Minutes from September 15, 2025

The meeting was called to order. Committee members attending were David Hill, Tate McCoy, Charlotte Patrick and Bret Reed. Also present were Shelby Wetzel, executive director, and Cory Ostermiller, development manager.

The group welcomed two new board members – Tate and Bret – to the committee by asking them to share a bit about their respective backgrounds. Mentor assignments for the new directors were reviewed. Shelby will send out contact information to connect each pair. She also noted Tim Hopkins is shifting back to the Finance Committee to provide balance for participation and ensure consistent linkage to the Foundation's executive leadership.

Ms. Wetzel shared she had done more research regarding a policy for the 'corporate compliance and intellectual property registration' item from CASE's management and governance checklist. She has not found any good samples and concluded that it is likely due to the topic being new to the checklist. She read the guideline language to participants and expressed that she's also not sure we need a policy as it seems to require a more action-oriented approach to ensure the Foundation conducts regular reviews of registration related to its name, trademarks, images and/or slogans.

She noted that we should register an updated Trade Name with the State of Wyoming since our legal name is Northwest Community College Foundation and we do business as Northwest College Foundation. It is not a complicated process and costs $100. However, she anticipates that NWC will be doing some additional evaluation of the College's name over the next few months, so she questioned whether to go forward now or wait to see what transpires regarding organization names for the future. Committee members decided to put registering a trade name on hold for now.

Ms. Wetzel summarized upcoming work for the Governance Committee with respect to policy oversight:

- The first step will be to develop a review timeline for the various checklist items. There are a few recommendations from CASE, but Foundation directors must determine their own preferences for future review cycles. The committee will evaluate sections of the checklist in upcoming meetings and determine if activities should fall into one-year, three-year and five-year rotations based on the specific topics. The committees assigned with content responsibility for various items will be consulted to ensure there is agreement on timing for the review process.

- As committees complete the policy review process, organizing a more formal *Policy Manual* will also be the Governance Committee's responsibility. Producing paper copies does not seem to make sense. The group discussed options for an online policy resource. We believe it can be established as an electronic repository that Board members can access through a private website link with a password login. More research on this will be completed.

Lastly, Shelby shared a plan for the upcoming Small Group Discussions. Each group is planned to include 4-6 participants.

- September 23 and 30 at Megan Nickles’ house in Powell
- September 24 at Tim Hopkins’ home in Cody
- October 1 by Zoom

With no further business, the meeting was adjourned.

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Shelby Wetzel, Executive Director

Executive Director Report for October 2025

Introduction

We're one quarter into the new year and it feels like we are still in start-up mode for lots of activities. Hopefully, our newer projects will come into full focus soon and more significant fundraising will ramp up! In the meantime, we've been given time to evaluate our donor prospecting and tracking systems and fine tune internal operations. Rest assured, it's not like there's nothing to do at the Foundation office. 😊 Like the change of seasons, it's nice to have an opportunity to refresh ourselves now and then…

Impact Story

Our annual Scholarship Breakfast and Luncheon will take place on November 4 – yes, we have to host two events to accommodate all the people! 2025 will mark an 18-year tradition of connecting students and donors to form relationships and celebrate life-changing generosity.

For 2025-26, 334 students received awards totaling over $1.5 million from Foundation scholarships. Many of these are awarded as part of NWC's Trapper Scholarship Program for academic merit, but the Foundation also provides funding for Athletic scholarships and other Activity-Talent awards to help encourage participation on our campus in areas such as livestock judging, forensics, student senate and more.

The words from students say it best:

"This money will go towards paying for my classes at Northwest College so I can become a music teacher. My family has always struggled financially, so to be able to go to college without having to stress about where to find the funds is the greatest gift I could receive. Thank you for believing in me."

Rachel Pope, Lovell

"I just finished my first semester in the nursing program, and I am eager to continue my education journey thanks to donors like you. After graduation I plan to work as a nurse in the Bighorn Basin. With your gracious donation, I can pursue my dreams and goals. From the bottom of my heart, thank you."

Morgan Forconi, Cody

Foundation Headlines

Other highlights from our current work include:

- After drafting copy for Affordability Grant fundraising materials, Trace Paul connected me to a representative of Glacier Bank's Community Reinvestment Act program. She provided some great insight for promoting the opportunity with financial institutions that are required to support programming for low- and moderate-income individuals. We expect to launch fundraising for this project in November.

- Northwest College launched its scholarship application cycle for the 2026-27 academic year on October 15. President Watson is providing additional support to augment Foundation awards and ramp up student recruiting. We will also be promoting Spring Start Trapper scholarships for next semester and providing a Free Class promotion (valued for up to 3 credits at the in-state cost) for degree-seeking students who were not enrolled in fall 2025. The Foundation will be processing the awards for these two special options.

- We've created a planned giving survey to be distributed this month. It will include information on our Five to Thrive promotion that encourages Wyomingites to leave 5% of their estates to charity. We hope it will also reveal people who are thinking of making legacy gifts to benefit Northwest College.

- I'm initiating research regarding consultants who can conduct a feasibility study for our Visual and Performing Arts building project. We plan to send out an RFP after the first of the year.

- We distributed our FY25 Endowment Performance Reports to donors of named funds in September. They were also informed about the endowment management fee increase. No one has commented or complained.

- I helped plan and draft content for several Foundation Communications activities – TrapperLink, TrapperConnect, the FY25 Annual Report and flyer and am now drafting copy for the NWC4Life retiree newsletter in November. We've also initiated work on our 2026 Calendar that will be distributed to donors as a holiday gift from the Foundation.

- We've run into furnace issues at the Nelson House and need to replace the upstairs unit. Luckily, the downstairs furnace is working and can keep the house at a reasonable temperature with our fall weather. We are currently seeking cost estimates.

- I had the pleasure of hosting a meeting of the Wyoming Community College Foundation Executive Directors at NWC on Oct. 1-2. There are several new leaders among the group, so it was nice to get to know each other and identify opportunities to work together.

<u>Fundraising Focus</u>
As we approach the end of 2025, we're gearing up for our year-end solicitation push to our LYBUNT/SYBUNT donors (last year but not this and some years but not this). We'll be reminding supporters about the myriads of ways they can change students' lives with their support. This 'annual giving' work helps us focus on our retention and recapture metrics. Watch for our mailing, email and social media coming soon!

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

Shelby Wetzel

Shelby Wetzel
Executive Director

Northwest College Foundation
Development Committee Minutes from September 9, 2025

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

Dave Bonner opened the meeting by welcoming Nicole Rodriguez-Brown to the group.

Shelby Wetzel began by sharing information from a scholarship criteria audit she conducted to address issues related to protected classes that the federal government is flagging. Ms. Wetzel identified a half dozen scholarships under both Race/National Origin and Sex categories as potential concerns. She also evaluated Religious preference as a possible conflict.

Shelby reported joining President Watson and VP of Student Services in a meeting with attorney Tara Nethercott regarding to topic. Ms. Nethercott noted the major conflicts for now are race and sex. Foundation staff will be contacting donors to revise selection criteria that is problematic.

In the meantime, NWC's scholarship are awarded under a "Pool and Match" process with the Trapper Scholarship, setting equal treatment for students with specific dollar amounts awarded based on GPAs. Ms. Nethercott is not worried about a couple scholarships that are designated for US citizens or international students. This also provides a shield for the religious preferences. Further discussion was shared regarding Athletic scholarship because donors support various teams of male and female athletes. Title IX directs an equalization process for funding and participation that eliminates concern in this area.

