

# Northwest College Foundation Board of Directors

## AGENDA

Wednesday, February 5, 2025, 4:00 p.m.

*Nelson House*

<https://nwc.zoom.us/j/98856691485?pwd=SUNuMFkyOUFuTTQ0Z2Z3MndOVURRZz09>

From a telephone: Dial 669.900.6833; Meeting ID: 988 5669 1485, Password: 587031

1. **NWC Showcase – Optional Student Center Tour at 3:15** **30 minutes**  
(Participants will meet at the South entrance off Sevent Street)
2. Call to Order – Steve Rockhold, President
3. Approval of Consent Agenda Items: 5 minutes
  - a. Minutes from October 30, 2024
  - b. Treasurer's Report
  - c. FY25 Budget Report
  - d. Quarterly impact paid to NWC
  - e. FY25 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. WACCT Legislative Talking Points
  - j. Upcoming events at NWC
4. Committee Work/Board Action:
  - a. Donor Accountability and Stewardship – Jacque Michel 10 minutes
    - i. PP Thank You notes
  - b. Development Committee – Dave Bonner 15 minutes
    - i. Endowed Faculty/State Matching \$ Concept
  - c. Finance Committee – Chris Taggart 15 minutes
    - i. 2025 Endowment Payout Rate
    - ii. Foundation Finances/Management Fee discussion
  - d. Governance – all 20 minutes
    - i. CASE Statement of Ethics/Principles of Practice for Fundraising Professionals
5. Development Report: 20 minutes
  - a. Giving Day
  - b. Website Review
6. Other Business

NEXT MEETING DATE: Wednesday, April 30, 2025, 4 p.m.

**MINUTES OF THE ONE HUNDRED NINETY FIRST MEETING  
OF THE BOARD OF DIRECTORS  
OF THE NORTHWEST COLLEGE FOUNDATION  
October 30, 2024**

**Nelson House and Zoom**

**Directors Present:** Stefanie Bell, Dave Bonner, Clay Cummins, Carolyn Danko, David Hill, Tim Hopkins, Nathan Keefer, RJ Kost, Bryan Lee, Stan Lundberg, Mike McDaniel, Jacqueline Michel, Steve Rockhold, Dusty Schutzman, Casey Sorenson, Shawn Warner, Ron Weathermon

**Directors Unable to Attend:** Wendy Capps, Ron Hill, Sarah Johnson, Meg Nickles, Dave Northrup, Charlotte Patrick, Trace Paul, Chris Taggart, Tyler Yates; Tara Kuipers, NWC's Board of Trustees Liaison

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

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

**Welcome New Foundation Directors**

Executive Director Shelby Wetzel welcomed and introduced new Foundation Directors. Stephanie Bell is an alum from Cody and has served as a member of the Park 6 school board for 24 years. Her husband, James, served on the board for many years. Mike McDaniel moved to Powell four years ago with his family. He has two daughters at UW who took classes at NWC and he has lectured on campus. He has a financial and software development background. Casey Sorensen is a member of the NWC Alumni Association Board and will be taking on dual roles. He is the son of former board member Craig Sorensen and works at the Bank of Greybull. David Hill is an attorney with the Burg Simpson law firm in Cody. He is passionate about community colleges, having returned to education at an institution in Colorado after being a high school dropout.

**Campus Showcase**

Bronson Smith, Ag Pavillion and Livestock Judging Coordinator, introduced the NWC Livestock Judging Team. Students shared where they are from, and a couple of individuals demonstrated how they present reasons for selecting animals in competition and discussed what the team does.

## **Approval of Consent Agenda**

Mr. Rockhold requested a motion to approve the consent agenda. Clay Cummins moved to approve the consent agenda. Shawn Warner seconded the motion. The motion passed.

## **Committee Work/Board Action**

### **Finance Committee**

Ron Weatherman presented the Finance Committee report. The Investment Policy has been revised from a ten-page document to a more concise six-page version, while still maintaining the same guidelines and allocations. He noted that the policy's primary purpose is to provide guardrails within which the Foundation's various investment managers must do their work. Mr. Weathermon asked for a motion to approve the revised Investment Policy Statement. Stefanie Bell moved to approve. Clay Cummins seconded the motion, and it passed.

Mr. Weathermon moved on to the Foundation's Audit Report, covering 18 months this cycle due to the Foundation revising its fiscal year to align with Northwest College's. The external audit confirmed proper oversight and adherence to accounting rules, with no issues found. There was a minor adjustment due to delays in reporting from our hedge funds which happens every year. Mr. Weathermon asked for a motion to accept the audit findings. Tim Hopkins moved acceptance of the Audited Financial Statements/Report. Mr. Cummins seconded the motion, and it passed.

### **Donor Accountability and Stewardship Committee**

Jacque Michel informed directors there are no grant requests to the Foundation this cycle. The committee discussed an open house at the new student center in early February, with plans for food and activities. Ms. Wetzel added that the committee reviewed the Stewardship Plan included in the meeting materials, which requires board approval. Mr. Rockhold asked for a motion to approve the Stewardship Plan. Mr. Cummins moved to approve the motion. Mr. Warner seconded the motion; the motion passed.

### **Development Committee**

Dave Bonner discussed the Foundation's response to the NWC Board of Trustees' resolution to change the college's name to Yellowstone College. The Foundation registered its concerns by noting three key points in the response: 1) lack of research, 2) lack of a detailed plan, and 3) anticipated impact on fundraising, especially with no outcomes or data to support a reason for the change. Mr. Bonner noted that the Foundation expects decreased engagement from primary stakeholders if a name change is approved, which could reduce the Foundation's ability to fundraise for support of students, faculty and staff, and programs at Northwest College. Twenty-one board members signed the Foundation's response, with all of the Development Committee members signing except for R.J. Kost. Mr. Kost did not sign because of his position as a member of the NWC Board of Trustees. An online survey was conducted by NWC and distributed by the Alumni Association. Ms. Wetzel added that there were 1,500 responses to the survey, and 72% were against the change; 78% of Alumni who responded were against the change. Mr. Bonner

thanked President Rockhold for formally presenting the Foundation Response at the October NWC Board of Trustees meeting.

Ms. Wetzel presented the Guidelines for Solicitation of Private Gifts, which the Development Committee reviewed. Committee members decided to break the previous lengthy Gift Acceptance Policy containing multiple topics into several smaller documents. Ms. Wetzel noted that this portion of the previous policy already existed as a stand-alone, which she distributes via email at the beginning of the school year to remind the campus employees of the Foundation's gift solicitation practices. All fundraising activities, even those of student clubs, are to be registered with the Foundation to determine if there is a need for donor receipts and to avoid conflicts with the Foundation's work.

Ms. Wetzel also reviewed the updated Gift Acceptance Policy. It will be posted on the new Foundation website under a 'Donor Resources' section for education purposes and transparency. Most of the changes made were to streamline and clean up language. A section called Return of Gifts to Donor was added to the document. Stefanie Bell made a motion to approve the policy. Mr. Bonner seconded the motion. The motion passed.

### **Development Report**

Shelby Wetzel introduced the Financial Overview topic prepared for Foundation Board members as an educational program. She and Dillon Jeffs reviewed basic statistics and terminology related to Fund Accounting, how the Foundation classifies funds, what those funds are used for, and how they are invested. Other items like long-term investment goals, fees, payouts, and standards were reviewed. Mr. Jeffs also discussed budget sources, staffing costs, and the Foundation's impact on NWC.

### **Adjournment**

With no other business to conduct, President Steve Rockhold adjourned the meeting at 5:40 p.m.

NEXT Meeting Date: February 5, 2025, 4 p.m.

---

Sarah Johnson, Secretary

---

Approved: Steve Rockhold, President



**NWC Foundation**  
**Statement of Financial Position**  
As of December 31, 2024

	General Fund	Endowed Fund	Gift Annuity Fund	TOTAL	Youth Clubs of Park County
<b>ASSETS</b>					
Cash in Bank	152,418.25	178,893.01	3,098.67	334,409.93	-
Undeposited Funds	12,425.46	28,986.59	-	41,412.05	-
Investments - Cash	7,542.89	607,300.75	613.85	615,457.49	12,016.26
Investments - Securities	768,020.19	50,765,081.70	51,312.62	51,584,414.51	1,004,455.30
Due To/From	(25,313.06)	39,477.19	(3,636.47)	10,527.66	(10,527.66)
Receivables	18,428.58	445,475.92	-	463,904.50	-
Real Estate Holdings	364,167.82	653,449.00	-	1,017,616.82	-
Accumulated Depreciation	(22,366.55)	(14,272.73)	-	(36,639.28)	-
Trusts	-	579,621.87	-	579,621.87	-
Other Assets	126,759.95	-	-	126,759.95	-
<b>TOTAL ASSETS</b>	<b>\$1,402,083.53</b>	<b>\$53,284,013.30</b>	<b>\$51,388.67</b>	<b>\$54,737,485.50</b>	<b>\$1,005,943.90</b>
<b>LIABILITIES</b>					
Payables	79,350.11	15,825.06	-	95,175.17	-
Accrued Liabilities	64,539.00	776,054.14	-	840,593.14	-
Assets Held in Trust	-	26,235.86	-	26,235.86	1,000,000.00
Investing Activity	-	-	-	-	5,943.90
NWC Assets	137,500.07	16,576,411.06	-	16,713,911.13	-
Charitable Gift Annuity Liability	-	-	18,516.97	18,516.97	-
Other Liabilities	1,250.00	-	-	1,250.00	-
<b>TOTAL LIABILITIES</b>	<b>\$282,639.18</b>	<b>\$17,394,526.12</b>	<b>\$18,516.97</b>	<b>\$17,695,682.27</b>	<b>\$1,005,943.90</b>
<b>NET ASSETS</b>					
Permanently Restricted	-	25,620,940.71	-	25,620,940.71	-
Temporarily Restricted	577,129.41	10,215,469.47	32,792.19	10,825,391.07	-
Unrestricted	595,391.94	-	79.51	595,471.45	-
<b>TOTAL NET ASSETS</b>	<b>1,172,521.35</b>	<b>35,836,410.18</b>	<b>32,871.70</b>	<b>37,041,803.23</b>	<b>-</b>
<b>LIABILITIES AND NET ASSETS</b>	<b>\$1,455,160.53</b>	<b>\$53,230,936.30</b>	<b>\$51,388.67</b>	<b>\$54,737,485.50</b>	<b>\$1,005,943.90</b>

**NWC Foundation**  
**Statement of Activities**  
**From 7/1/2024 Through 12/31/2024**

*Unrestricted*

	<u>General Fund</u>	<u>Endowed Fund</u>	<u>Gift Annuity Fund</u>	<u>TOTALS</u>
<b>REVENUE</b>				
Contributions	15,197.06	-	-	15,197.06
Investment Income	3,627.19	-	-	3,627.19
Realized Gains (Losses) on Sales of Investments	3,778.09	-	-	3,778.09
Unrealized Gains (Loss) on Investments	2,423.45	-	-	2,423.45
Foundation Management Fee	477,400.00	-	-	477,400.00
Foundation Management Fee	53,077.00	-	-	53,077.00
Rental Property Income	6,000.00	-	-	6,000.00
Nelson House Income	2,625.00	-	-	2,625.00
Wolfe Property Income	2,025.00	-	-	2,025.00
Alumni Event Income	196.00	-	-	196.00
Transfer of Current Year Activity	1,500.00	-	-	1,500.00
<b>TOTAL REVENUE</b>	<u>\$ 567,848.79</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 567,848.79</u>
<b>EXPENSES</b>				
Salaries/Benefits Paid by Foundation	170,662.25	-	-	170,662.25
Annual Giving Activities	2,652.85	-	-	2,652.85
Alumni Association Activities	3,894.51	-	-	3,894.51
Staff Development/Education	2,126.32	-	-	2,126.32
Cultivation Events	2,594.17	-	-	2,594.17
Relationship Development	2,670.61	-	-	2,670.61
Planned Giving	1,930.07	-	-	1,930.07
Fundraising Technology Software	17,763.77	-	-	17,763.77
Marketing/Advertising	(754.20)	-	-	(754.20)
Communications (publications, email news)	10,771.05	-	-	10,771.05
Office Supplies/Expenses	340.65	-	-	340.65
Vehicle Expense	3,000.00	-	-	3,000.00
Accounting Expense	29,700.00	-	-	29,700.00
Legal Expense	410.15	-	-	410.15
Other Professional Expense	2,525.00	-	-	2,525.00
Board and Committee Expense	688.49	-	-	688.49
Community Memberships/Activities	425.00	-	-	425.00
Investment Fees	1,448.24	-	-	1,448.24
Credit Card Fees	2,653.02	-	-	2,653.02
Nelson House Expense	3,683.95	-	-	3,683.95
Rental Property Expense	995.00	-	-	995.00
Wolfe Property Expense	916.46	-	-	916.46
Real Property Expense	9,510.16	-	-	9,510.16
NWC Hospitality & Public Relations	1,024.86	-	-	1,024.86
WACCT Dues	20,500.00	-	-	20,500.00
Academic Impressions	1,000.00	-	-	1,000.00
NWC Foundation Grants	2,264.39	-	-	2,264.39
Transfer of Current Year Activity	950.48	-	-	950.48
General Funds for Underwater Gift Annuity Accounts	320.00	-	-	320.00
<b>TOTAL EXPENSES</b>	<u>\$ 296,667.25</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 296,667.25</u>
<b>NET ASSETS, BEGINNING OF YEAR</b>	324,210.40	-	-	324,210.40
<b>INCREASE (DECREASE) IN NET ASSETS</b>	<u>271,181.54</u>	<u>-</u>	<u>-</u>	<u>271,181.54</u>
<b>NET ASSETS, ENDING</b>	<u><u>\$ 595,391.94</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 595,391.94</u></u>

