

Annual Report

THE YEAR IN REVIEW

2025

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I. BD³ In Action



Dakota Medical and Impact Foundation Staff. As DMF and Impact Foundation share staff and services, included are both DMF and Impact Foundation team members.

Dear Board Members, Community Partners,
and Stakeholders,



At the Impact Foundation, we believe that extraordinary outcomes begin with a clear vision and are realized through disciplined execution and an unwavering commitment to serve others. In 2025, that belief continued to guide our work as we advanced the High Impact Approach, rooted in the **BD3 = EI formula: Bold Dreams x Brilliant Delivery x Burning Desire to Serve = Extraordinary Impact.**

This simple but powerful equation continues to shape how we partner with nonprofits, leaders, and communities across North Dakota to expand impact and strengthen the organizations serving our neighbors in need.

This year, we were reminded how powerful a **burning desire to serve** can be. On June 2, 2025, Governor Kelly Armstrong appointed Pat Traynor as Interim Commissioner of North Dakota Health and Human Services. Pat's willingness to step forward in service to our state exemplifies the spirit at the heart of the BD3 formula and expanded our ability to serve more North Dakotans in their health and quality of life. Pat's leadership and commitment to serving North Dakotans inspired the Impact Foundation team and our board of directors to continue **brilliantly delivering on our bold dreams**, strengthening our resolve to equip charities and communities with the tools they need to create meaningful change.

One of the clearest expressions of our **bold dreams** this year is the continued transformation of our space within the renovated Dakota Medical Foundation campus. What once served as a traditional office space is evolving into something much more meaningful — a welcoming hub designed to serve charities and communities through collaboration, training, and shared purpose. The renovated campus provides nonprofit leaders with access to meeting spaces, learning environments, and coaching opportunities that allow them to strengthen their missions and amplify their reach.

This vision reflects our belief that when community leaders gather with the right tools, inspiration, and support, the possibility for **extraordinary impact** expands dramatically.

Turning **bold dreams** into measurable outcomes requires **brilliant delivery**, and that work was led by our outstanding High Impact Coaches. Erv Inniger, Dan Jacobson, Eric Monson, and Jake Kubik continue to deliver transformational training and coaching to nonprofit leaders and board members across the region. Through High Impact Board and Fundraising training, leadership development, and hands-on coaching, they have helped organizations sharpen their focus, activate their boards, and build sustainable strategies for growth.

What makes this work especially inspiring is the response from the charities themselves. Across the region, High Impact organizations have embraced the training with enthusiasm — bringing their boards together, adopting the High Impact frameworks, and igniting a renewed **burning desire to serve**. When boards become engaged champions of their missions, organizations gain the momentum needed to create meaningful and lasting change in their communities.

The accomplishments highlighted in this report are the direct result of the dedication of our board members, partners, coaches, donors, and nonprofit leaders who believe deeply in the work of serving others. As we look ahead to 2026, we remain energized by the progress we are seeing and the potential still in front of us.

We have learned over the years that **extraordinary impact** requires intentional time and dedicated practice. It doesn't happen overnight, but momentum builds through deliberate habits, and we are truly just scratching the surface of helping our neighbors in need. Each year, the charities that participate in Giving Hearts Day prove that.

Thank you for your leadership, partnership, and shared commitment to strengthening our communities. Together, we will continue to **dream boldly, deliver brilliantly**, and fuel our **burning desire to serve** with the passion needed to create **extraordinary impact**.