Committee members reviewed draft copy for a flyer to promote Affordability Grants as a new Foundation fundraising project. The goal is to help fill the financial gap necessary to encourage enrollment of low-income, lower-performing or part-time students who may find it difficult to accumulate scholarships. Trace Paul noted this option should appeal to financial institutions that are required to support opportunities for low- and moderate-income people as part of the Community Reinvestment Act banking regulations. Ms. Wetzel reminded committee members that donations to this program will be combined into a single endowment, not distributed with various named awards like scholarships.

The group also reviewed draft questions for a Planned Giving survey the Foundation plans to distribute this fall. Committee members provided valuable feedback. Shelby will fine tune questions, write an introduction to the survey, and seek additional input from NWC's institutional research manager. She'll send a final draft to members for review prior to sending out survey.

The meeting was adjourned at 10:55 am.

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Shelby Wetzel, NWC Executive Director

Alumni & Development Coordinator Report

Jill Hartmann | October 2025

Annual Giving

- Engaged in donor cultivation through birthday emails and new donor postcards.
- Updated Friends of Music campaign mailer and distributed to 200 constituents.
- Coordinated design and mailing of Planned Giving flyers for individuals and professional advisors in alignment with Make a Will Month in August.
- Facilitated End of Year appeal mailing to over 2,000 alumni, donors, and prospects.
- Launched annual fundraising campaign for Men's Basketball team.
- Collaborated with NWC International Student & Scholar Services (ISSS) to host Taste the Nations: Oktoberfest in September.

Alumni Programming

- Hosted Alumni Association Board Meeting in August, which included a presentation from NWC ISSS.
- Supported Paint the Town Red by recruiting volunteers to staff the Alumni Association Beer Garden.
- Planned and facilitated meetings for three Alumni Association Board Committees (Communications and Events each met in September and Philanthropy in October).
- Coordinated with NWC Student Activities to host "Ice Cream with Dinosaurs" as part of Kick-Off Weekend on campus in August.
- Distributed an email campaign for young alumni (2025 graduates). The first email in the campaign boasts a 42% open rate (our average is 16%).
- Hosted Alumni Deck at the Trapper Stampede as the Cody outreach event for FY26 on Friday, September 5th. Over 50 people attended the event and Del & Becky Nose were especially grateful for the additional supporters.
- Represented Alumni Association at annual Club Fair in September to promote Give Back Day and mentoring.
- Executed inaugural "Trappers Give Back Day" on October 3rd (rescheduled from 4th due to weather). Nearly 60 alumni, students, faculty, staff, and community members completed three helpful maintenance projects on campus. Feedback was overwhelmingly positive, and many volunteers expressed interest in the event becoming annual.
- Collaborated with NWC Admissions Team to plan for Alumni Association involvement with Preview Day on November 7.

Publications, Website and Social Media

- Drafted and distributed September TrapperLink e-newsletter and Fall 2025 TrapperConnect (October).
- Completed the redesign and distribution of the 2024-2025 Annual Report.
- Posted to Instagram and Facebook 25 times during the third quarter of 2025 on eight different topics.

Other

- Designed layout and printing procedure for new Booster Club Honor Roll of Giving inserts for all athletic games.
- Participated in Park County Travel Council regular monthly meetings.
- Participated in Foundation Board committee meetings for Development and Donor Accountability & Stewardship as well as new board member orientation.
- Selected to serve on the search committee for the Visual and Performing Arts and Humanities Program Specialist.

Northwest College
WYOMING

President's Office

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President's Report

October 20, 2025

State

Legislature

No legislative meetings were held in July concerning topics related to Community Colleges. The Interim Joint Education Committee will meet in Casper on August 21-22, 2025. The agenda will include a discussion on higher education by LSO covering Hathaway and Wyoming's Tomorrow.

The July CREG (Consensus Revenue Estimating Group) report, a key indicator of Wyoming's financial condition, was released on July 29, 2025. According to the Creg report, except investment income from dividends and interest and sales and use tax, actual FY 2025 revenue is pacing ahead of the January 2025 CREG forecast. Total revenue collections for the General Fund and Budget Reserve Account (BRA), excluding realized capital gains from the Permanent Wyoming Mineral Trust Fund (PWMTF), exceed the CREG forecast by $42.6 million (2.3 percent). However, it is reasonable to anticipate that the revenue pacing of severance taxes and Federal Mineral Royalties in excess of the January 2025 CREG forecast may decrease as remaining accrued revenues are collected, mostly reflecting the continued weaker forecast oil prices through the balance of FY 2025.

The three largest sources of revenue for the General Fund (sales and use taxes, investment income, and severance taxes) are outpacing projections by $16.8 million (1.1 percent), mainly due to the strengths of pooled income from dividends and interest. Franchise taxes in the "All other" category also contributed to the GF revenues. Sales and use tax collections are lagging behind the January projection by -8.2 million (-1.3 percent), with overall collections down 2.5 percent compared to 2024, the first drop since 2021. More than half of the major industry sectors reported a decrease in collections compared to FY2024. Mining (-21.9) and transportation and warehousing (-19.7) led the contraction of collections, while natural gas and coal production prices are trending up.

Severance tax deposits to the BRA exceed the January 2025 CREG forecast pace by $5.5 million (3.2 percent). Federal Mineral Royalties directed to the BRA, including an adjustment for the federal fiscal year (FFY) 2025 budget sequester, are $14.7 million (6.8 percent) above the forecast pace. The PWMTF and the CSPLF have realized approximately $700 million in net capital gains, marking the highest amount ever. Conversely, it warrants noting that Congress adopted the "One Big Beautiful Bill Act", which, in part, reduces the federal royalty rate on coal from 12.5 percent to 7 percent – a 44 percent reduction. Further monitoring of this effect will be needed.

This report reflects current stability in collections, with slight gains in state revenue to date.

The Interim Joint Education Committee met on August 21 and 22, 2025, in Casper. Draft legislation was reviewed that would modify the Hathaway Scholarship Program. The draft would extend the eligibility from 4 to 20 years, increase the award amounts, convert to a lump sum scholarship model, and eliminate satisfactory academic performance requirements per student. A draft was also reviewed to allow Hathaway usage at private institutions. The Interim committee also reviewed draft legislation related to Wyoming's Tomorrow Endowment that would eliminate the continuous enrollment requirement and kick off the program on July 1, 2026.

The Interim Revenue Committee also met on August 21 and 22 in Casper. They reviewed several draft bills related to homeowner revisions, acquisition values, and taxable values, all of which pertained to property tax legislation. WACCT and the Presidents will review all draft legislation for its financial implications.

Federal – The American Association has prepared a Community College Funding priorities worksheet to inform and share with legislators the current effect of proposed or actual federal cuts. I have attached this for reference along with including the financial effect of the loss of federal financial programs for our students and the College for reference. This document is found after my report and the WCCC strategic plan.

No meetings were held for the Interim Joint Education, Interim Joint Appropriations, or Interim Joint Revenue Committees in September. Several draft bills are expected to come forward for Hathaway, Concurrent/Dual enrollment, and property taxes.