**NWC Foundation**  
**Statement of Activities**  
**From 7/1/2024 Through 12/31/2024**

*Temporarily Restricted*

	General Fund	Endowed Fund	Gift Annuity Fund	TOTALS
<b>REVENUE</b>				
Contributions	238,888.86	312,693.55	-	551,582.41
Outstanding Pledges	(2,999.97)	(74,620.00)	-	(77,619.97)
State Funds - To Be Matched	80,919.81	-	-	80,919.81
Booster Club Income	10,180.00	-	-	10,180.00
Investment Income	-	570,840.59	580.01	571,420.60
Realized Gains (Losses) on Sales of Investments	-	796,902.33	812.55	797,714.88
Unrealized Gains (Loss) on Investments	-	1,115,708.57	1,206.28	1,116,914.85
Cultivation Events Income	2,280.00	-	-	2,280.00
General Funds to Underwater Gift Annuity Accounts	-	-	320.00	320.00
Transfer of Current Year Activity	35,000.00	-	-	35,000.00
<b>TOTAL REVENUE</b>	<b>\$ 364,268.70</b>	<b>\$ 2,721,525.04</b>	<b>\$ 2,918.84</b>	<b>\$ 3,088,712.58</b>
<b>EXPENSES</b>				
Investment Fees	-	231,086.79	245.52	231,332.31
Cultivation Events Expense	2,413.50	-	-	2,413.50
Scholarships	64,539.00	781,054.14	-	845,593.14
Program Support	11,459.40	30,825.09	-	42,284.49
Booster Club Expense	6,969.35	26,570.10	-	33,539.45
Athletic Support	-	2,000.00	-	2,000.00
Directed Funds to NWC	20.00	-	-	20.00
Change In Liability Associated with NWC State Funds	-	186,951.01	-	186,951.01
Change in Liability Associated with Funds Held for PCYC	-	2,345.81	-	2,345.81
Refund of Unused Receipts	2,000.00	-	-	2,000.00
Change In Liability Associated with Gift Annuities	-	-	(912.47)	(912.47)
Gift Annuity Monthly Expense	-	-	1,645.00	1,645.00
Foundation Management Fee	-	530,141.00	336.00	530,477.00
Transfer of Current Year Activity	7,595.00	109,172.78	-	116,767.78
<b>TOTAL EXPENSES</b>	<b>\$ 94,996.25</b>	<b>\$ 1,900,146.72</b>	<b>\$ 1,314.05</b>	<b>\$ 1,996,457.02</b>
<b>NET ASSETS, BEGINNING OF YEAR</b>	307,856.96	9,394,091.15	31,187.40	9,733,135.51
<b>INCREASE (DECREASE) IN NET ASSETS</b>	269,272.45	821,378.32	1,604.79	1,092,255.56
<b>NET ASSETS, ENDING</b>	<b>\$ 577,129.41</b>	<b>\$ 10,215,469.47</b>	<b>\$ 32,792.19</b>	<b>\$ 10,825,391.07</b>

**NWC Foundation**  
**Statement of Activities**  
**From 7/1/2024 Through 12/31/2024**

*Permanently Restricted*

	<u>General Fund</u>	<u>Endowed Fund</u>	<u>Gift Annuity Fund</u>	<u>TOTALS</u>
<b>REVENUE</b>				
Contributions	-	698,234.25	-	698,234.25
Miscellaneous Income	-	5.20	-	5.20
Transfer of Current Year Activity	-	81,218.26	-	81,218.26
<b>TOTAL REVENUE</b>	<u>\$ -</u>	<u>\$ 779,457.71</u>	<u>\$ -</u>	<u>\$ 779,457.71</u>
<b>EXPENSES</b>				
Transfer of Current Year Activity	-	-	-	-
<b>TOTAL EXPENSES</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>NET ASSETS, BEGINNING OF YEAR</b>	-	24,841,483.00	-	24,841,483.00
<b>INCREASE (DECREASE) IN NET ASSETS</b>	<u>-</u>	<u>779,457.71</u>	<u>-</u>	<u>779,457.71</u>
<b>NET ASSETS, ENDING</b>	<u><u>\$ -</u></u>	<u><u>\$ 25,620,940.71</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 25,620,940.71</u></u>



## NORTHWEST COLLEGE FOUNDATION Fiscal Year 2025 Budget

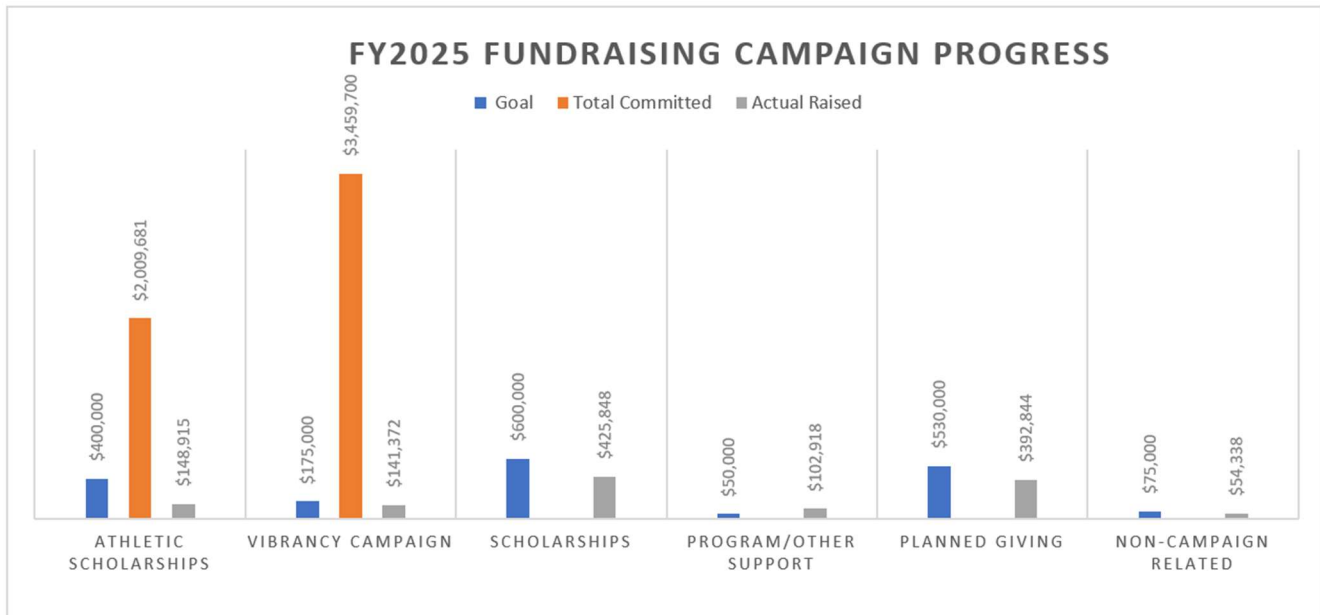
<u>Operating Expenses</u>	<u>Fiscal Year 2025 Actual</u>	<u>Fiscal Year 2025 Budget</u>	<u>Fiscal Year 2025 Remaining</u>
Executive Director Salary	\$ 73,476.02	\$ 148,000.00	\$ 74,523.98
Executive Director Benefits	\$ 16,235.66	\$ 34,000.00	\$ 17,764.34
Development Manager Salary	\$ 20,537.99	\$ 41,500.00	\$ 20,962.01
Development Manager Benefits	\$ 4,694.41	\$ 9,500.00	\$ 4,805.59
Development Coordinator Salary	\$ 15,338.47	\$ 31,000.00	\$ 15,661.53
Development Coordinator Benefits	\$ 3,444.74	\$ 7,000.00	\$ 3,555.26
Foundation Accountant Salary	\$ 18,729.21	\$ 38,000.00	\$ 19,270.79
Foundation Accountant Benefits	\$ 4,356.66	\$ 8,800.00	\$ 4,443.34
Foundation Technician Salary	\$ 11,274.02	\$ 24,500.00	\$ 13,225.98
Foundation Technician Benefits	\$ 2,575.07	\$ 6,000.00	\$ 3,424.93
<b>Personnel Expenses</b>	<b>\$ 170,662.25</b>	<b>\$ 348,300.00</b>	<b>\$ 177,637.75</b>
Alumni Association Activities (net of fees)	\$ 3,698.51	\$ 10,000.00	\$ 6,301.49
Annual Giving Activities	\$ 2,652.85	\$ 12,000.00	\$ 9,347.15
Relationship Development	\$ 2,670.61	\$ 4,000.00	\$ 1,329.39
Staff Development/Education	\$ 2,126.32	\$ 5,000.00	\$ 2,873.68
Foundation Events (net of fees)	\$ 314.17	\$ 5,000.00	\$ 4,685.83
Planned Giving (brochures, postcard, website)	\$ 1,930.07	\$ 23,000.00	\$ 21,069.93
Community Memberships, Activities	\$ 425.00	\$ 1,000.00	\$ 575.00
Fundraising Technology Software	\$ 17,763.77	\$ 34,500.00	\$ 16,736.23
Financial Management Software	\$ -	\$ 12,500.00	\$ 12,500.00
Advertising	\$ (754.20)	\$ 13,000.00	\$ 13,754.20
Communications (publications, design & printing)	\$ 10,771.05	\$ 22,000.00	\$ 11,228.95
Legal Expense	\$ 410.15	\$ 2,000.00	\$ 1,589.85
Other Professional Expenses	\$ 2,525.00	\$ 8,000.00	\$ 5,475.00
Board and Committee Expense	\$ 688.49	\$ 1,000.00	\$ 311.51
Office Supplies/Expense	\$ 340.65	\$ 3,000.00	\$ 2,659.35
Vehicle Expense	\$ 3,000.00	\$ 6,000.00	\$ 3,000.00
Accounting Expense	\$ 29,700.00	\$ 31,000.00	\$ 1,300.00
<b>Operations</b>	<b>\$ 78,262.44</b>	<b>\$ 193,000.00</b>	<b>\$ 114,737.56</b>
<b>TOTALS</b>	<b>\$ 248,924.69</b>	<b>\$ 541,300.00</b>	<b>\$ 292,375.31</b>
 <u>Grant/Project Expense</u>	 <u>Fiscal Year 2025 Actual</u>	 <u>Fiscal Year 2025 Budget</u>	 <u>Fiscal Year 2025 Remaining</u>
NWC President's Discretionary Fund	\$ -	\$ 3,000.00	\$ 3,000.00
NWC Hospitality and Public Relations Fund	\$ 1,024.86	\$ 5,000.00	\$ 3,975.14
NWC Grants	\$ 2,264.39	\$ 20,000.00	\$ 17,735.61
Giving Day Department Challenge	\$ -	\$ 5,000.00	\$ 5,000.00
Academic Impressions Membership/Training	\$ 1,000.00	\$ 1,000.00	\$ -
Nelson House Expense	\$ 3,683.95	\$ 10,000.00	\$ 6,316.05
Rental Property Expense	\$ 995.00	\$ 3,000.00	\$ 2,005.00
Real Property Expenses	\$ 9,510.16	\$ 11,000.00	\$ 1,489.84
Wolfe Property Expenses	\$ 916.46	\$ 1,500.00	\$ 583.54
WACCT Annual Dues	\$ 20,500.00	\$ 20,500.00	\$ -
<b>TOTALS</b>	<b>\$ 39,894.82</b>	<b>\$ 80,000.00</b>	<b>\$ 40,105.18</b>
 <b>GRAND TOTALS</b>	 <b>\$ 288,819.51</b>	 <b>\$ 621,300.00</b>	 <b>\$ 332,480.49</b>