With gratitude and optimism,

Tara Bujold, Interim Executive Director, Impact Foundation
Sindy Keller, Board Chair, Impact Foundation

II. The Impact Foundation Team

- OUR BOARD OF DIRECTORS -



Sindy Keller
Chair, Retired Brandt
Holdings Controller



Phil Hansen
Philanthropist,
Color Commentator



Dr. Susan Mathison
Catalyst Medical
Center Founder



Eric Monson
Project Consultant



Jacob Strinden, JD
Corporate Attorney



J. Patrick Traynor, JD
Executive Director
(on civil service leave)

- OUR FACULTY & COACHES -



Dr. David Hunnicutt



Erv Inniger



Dan Jacobson



Jake Kubik

- OUR STAFF -



Evan Balko
Multimedia Lead



Kelly Barbot
Design Lead



Riley Boese
Digital &
Operations Lead



Tara Bujold
Director of Executive
Operations, Interim
Executive Director



Hannah Caughey
Senior
Accountant



Damon Gleave
Chief Financial
Officer, Interim
Exec Director, DMF



Nate Mickelberg
Director of
Communications



Matthew Ohren
Technology
Manager



Tanner Olson
Special Projects
Coordinator



Elise Rue
Executive Operations
Coordinator



Amanda Sayre
Chief Operating
Officer



J. Patrick Traynor, JD
Executive Director
(on civil service leave)

III. High Impact Boards Training & Case Studies

THE HIGH IMPACT BOARDS FRAMEWORK

Imagine the “Game-Changing Opportunity” (GCO) that is your CEO.

Multiply your impact by aiming higher than you ever thought possible.

Perfect the plan that propels progress.

Amplify accountability with the metrics that matter.

Communicate effectively and courageously.

Take care of the organization by delivering on the details.

High Impact Boards in Action

In 2025, the Impact Foundation refined the approach to High Impact Board Training by focusing on hands-on implementation with a cohort of 12 charities.

Dan Jacobson partnered one-on-one with 10 organizations, while Eric Monson worked closely with two others, guiding each through the High Impact Boards (HIB) framework with the goal of full implementation by Giving Hearts Day 2026. Six of the twelve organizations successfully implemented the framework and were certified by the Impact Foundation.

Stronger and Better Together

Early insights from this work highlight both meaningful progress and clear opportunities.

Half of participating organizations have established a dashboard to track key metrics, and several have defined bold dreams supported by actionable plans. However, fewer have developed succession plans, and many continue to seek support in planning and leading engaging, inspiring board meetings.

The Road Ahead

Consistent executive director and board member communication rhythms are still emerging, and across the cohort, there is agreement that the relationship between the Executive Director and Board Chair remains the most critical driver of organizational success.

“

As an organization, you go to a great training, and you learn some things. You take the material you received, and you have good intentions to implement it. You go back to the office, stick it in your drawer and move on with life. In 2025, we picked 12 local charities and went deeper with them into the implementation of what they had learned.”



Dan Jacobson
High Impact Boards Coach

“

The High Impact Board Training gives the boards a better grasp of their responsibilities, capabilities, and tools to carry out their missions.”



Eric Monson
High Impact Boards Coach

Congratulations 2025 High Impact Board Graduates!

We share these certified charities’ stories in the following pages, highlighting how each experienced transformation amongst their teams.

HIGH IMPACT BOARDS: CASE STUDIES

#1: Soul Solutions Recovery Center

#2: Churches United

#3: Peace Academy

#4: Down Home

#5: Furniture Mission of the Red River Valley

#6: BIO Girls



Case Study #1: Soul Solutions Recovery Center

Fargo, North Dakota



EXECUTIVE DIRECTOR
Patti Senn



HIGH IMPACT BOARD COACH
Eric Monson

Founded by Patti Senn, a licensed addiction counselor and current Executive Director, this state-of-the-art recovery center opened in the fall of 2021. Soul Solutions is a leading force in promoting and supporting recovery for people suffering from substance use disorders.

As Soul Solutions Recovery Center moved from planning to launching programs and serving clients, Patti Senn realized many aspects of governance and leadership had to grow alongside it. With so much change over the past four years, the team saw the High Impact Board Training as an opportunity to

strengthen structure and create a more cohesive and engaged board.

One training exercise that stood out to Patti was the **TIME magazine exercise**, which invited the board to dream boldly about the future. Envisioning what success could look like years down the road sparked excitement and helped the team think bigger about how Soul Solutions Recovery Center could expand its reach and impact.