Wyoming Community College Commission (WCCC)

There were no Wyoming Community College Commission (WCCC) meetings held in July. I continue to serve on the strategic planning subcommittee for the Commission.

The Wyoming Community College Commission (WCCC) met on August 22 in Casper to discuss and approve the Biennial Budget, the 2025 to 2027 Strategic Plan, and review the College Administrative Computing System (CACS) status. The Commission approved the budget to move forward to the Governor, supported the Strategic plan, and voted to lay back the CACS RFP. I attended the strategic planning subcommittee meeting on August 7 to finalize the draft Strategic document that was presented to the Commission (see attachments at the end of my report).

The search for the new Executive Director was reported to have two finalists. Final interviews and an announcement are expected in early September.

The Wyoming Community College Commission (WCCC) met on October 2 and 3 in Douglas. The Commission workshop and meeting reviewed Tuition rates, national affordability data, legislative budget concerns, and strategic efforts. The Commission chose to delay setting tuition rates until the Governor's budget and the legislative session start. Laural Ballard was selected to be the new Executive Director for the Commission.

Wyoming Association of Community College Trustees

WACCT hosted a Webinar on July 16 to review the adult education program, funding concerns and the overall success of the program for the State of Wyoming. I continue to serve on a Governor's Budget response team with representation from the Commission, Trustees, and Presidents. I met with Erin Taylor July 30 to discuss budget narrative and advocacy messaging.

No WACCT meeting was held in August, but a webinar was held on anticipating change.

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

Wyoming Innovation Partnership (WIP)

The WIP Tourism/Hospitality group did not meet in July. All agreements are now signed with the state, extending the grants for tourism, VR, Software development, and the Creative Economy. I continue to serve on the WIP Scaling Committee, where discussions are centered on cooperative programming and process.

The WIP President's Steering Group met on August 26. Agenda items included an update on the Workforce Services Digital Wallet project, WIP reporting, and the status of transitioning the program to the Wyoming Business Alliance. Conversion is expected this fall with an initial focus on priority programming and grants. I continue to serve on the scaling and alignment committees.

The Wyoming Innovation Partnership has officially transitioned to the Wyoming Business Alliance. As part of the WBA, the WIP will continue to focus on collaborative efforts with Education and Business to grow grant opportunities, academic programming, and internships/apprenticeships that will support Workforce development and expanded career options for Wyoming's citizens. A survey is being conducted to gather input on areas of interest and next steps. I attended the President's Steering Group meeting to discuss this work to date.

Campus

The Orendorff building is now vacant, with Mail Services' departure on July 14. Project design and development continue, and I attended several design and contractor meetings along with VP Reynolds and Director Quillen. State construction was on campus on July 31 for a Pre-bid meeting with the CMAR and contractors to discuss the ORB project.

The music and art faculty, staff, and administrators continue to meet with Plan One/Semple Brown architects for the Level II VPA project. The programmatic review has been completed, and design ideas have been sent to the mechanical, structural, electrical, and theatrical consultants for review and input.

College activities continue to gear up with RA's on campus, the first group of international students arriving for orientation, Volleyball players hosting camp, and Soccer players prepping for their camp. The energy and excitement on campus are starting to build.

Kick-off weekend was held August 16 through 19, with over 180 students participating in activities during the event. The weather was great, and students participated in a variety of activities around campus and at the student center.

Classes began on August 20. The week of August 18 found the campus abuzz with activity for all departments, as they served students and got classes up and running.

On Friday, August 22, the College hosted the 8th annual Paint the Town Red event. In cooperation with the City of Powell and businesses, the event provided an extensive variety of activities, tables, food, and entertainment in the downtown area. The event was once again highly attended and hit an all-time high with 25 food trucks. The weather was great; everyone enjoyed the music, activities, and community fellowship.

I attended the Run for Berry event on August 23. The event had its highest attendance with 140 participants. Members of the Bryant family were on campus to enjoy the event and visit with friends and family.

The College attended the Meeteetse Labor Day parade. Several students, faculty, and staff were on hand to participate in the parade. I joined the parade, and it was remarkable to see the large gathering of people in town. Afterwards, I was able to visit people in the downtown area, as most of the businesses were open for the celebration.

Strategic plan 2030

The President's Staff held a full-day retreat on July 22 to focus on its FY2026 Operational Plan and 2030 Strategic Plan review. The final touches are being put on the operation plan and will be rolled out to campus with the start of the new year.

(Pillar 1.1.2) *Collaborate with K12, State, & Businesses on program needs*. I traveled to three Big Horn Basin School districts (Basin #4, Greybull #3, and Cowley/ Burlington #1), Powell School District #1, and Meeteetse School District #16 with Ty Flock, the Interim Dean of Outreach and CTD. We met with the Superintendent, Principal, and Counselors to review the two Hanover reports on K12 input. As part of the discussion, we also asked several questions and received feedback on ways to improve our collaboration. The meetings were very positive and a great way to get together and discuss needs.

(Pillar 1.5.1) *Innovate academic programming.* The College continues to work with Hanover. Changes were finalized to the Farming and Ranching Scope of Work, and warm outreach emails were sent to contacts, kicking off these two surveys.

The College continues to collaborate with Hanover. The Farming and Ranching surveys were sent out, with farming completed and ranching paused due to harvest season and a lack of response. The scope of work for the allied health survey is currently under development.

The College is working with Hanover on the upcoming allied health interviews with Big Horn Basin medical providers.

(Pillar 1.1.4.) *Implement and operate campus grants.* The Grant Steering Committee continues to meet with Ellucian to discuss grant opportunities. The College is putting the final touches on the Strengthening Colleges grant and is waiting on its release. The USDA Rural Development Community grant was submitted for the Paramedicine/EMT Ambulance request.

The Grant Steering Committee received disappointing news that the Strengthening Colleges grant program has been put on hold this year at the federal level. The Committee will meet again in September to look for alternative funding sources related to the initiatives developed.

Northwest College has been awarded a $475,000 grant from the National Science Foundation to create a Remotely Piloted Aircraft System (RPAS) Technician Certification program designed to support regional workforce needs. This grant is part of the Advanced Technological Education (ATE) Project, which promotes collaborations between academic institutions, industry, and economic development agencies to improve the education of science and engineering technicians.

(Pillar 2.1)—*Enhance the Brand*—Director Carey Miller and President Watson are discussing next steps relating to Strategic enrollment marketing support and additional work related to brand awareness.

Communications and Marketing have hired their new graphic design specialist. The College has entered into a subcontract agreement with Modern Campus to enhance the home page with more dynamic elements and evaluate non-credit class registration functionality.

(Pillar 2.2) *Elevate Strategic Enrollment efforts* - The Strategic Enrollment Committee met with President Watson to present a draft of the strategic enrollment plan.

The Strategic Enrollment Management plan was finalized and will be presented to the Board. The working committee is meeting to prioritize tactics for this year's work. The President, Vice President for Student Services, and Executive Director of the Foundation are meeting to reevaluate scholarship programming, staffing, and automation efforts.

The Strategic Enrollment Management plan was presented to the Board, and committees are working to develop the operational plans. President Watson, VP Havron, and Executive Director of the Foundation Wetzel are meeting to review proposals for scholarship programming.