**NWC Support Detail**  
**October 1 - December 31, 2024**

Account Description	Journal reference	Amount	Project Description
NWC Foundation Grants	Disc Golf Arrows	\$38.32	
<b>NWC Foundation Grants Total</b>		\$38.32	
Scholarships	Fall 2024 Scholarship Award Accrual	\$840,593.14	Various
<b>Scholarships Total</b>		\$840,593.14	
Program Support Funds	Welding Tools	\$1,060.10	Bill and Joanne Price Scholarships/Economic Development Fund
Program Support Funds	Visiting Artist	\$1,250.00	Friends of Northwest Music
Program Support Funds	Visiting Artist	\$1,250.00	Friends of Northwest Music
Program Support Funds	IPad Pro for Music Dept.	\$1,398.00	Friends of Northwest Music
Program Support Funds	Ipads for Education Dept.	\$850.00	Giving Day: Education
Program Support Funds	Modular Skills Trainer-Giving Day Department Purchases	\$279.00	Giving Day: Nursing and Allied Health
Program Support Funds	Modular Skills Trainer-Giving Day Department Purchases	\$800.00	Giving Day: Nursing and Allied Health
Program Support Funds	Bookcases for Photo Dept.-Giving Day Department Purchases	\$2,559.30	Giving Day: Photography
Program Support Funds	Ipads and Ipad Cases for Education department	\$1,685.60	Instructional Technology Endowment
Program Support Funds	Intercultural House Kitchen Supplies and catering	\$587.07	Intercultural Center/BOCES Programming Endowment
Program Support Funds	Catering for Visiting Artist	\$864.50	Intercultural Center/BOCES Programming Endowment
Program Support Funds	Fullbright Scholar Stipend	\$125.00	Intercultural Center/BOCES Programming Endowment
Program Support Funds	Lodging, Catering, Fullbright Scholar Stipend	\$1,649.00	Intercultural Center/BOCES Programming Endowment
Program Support Funds	Periodical Subscription Renewals	\$85.00	Mary Shoemaker Nelson Memorial Endowment
Program Support Funds	Library Expenses	\$2,316.00	Mary Shoemaker Nelson Memorial Endowment
Program Support Funds	Alumni Men's Basketball Team Dinner	\$551.00	Men's Basketball Scholarship Endowment
Program Support Funds	Books for Library	\$152.98	Mike Brodrick Library Acquisition Fund
Program Support Funds	Books for Library	\$2,562.82	Mike Brodrick Library Acquisition Fund
Program Support Funds	International read student posters	\$1,197.00	Tom and Mary Ann Jones Education Endowment
Program Support Funds	Student Employee	\$164.00	Tom and Mary Ann Jones Science Endowment
Program Support Funds	Student Employee	\$533.00	Tom and Mary Ann Jones Science Endowment
Program Support Funds	Airfare Reimbursement for Greg Smith-Airfare and Lodging	\$2,588.91	Wolsborn Environmental Studies Endowment
Program Support Funds	Field Ecology Lodging-Airfare and Lodging - Field Ecology	\$1,048.00	Wolsborn Environmental Studies Endowment
Program Support Funds	Drone, Tri pod Stand, Ipad case	\$135.97	Wolsborn Environmental Studies Endowment
<b>Program Support Funds Total</b>		\$25,692.25	
Athletic Support	Dumbbells for JFC	\$2,000.00	Wrestling Program Endowment
<b>Athletic Support Total</b>		\$2,000.00	
Booster Club Expense	Golfer Meal Tickets	\$644.00	Trapper Booster Club Bonanza
Booster Club Expense	T-Shirts for the Jay Collins Classic	\$1,120.00	Trapper Booster Club Endowment
Booster Club Expense	Rally Towels-Soccer	\$525.00	Trapper Booster Club Endowment
Booster Club Expense	Athletic Training Equipment-Training Chairs and Supplies	\$6,880.27	Trapper Booster Club Endowment
<b>Booster Club Expense Total</b>		\$9,169.27	
<b>Grand Total</b>		<b>\$877,492.98</b>	

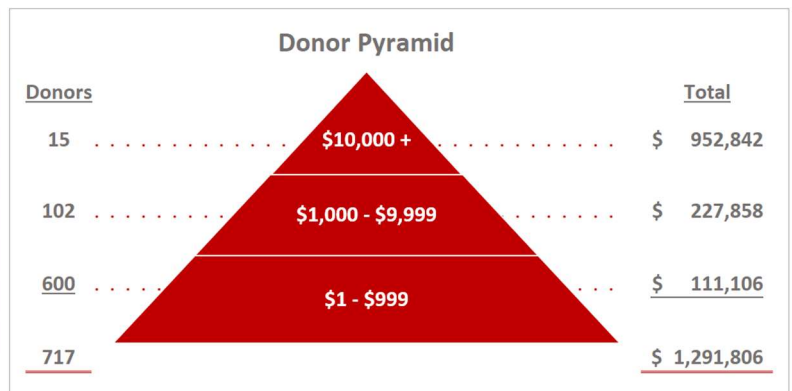
# NWC Foundation Dashboard

December 31, 2024



Donor Retention				
(donors that gave last year and this year)				
Year	Retained Donors	Retention %	Goal	Revenue Retained
FY 2025	414	38.09%	60%	\$687,465
Donor Acquisition				
(new donors and donors that have not given in the last 5 years)				
Year	Acquired Donors	Donor Acquisition %	Goal	Acquisition Revenue
FY 2025	187	8.14%	15%	\$80,767
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 2025	87	8.50%	15%	\$370,075

Giving Levels	No. of Donors	Total Gifts
\$10,000 and above	15	\$ 952,842
\$1,000 - \$9,999	102	\$ 227,858
\$500 - \$999	97	\$ 50,190
\$250 - \$499	94	\$ 27,422
\$100 - \$249	198	\$ 24,769
\$50 - \$99	98	\$ 5,697
\$1 - \$49	113	\$ 3,029
	717	\$ 1,291,806



## Northwest College Foundation FY2025 Fundraising Goals

<u>Program Fundraising</u>	<u>Total Donated/Pledged</u>	<u>2025 Fiscal Year Actual</u>	<u>2025 Fiscal Year Goals</u>	<u>2024 Fiscal Year Actual</u>	<u>% of Goal</u>
Athletic Scholarships	\$ 2,009,681.49	\$ 148,914.50	\$ 400,000.00	\$ 153,890.69	37.23%
Vibrancy/Student Center Campaign	\$ 3,459,700.00	\$ 141,372.00	\$ 175,000.00	\$ 502,911.61	80.78%
Scholarships		\$ 425,848.00	\$ 600,000.00	\$ 495,744.03	70.97%
Program/Other Support		\$ 102,917.75	\$ 50,000.00	\$ 91,258.51	205.84%
Planned/Estate Giving Campaign		\$ 392,843.61	\$ 530,000.00	\$ 269,471.39	74.12%
Non-Campaign Related		\$ 54,337.86	\$ 75,000.00	\$ 78,092.99	72.45%
Gift-in-Kind Contributions		\$ 25,572.59	\$ -	\$ 2,492.23	N/A
Fundraising Total		\$ 1,291,806.31	\$ 1,830,000.00	\$ 1,593,861.45	70.59%

<u>Appeal Tracking</u>	<u>2025 Fiscal Year Actual</u>	<u>2025 Fiscal Year Goals</u>	<u>2024 Fiscal Year Actual</u>	<u>% of Goal</u>
Athletics - Team Projects	21,625.51	25,000	\$ 25,383.70	86.50%
Athletics - Trapper Booster Club	52,035.98	50,000	\$ 40,879.00	104.07%
Foundation Events	52,805.00	10,000	\$ 28,609.75	528.05%
Friends of Music	7,987.12	5,000	\$ 4,605.00	159.74%
General Support	17,729.71	50,000	\$ 57,209.23	35.46%
Giving Tuesday	4,051.48	3,000	\$ 2,658.67	135.05%
Gift-in-Kind	25,572.59	-	\$ 2,492.23	N/A
Individual Solicitation	474,960.85	749,000	\$ 711,603.41	63.41%
Non-Campaign - Memorials	19,738.76	10,000	\$ 14,296.93	197.39%
Non-Campaign - Outside Projects	4,416.42	15,000	\$ 34,633.28	29.44%
Non-Campaign - Pass-through/Named	34,600.00	50,000	\$ 69,367.12	69.20%
NWC Giving Day	960.00	200,000	\$ 173,575.12	0.48%
Planned Giving - New Gifts	385,549.00	500,000	\$ 231,173.54	77.11%
Planned Giving - Recurring Gifts	7,294.61	30,000	\$ 38,072.86	24.32%
Stethoscopes for Students	2,000.00	5,000	\$ 5,274.78	40.00%
Women's Giving Circle	-	3,000	\$ -	0.00%
Year-End Giving	180,479.28	125,000	\$ 154,026.83	144.38%
	\$ 1,291,806.31	\$ 1,830,000.00	\$ 1,593,861.45	70.59%
Minus State of Wyoming Match	\$ 419,080.19	\$ 500,000.00		83.82%
Fundraising Total	\$ 872,726.12	\$ 1,330,000.00		65.62%



## Northwest College Foundation FY2025 Fundraising Goals

<b><u>Participation Goals</u></b>	<b><u>FY2025 Actual</u></b>	<b><u>FY2025 Goals</u></b>	<b><u>FY2024 Actual</u></b>	<b><u>2022 Actual</u></b>
<b>Total Number of Donors</b>	717	1200	1140	1307
<b>Donor Acquisition</b>	8.14	15%	14.94%	6.85%
<b>Donor Recapture</b>	8.5	15%	14.30%	14.03%
<b>Donor Retention</b>	38.09	60%	65.52%	57.76%
<b>Alumni Donors</b>	301	550	536	505
<b>Employee Donors</b>	90	140	142	104
Increase payroll givers	78	85	84	81
Employee participation	52.02%	75%	84%	52%
<b>Increase Presidential Partners</b>	117	225	219	166
<b>Key Leadership participation (with NWC BOT/Admin)</b>	81.58%	100%	100%	93%
Foundation Board participation	84.60%	100%	100%	89%



### 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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 285,549.00
Endowed Funds	\$ 18,163.30	\$ 130,391.85	\$ 138,043.86	\$ 102,887.53	\$ 68,950.66	\$ 266,641.60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 725,078.80
Unrestricted Funds	\$ 218.51	\$ 314.14	\$ 286.00	\$ 3,374.21	\$ 2,358.76	\$ 8,645.44	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,197.06
General Scholarships	\$ 105.00	\$ 105.00	\$ 100.00	\$ 1,175.00	\$ 875.00	\$ 850.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,210.00
Restricted Scholarships/Funds	\$ 13,987.00	\$ 100,596.00	\$ 27,963.00	\$ 23,923.00	\$ 19,508.86	\$ 44,756.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 230,733.86
Directed Program Funds	\$ 10.00	\$ 10.00	\$ -	\$ -	\$ -	\$ 275.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 295.00
Program Scholarships	\$ 45.00	\$ 45.00	\$ 845.00	\$ 395.00	\$ 845.00	\$ 3,995.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,170.00
Sub Total	\$ 32,528.81	\$ 231,461.99	\$ 452,786.86	\$ 131,754.74	\$ 92,538.28	\$ 325,163.04	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,266,233.72
GIK's	\$ 390.00	\$ 2,630.59	\$ 15,075.00	\$ -	\$ 500.00	\$ 6,977.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,572.59
Grand Total	\$ 32,918.81	\$ 234,092.58	\$ 467,861.86	\$ 131,754.74	\$ 93,038.28	\$ 332,140.04	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,291,806.31
% of Total	2.55%	18.12%	36.22%	10.20%	7.20%	25.71%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Cumulative	\$ 32,918.81	\$ 267,011.39	\$ 734,873.25	\$ 866,627.99	\$ 959,666.27	\$ 1,291,806.31	\$ 1,291,806.31	\$ 1,291,806.31	\$ 1,291,806.31	\$ 1,291,806.31	\$ 1,291,806.31	\$ 1,291,806.31	



### NWC Foundation Fundraising Report by Month

FY 2024

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

## **Northwest College Foundation Development Committee Minutes from January 14, 2025**

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

The committee opened the meeting by dealing with several items to wrap up the Vibrancy Campaign for NWC's new Student Center.