Patti also recognized how the realities of daily operations can sometimes push compliance items and annual review responsibilities into the background. Like many organizations,

On the power of thinking big...

“Envisioning what success could look like years down the road sparked excitement and helped the team think bigger about how Soul Solutions Recovery Center could expand its reach and impact.”

– Patti Senn



(L to R): Tara Bujold, Kellie Albrecht, Ron Sliwinski, Patti Senn, Cindy Keller, Greg Bjerke, Eric Monson, Dan Jacobson



Patti Senn and Eric Monson

her team often finds itself focused on immediate tasks and the demands of day-to-day work. The introduction of a **master checklist** has helped bring greater structure and foresight to their process, allowing the team to plan, stay organized, and avoid the pressure of last-minute requirements.

She has also seen the value of creating intentional opportunities for board engagement. By presenting a **strategic question** and invitation to **run the table** at each meeting to gather information from the board members, discussions become more thoughtful and inclusive. This approach not only generates fresh perspectives but also strengthens relationships among board members as they hear and learn from one another's ideas.



Case Study #2: Churches United Moorhead, Minnesota



CHIEF EXECUTIVE OFFICER
Pastor Devlyn Brooks



HIGH IMPACT BOARD COACH
Eric Monson

Founded in 1987, by 11 local faith groups, Churches United for the Homeless provides safe shelter, stable housing, nutritious food, and a path toward healing.

Pastor Devlyn Brooks reflected on a pivotal season for his organization, one marked by restructuring, financial evaluation, and honest communication with the community about the organization's operational health. During that time, Tara Bujold and Pat Traynor encouraged him and his board to participate in the High Impact Board training. What began as a practical step quickly became a transformative experience for both him and the board.

One of the simplest changes proved to be one of the most powerful: **placing the mission statement at the top of every board meeting agenda**. The board now begins each meeting by reciting the mission aloud together. That small ritual has renewed the board's commitment and clarified their purpose, reminding every member why they gather for those 90 minutes each month. It has helped create a sense that the board is truly "all in" on the mission.

The training also fostered stronger relationships among board members. Through intentional **pair & share**, members take the opportunity to get to know one another more personally by meeting for coffee or lunch. As those

On being brilliant at the basics...

"One of the simplest changes proved to be one of the most powerful: placing the mission statement at the top of every board meeting agenda."

– Pastor Devlyn Brooks



(L to R): Tara Bujold, Adriane Cooper, Pastor Devlyn Brooks, Stephanie Ressler, Dan Jacobson, Eric Monson



Eric Monson and Pastor Devlyn Brooks

relationships deepened, so did their dedication to the organization, creating a tighter-knit board that supports one another and shares responsibility for the organization's success.

For Pastor Brooks personally, one of the most eye-opening lessons was the importance of the working relationship between the board president and the CEO. Recognizing that this partnership can determine the health of an organization, he and board president Jess Spieker Ferden committed to strengthening their leadership alignment. They now meet every Thursday morning for at least an hour to discuss challenges, opportunities, and strategy, ensuring they remain unified in direction and purpose.

The board has also taken meaningful steps to clarify expectations for its members. They revised their **board job descriptions** to reflect a commitment of approximately ten hours per month, including attending six events annually and making a personal financial contribution at whatever level each member can give. These expectations reinforce the idea that board service requires genuine investment and shared ownership of the mission.



Case Study #3: Peace Academy Fargo, North Dakota



EXECUTIVE DIRECTOR
Jana Bruhschwein



HIGH IMPACT BOARD COACH
Dan Jacobson

Peace Academy, founded in 2022 by Executive Director, Jana Bruhschwein, is committed to educating and empowering young people to become leaders of peace, character, and service through high-quality early childhood care. Their mission is to nurture children, enrich parents, and strengthen community.