(Pillar 4.1) *Build, enhance, and support campus infrastructure.* The Orendorff building projects continue to move forward with exterior sewer work as the focus of efforts before the weather changes. Final design work is wrapping up for the interior, and fencing has been installed around the perimeter of the building. All departments have settled into their new spaces, and the start of the semester is going smoothly.

The Orendorff building projects continue to move forward with exterior sewer work as the focus of efforts before the weather changes. Final design work is wrapping up for the interior, and fencing has been installed around the building. All departments have settled into their new spaces, and the start of the semester is going smoothly.

The Orendorff building project continues to move forward, with exterior sewer and fire riser work moving along well. The drop ceilings have been torn down, and old cabling has been pulled for disposal.

(Pillar 4.1.1) *Master plan* -The President, VPASF Reynolds, and Director Quillen receive the first working draft of the master plan from Architect Kane Morris. The work session will be ongoing in September to further develop the document.

The President, VPASF Reynolds, Director Quillen, and Architect Kane Morris continue to work on the master plan document.

I have prepared a memo for the Board with an update on the Strategic Plan from FY2025.

Powell Economic Partnership

I attended the PEP board meeting on July 17, 2025. The financials and the draft City of Powell contract were reviewed. Board discussion continued regarding funding work, and a review was held on nonprofit Board responsibilities. A strategy discussion centered around past strategy, and strategy related to agriculture and local foods.

I attended the PEP meetings on August 14 and 28, 2025, in Powell. The Executive Director announced that she would be moving away immediately but would continue to work remotely for the near future. Meetings focused on the next steps in the search for a new director and the overall Board's response and responsibilities. The budget versus actual was reviewed, and the shortfall is of concern. A search committee was formed to hire a new executive director.

I have attended several PEP meetings over the past month. The PEP Director's job description has been finalized and posted for the hiring process. The ED and Board President decided to hire a membership salesperson. The regular meeting was held on September 18 with a discussion on the financials and a presentation from Tom Rullman on the airport development initiative.

Forward Cody

I attended the Forward Cody meeting on July 22, 2025. The Treasurer’s report was presented along with an update on properties, marketing, and memberships.

I attended the Forward Cody meeting on August 26, 2025. The agenda included a review of the financials and a discussion on consolidating old financial structures to streamline future operations. A current review of rentals and the potential sale of property was discussed. A brief update was provided on the statewide shooting complex, regarding the upcoming roadwork and gravel efforts. It was reported that a draft bill is being developed for the upcoming legislative session, requesting additional funding to complete the project.

I was not able to attend the Forward Cody meeting on September 23, 2025. The agenda included a review of financials, an update on membership, a discussion of all properties, and an update on statewide shooting complex efforts. The Board will be holding a retreat later in October.

Other Campus Activities

The campus is in full swing, with students attending classes and participating in various sports and student activities. I have been able to attend several athletic games for soccer and volleyball.

Foundation, Alumni, and Booster Club

The Foundation Board meeting was held on July 30, 2025. The meeting reviewed the financials, budget information, and Foundation goals. The Vice Presidents from the College attended the meeting and each spent time introducing themselves, reviewing their areas of responsibility, and discussing their areas of focus for the coming year. The Board adjourned, and a social hour was held with the Board, me, and the Vice Presidents to get to know each other better and discuss campus and foundation efforts.

The Alumni Association Board met on August 23. I was unable to attend, but the Board had a presentation from Amanda Enriquez regarding International Student & Scholar Services, and students from Turkmenistan held a welcoming bread ceremony as an example of international cultures. The FY25 performance metrics and the FY26 Work Plan were reviewed, along with the sharing of committee reports. The inaugural Trappers Give Back Day, on October 4, was discussed, and Mr. Dee Havig was welcomed onto the Board of Directors.

The Foundation and Alumni Boards sponsored their first Trappers Give Back Day on October 3, 2025. It was a great day with alums, staff, and students participating.

Respectfully submitted,

Lisa M. Watson

Lisa M. Watson
President

Wyoming Community College Systemwide Strategic Plan, 2025-2027

Increased Credential Completion

Strengthen Practices Supporting Post-Secondary Educational Attainment

- Closely monitor metrics that matter (enrollment, retention, persistence, completion, etc.)
- Strive for at least 75% or more of adults, 25-64 years of age, to obtain a post-secondary degree or credential by 2040[1]
- Define post-secondary educational attainment (viable living wage, non-credit credentials, etc.)

Develop Infrastructure for Recruitment, Retention, and Completion

- Ensure administrative and institutional efficiency and academic quality
- Ensure infrastructure, capital construction, facility resources, and technology to support quality programs and positive student outcomes
- Pursue innovative teaching and learning practices that benefit students

Systemwide Alignment

Align Workforce, Workplace and Post-Secondary Programs

- Continue to build statewide coordination and partnerships, like with the Wyoming Innovation Partnership
- Meet workforce and community needs through program offerings

Avoid Duplicative and Develop Coordinated Offerings

- Strengthen program review and approval process
- Maintain common course numbering
- Facilitate shared programs and resources between the colleges

Student Access

Maintain Affordability

- Facilitate improved articulation agreements to increase credential completion within either 3 or 6 years
- Advocate for state funding to reflect real costs to the community colleges and maintain transparent stewardship of state funds

Address Barriers to Educational Access and Advancement

- Develop intentional and consistent statewide communication strategy to inform citizens of available program and financial aid opportunities
- Create flexibility through practices and infrastructure development

Promote College-Going Culture

- Collaborate with state and federal agencies, school districts, and business and industry to align goals
- Broaden advisement to include streamlined post-secondary educational pathways to credentials for dual and concurrent high school students

State Prosperity

Train Skilled Workforce

- Facilitate initiatives and strategies to attract Wyomingites into post-secondary programs
- Identify and Fill Credential and Workforce Training Gaps

Track Workforce and Attainment Data

- Facilitate accurate reporting and analytics to identify needed efficiencies, policies, and advocacy to enhance outcomes

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[1]Educational Attainment Joint Resolution 2017 agreed to by the Wyoming Community College Commission and University of Wyoming (UW) Board of Trustees, Educational Attainment Executive Council 2018 Executive Orders, and 2019 Senate File 109 (Senate Enrolled Act 61; Session Laws, Chapter 149).