- Jill Hartmann shared some options for gift items to express our appreciation to the project donors. The group decided to present a red and white striped dish towel (\$4.50 each) to donors of \$1,000 or more and a Swedish Dish cloth with a Vibrancy graphic imprint (\$2.33 each) to donors ranging from \$100 to \$999. The costs for each gift include a thank you card and mailing envelope, with a total expenditure of approximately \$1,200.
- Shelby Wetzel shared copies of the thank you advertisement that will be placed in Big Horn Basin newspapers to celebrate the building's successful completion. It lists contractors on the project and donor of \$5,000 or more. The ad also invites community members to attend the College's official dedication and open house on January 30 from 2-4 pm. Advertising costs will be split between the College and Foundation.
- Ms. Hartmann also reviewed details of the Donor Celebration to be hosted by the Foundation on Friday, February 7.
- Donor signage has been completed and installation will take place prior to the dedication on January 30. The Foundation staff are also facilitating Named Space agreements with the respective donors.

Related to fundraising, Shelby Wetzel addressed the need to use the State of Wyoming matching money more strategically to support the College. Nearly half of the \$1 million has been claimed at this point, mostly matching various scholarships. While valuable, Ms. Wetzel's concept would be for the Foundation to use this funding to generate ongoing revenue for employee compensation, making NWC less dependent on state or local tax resources which can be unstable.

She presented an idea for the Foundation to conduct a 'mini campaign' to create an Endowed Nursing Faculty Chair. The goal would be to raise \$1 million and use \$500,000 of matching funds (.50 cents on the \$1) to reach the necessary \$1.5 million chair level. This project would be a benefit to NWC and have a positive impact on the healthcare system throughout the Big Horn Basin. There are also automatic donor prospects from the regional hospitals, clinics and medical providers along with local citizens who need the medical services. Committee members discussed current legislative challenges, and past economic boom and bust cycles for the state. A \$1.5 million endowment will produce approximately \$67,500 to be used for employee compensation. Trace Paul asked how many students could receive scholarships with the same funding. Shelby noted it would probably just be doubled to \$1 million which would generate \$45,000 and support 11-15 students at an average of \$3-4,000 each. The topic will be brought forward for discussion by the Board.

The matching conversation also fed into the upcoming 2025 Giving Day where the strategy is to use a variety of bonus funds to create a Triple Play on five major institutional projects. Donors will see their gifts matched by individual donors and state funds to triple their impact. The standard department and program projects will be included in the campaign as well.

Ms. Wetzel reviewed drafts for the Foundation's Endowment Management policy and Guidelines for Named Gift Opportunities. She flagged some of the recommended amounts for gift levels and indicated she wants to look for some comparative information at foundations of our size. For instance, our previous standard was that donors should pay 50% of a building's cost to name it. Given the current cost of construction, this seems unreasonable with our donor base. We had priced the Student Center naming at \$1 million, so there is a big discrepancy. She will do further research and bring this back to the group

The meeting was adjourned.

---

Shelby Wetzel, NWC Executive Director



PLEASE JOIN US!

# Student Center Dedication & Open House

2:00–4:00 PM · THURSDAY, JANUARY 30



## *The Heart of Northwest*

Ranked as the Northwest College's top facility priority, **the new student center is opening debt-free after diligent planning and financial management.** The building features a modern dining hall and bright, safe spaces where students can engage in studying, eating, gathering and leadership. **It will also be home to the Outdoor Education program with an academic lab/climbing wall and classrooms, plus the recreation co-op for students and community members.** This 38,606 square foot student center will help attract and retain students and enhance out-of-classroom learning and a sense of belonging on campus **to capture the Trapper spirit.**

## *You made it happen!*

### *Construction & Professional Services*

GENERAL CONTRACTOR	ARCHITECT
Groathouse Construction, Inc.	Hord Coplan Macht
State of Wyoming Construction Management Division	Interior Images
5th Generation Coatings, LLC	Jackson Construction
A.W. Hunt Construction, Inc.	JBD
Acker Electric	JP Masonry
Apex Steel	KL&A Engineers
AVI Systems	Landworks
Barker & Associates	Latitude Signage & Design
Basin Mechanical	NV5
Big Horn Roofing	Otis Elevator
Bighorn Testing	Overhead Door of Riverton
CMI Specialty Insulation	Polished Concrete
Commercial Kitchen Supply	Push Technologies
Contract Décor	Rapid Fire Protection
Elogic	Ricca Design Studios
Engineering Associates	S/D, Inc.
Engineering Design Associates	Sheet Metal Specialties
Excel Coatings	Sheridan Floor to Ceiling
Harris Trucking	Standard Drywall
	Wyoming Demolition

### *Lead Donors*

\$250,000 and above		
State of Wyoming – Matching Gifts	John Housel	Andy Quanbeck
Nelson Family & First Bank of Wyoming	Lamplighter Foundation	Warren & Barbara Smith
Chris & Betsy Taggart & Stoddard Family Foundation	Jacque Michel	Judy Vogt
\$100,000 – 249,999	Bob & Sandy Newsome	Chris & Reanne Wolff
Foulger Family	NWC Student Senate	Sue Woods
Tim & Connie Hopkins	Hunter & Charlotte Patrick	\$5,000 – 9,999
Steve & Megan Nickles	Steve & Tammy Rockhold	Bert & Kara Beech
Marjorie F. Wilder	Dusty & Betsy Spomer	Dennis & Linda Burke
\$50,000 – 99,999	TCT	Jessica Case
Dave Bonner	Shawn & Chris Warner	Lisa Gwin
Elsa Reichert Carrell Estate	Thomas & Lisa Watson	Dee Havig
Clay & Lynne Cummins	Ron & Martine Weathermon	Kim & Cindy Jacobs
Alexander & Norma Nash	John & Shelby Wetzel	Rob & Sarah Johnson
Pinnacle Bank	Anonymous (1)	Cal & Donna Jones
Anonymous (1)	\$10,000 – 24,999	Jarren & Tara Kuipers
\$25,000 – 49,999	Gordon Barrows Estate	Bryan & Laurie Lee
Big Horn Federal	Brian & Tanya Bentley	Jim & Carol Linton
Carolyn Danko	Toby & Tanya Bonner	Cory & Darci Ostermiller
John DeWitt Family	Club Dauntless	Tom Singer & Evey LeMont
Bill & Karen Hayes	Jack Fowler	Ronn & Linda Smith
Ron & Carol Hill	Scott & Stefani Hicswa	Tyler Yates
	Ruby Hopkin Estate	Floyd & Virginia Young
	David & Astrid Northrup	+438 other donors
	Park County Parks & Recreation Board	with gifts ranging from
	Trace & Robyn Paul	\$5 – \$4,999



## **Northwest College Foundation Donor Accountability and Stewardship Committee Minutes from January 8, 2025**

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

Shelby Wetzel reviewed a written Communications Plan with the committee. The committee and Board approved the Foundation's revised communications work using the graphic table of activities at the July 2024 meeting, but Ms. Wetzel realized that the previous written plan needed to be edited to incorporate changes made. The group concluded that the document is now in sync with the current marketing efforts.

Jill Hartmann shared more details regarding the Vibrancy Campaign Celebration event which will celebrate the Student Center opening and thank donors. It is now set for Friday, February 7 with a 'Perfect Pairings' theme featuring fun food and drink combinations available in five spaces to move people throughout the building. Tickets will cost \$25 each. NWC's Music Department will provide entertainment, and the Outdoor Education Department will be doing climbing demonstrations on the new rock wall. Ms. Hartmann will recruit volunteers to help serve the pairings in the various locations.

Ms. Wetzel updated progress regarding the Donor Profiles for the Foundation's named scholarships. The staff have completed 39 more profiles, bringing the total completed to 147 (out of 309). The irony here is that as the Foundation adds new named scholarships to the collection, the goal continues to be extended. Committee members provided updates on their assignments with new members taking on some of their own.

Lastly, Ms. Wetzel reminded committee members that with the end of a calendar year, it is time to coordinate thank you notes from the Board for the Foundation's Presidential Partner donors. The group agreed this is an important task and they will recruit people to do the work at the upcoming meeting. The staff will prepare cards, addresses and sample messages for the volunteers.

The meeting was adjourned.

---

Shelby Wetzel, NWC Foundation Executive Director

**Northwest College Foundation**  
**Finance Committee Meeting Minutes**  
**January 21, 2025**

**Present in person: David Northrup, Mike McDaniel, Shelby Wetzel, and Dillon Jeffs**

**Present online: Steve Rockhold, Tyler Yates, Chris Taggart, Brian Bentley (Morgan Stanley)**

Chris Taggart called the meeting to order at 1 PM

1. Brian Bentley reviewed the Foundation's investment performance for the calendar year 2024. Overall, we had an excellent year, with our Morgan Stanley account growing by 11.22% and our Edward Jones account growing by 12.63%. As of 12/31/24 we had \$47,758,915 held with Morgan Stanley (including \$2.2 Million in treasuries and cash) and \$5,467,689 held in Edward Jones. Chris commented on our trailing 5 and 10 returns of nearly 7%, being very impressive when considering how diversified our portfolio is. Brian also commented on the excellent timing of taking withdrawals when there is profit over the past several years and noted that we already have funds staged for our 2025 scholarship expense. Our investments have performed close to the blended asset allocation benchmark despite not being heavily concentrated in large cap growth stocks. Brian had no current recommendations for moving funds. During his overview Brian also briefly discussed that the small cap stocks could see a boost from the new Presidential administration, and that he would be keeping an eye on fixed income markets and natural resource investments as well, stating that these two areas could be somewhat volatile in the coming year.
  - After discussion of the investments, Chris voiced some concern about our exposure to international markets and its lack of performance. Currently around 18.8% of our portfolio is in international markets (15.8% international equities, 3% in emerging markets). Brian noted that our investment policy has a lower limit of 10% and an upper limit of 25% in international equities, so there is room to reduce our position in the international markets and stay in compliance with our policy. No action was taken currently, but it was discussed that we may use these funds to help fund our 2026 scholarship expenses.
2. Shelby gave a summary of UPMIFA and our endowment payout policy, which is to pay 4.5% for above water funds and 3.5% for underwater funds. Dillon noted that out of the 300+ endowed funds we manage, only 16 are underwater, and most of these are new endowments that were funded in November of 2024 and haven't had any time to grow, and he felt our funds were in a good place. Based on the state of our investments, Shelby recommended staying with the normal 4.5% and 3.5% payout rates for above and underwater funds, respectively. Steve made a motion to recommend these payout rates to the Board, David seconded the motion, and the motion passed unanimously.
3. After approving payout rates, we moved on to the discussion of our endowment management fee, which is currently assessed at 1% of the 3-year average of year-end market values. Shelby gave an overview of the current legislative situation and the concern of possible statewide budget cuts, as well as the impact they would have on the College. Shelby noted that if significant budget cuts are passed NWC could face a reduction in force, as NWC has already gone through a slew of budget cuts in the past decade and has already trimmed as much fat from budgets as possible. The initial idea of increasing the endowment management fee stemmed from the possibility of growing the Foundation

staff by adding an employee, but with the possibility of budget cuts it could become necessary just to stay whole and absorb a higher percentage of the Foundation's salaries from the College in order to help preserve the College's funds.

Shelby went through a document showing survey data as well as direct data from other regional colleges and universities regarding their Endowment management fees and Gift Acceptance fees, and the impact of a fee increase to the NWC Foundation. Highlights from the document include:

- Out of the 143 respondents of the NACUBO study and 46 respondents to the CASE study we were below the median of 1.3% and 1.25% respectively.
- Among the 22 colleges we directly compared ourselves against we tied for 17<sup>th</sup> lowest on fees, with Eastern, Sheridan, Gillette, Central, and UW all being higher. Shelby noted that LCCC also charges 1% and are currently evaluating an increase to their fee as well.