Jana Bruhschwein shared how the Peace Academy's expansion into infant and toddler care introduced new responsibilities and risks, pushing the organization into unfamiliar territory. With growth came the realization that the board needed to be more deeply engaged than ever before. When the opportunity arose to participate in

High Impact Board training, the board unanimously embraced it, not because something was broken, but because they wanted to operate at the highest level of effectiveness. Their goal was to maximize the expertise of every board member and spend their time together envisioning the future rather than simply managing routine governance tasks.

Several practices from the training quickly became embedded in the organization's culture. One of the most meaningful was the **superpower exercise**, which helped board members identify their unique strengths and passions. The concept proved so valuable that it is now incorporated into board member interviews, helping the

On the importance of unleashing your superpowers...

"One of the most meaningful was the "Superpower Exercise," which helped board members identify their unique strengths and passions."

– Jana Bruhschwein



(L to R 2nd Row): Tara Bujold, Jon Aarsvold, Tanya Lingle, Dan Jacobson, Andi Burkhart
(L to R 1st Row): Kellie Knodel, Jana Bruhschwein, Elizabeth Strinden



Dan Jacobson and Jana Bruhschwein

organization uncover talents and perspectives that might otherwise have remained untapped.

Creating a **dashboard** of key organizational metrics also brought new clarity. By identifying indicators that reflect both fiscal and cultural health, the board and staff gained a shared understanding of how the organization measures success and progress toward its vision. These metrics are now communicated throughout the organization, helping a growing team of nearly 60 employees stay aligned around the goals that matter most.

At the same time, the organization made a conscious effort to bring its mission to the forefront of every aspect of its work. The **mission statement now appears on memos, internal communications, board agendas, and materials shared with families.** It is part of tours for prospective families and a consistent reminder that every decision, from daily operations to long-term strategy, must align with the purpose of serving children and families.



Case Study #4: Down Home

Fargo, North Dakota



EXECUTIVE DIRECTOR
Jenessa Fillipi



HIGH IMPACT BOARD COACH
Dan Jacobson

Founded in 2017 by the Fillipi family, Down Home helps families transitioning out of homelessness create comfortable, dignified homes by providing essential furniture and household items. The organization believes that a furnished home creates the stability and sense of belonging needed for families to thrive.

In 2022, Down Home found itself at a pivotal moment. The organization was in the second year of its strategic planning process and facing an important opportunity to scale its operations while clarifying the foundation of who Down Home was called to be. As the board looked toward the future, they began to see the value of participating in High Impact Board Training and the tools it

offered to strengthen their leadership and governance.

One of the most meaningful insights was the importance of the **relationship between the CEO and the board chair**. Learning how central that partnership is to the health of an organization helped reshape the way Jenessa and the board chair approached leadership. Their commitment to regular weekly check-ins strengthened alignment and set a steady pace for the board's work. That strong partnership began to ripple outward, improving board meetings, strengthening relationships with donors and volunteers, and helping guide strategic initiatives within the community.

On the power of building the right relationships...

“One of the most meaningful insights was the importance of the **relationship between the CEO and the board chair. ”**

– Jenessa Fillipi



(L to R): Tara Bujold, Dan Seefeldt, Jenessa Fillipi, Jake Fillipi, Dan Jacobson



Jenessa Fillipi and Dan Jacobson

The training also encouraged the team to think more boldly about the future. The **TIME magazine exercise** helped the board imagine what Down Home could become beyond its current stage of growth. By projecting further into the future, they began to build a clearer long-term vision and map out a strategic roadmap, identifying what needed to happen intentionally in the coming years. That clarity ultimately opened the door for the organization to expand its capacity and bring on full-time staff.

Practical governance tools quickly became essential to the board's work. The strategic dashboard proved to be a significant game-changer, allowing the board to track key initiatives and metrics in real time. With clear visibility into progress, the board could quickly identify successes, recognize emerging opportunities, and address potential delays while staying focused on the goals set for the year.

Another transformative tool was the annual **master checklist**. By clearly outlining responsibilities and timelines, the checklist removed the guesswork that often lives in the institutional knowledge of staff leaders. Instead, the board now has a shared understanding of operational responsibilities and compliance tasks, creating greater continuity and confidence for the organization's leadership.