Fall Events 2025

November 1 2:00 p.m.	**Men's Basketball Vs. Alumni** Cabre Gym
November 3 7:00 -8:30 p.m.	**Collegiate Chorale, Wind Ensemble and Percussion Ensemble** Nelson Performing Arts
November 5 7:00 -9:00 p.m.	**The Afro-Caribbean Jazz Collective** Nelson Performing Arts
November 8 7:00-9:00 p.m.	**Jazz Expo with Combos** Nelson Performing Arts
November 15 7:00 p.m.	**Northwest Civic Orchestra Concert** Nelson Performing Arts
November 17 7:00 p.m.	**Small Ensembles: Guitar, Woodwind, Sax, Brass and Combos** Nelson Performing Arts
November 20 5:30 p.m.	**Women's Basketball Vs. Eastern Arizona College** Cabre Gym
November 21	**Basketball Vs. United Tribes Technical College** **Women's 5:30 p.m. Men-7:30 p.m.** Cabre Gym
November 22	**Basketball Vs. Williston State College** **Women's 2:00 p.m. Men's 4:00 p.m.** Cabre Gym
November 25	**Basketball Vs. Rocky Mountain College** **Women's 5:30 p.m. Men's 7:30 p.m.** Cabre Gym
November 29 2:00 p.m.	**Men's Basketball Vs. Snow COllege** Cabre Gym
December 3 5:00-8:00 p.m.	**Vespers Choir Concert** Powell Church of God
December 6 7:00 p.m.	**Northwest Civic Orchestra Holiday Concert** Nelson Performing Arts
December 8 7:00 p.m. -8:30 p.m.	**Faculty Jazz Holiday Concert** Nelson Perfomring Arts
December 12	**Basketball Vs. Dawson Community College** **Women's 5:30 p.m. Men's 7:30 p.m.** Cabre Gym
December 13	**Basketball Vs. Mile Community College** **Women's 2:00 p.m. Men's 4:00 p.m.** Cabre Gym
January 10 5:00 p.m.	**Men's Basketball Vs. Allstar** Cabre Gym
January 15	**Basketball Vs. Laramie Community College** **Women's 5:30 p.m. Men's 7:30 p.m.** Cabre Gym
January 16 6:00 p.m.	**Wrestling Vs. Western Wyoming Community College** Cabre Gym
January 17	**Basketball Vs. Eastern Wyoming College** **Women's 2:00 p.m. Men's 4:00 p.m.** Cabre Gym
January 21	**Basketball Vs. Western Wyoming Community College** **Women's 5:30 p.m. Men's 7:30 p.m.** Cabre Gym
January 28	**Basketball Vs. Casper College** **Women's 5:30 p.m. Men's 7:30 p.m.** Cabre Gym
January 30-31	**Wrestling Apodaca Duels** Cabre Gym
February 7 1:00 p.m.	**Wrestling Vs. Univeristy of Prvidence** Cabre Gym

October 2025

Foundation Board approval to amend scholarship criteria

NWC Foundation is taking steps to amend existing scholarship criteria related to Race and Sex to comply with protected classes that have been flagged by the federal government. Staff are working with donors to deal with specific circumstances around each award.

However, there are two funds with no available representatives to collaborate with, so the Foundation Board is being asked to authorize the necessary changes.

O'Donnell Extension Club Scholarship Endowment – June 1999/Leona Krause

Original Eligibility: The recipient of this award will be a degree-seeking freshman or sophomore at Northwest College who has a 2.50 GPA. Applicants should be graduates of a high school in the Big Horn Basin and be able to demonstrate financial need. Because the O'Donnell Extension Club was an organization for ladies, preference will be given to female applicants.

NEW PURPOSE/ELIGIBILITY: This scholarship fund is being established to help provide quality, affordable education for students at Northwest College. Recipients must be degree-seeking students who are high school graduates from the Big Horn Basin with a GPA of 2.50 to receive an award and maintain a 2.50 GPA for a second (mid-year) disbursement. Selection will be based on students who demonstrate financial hardship through their scholarship application essay.

Ralston Women's Club Scholarship Endowment – November 2015/Shirley Cox

PURPOSE/ELIGIBILITY: This scholarship fund is being established to help provide quality, affordable education for female students at Northwest College who are residents of Park County School District #1. Preference will be given to non-traditional students. Applicants must have and maintain a minimum 2.50 GPA.

PURPOSE/ELIGIBILITY: This scholarship fund is being established to help provide quality, affordable education for students at Northwest College who are residents of Park County School District #1. Preference will be given to non-traditional students. Recipients must have a GPA of 2.50 to receive an award and maintain a 2.50 GPA for a second (mid-year) disbursement.

The revised MOUs will be signed by Steve Rockhold, NWC Foundation President, with the following notation. "Authorized on behalf of the Foundation Board to remove the previous female preference criteria and comply with federal discrimination requirements."

Social Media Policy

Northwest College Foundation actively promotes activities and encourages frequent interaction on its social media channels to effectively communicate with a diverse group of stakeholders.

NWC Foundation strives to ensure all social media complies with copyright and privacy laws, such as the Family Educational Rights and Privacy Act (FERPA), and other legal requirements.

NWC Foundation is committed to fostering an environment that allows for freedom of speech and expression in accordance with the First Amendment to the U.S. Constitution and any state laws on free speech. However, we do not tolerate bullying, harassment, hate speech or other infringements on the rights of others.

NWC Foundation reserves the right and discretion to remove any offensive post and may refer inappropriate activity to the applicable media platform and/or appropriate authorities. Inappropriate behavior or interactions by employees may result in disciplinary action.

<u>Procedures</u>

Generally, two administrators will be assigned to each social media account to assist in monitoring and assure continuity of service. They are responsible for implementing best practices for social media in developing content. Postings should contain accurate, timely information and follow the Foundation's branding guidelines and editorial style for consistency of messaging.

Employees are expected to adhere to standards of conduct online as they would in the workplace. Representation of personal opinions as being endorsed by the NWC Foundation is strictly prohibited.

NWC employees are personally responsible for content they post on personal social media sites. Individuals have a right to free speech, but cannot defame, libel, threaten or harass fellow employees, students or Northwest College. Employees are encouraged to consider the message and information their profile and related content send to colleagues, students and the public.

Approved ??

Northwest College Foundation & Alumni

2024-2025 Annual Report

Snapshot

The Year in Numbers

Total Dollars Raised

$2,024,354

- **Alumni Giving** | **$662,545** *from* ***484*** *donors*
- **Employee Giving** | **$41,065** *from* ***102*** *donors*
- **Community Giving** | **$1,320,744** *from* ***510*** *donors*

Total Number of Donors = **1,096**

The Impact of Your Gifts

Last year, over 400 students at Northwest College received a Foundation scholarship.

Students earn scholarships for a variety of reasons: academic merit, athletic ability or through Activity-Talent awards encouraging participation in groups such as Livestock Judging, Forensics, Student Senate and more.

Because of tremendous support from our donors, NWC students receive more student aid and graduate with less debt than those at our peer institutions. Without financial help, many NWC students would not be able to pursue an education.

Scholarships go beyond money – they give students a chance to work fewer hours so they can focus on classes, spend time with their families, and contribute to our Northwest College community and beyond. Scholarships also assist the College in attracting quality applicants.

"Your generosity has inspired me, and I hope that one day I will be able to help students achieve their goals, just as you have helped me."

Brijeda Zuniga, Powell, WY
Mary Elaine Housel Scholarship recipient

"I am grateful to earn this scholarship as I strive to be the future of agriculture. With your help I will reach that goal. Thank you!"

Ian Zook, Miles City, MT
Forrest Allen Family Ag Scholarship recipient

$1,586,292 IN SCHOLARSHIPS AWARDED

$3,698 AVERAGE SCHOLARSHIP AMOUNT RECEIVED

429 STUDENTS RECEIVED A SCHOLARSHIP

Interested in supporting students at Northwest College? We'd love to visit with you!

Shelby Wetzel
Executive Director, NWC Foundation & Alumni
307-754-6110 | shelby.wetzel@nwc.edu

To view the full Annual Report visit ***nwc.edu/foundation***

NORTHWEST COLLEGE
FOUNDATION
& ALUMNI

October 2025

The Audit of NWC Foundation's FY25 Financial Statements will be sent to you in a separate email prior to the meeting on October 30.