Based on numbers from the past 3 years, an increase of our endowment management fee to 1.25% would nearly allow us to absorb 95% of our salaries from the College, increasing the fee to 1.5% would allow us to absorb 95% of our salaries as well as allow us to replenish our unrestricted cash reserves over time and have some flexibility with future staffing. NWC would still need to pay a small portion of Foundation salaries to provide access to benefits.

After Shelby's overview, Tyler asked if we knew how long the other Wyoming Community Colleges have been charging 2% on their fees and if it had impacted their fundraising. Shelby replied that this was not something that she knew. She also noted that if an increase does happen, we would be very transparent and communicate any changes with our donors and scholarship managers.

Chris commented that he is slightly concerned about increasing the fee due to the possibility of it setting a precedent for happening again and getting out of hand. Shelby noted that we began charging an endowment management fee in 2001 at .5%, and in 2011 we increased the fee to 1%, so we have gone for 13 years without an increase, and that we would not want to discuss another increase for a long time.

No action was taken currently and this information will be brought to the entire board in the February meeting for input. Steve suggested the Finance committee form a recommendation for the April Board meeting and bring it forward for a vote.

4. Other business – Shelby briefly discussed the underfunded endowments that we had talked about at our previous meeting. She stated that we are quickly running out of matching funds to top off these underfunded endowments, and that we are currently not going to take any action to preserve our remaining matching money.



# **Northwest College Foundation**

## **Governance Committee Minutes from December 16, 2024**

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

The group reviewed in more depth CASE's Principles of Practice in Fundraising as well as their Statement of Ethics (internal standards) and the Donor Bill of Rights (external rights). Committee members discussed a plan for presenting the information to the full Board as an educational item at the next meeting.

Shelby Wetzel shared an updated version of the Management/Governance Checklist, noting that in setting the initial assignments, the Executive Committee was given three of the seven sections to monitor. She is proposing to change the alignment for two of the areas to the Governance Committee because the Executive Committee does not meet on a regular basis to do this work. Tim expressed that some of the work should be conducted by the organization's leaders. Ms. Wetzel agreed that the Executive Committee can take the lead when there are changes to be made in some areas, while leaving more of the oversight of process to the Governance Committee. Megan Nickles asked how oversight would take place for the topics that fall under NWC's responsibility such as the Data and Information Technology. Shelby explained that she is a member of the College's Information Security and Governance Team representing the Foundation and Alumni areas. She will provide updates and flag concerns that need to be addressed by the Foundation Board.

In addressing the need for an Information Disclosure Policy, Shelby did not find examples from other institutions in the CASE sample policy depository. However, she shared two existing office policies: the Prospect Research/Donor Privacy Policy of the Foundation and the Alumni Association's Policy on Release of Alumni Information. These seem to deal with a number of items imagined to fit within the Information Disclosure category. The group discussed repackaging the current information with some additional overarching statements to address this policy topic. Shelby will do some more research, so the group can revisit the discussion.

Prior to closing, the committee checked in on mentor assignments for the Foundation's new directors.

The meeting was adjourned.

---

Shelby Wetzel, Executive Director



## **Executive Director Report for January 2025**

### Introduction

At our last meeting, we celebrated having \$1 million of matching funding from the State of Wyoming left after the Student Center project to use as donor incentive money for new fundraising programs.

Fast forward to the new year, and after the recent election, to see how we are focusing on future activity. The conservative tenor coming from the Wyoming Legislature is shaping our thinking regarding two significant areas of work:

- It seems wise to consider using a significant portion of the state matching dollars to secure another Endowed Chair/faculty position at NWC. In this manner, the Foundation can help the College develop funding streams independent of state or local tax revenue. Increasing the number of endowed chairs is also part of the Foundation's current strategic plan.
- As we look at investment performance and payout rates for scholarships and campus programs, we are also raising the topic of administrative fees that help pay for the Foundation operation. Previously, my goal with a fee increase would have been growth-minded, expanding our staffing to drive additional fundraising revenue for Northwest College. However, with the possibility of decreases in college budget, we may need this increase to absorb the money NWC is contributing to our existing employee compensation – they currently cover 28% of the costs and we pay for 72%.

We'll be seeking thoughts from the Board on both topics as we work to formulate action plans.

### Impact Story

Earlier this month, Stan and Mary Flitner reached out to me about helping a young man from Greybull. He is a first-generation freshman student enrolled in NWC's drafting technologies program. He lives on campus during the week and works with his family in their food truck business on the weekends which is how the Flitners met him at the new Shell Bar. We were able to award him some funding from the Flitner Family endowed scholarship the Foundation manages. Here's part of the student's thank you letter:

"This scholarship will play a vital role in helping me get my education by easing all the academic expenses for my family. I am committed to making the most of this opportunity by excelling academically and giving back to my community. Your belief in my potential really inspires me to work harder and strive for my dreams. I am truly grateful for the confidence you have placed in me and look forward to the day when I can pay it forward and support others in achieving their dreams."

## Foundation Headlines

Other highlights from our current work include:

- The donor recognition signage for the new Student Center is complete and we are finalizing contracts for the Named Spaces with various donors. We helped coordinate publicity and details for the College's official Dedication and Open House on January 30, and Foundation staff are also planning for a Vibrancy Campaign celebration event on February 7 to honor and thank the many donors who made this facility happen. Lastly, distributing small gifts to donors at the completion of a large, multi-year campaign is a way to express the Foundation's appreciation for people's participation in our major ventures. Our goal is to distribute items by the end of February and declare a successful end to the Vibrancy Campaign! 😊
- We processed year-end tax reporting with donor letters and 1099s. It is also when we distribute thank you messages to donors who've reached specific cumulative giving levels and or consecutive years of giving.
- We distributed one of the four planned giving mailings we'll feature this year (along with a follow-up email). It's important to continue planting seeds of encouragement for estate gifts that leave a permanent legacy of support to Northwest College. We received news late last year that Phyllis Donley, formerly of Cowley, had passed away. I worked with she and her husband Jim in 2018 to set up parameters for a scholarship endowment supporting NWC students from Lovell and Rocky Mountain high schools. Jim died several years ago, so now their \$200,000 bequest will transfer to the Foundation (after probate, etc.). We are waiting for closure on three estates at this time; the other two are former nursing faculty member Randy Graham and former Foundation director Roger Kearns.
- The Foundation's new web site launches February 1. You'll now find us under the College's navigation at [www.nwc.edu/foundation](http://www.nwc.edu/foundation). We'll showcase the site for you at our meeting on February 5.

## Fundraising Focus

We're deep into the organization of our 2025 Giving Day. Our plan is to use the State of Wyoming matching money along with commitments from challenge or matching donors to incentivize giving with our **Triple Play** promotion. If you've completed a Student Center pledge, you might want to serve as a Giving Day Sponsor and help jumpstart some excitement with us. We'll share more details at the meeting.

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



Shelby Wetzel  
Executive Director

# Development Manager Report

---

**Cory Ostermiller**  
**February 2025**

## Foundation Work

- Focus planning work for the 2025 Giving Day. Looking to secure challenge donor sponsors as well as meeting with academic departments to discuss individual fundraising projects. The date(s) for Giving day is March 20 & 21.
- Finalized grant application work for funding from the Park County Recreation Board for the Outdoor Education Program at the new Student Center.
- 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.
- Continued work with the Development and Governance committees.
- Worked with Shelby and donors to get information for the donor signage at the new Student Center.
- Completed Lybunt/Sybunt work for the end of the calendar year.
- Looking to make a minimum of three contacts per day working with different prospect pools.

## Athletics

- Working on targeted Athletic scholarship prospects to support recruiting student athletes.
- Continuing work to solicit Game Day sponsors and facilitate game day and tournament activities.
- Planning for the 2025 Trapper Bonanza Golf tournament, dinner, and Calcutta. Working with AD Brian Erickson to secure sponsors for golf events. This year's tournament will once again be held in conjunction with Paint the Town Red weekend in August.
- Supporting individual team crowdfunding to raise money for the athletic teams.
- Working on criteria with Board members for the NWC Athletics Hall of Fame.

## Misc.

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

# Alumni & Development Coordinator Report

Jill Hartmann | February 2025

## ***Annual Giving***

- Engaged in donor cultivation through birthday emails and welcome back and new donor postcards.
- Followed up individually with portfolio of donors regarding year-end giving.
- Designed special campaign for GivingTuesday to benefit the food pantry at TRiO resulting in \$3,000 raised.
- Engaged with employee donors whose Student Center pledges were ending in December to continue their giving with new designations.
- Mailed thank you cards to donors who reached milestones in their lifetime cumulative giving as well as benchmark anniversaries in the consecutive years of giving.
- Coordinated design and mailing of over 1,300 planned giving postcards along with follow-up email.
- Collaborated with Livestock Judging team to design and mail stewardship notes to all donors who gave to the program during the Livestock Judging Reunion.
- Researched and ordered thank you gifts for donors who gave \$100 or more to the Vibrancy Campaign.
- Designed and promoted Donor Celebration for new Student Center

## ***Giving Day***

- Coordinated efforts with college's Communications and Marketing department to update printed materials and solidify promotion plan.
- Collaborated with six campus departments to identify projects and fundraising goals.
- Brainstormed potential match donors and ambassadors for institutional priorities and program projects.
- Re-engaged GiveCampus platform and designed this year's pages.

## ***Alumni Programming***

- Hosted online Alumni Association Board Meeting in November.
- Supported Admissions for Preview Day by designing a scavenger hunt that engaged Alumni volunteers and provided a scholarship prize.
- Planned and hosted Cap and Gown Photo Op for December graduates.
- Planned and facilitated meetings for two Alumni Association Board Committees (Philanthropy and Events both met in January).
- Planning for the quarterly Alumni Association Board meeting on February 4<sup>th</sup>.

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

- Coordinated the November and December issues of TrapperLink.
- Facilitated mailing of Foundation Calendar and holiday greeting to over 1200 addresses.
- Designed and launched new Foundation & Alumni webpages under the umbrella of nwc.edu.

## ***Other***

- Supported Athletics by setting up welcome table at Women's soccer regional championship game.
- Supported planning and execution of Scholarship Breakfast and Scholarship Luncheon.
- Met with NWC4Life Committee to plan content and distribution for their November and March newsletters.
- Participated in Park County Travel Council monthly meetings in November, December, and January.
- Participated in Foundation Board committee meetings for Development and Donor Accountability & Stewardship.

## **President's Report**

January 3, 2025

### **State**

#### Legislature

The Interim Joint Education Committee did not meet in October. The Interim Joint Appropriations Committee met October 31-November 1 in Cheyenne. The Committee received updates on the October 2024 CREG report, performance compensation, technology, state construction, the shooting complex, K-12 external cost adjustment, and gaming. The CREG report increased 2024 projections for revenue to the General Fund (GF) and the Budget Reserve Account (BRA) by \$122.0 million. Due to strong investment revenues, \$179.9 million in investment earnings from the PWMTF was transferred out of the GF in accordance with W.S. 9-4-719 and deposited in equal amounts to the Legislative Stabilization Reserve Account (LSRA) and Strategic Investments and Projects Account (SIPA). State Construction shared the draft bill for major maintenance planning.

The Interim Joint Education Committee met on November 14 in Cheyenne. No topics related to higher education. The Interim Joint Appropriations Committee met October 31-November 1 in Cheyenne. Last month's report noted that the Committee received updates on the October 2024 CREG report, performance compensation, technology, state construction, the shooting complex, K-12 external cost adjustment, and gaming. State Construction shared the draft bill for major maintenance planning.

Joint Appropriations started budget agency meetings on December 9-13. The WCCC presentation to JAC went smoothly. The Governor did not support budget exceptions, but the computer system statutory request was covered. The At a Glance WACCT document was also shared with the legislators.

The 2025 Legislative Session begins January 14<sup>th</sup> at noon. The Policy Session runs until midnight on March 6th, 2025.

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

The Governor's Supplemental Budget was released on November 14, 2024. Funding for the Community Colleges remains flat. The Governor has requested \$5.2 million to complete the phase III Wyoming Innovation Partnership efforts. The Governor called for a conservative supplemental budget with requests primarily focused on emergencies and unanticipated contingencies.

#### Wyoming Community College Commission (WCCC)

The Wyoming Community College Commission (WCCC) met on October 2 and 3 in Rock Springs. The Commission workshop and meeting reviewed the Bachelor of Applied Science recommendation, draft rules changes, and a review of the Tuition Rates for the upcoming year. The Commission moved to approve the BAS recommendations and rule changes, but they will still need to go to the Governor for approval. The Commission voted to hold Tuition rates at current levels but keep an eye open to economic or legislative changes. New programs were approved for Casper College and LCCC.