Case Study #5: Furniture Mission of the Red River Valley

Fargo, North Dakota



EXECUTIVE DIRECTOR
Jordan McCormick



HIGH IMPACT BOARD COACH
Dan Jacobson

Founded in 2019, Furniture Mission of the Red River Valley collects and distributes gently used furniture and household items to individuals and families emerging from crisis and challenge.

“The right place, at the right time,” is what Jordan McCormick stated when asked about what prompted Furniture Mission of the Red River Valley to engage in High Impact Board Training. The training occurred at a moment when Furniture Mission was eager to grow and improve. As a young and evolving organization, the team was determined to create a strong experience for board members and ensure their governance practices matched their ambition. They entered

the training with many questions about how to structure meetings, engage board members more effectively, and make the most of the limited time they had together.

One of the most immediate changes came in how the board structured its meetings. Previously, meetings were held monthly during the lunch hour, which often meant members arrived late, left early, and struggled to engage in meaningful discussion. Recognizing that an hour at midday was not enough time for thoughtful conversation, the board shifted to meeting every other month from 4:30 to 6:00 p.m. The new schedule created space for deeper dialogue and

On the importance of mastering personalities, practices, and policies...

“As a young and evolving organization, the team was determined to create a strong experience for board members and ensure their governance practices matched their ambition.”

– Jordan McCormick



(L to R): Tara Bujold, Emily Jones, Jordan McCormick, Jae Dewald, Bryan Aalund, Darrell Costin, Dan Jacobson



Jordan McCormick and Dan Jacobson

stronger participation, allowing the board to focus more intentionally on the organization's mission and future.

The board also adopted a simple practice that strengthened relationships and collaboration outside of the board room. They implemented the **pair & share** exercise. These conversations not only helped board members get to know one another but also strengthen trust and created opportunities to surface ideas and insights about the organization's direction. When pairs shared their "a-ha" moments with the full board, it sparked meaningful conversations and reinforced the sense that board service should be both purposeful and enjoyable.

Additional tools, such as a **master calendar** and governance **master checklist**, brought clarity to the board's work throughout the year. By organizing recurring responsibilities and deadlines in one place, tasks that once felt overwhelming became manageable and transparent. At the same time, these tools revealed that the organization was already doing many things well, an encouraging reminder to a young and smaller nonprofit, such as Furniture Mission of the Red River Valley.



Case Study #6: BIO Girls

Fargo, North Dakota



CHIEF EXECUTIVE OFFICER
Missy Heilman



HIGH IMPACT BOARD COACH
Dan Jacobson

Founded in 2013, by current CEO Missy Heilman, BIO Girls empowers adolescent girls to build confidence, resilience, and positive self-esteem. Through mentorship, physical activity, and structured curriculum, the program addresses the growing challenges of anxiety, depression, and self-confidence among young girls.

Missy Heilman realized as her organization worked through the IMPACT training framework, that many of the recommended practices were already in place — an encouraging sign that their board had been moving in the right direction. Still, a few simple adjustments introduced through the training proved

especially meaningful in strengthening the board's effectiveness.

One of the most impactful changes was the **pair & share** board member practice. With the board meeting about eight times each year and agendas typically full, there had been little opportunity for members to truly get to know one another. These 1:1 conversations helped build familiarity among members, which in turn made board discussions more open, collaborative, and productive.

Another straightforward but powerful shift was beginning each meeting by **stating the organization's mission**.

On the power of investing time and energy in each other...

"By pairing board members together outside of formal meetings, the organization created space for personal connection."

– Missy Heilman



Tara Bujold, Shantel Wieland, Laura Scott, Alison Zima, Dan Jacobson, Marcus Thornton



Laura Scott and Dan Jacobson

While simple to implement, this practice helps ground every board member in the purpose of their work. Starting meetings with the mission ensures that discussions and decisions remain aligned with the organization's core reason for serving the community.