Northwest College
WYOMING

LEVEL II DESIGN—VISUAL AND PERFORMING ARTS CENTER

FINAL REPORT

OCTOBER 6, 2025

plan one / architects + SEMPLE BROWN

ARCHITECTS AND DESIGNERS

EXECUTIVE SUMMARY

Northwest College proposes a complete renewal to expand the existing Nelson Performing Arts building on its Powell campus. The proposed project would address the following needs:

- Long-standing accreditation issues for NWC's music and visual art programs
- Significant deferred maintenance needs in the building
- Allow the music and fine art programs, which are structured as a single department, to work in the same building
- Free up space in the Cabre Gym that is currently occupied by the visual arts program for athletics.

A Level I study was completed in 2017 and identified the site of the current building as suitable for either expansion or complete replacement. The Level II study evaluated three options:

1. Replacement with an entirely new facility. The estimated cost of this option is $75,555,000 in 2028 dollars.
2. Expansion that includes a new replacement Auditorium. The estimated cost of this option is $66,775,000 in 2028 dollars.
3. Expansion that renovates the existing Auditorium. The estimated cost of this option is $56,830,000 in 2028 dollars.

The dollar amounts above are for project costs including design fees, FFE, contractor fees and contingencies.

Those three alternatives are discussed at more detailed level in this report. Following review of those alternatives, NWC has focused on evaluating the viability of renovation versus replacement with the current Level II study. The rationale for this direction is

A. To evaluate and constrain the capital cost of the project if viable;

B. To avoid splitting the Fine and Performing Arts programs into multiple buildings, which creates operational problems;

C. To concentrate funds on the existing Fine Arts Building, portions of which have not been renovated since its original construction in 1981.

The proposed locations for the project are the north and west sides of the Nelson Performing Arts Building, for the following reasons:

A. Suitable footprint of land available;

B. Proximity to available parking in the evenings, when most performances and assembly events will be held;

C. Opportunity to create upgraded entrances on the South and East sides of the building, which face the community to the South and the campus's pedestrian mall to the East.

The proposed new construction discussion focused primarily on spaces for the visual arts program, with specific expansion for the music program. The existing building has been evaluated for comprehensive renovation to improve building systems and functional capabilities. The combined visual arts and music program spaces creates a "public event" zone for NWC to host performances, exhibits, assemblies and receptions that raise the College's profile and serve the community. The Gallery, Auditorium and lobby together enable the building to host receptions and events.

A full replacement (new construction) of the building was discussed and reviewed as part of both the Level I and Level II work. Various examples of new construction designs have been identified and serve as a baseline in the event renovation costs and value would not compare favorably with the cost of new construction. As shown in this report, at least one space plan for renovation can be converted into a new construction project with minimal effort. The project team seeks to create the best solution for the College knowing the need for a long-term solution with a cost-conscious mind.

PROPOSED SITE OWNERSHIP

The proposed site is owned by Northwest College and has been identified as the site for a facility of this program by the Campus's Master Plan in 2025.

PERMITS REQUIRED FOR CONSTRUCTION

Construction permits from Powell, Wyoming.

ENVIRONMENTAL CONSIDERATIONS AND CONSTRAINTS

The existing building has been tested for asbestos and will require significant remediation as part of this project.

LEGAL CONSTRAINTS TO DEVELOPMENT

No such constraints have been identified.

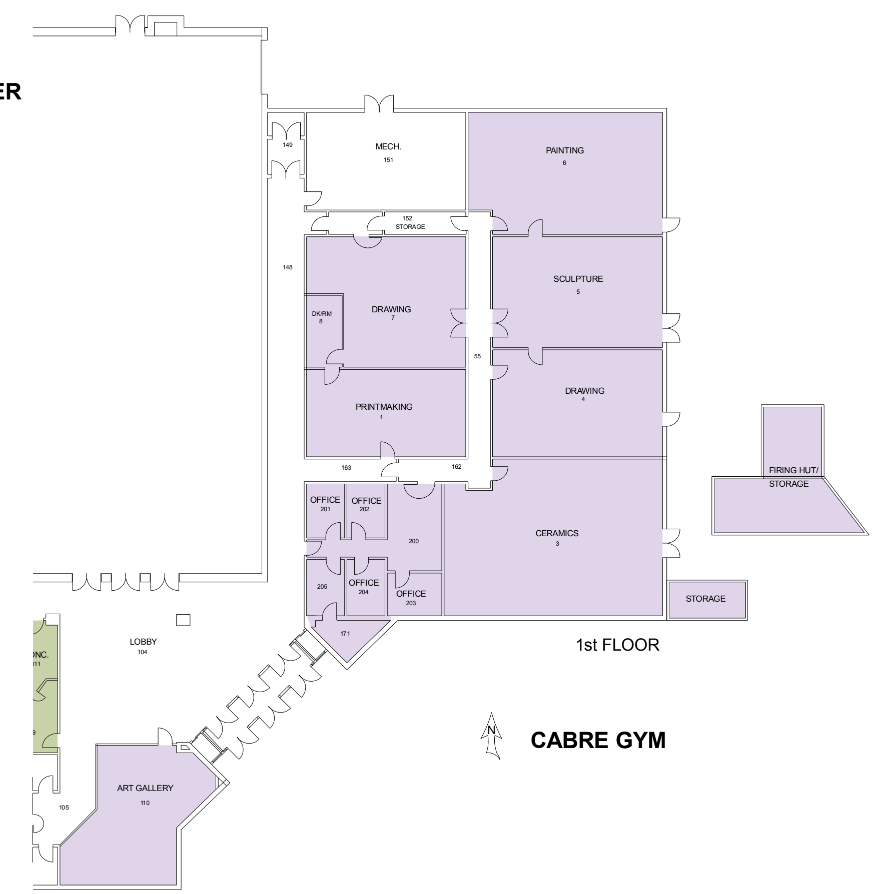
ALTERNATE SOURCES OF SPACE TO PURCHASE AND LEASE

There are no potential buildings suitable for re-use for these purposes on the campus. Moving the visual and performing arts programs off the campus is not desirable due to the programmatic and schedule disruption of moving students off-site for instruction, as well as the lost opportunity to bring the regional community to the campus for performances and exhibitions.

SCHEDULE

A facility of the size and complexity described in this study would typically require a year of design time, with 16-18 months of construction time. That may change to deal with the challenges of displacing the current Music Department occupants.

AREIAL VIEW LOOKING AT ENTRY



CURRENT MUSIC & VA PLANS

PROJECT DESCRIPTION

Northwest College proposes a complete renewal of the Nelson Performing Arts Center on its Powell campus. The proposed building would consolidate visual art and music programs in one building – enhancing opportunities for collaboration and raising the visibility of the two programs. The project goals do not seek to drastically increase square footage for these programs, but does aim to significantly raise the quality level of the spaces. Accreditation reports from the National Association of Schools of Music and National Association of Schools of Art and Design have cited concerns for

- Insufficient ventilation of visual arts studios
- Temporary storage areas for ceramics glazes and clay
- Excessive sound build-up in music rehearsal/ instruction studios
- Excessive sound intrusion from room to room in music rehearsal/instruction studios

Addressing these issues requires replacement or rebuilding of wall separations, creation of higher-volume spaces and purpose-built mechanical systems.