Executive Director Moritz presented at the JAC meeting in December. He has been working with President Tyndall and Director Taylor on legislative meetings with legislators and the Governor's

Office. Interviews for the CFO position are scheduled for January 6 and 7. There are three finalists for the position.

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

The WACCT met on October 2 in Sheridan. Trustee Wurzel was in attendance.

The WACCT met on November 12 via Zoom. I attended the meeting, and the topic of conversation was focused on the CREG report, the recent election, and advocacy.

WACCT is pleased to host the 2024 WACCT Shaping Wyoming's Future Student Annual Student Awards. This year, NWC student Thea Farrington was chosen for Northwest College. A legislative reception with legislators, WBA members, and students will be held on February 7, 2025. Students will also be introduced during the Joint Legislative Session later that day. Congratulations Thea!

### Wyoming Innovation Partnership (WIP)

The WIP Alignment and Scaling groups met on October 17 and 21. The discussion was centered around future planning for the WIP.

The WIP PSG met in Laramie during the Governors Business Forum on November 12 for a planning meeting. All WIP economic segments also hosted presentations on the work completed in each area. No Alignment or Scaling groups met in November. Discussions continue around future planning and possible structures for the WIP.

No WIP meetings were held in December.

### **Campus**

The campus was quite busy with academic and student activities in October. Women's Volleyball and Men's and Women's Soccer wrapped up their seasons while Basketball and Wrestling were gearing up. Congratulations are in order for the Women's Soccer team, which made it to the Regional Championship for the first time in history before losing to LCCC. Men's Soccer played in the 1<sup>st</sup> round regionals before losing to LCCC in a shootout. It has been a good season for all three teams. The wrestling season started with NWC traveling to the Colorado School of Mines for a meet on Saturday, November 2, in Golden.

November brought several athletic events for Men's and Women's Basketball and Wrestling. All teams are performing well as they gear up to begin regional division competition.

Across campus, music performance season moved into full gear with the Northwest Civic Orchestra performing on November 9, a Brass recital on November 11, a Jazz Exp on the 16<sup>th</sup>, and a Small Ensembles Concert on November 18, all while hosting the North Big Horn Basin High School District Clinic event on November 23.

I attended the Governors Business Forum in Laramie, November 12-14. There were many presentations on the State of State, business growth, policy and politics, and workforce development, to name a few. I attended a dinner hosted by the University of Wyoming – School of Education focused on Career & Technical Education pathways. Most of the College Presidents attended, along with the Dean of the College and the CTE Director. It was a nice opportunity to gather and discuss needs across the State.

I attended the Empty Bowl – Food Bank event hosted by the Art Department at The Commons. This long-standing event was once again very successful, with lines reaching around the block and selling over 400 handmade bowls with soup to the public for a donation to the Food Bank. Thank you to Associate Professor Elaine DeBuhr for organizing the event and all the students and artists who created and designed the bowls.



The Nursing Advisory Board met, and VPAA Dave Erickson and I attended. Student nurses, faculty, and business advisory members participated in the meeting to give updates on program efforts business needs and request feedback on future planning regarding programmatic feedback opportunities for allied health needs. This Board is a fully functional, active advisory group with a strong and healthy relationship with industry leaders in the Big Horn Basin.

The fall semester wrapped up for students on Friday, December 13<sup>th</sup>, 2024. Faculty and staff worked to complete grades and wrap up operations before the campus holiday break.

Campus Physical Plant and Sodexo worked diligently throughout December, especially the week of December 16, to move Sodexo out of the Park County Fairgrounds and JFC gym. All equipment, small wares, and food have been moved to the Student Center, left for the County, or placed into storage. I attended the Park County Commissioner meeting on December 17 to express my appreciation and the appreciation of the College and Trustees for the ability to use the Fairgrounds Kitchen as part of the Student Center project. This once-in-a-lifetime support ensured our students were always fed and allowed us to build the Student Center in its original location, which was a success.

The constituency groups hosted holiday activities during the week of December 16, with many employees participating.

### Strategic plan 2030

(Pillar 1.5.1) The College worked with Hanover to complete focus sessions with K-12 Superintendents and Principals. Hanover also completed focus sessions with K-12 Counselors and Teachers. NWC is waiting on completed reports. The College continues to meet with Hanover on the regional needs assessment analysis draft.

(Pillar 1.1.4.) The Grant Steering Committee met with Ellucian to discuss upcoming potential grants and viability. The search for a Grant Manager/Director is still under review. The Grant Leadership Team will continue its work with Ellucian as we gear up for the Strengthening Institutions Grant and discuss other upcoming opportunities.

(Pillar 2.1)—Enhance the Brand—The NWC Website development is complete, and the website is live! Over the next few months, additional work will be done to fine-tune the site, convert the Foundation website, and train Website Monitors. Congratulations to Director Carey Miller, Keith Smith, and the rest of the team and campus members who assisted with creating the new website, content creation, and content migration.

(Pillar 4.1.1) Complete and Implement a new Facilities Master Plan. The College started work earlier this fall by hosting input sessions with faculty, staff, students, and the Board of Trustees. Input is filtered into three categories: Capital Projects, Major Maintenance, and Auxiliary/Residential. President Watson and Director Quillen have been meeting with Architect Kane Morris from Point Architects to develop the Table of Contents and gather supporting documents while input work is completed. Conversations to prioritize needs around the master plan are underway with the Board.

(Pillar 4.1.2) Construction of the Student Center was completed in mid-November! A soft student-centered opening was held to cut the ribbon for our students as the space was completed, but services were not operational at that time. The campus focused on moving out of the Fairgrounds and JFC Gym in December. Sodexo started serving meals out of the Student Center in January. The open house is scheduled for January 30, 2025. Congratulations to all for a highly successful project.

### Powell Economic Partnership

I attended the PEP meeting on October 17, 2024, in Powell. The quarterly Strategic meeting was shortened to allow the Wyoming Business Council Insite consultant to travel to various businesses.



On Wednesday, October 16, Dean Stensing attended the PEP Econ Development Stakeholder meeting held as a part of the Insite visit.

I attended the PEP meeting on November 21, 2024, in Powell. An update was provided on the financials (on track for the year), a discussion on bylaws and ex-officio positions occurred and was voted on, and an update on the airport industrial development planning work was shared. Northwest College is no longer an ex-officio on the PEP Board but now serves as a voting member from now on.

I did not attend the Powell PEP meeting on December 19, 2024. The agenda included financial updates, budget discussions, new Board members, a VISTA update, an INSITE visit, the airport expansion project, and the Park County Convention Center project.

#### Forward Cody

I could not attend the Forward Cody meeting on October 22, 2023. The agenda included a review of financials, a discussion on the statewide shooting complex, and the ongoing CEO search.

I attended the Forward Cody meeting in Cody on November 19, 2024. The agenda included a review of financials, a presentation from Ryan Hauck on plowing the plug, and a conference center study. Updates were given on the search for a new CEO, Board elections, and memberships. An update was also provided on current business leases and all efforts surrounding the Shooting Complex.

Forward Cody met on December 17, 2024. Discussion included the financials, budget work, the Shooting Complex, and James Klessen's retirement. A replacement hire is still pending.

#### Foundation, Alumni, and Booster Club

No Foundation or Alumni Board meetings were held in November.

Tom and I enjoyed attending the Scholarship Breakfast to meet the male and female athletes our two scholarships help support. I attended and spoke at both the Breakfast and Lunch events. It's always fulfilling to participate in these events, see the connections made between the donors and the students, and know that your donation makes a direct impact.

No meetings were held in December.

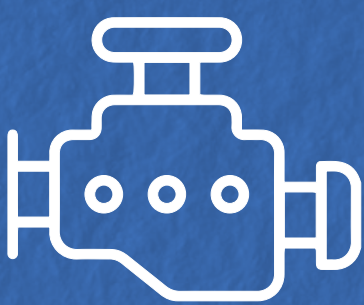
Respectfully submitted,



Lisa M. Watson  
President



## Wyoming's Community Colleges are the Economic Engines of our State



The majority of community college students are part time, employed, older, and “place-bound.” They have car payments, a job, a family, and they cannot leave for college.

In FY 2022-2023, Wyoming Community Colleges served



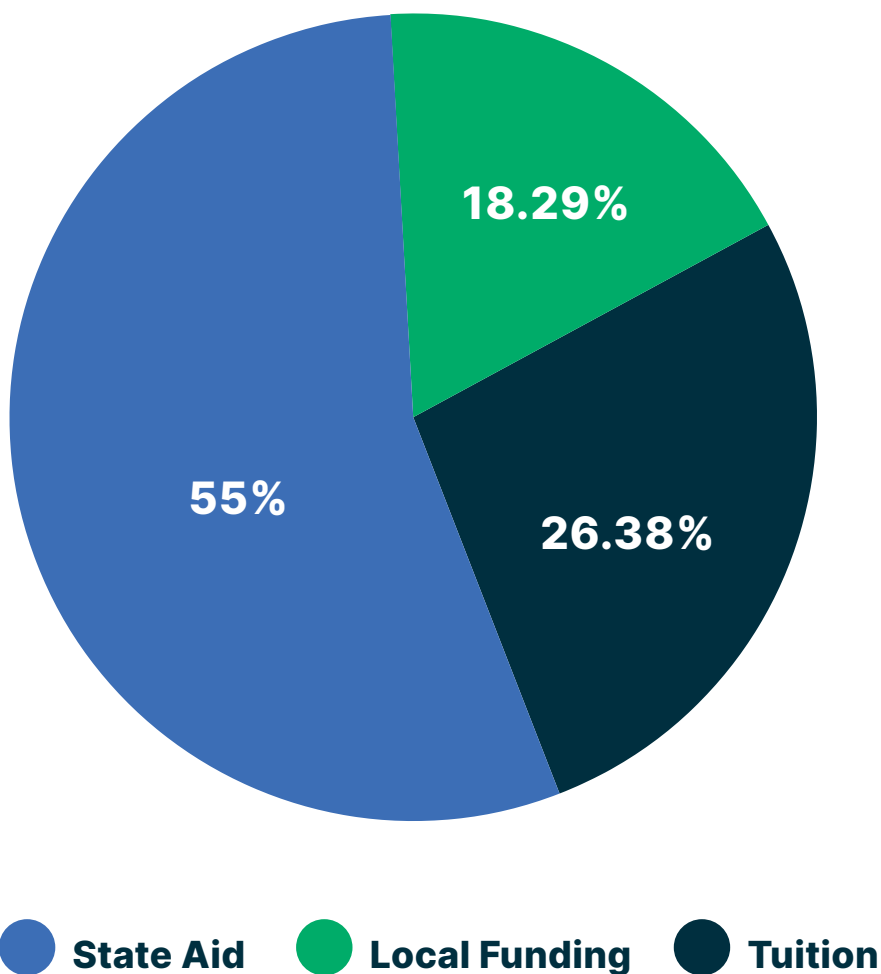
### Local communities need replication of programming.

- Local communities need replication of programming. The fundamental design of community college for-credit programs is based on local advisory committees around which we design and place students.

### The “hubs” of Wyoming communities.

- Community Colleges are “hubs” of our Wyoming communities, providing high school equivalency, English as a second language, and other community courses. They are also hubs for dual and concurrent enrollment for high school students, saving families thousands of dollars.

The primary challenge facing Wyoming's Community Colleges is sustainable funding. The current breakdown is as follows:



The Community Colleges are part of the solution to keep the pulse of the state beating – training workforce, a competitive workforce, increasing educational attainment, and creating education opportunities for thousands of people statewide.

If this is what the Wyoming Legislature expects from the Community Colleges, a corresponding commitment to fund those expectations would be appropriate.

- Since the colleges serve all 23 counties, any future sustainable funding for the Wyoming Community College System should include a state-wide revenue component.
- The Legislature should empower the Community Colleges with more tools in the local funding “toolbox.” This would empower the state to drive more contributions from community college economies, which are inherently local.
- A funding formula for the future should incentivize the colleges to meet the needs and wants of the state (i.e., incentives for colleges to work together to reduce programmatic costs, financial reward for programming consortiums, delivery of distance education, development of non-credit, industry specific programs and apprenticeships).



## Return on Investment

The Center for Business and Economic Analysis (CBEA) at the University of Wyoming conducted a study to calculate the ROI of the WIP initiative, assessing the economic impact of Phase I and Phase II expenditures.