Heilman also highlighted the value of incorporating a **strategic question** into each board meeting. These questions are distributed in advance alongside the agenda and consent items, giving board members time to reflect before the discussion. This year, the questions are intentionally aligned with initiatives from the organization's strategic plan. This approach allows board members to offer thoughtful ideas and insights that staff can bring back to the leadership team, ensuring the board's collective expertise actively informs the organization's strategy and progress.

IV. Lead with LIGHT

See Light, Be Light, and Spread Light

Lead with LIGHT is a leadership program developed by Dakota Medical Foundation and Impact Foundation that aims to help leaders develop their capabilities to create civil, healthy, high-performing environments where those around them will shine their brightest. The ultimate vision is to grow and develop thousands of Leaders of LIGHT across the region to ignite a movement to see light, be light, and spread light.

THE LEAD WITH LIGHT FRAMEWORK



Lead with vision and hope.

Instilling purpose and meaning into everything you do.

Galvanizing gratitude.

Honoring health: Body, mind, and spirit.

Talk, walk, and teach civility, respect, forgiveness, and a love for all.



Dr. David Hunnicutt, Battle For Our Attention Training

Dr. David Hunnicutt is a nationally recognized nonprofit leadership expert, speaker, and coach dedicated to helping organizations maximize their impact through stronger boards and strategic clarity.

Honoring Health: The Battle For Our Attention

As one of the major emphases of the Lead with LIGHT initiative, Impact Foundation faculty and staff zeroed in on the idea of being healthy in mind, body, and spirit. And because the inappropriate use of digital devices is creating an epidemic of health concerns, we convened a community-wide training entitled, “The Battle for Our Attention.”

From where we sit, the battle for our attention should be one of the most serious concerns we have as Leaders of LIGHT. In fact, with digital devices now being designed to be “irresistible”, adults are presently spending seven plus hours per day glued to screens. For kids, it’s nine plus hours every day (with a significant percentage of kids reporting they are connected virtually every waking hour).

The constant barrage of second-by-second distractions causes us to spend our days mindlessly switching from one interruption to another. In turn, this systematically destroys our ability to focus, concentrate, and think for ourselves.

On May 7, 2025, the DMF and Impact team filled the ballroom for the Battle For Our Attention training presented by Dr. David Hunnicutt. With more than 100 community leaders in attendance, David guided the attendees through four key pillars: The Wisdom, The War, The Wager, and The Work.

Spreading LIGHT Across the State

In partnership with the Dakota Medical Foundation, the Impact Foundation advanced the Lead with LIGHT training initiative across North Dakota. As part of this work, Pat Traynor launched engagement efforts in Bismarck, delivering the Battle For Our Attention training to nearly 50 employees of the North Dakota Health and Human Services Department on August 7, 2025. This session introduced practical strategies to help leaders navigate competing demands of their focus and attention and become more peaceful and productive.

Building on this momentum, Dr. David Hunnicutt presented the full Lead with LIGHT curriculum on September 16, 2025, equipping more than 250 NDHHS employees and Giving Hearts Day charities with a shared framework for intentional leadership. These engagements represent the early stages of a broader statewide rollout, positioning Lead with LIGHT as a unified approach to leadership development across both public service and nonprofit sectors.