PROPOSED PROJECT

One of the key considerations in this project is the question of replacing or rehabilitating the existing Auditorium. The existing Auditorium is extremely limited in height, both over the stage and in the audience chamber. Without that height, or cubic volume, the venue's acoustical character is insufficient to support the sound energy of larger music ensembles or amplified ensembles such as jazz bands. The Level I study considered both replacement and renovation options, and this Level II study has evaluated both directions.

The Level II study evaluated three options:

1. Replacement with an entirely new facility
2. Expansion that includes a new replacement Auditorium
3. Expansion that renovates the existing Auditorium

Following review of those alternatives, NWC has focused on evaluating the viability of renovation versus replacement with the current Level II study. The rationale forthis refinement in direction is

A. To constrain the capital cost of the project;

B. To focus resources on the improvement of the accreditation issues identified for the instructional spaces. This is particularly relevant in light of the fact that NWC does not have an academic theater program, which would place additional functional requirements on the Auditorium.

C. To allow the existing building and the added space to better support each other as an integrated facility.

Replacement would allow for significant functional improvements, but would increase the project cost. Rehabilitation of the existing Auditorium is proposed through the installation of a digital electro-acoustical system that digitally replaces the needed room volume. These systems are no longer viewed as experimental, and are offered by multiple vendors. The operating complexity is not high, and given the NWC music emphasis on recording and engineering, the opportunity for students to train with such a system is programmatically appropriate. The ongoing costs associated with this design approach still warrant further review,

The proposed location for this project is the existing Nelson Performing Arts Building, with expansion to the North and West:

A. Suitable footprint of land available;

B. Proximity to available parking in the evenings, when most performances and assembly events will be held;

C. Proximity to utility services;

D. Opportunity to create an upgraded appearance for the entrances on the South and East sides of the building, with corresponding accessibility improvements.

GRAPHIC?!

The proposed renovation includes significant re-organization and selective re-locations of functional areas within the Nelson Performing Arts Building in order to make the expanded facility work as an integrated whole. The functional rational for the reorganization is driven by the following priorities:

1. Create a "backstage support zone" adjacent to the stage of the renovated Auditorium. This includes a loading pathway to the stage.
2. Maintain the existing recording studio area of the building in place; this is the most recent portion of the building, and it makes no sense to replace this highly functional suite.
3. Reconfigure the music instructional and rehearsal studios to take better advantage of available ceiling height. The largest ensemble room is proposed as new construction to address the acoustical problems of the existing studio.
4. Create new restrooms to replace the existing, which are out of date and largely inaccessible.
5. Concentrate faculty studios on the perimeter of the building with windows.
6. Build new visual art studios and gallery with suitable ceiling height, daylighting and ventilation.
7. Provide access to outdoor work areas for sculpture, ceramics and shop spaces, including a covered kiln yard adjacent to the ceramics studio.

The proposed components of the expanded building are:

450-seat renovated auditorium. This renovated venue is planned primarily as a music performance space, with capability as a multi-disciplinary facility, supporting music performance, guest artists, campus speaker series and other academic and community-related performances and assemblies. This renovation anticipates the installation of an electro-acoustical system in the venue to compensate for the relatively low volume of the stage and audience chamber. The renovation improves ADA access as well as performance lighting and a/v systems.

Support spaces: the control booth and loading area should support both campus and community programming.

Gallery: a new gallery is located adjacent to the lobby of the facility. The walls of the Gallery should be reinforced to support hanging works, and provide appropriate lighting and media support for art of a wide variety of media and disciplines.

Music space: in order to make the performance hall available for performance use, the music program requires appropriate instructional and rehearsal facilities separate from the main stage. Those include a large, high-volume rehearsal studio with acoustical treatment, a piano lab, music technical lab, and support/storage spaces.

Visual Arts space: the planned visual arts spaces replace spaces currently in Cabre Gym, providing industrial finishes and materials, with higher volume and clear spans. Natural light (north) should be provided for every space possible, and the ceramics studio requires loading access/exterior egress and a dedicated, covered kiln yard.

The offices planned are enough for the faculty members of the academic programs represented in the facility, including adjunct faculty members.

STUDENT COMMONS LOBBY RENDERING

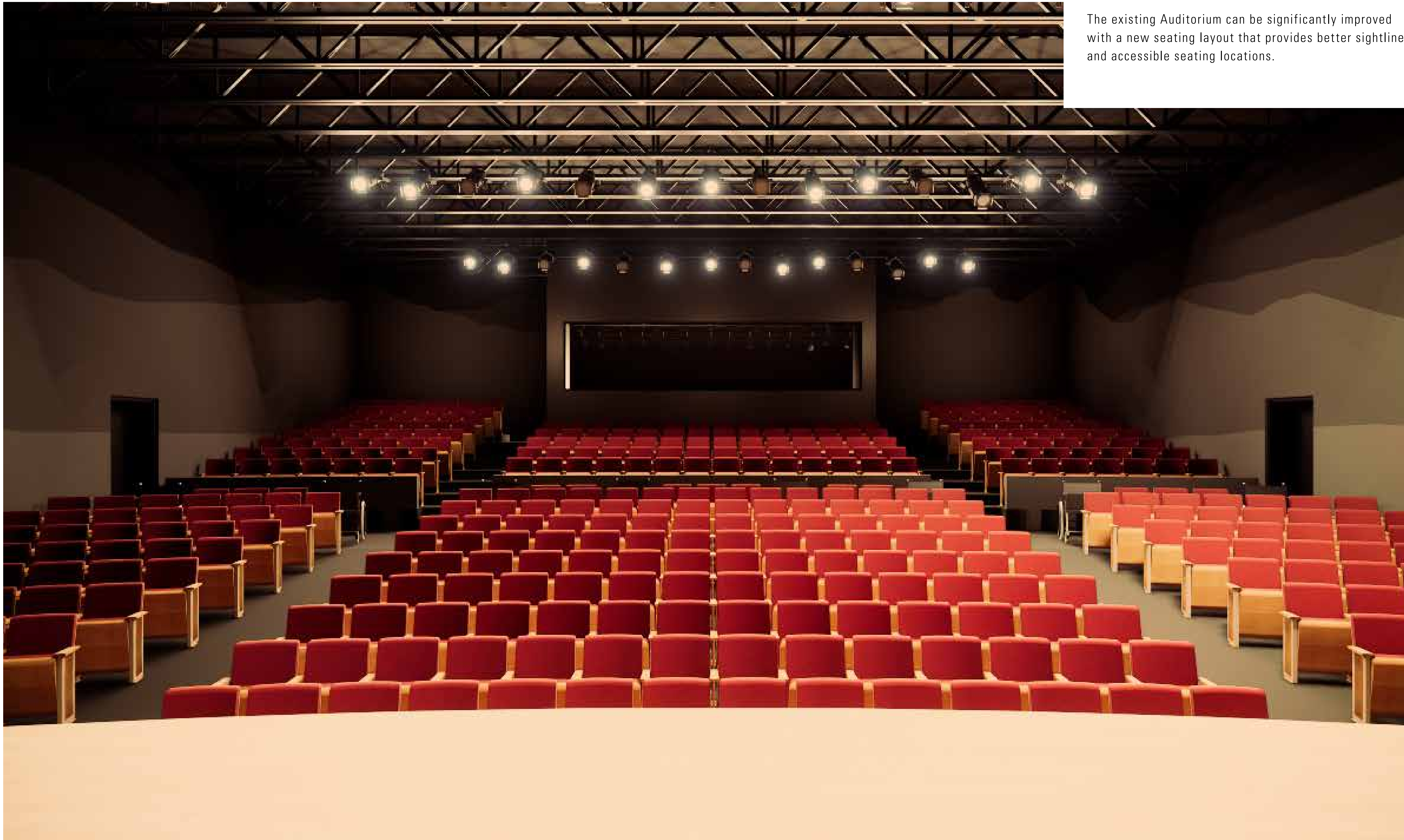
A new East-side entrance is proposed to face the campus mall, providing not only an accessible entry, but also space for student gathering near the backstage area.