## The Wyoming Innovation Partnership

# \$5M Request

WACCT supports the supplemental \$5M request from the Governor's Office to support the final implementation of the WIP. Please visit [wip.wyo.gov/about/reports](http://wip.wyo.gov/about/reports) to see the Phase II ROI.

- The value-added ROI for a five-year horizon was estimated at 690%, signifying that the contribution to Wyoming's gross state product over this period was **more than seven times the budget allocated** to the WIP programs. Additionally, the study estimated tax revenues for the state, including sub-county, county, and state levels, would amount to approximately \$38.6 million over five years. **This substantial economic return far exceeds the potential return** from investing the WIP funds in a “rainy-day” money savings account earning 5% annually.

- While the analysis underscores the effectiveness of the WIP initiative in furthering economic development and resiliency in Wyoming, it also acknowledges the limitations and complexities inherent in such evaluations, including the challenge of quantifying qualitative benefits and the myriad potential alternative uses of the funds. Overall, **the study affirms the substantial economic returns from the WIP** while highlighting the need for continued evaluation and consideration of various funding strategies through this initiative to further maximize public benefit.



\$38.6M

projected total tax revenue

\$348M

projected value added



6,653

projected jobs created



690%

projected return on investment



# Wyoming Community Colleges are a Strong Investment for Students and Society



Thanks to community colleges, higher education is more accessible than ever. Compared with public four-year institutions, where tuition and fees cost almost three times as much on average, community colleges offer significant savings for students.

## Wyoming's Community College System was

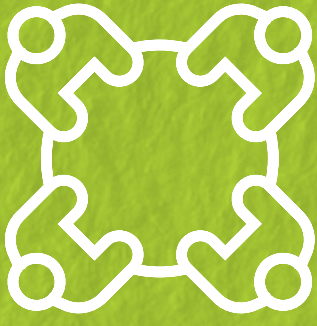
# Ranked #4

in the nation according to a 2024 report from WalletHub.

### Wyoming's Community Colleges are unique:

- ✓ Locally governed with duly elected trustees
- ✓ Nimbly meet local needs and maintain the character of their community
- ✓ Serve their communities through non-credit programming, workforce development, and other important non-academic community needs – they are **comprehensive**

✓ Wyoming's Community College System is unique in that our community colleges are not as urban as others across the country. Indeed, all 23 counties benefit from the services of the eight community colleges and the service territories are very rural. In Wyoming, the colleges serve as the cultural and community hubs of their communities.



## Student Success & Partnerships

Here are some examples of student success and industry partnerships:

- ✓ 2+2 transfer agreements with UW
- ✓ UW, five of the Community Colleges and many K-12 districts share the same Learning Management System, Canvas
- ✓ A statewide transfer system portal is currently being developed
- ✓ Statewide website (WYCLASS) lists all online classes currently available across the state
- ✓ Shared professional development conferences help find efficiencies for training staff
- ✓ The Wyoming Innovation Partnership
- ✓ Councils of leaders from all of the Wyoming Community College institutions that work on joint governance projects
- ✓ UW and the eight colleges have a common course numbering system
- ✓ Statewide projects and initiatives such as the Attainment Council and WCCC statewide strategic plan, among others
- ✓ Next Gen Sector Partnerships
- ✓ Colleges that offer the Applied Baccalaureate
- ✓ Reverse transfer



## 2025 Legislative Session

The eight Community Colleges surveyed the resources related to safety and security over the summer of 2024. Given current statutes, here are the gaps the Colleges identified for safety and security needs:

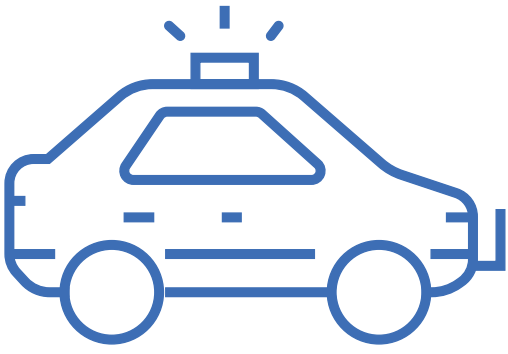
### Safety & Security

WACCT maintains the position that the Colleges should retain local control with regard to removing gun free zones. If there is a movement to remove gun free zones, WACCT urges policy makers to consider exceptions for the following areas: child care centers, labs, dormitories, personnel hearings, and athletic events.

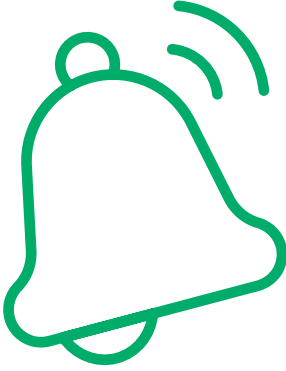
Very few of our doors have electronic locks. Very little of the internal spaces are covered by cameras.



More security cameras and an additional vehicle.



Security cameras, security personnel, panic buttons, automatic door locking systems, external notification system.



# 50%

of campus facilities need cameras. 90% of campus doors do not have electronic access that would allow auto-lock capability.



# 24-hour

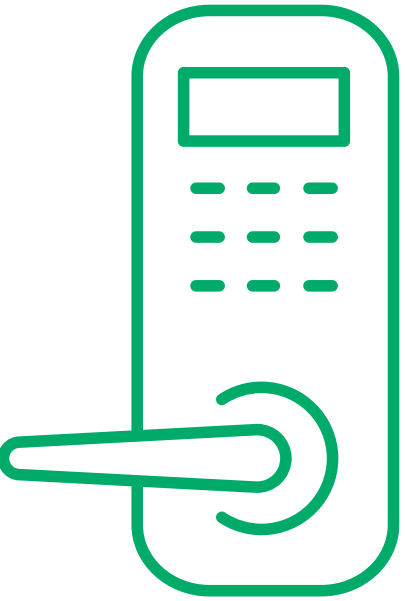
security coverage, which would require two more FT employees. Additionally, a half-time officer for handling all the technology (cameras, doors, alerts, etc.).



Cameras and panic buttons need significant improvement to maximize usefulness. Two-way radio system needs improvement to communicate directly with law enforcement and other emergency responders.



Significant investment is needed to add **electronic door locking** to the entire campus. Currently we use it on some buildings and generally only for exterior doors, none for interior doors. This is a major gap in campus safety across most colleges. Current door systems also need to be able to lock from the inside, without a key, in the case of emergency.



We are severely lacking in the areas of surveillance and access control. The vast majority of the Colleges are still accessed through traditional keys, which does not allow us to remotely secure any college facilities or monitor the access to any building. This creates a security concern in that our ability to monitor physical access to the buildings is nonexistent, and in instances where emergencies arise, we are not able to remotely secure campus locations and account for individuals that have accessed them.

It is necessary for us to be able to control all of the college facilities through a unified access control system. With the lack of surveillance cameras on the campus, we do not currently have the ability to monitor tense, uncertain, or rapidly evolving situations in real time. We also lack the ability to use these systems for investigation for law violations, or as a deterrent, which greatly increases the liability on the college. We must complete the installation of a complete surveillance system that provides the ability to watch in real time and review footage from our hallways, parking areas, residence common areas, and administrative buildings.





# Winter Events 2025

<b>February 7<sup>th</sup></b> 5:30 p.m. & 7:30 p.m.	<b>Women's &amp; Men's Basketball Vs. Eastern Wyoming College</b> Cabre Gym
<b>February 8<sup>th</sup></b> 5:30 p.m. & 7:30 p.m.	<b>Women's &amp; Men's Basketball Vs. LCCC</b> Cabre Gym
<b>February 11<sup>th</sup></b> 7:00-8:30 p.m.	<b>Third Annual NWC Photo Contest and Exhibition Opening</b> Orendorff Building SinClair Gallery
<b>February 13<sup>th</sup></b> 5:30 & 7:30 p.m.	<b>Women's &amp; Men's Basketball Vs. Central Wyoming College</b> Cabre Gym
<b>February 14<sup>th</sup></b> 12:00 p.m.	<b>Red Lodge Clay Center Exhibition Closing Reception</b> Cabre Building Northwest Gallery
<b>February 25<sup>th</sup></b> 7:00 p.m.	<b>NWC &amp; PHS Choir Pop Concert</b> Powell High School
<b>February 27<sup>th</sup></b> 5:30 p.m. & 7:30 p.m.	<b>Women's &amp; Men's Basketball Vs. Gillette College</b> <b>Sophomore Night</b> Cabre Gym
<b>March 4<sup>th</sup></b> 1:00 p.m.	<b>42<sup>nd</sup> Annual Northwest College Jazz Festival</b> Nelson Performing Arts Center
<b>April 5<sup>th</sup></b> 7:00 p.m.	<b>Jazz Night</b> Nelson Performing Arts Center
<b>April 14<sup>th</sup></b> 7: 00- 8:30 p.m.	<b>Collegiate Chorale, Wind Ensemble and Percussion Ensemble</b> <b>Concert</b> Nelson Performing Arts Center
<b>April 22<sup>nd</sup></b> 7:00-8:00 p.m.	<b>Small Ensembles: Woodwinds, Saxophones &amp; Guitars</b> Nelson Performing Arts Center
<b>April 28<sup>th</sup></b> 7:00 p.m.	<b>Brass Recital</b> Nelson Performing Arts Center
<b>May 3<sup>rd</sup></b> 7:00 p.m.	<b>Northwest Civic Orchestra Spring Concert</b> Nelson Performing Arts
<b>May 10<sup>th</sup></b> 10:00 a.m.	<b>NWC Graduation Day</b> Cabre Gym



## **2025 Calendar of Meetings**

**April 30, 2025** – Wednesday, 4:00 p.m.

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

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

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

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

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

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

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

**Sample Message for NWC Board thank you notes to Presidential Partner donors:**

As a member of the NWC Foundation Board, I want to Thank You for your Program Support at Northwest College. We value your help in facilitating special opportunities for students!

As a member of the NWC Foundation Board, I want to Thank You for supporting Scholarships at Northwest College. Your gift provides educational access and rewards the hard work of our students!

As a member of the NWC Foundation Board, I want Thank You for supporting the College's new Student Center. We're excited to offer a modern space for dining and gathering to students and the community!

## **NWC Foundation Strategic Focus for Matching Funds**

Available matching funds	\$1,000,000	
Miscellaneous Scholarships/Pograms	<b>(\$440,000)</b>	17 new scholarships, plus \$ for existing funds
Reserved for Giving Day	<u>\$60,000</u>	
	\$500,000	Balance

## **Endowed Faculty Position**

Healthcare/Nursing - 25% of WC Enrollment

70-80% of Nurses in the BHB are NWC graduates

Protect employees/college from Budget Cuts

	<b><u>Fundraising</u></b>	<b><u>Match</u></b>	<b><i>(50 cents on the dollar)</i></b>
<b>Campaign Goal:</b>			
<b>Endowed Nursing Faculty</b>	<b>\$1,000,000</b>	<b>\$500,000</b>	
Prospects:			
Cody Regional Health			
Powell Valley Healthcare			
North Big Horn Hospital			
Washakie Medical Center			
Wyoming Retirement Center			
Various clinics - One Health, Three Rivers, 307Health, Billings Clinc, etc.			
Doctors			
Moyer Foundation			
Paul Stock Foundation			
Community members			

Impact to NWC: 4.5% payout of \$1.5 million **\$67,500 annually for salary**

## **Scholarship Fundraising Alternative**

If used for Scholarships, we would typically match 1:1

	<b><u>Fundraising</u></b>	<b><u>Match</u></b>	<b><i>(Dollar for dollar)</i></b>
	<b>\$500,000</b>	<b>\$500,000</b>	
Impact to NWC: 4.5% payout of \$1 million	<b>\$45,000</b>	<b>Support to 11-15 students annually (average of \$3-4,000 each)</b>	



January 2025

## 2025 NWC Foundation Endowment Payout

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

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

We are not required to limit spending from funds that are below their historical dollar value (the total gift amount). Of course, we always want to be cautious in this area. The investment return for 2024 was 11.22%, with just 16 of the 339 Foundation's endowments, or 4.6 percent, still being under water. Most of the funds under-water funds are new endowments that have not been invested long enough to build up growth and were impacted by the slight market downturn in December.