Pat Traynor, Battle for our Attention training, Bismarck, ND



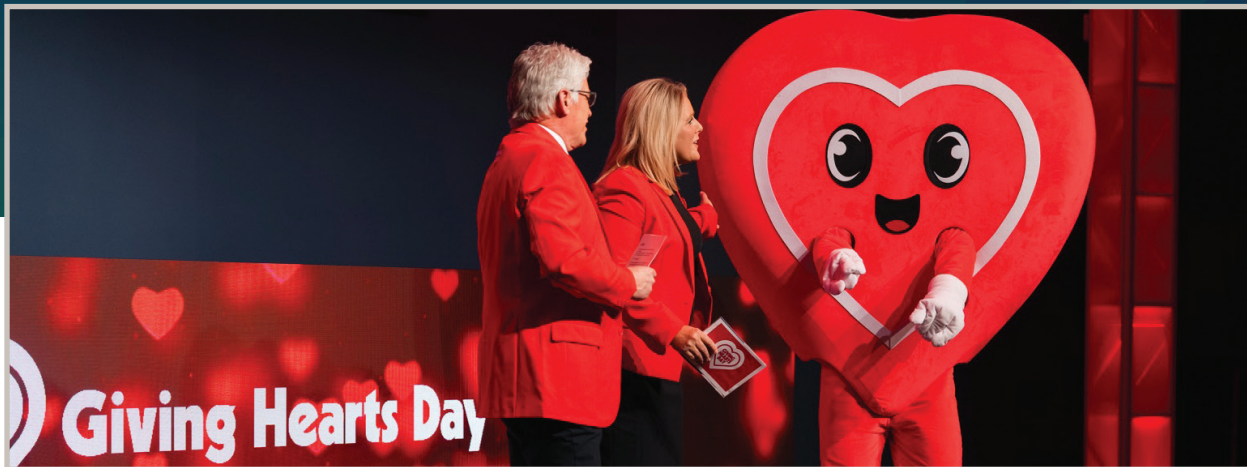
Dr. David Hunnicutt, Lead with LIGHT training, Bismarck, ND

Lead with LIGHT takes center stage...

“These engagements represent the early stages of a broader statewide rollout, positioning Lead with LIGHT as a unified approach to leadership development across both public service and nonprofit sectors.”

— Pat Traynor

V. Giving Hearts Day 2025



Giving Hearts Show 2025 hosted at the new DMF Campus



Haven winning the Gate City Bank nomination contest



Memory Cafe performing at GHD 2025

Record-Breaking Generosity and Impact

This year marked a historic milestone. For the first time ever, Giving Hearts Day surpassed the \$30 million mark, with an incredible **\$31,584,082 raised** by **619 charities** across North Dakota and northwest Minnesota. More than **40,000 donors** came together to make **86,590 individual gifts**, each one representing a belief in stronger communities and brighter futures.

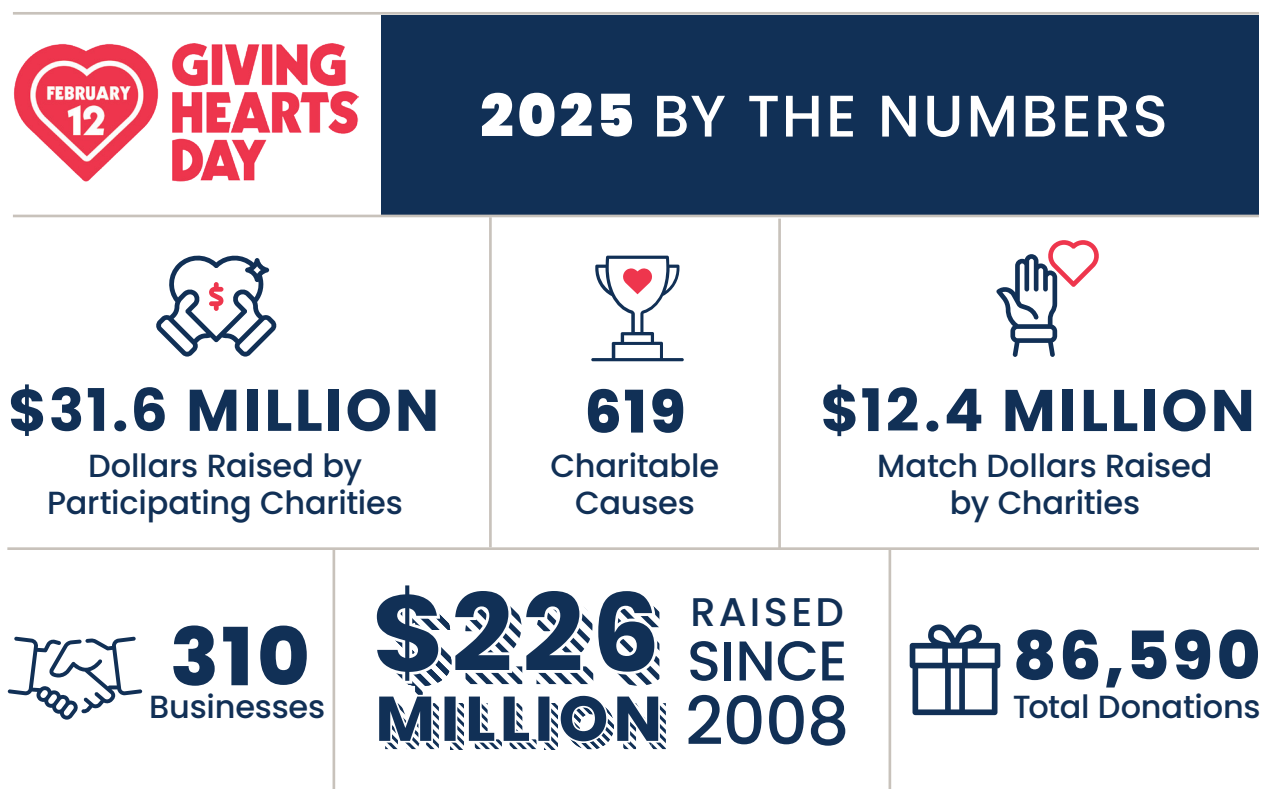
Since its inception in 2008, Giving Hearts Day has now generated **\$226 million** for charities serving our neighbors. This is more than a number; it is a testament to a culture of generosity that continues to grow year after year.