MAIN LOBBY RENDERING

A re-structured South entry brings daylight into the lobby and adds badly needed floor area, along with the adjacent Gallery.

AUDITORIUM RENDERING

The existing Auditorium can be significantly improved with a new seating layout that provides better sightlines and accessible seating locations.



AUDITORIUM SECTION

This section view through the Auditorium illustrates the re-raking of the seating area to improve sightlines. The entrances to the venue are relocated from the rear to the sides of the room.

ELEVATIONS

These views of the West and East entrances demonstrate how the first impression and accessibility of the building can be improved.

OPTION 1

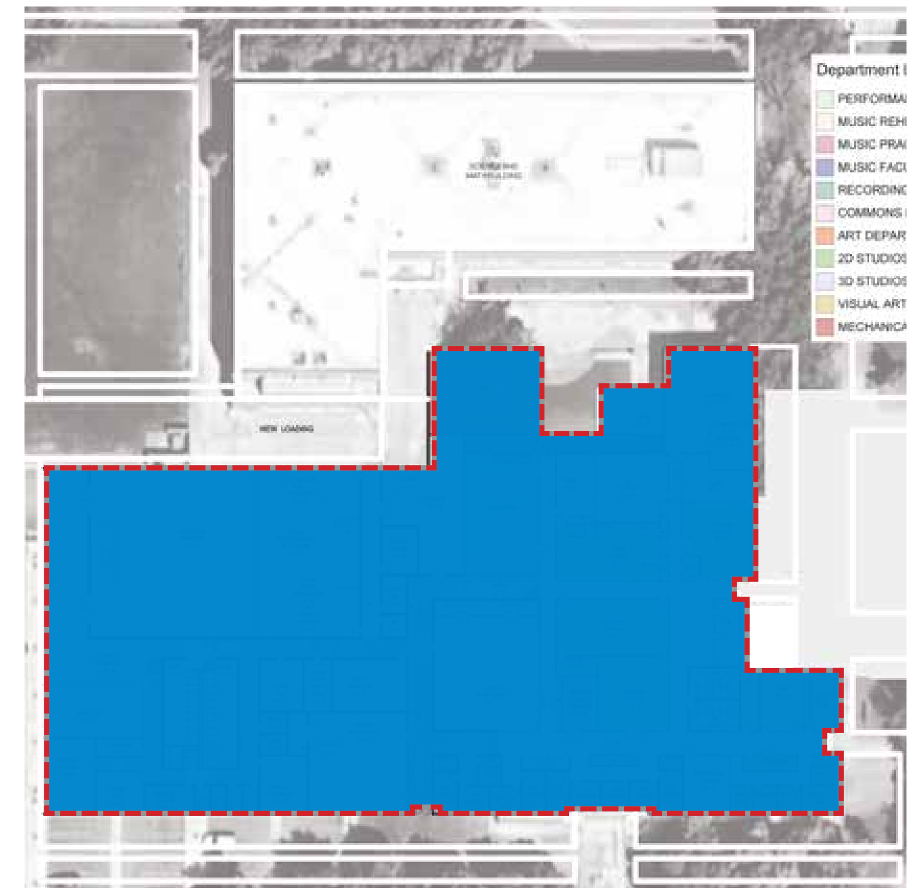
The primary cost estimate corresponds with the plan scenario to renovate the existing Nelson building, including the Auditorium, with an addition to the West for the Visual Art program.

ESTIMATED PROJECT COST: $56,830,000 (2028)

OPTION 2

The secondary cost estimate corresponds with the plan scenario to renovate the existing Nelson building for the Visual Art program and to expand to the West with a new Auditorium and Music spaces.

ESTIMATED PROJECT COST: $66,775,000 (2028)



OPTION 3

The third cost estimate addresses the projected cost to build the same program of space in Option 2, but to build it all as new space on the site of the existing building.

ESTIMATED PROJECT COST: $75,555,000 (2028)

Northwest College Arts Center
Powell, Wyoming

Concept Design Construction Cost Summary | **30 September 2025**

			OPTION 1 (BASE)		OPTION 2 (ALTERNATE)		OPTION 3
			Renovations	**New Build**	**Renovations**	**New Build**	**New Build**
	Gross Floor Area (gsf)		**22,475 sf**	**23,730 sf**	**19,520 sf**	**33,160 sf**	**52,680 gsf**
1.0	Building Direct Trade Cost		$22,625,000		$27,530,000		$31,415,000
2.0	Specialist Equipment Allowances (per D. L. Adams Associates):						
2.1	Performance Equipment & Seating:						
2.1.1	AV Systems		$515,000		$515,000		$515,000
2.1.2	Electro-Acoustic Enhancement System		$920,000		$920,000		$920,000
2.1.3	Seating (536 total)		$420,000		$480,000		$480,000
2.1.4	Dead-Hung Stage Rigging and Drapery Systems		$205,000		$205,000		$205,000
2.1.5	Motorized Hoist Rigging Systems		$415,000		$415,000		$415,000
2.1.6	Performance Lighting/Fixtures/Control etc.		$565,000		$565,000		$565,000
2.2	Music Classrooms, Lecture, Recording Studio and Lobby		$750,000		$750,000		$750,000
2.3	Visual Arts Classrooms		$635,000		$635,000		$635,000
2.4	Gallery Systems		$40,000		$40,000		$40,000
3.0	Site Development/Building Utilities Allowances		$500,000		$500,000		$1,000,000
4.0	Parking/Vehicle Access Allowance		$800,000		$800,000		$800,000
5.0	Design Phase Contingency	12%	$3,405,000		$4,005,000		$4,530,000
6.0	CM General Requirements, General Conditions, Insurances, Bond, Fee & Permits	17%	$5,405,000		$6,350,000		$7,185,000
TOTAL BID COST (3RD QUARTER 2025)			**$37,200,000**		**$43,710,000**		**$49,455,000**
7.0	Escalation Contingency (33 month to start of construction)	13%	$4,835,000		$5,680,000		$6,430,000
TOTAL ESCALATED BID COST (2ND QUARTER 2028)			**$42,035,000**		**$49,390,000**		**$55,885,000**
8.0	Construction Phase Change Order Contingency	4%	$1,680,000		$1,975,000		$2,235,000
TOTAL ESCALATED BID COST (2ND QUARTER 2028)			**$43,715,000**		**$51,365,000**		**$58,120,000**
9.0	Project Soft Costs	30%	$13,115,000		$15,410,000		$17,435,000
TOTAL ESCALATED PROJECT COST (2ND QUARTER 2028)			**$56,830,000**		**$66,775,000**		**$75,555,000**

Cost Plus

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