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

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

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



<b>NACUBO Study</b> <b>143 Total Respondents (29 Respondents of our size)</b>		
Endowment Management Fees 2023		
Endowment Fee Categories	All Responses	\$50 - \$100 Million Endowment
Minimum Endowment Fee	0.30%	0.80%
Median Endowment Fee	1.30%	1.30%
Maximum Endowment Fee	3.00%	2.50%
Gift Acceptance Fees 2023		
Gift Fees	All Responses	\$50 - \$100 Million Endowment
Minimum Endowment Fee	1%	4%
Median Endowment Fee	5%	5%
Maximum Endowment Fee	8%	5%

<b>CASE Study</b> <b>46 Respondents</b>		
Endowment Management Fees 2021 and 2022		
Endowment Fee Categories	2021	2022
No Fee	8%	2%
< 1%	8%	11%
1%	20%	20%
Between 1% to 2%	59%	59%
2%	3%	4%
> 2%	2%	4%
Median Endowment Fee	1.28%	1.25%
Gift Acceptance Fees 2021 and 2022		
Gift Fees	2021	2022
Fees on All Gifts	31%	26%
Fees on Non-Endowed Gifts Only	17%	20%
Fees on Endowed Gifts Only	3%	2%
No Gift Fees	48%	52%
Most Common Fee	5%	5%
Minimum Fee	N/A	3%
Maximum Fee	N/A	7%
Average Fee	N/A	4.6%

### Impact of Endowment Management Fee Increase

Year	1%	1.20%	\$ Increase
2021	\$475,424.00	\$570,508.80	\$95,084.80
2022	\$487,385.00	\$584,862.00	\$97,477.00
2023	\$496,415.00	\$595,698.00	\$99,283.00

Year	1%	1.25%	\$ Increase
2021	\$475,424.00	\$594,280.00	\$118,856.00
2022	\$487,385.00	\$609,231.25	\$121,846.25
2023	\$496,415.00	\$620,518.75	\$124,103.75

Year	1%	1.50%	\$ Increase
2021	\$475,424.00	\$713,136.00	\$237,712.00
2022	\$487,385.00	\$731,077.50	\$243,692.50
2023	\$496,415.00	\$744,622.50	\$248,207.50

Year	Foundation Salaries Paid By NWC	Foundation Salaries Paid By Foundation	Amount needed to pay 95%
2021	\$165,574.51	\$264,996.67	\$144,045.95
2022	\$155,169.56	\$310,638.94	\$131,879.14
2023	\$154,678.23	\$323,827.58	\$130,752.94

## Endowment Fee - Direct Comparison

Organization	Endowment Mgt Fee	Other Fees/Funding
Citrus College	3.00%	5% Fee for sale of real estate gifts received to be sold
Lane Community College	2.00%	
Portland Community College	2.00%	
Western Oregon University	2.00%	Fee is 3% in years that investment return is > 12%
<b>Eastern Wyoming College *</b>	<b>2.00%</b>	
<b>Sheridan College *</b>	<b>2.00%</b>	
<b>Gillette College *</b>	<b>2.00%</b>	
North Dakota State University	1.89%	
University of Montana	1.86%	10% Fee for sale of real estate gifts received to be sold
MSU - Bozeman	1.75%	
Colorado State University	1.70%	
<b>Central Wyoming College *</b>	<b>1.50%</b>	1.5% to 2% (negotiated rate)
Idaho State University	1.50%	
Fort Lewis College	1.50%	
Clemson University	1.25%	
<b>University of Wyoming *</b>	1.25%	
<b>NWC Foundation *</b>	<b>1.00%</b>	
<b>Laramie County Community College *</b>	<b>1.00%</b>	Undergoing evaluation to raise fee
University of Idaho	0.70%	
<b>Western Wyoming Community College *</b>	0.50%	
College of Western Idaho	0.50%	
<b>Casper College *</b>	<b>0.00%</b>	Substantial Oil Reserve Royalties

**\* Wyoming Higher Ed Institutions**



## **CASE Statement of Ethics**

Institutional advancement professionals, by nature of our responsibilities within the academic community, represent our schools, colleges, and universities to the larger society. We have, therefore, a duty to exemplify the best qualities of our institutions and to observe the highest standards of personal and professional conduct.

We conduct ourselves in a manner which is consistent with the best interests of the institution we represent.

Our words and actions embody respect for truth, fairness, free inquiry, and the opinions of others.

We promote the merits of our institutions, and of education generally, respecting both our colleagues and the mission of each institution.

We respect, celebrate, and include all individuals regardless of race, gender, sexual orientation, ethnicity, nationality, physical ability, or age. We uphold the professional reputation of colleague advancement professionals and give credit for ideas, words, or images originated by others.

We communicate clearly and fairly with others, remaining mindful of the importance of representing our institution's mission and interests.

We safeguard privacy rights and confidential information.

We do not grant or accept gifts or services for personal or individual professional gain, nor do we solicit or accept gifts or services for our institutions in which a higher public interest would be violated.

We avoid actual or apparent conflicts of interest and, if in doubt, seek guidance regarding how to proceed.

We report transgressions and/or unethical activities to the appropriate authority in order that the institution take the necessary action.

We bring abusive and/or harassing conduct to the attention of institutional leadership in order individuals who have been subject to such abuse are protected.

We follow the letter and spirit of pertinent laws and regulations, understanding that those strictures might be different in order countries and cultures.

We align the policies and procedures of our department with those of other departments, in order that the institution can have a holistic and integrated approach to ethical conduct.

The CASE Board of Trustees adopted this statement of Ethics to guide and reinforce our professional conduct. The Board adopted the final text on 12 March 2020. This Statement is meant to align with the CASE Principles of Practice for the professional areas as well as the CASE Zero Tolerance Pledge.



## **Principles of Practice for Fundraising Professionals at Educational Institutions**

These principles are intended to supplement and complement the CASE Statement of Ethics

<https://www.case.org/resources/case-statement-ethics>

which was revised by CASE Board of Trustees and published on 12 March 2020.

Philanthropy is a voluntary exchange in which the values and aspirations of donors are matched with the values and represent our schools, colleges, and universities to donors, volunteers, and the larger public. In doing so, we also represent the integrity of the organization and of the fundraising profession. We must, in discharging responsibilities, observe and promote the highest standards of personal and professional conduct and continually strive to increase our knowledge of the profession.

The following principles are consistent with CASE's position on commission-based compensation,

<https://www.case.org/resources/case-statements-compensation-fundraising-performance>

originally developed by the CASE Commission on Educational Fundraising (now the Commission on Philanthropy), in 1991, and the Donor Bill of Rights developed in 1993.

<https://www.case.org/resources/donor-bill-rights>

We are intended to provide guidance and direction to educational fundraisers and volunteers as we make ethical choices during the philanthropic exchange of values. The principles are not, and cannot be, an exhaustive list of rules to be applied to every decision in which ethical principles may be involved.

These ethical principles go hand-in-hand with the expectation that educational fundraising professionals are expected to comply with the letter and the spirit of all laws relevant to charitable giving. In addition, individuals will follow national guidance and relevant to our own institution.

### **Personal Integrity**

Individuals will:

- be fair and honest and conduct ourselves with integrity;
- not maintain any vested in a professionally related activity that could result in personal gain, or be perceived as a potential conflict of interest, without prior full disclosure and organization approval;
- respect that our relationships with prospective donors, donors, volunteers, and employees are professional relationships and will not be exploited;

- Ensure that any philanthropic support arrangements or discussions are fully independent of the organization's policies on student admissions, faculty/staff recruitment, research, athletics, academic freedom, and any other relevant areas.

### **Confidentiality**

Individuals will:

- safeguard and respect donor and prospective donor information;
- honor the wishes of an individual and/or organization constituent with regard to how directory information and/or giving history is used or shared;
- record and keep only information relevant to cultivation, solicitation, and stewardship;
- identify the source of retained information;
- safeguard prospective donor, donor, and other constituent lists compiled by the organization as the property of the organization; these lists may not be distributed or used for unauthorized purposes or for personal gain;
- make every effort to ensure that volunteers, vendors, and external entities with access to constituent information understand and agree to comply with the organization's confidentiality and public disclosure policies.
- Commit to following the organization's privacy policies and procedures

### **Public Trust**

Individuals will:

- Ensure donated funds are used in accordance with donors' directions and intentions and that agreement is in place should it not be possible to follow donors' wishes;
- obtain specific instructions from a donor before altering conditions of a restricted gift (consistent with applicable laws where relevant);
- provide prompt, responsive and truthful replies to donor and public inquiry in accordance with the organization's stated policies;
- Place the mission and interest of the organization and its donors above personal gain;
- Pursue only gifts that fall within, or advance, the institution's mission and/or approved priorities;
- Balance the benefit of the funding against any potential reputational risk to the organization;
- Conduct due diligence with the risk associated in regard to a potential donor(s) or potential size of the accordance with the institution's policies.

### **Disclosure**

Individuals will:

- Be truthful about the institution's mission, intended use of funds, and capacity of the organizational fees or management fee structure related to the donor's contribution;
- Be truthful and specific about the identification of the organization we represent and our employment or volunteer status;
- Understand and disclose our areas of expertise and will give appropriate advice regarding the involvement of the donor's legal, accounting, financial and tax advisors; not legal, accounting, financial and/or tax advice ourselves;

- Help ensure appropriate and consistent accounting, budgeting, and reporting methodologies in accordance with nationally adopted standards and guidelines.

### **Compensation**

Individuals will:

- Not accept commission-based compensation based on a percentage of funds raised;
- Not accept external compensation for the receipt of a gift or information leading to a gift;
- agree not to pay compensation to individuals in respect of a gift or information leading to a gift.

The principles were adopted initially by the CASE Board of Trustees in March 2005 and subsequently updated by the CASE Commission on Philanthropy on 11 March 2020.



## **Donor Bill of Rights**

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the nonprofit organizations and causes they are asked to support, we declare that all donors have these rights:

1. To be informed of the organizations' mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
2. To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
3. To have access to the organization's most recent financial statements.
4. To be assured their gifts will be used for the purposes for which they were given.
5. To receive appropriate acknowledgement and recognition.
6. To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.
7. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
8. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.
9. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.
10. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

The text of this statement in its entirety was developed by the American Association of Fundraising Counsel (AAFRC), Association of Healthcare Philanthropy (AHP), Council for Advancement and Support of Education (CASE), and the Association of Fundraising Professionals (AFP), and adopted in 1993.





## NWC Giving Day – March 20-21, 2025

**NWC Giving Day** is returning to campus in its **fifth year** from noon to noon on March 20-21, 2025. This year's 24-hour giving blitz will play off the number five with that number of NWC Priority Projects, plus be accompanied by the opportunity to fund a variety of smaller projects across program and academic areas on campus, typically ranging from \$1,000 to \$2,500, that will positively impact student lives.

**Giving Day Goals:** This year, our goal is to raise **\$200,000**, with support from **350+ donors**. Additionally, Giving Day aims to boost donor participation by rallying supporters, bringing back lapsed donors, and inspiring those who have never made a gift to do so.

### Giving Day Details

- We're fortunate to have matching funds from the State of Wyoming to help increase the impact on the five selected priority projects which are: **Scholarships, Athletic Scholarships, CTE Scholarships, Mental Health Programming and Academic Program Development**.
  - ✓ We are strategizing to have specific 'Challenges or Match Money' from donors secured for each of area to create a **Triple Play opportunity** where donors' gifts have three time the impact! By securing this money ahead of time, we hope to have a significant portion of the total goal met prior to the campaign's start.
- We will work with campus departments and programs on projects that will help them work with students in their respective areas.
  - ✓ The **Foundation Board Match** will provide \$5,000 to match up to \$100 per donor for support to the academic/program projects.
- We'll also pull lists of alumni from various academic/program areas to identify potential ambassadors or challenge donors for each individual project.
- We will be working with the NWC Communications & Marketing team to develop multi-media marketing strategies to encourage alumni, students, faculty and staff, parents, and other supporters to show their Trapper Pride with a gift to NWC.

### Proposed Timeline

- **December** – Determine Giving Day projects.
- **January** – Recruit Challenge Donors.
- **February** – Recruit Ambassadors and continue developing print promotional materials.
- **March** – Distribute Giving Day digital graphics to ambassadors for social media, send direct mail pieces, and develop weekly social media posts.
- **1 week out** – Daily social media posts and day-before e-mail.
- **March 20-21** – Giving Day!! Send email/social messages throughout the day with link to Giving Day website.
- **Post-Giving Day** – Thank-you email and news release with results. Evaluate data to begin planning for next year.