This year, we saw six organizations each raise more than \$1 million, an extraordinary achievement that speaks to both strong leadership and deep community trust. At the same time, hundreds of small and mid-sized nonprofits experienced transformational growth, gaining new donors, expanding awareness, and strengthening their capacity to serve.

But Giving Hearts Day is about more than financial contributions. It is about engagement, service, and connection. Across the region, community members hosted and supported **159 donation drop-off locations**, donating **10,732 pounds of food and goods**. These acts remind us that generosity takes many forms, and each one matters.

Behind the scenes, we continued to invest in the long-term success of participating charities. Through

expanded year-round training opportunities, including the Giving Hearts Day Monthly Learning Series and new offerings focused on fundraising strategy, communication, and mindset, Impact is equipping nonprofit leaders with the tools they need to sustain and grow their impact. Led by regional experts such as Melissa Marshall, Jake Kubik, Matt Skoy, and Max Kringen, these efforts ensure that Giving Hearts Day is not just a single day of generosity, but part of a larger movement of nonprofit excellence.



6 CHARITIES RAISED \$1M+



New Life Center

FarmRescue



OAK GROVE LUTHERAN SCHOOL



HOSPICE RED RIVER VALLEY



UND ALUMNI ASSOCIATION FOUNDATION

For the first time in the history of Giving Hearts Day, six charities raised \$1M+ on the day! We are so proud of these organizations for setting bold goals and excelling at friendraising!

VI. High Impact Fundraising



Eric Wilkie & Erv Inniger participated in a charity training panel



High Impact Fundraising charity training

High Impact Fundraising In Action

High Impact Fundraising is a framework that helps nonprofits build a sustainable and intentional approach to fundraising. It focuses on five key areas: dreaming, teaming, retaining, reaching, and recruiting to create a strong culture of philanthropy and long-term support. The goal is to create a thriving culture of generosity that fuels the mission.

THE PATH TO HIGH IMPACT FUNDRAISING



Dreaming: A big, bold goal is the most important thing an organization can have.



Teaming: You need to make sure the right people are in the right seats on the bus.



Retaining: Keeping your current donors should be your highest fundraising priority.



Reaching: Major gifts are a fundraising cheat code, but you must learn how to unlock them.



Recruiting: Your new donors will one day become your major donors.

INTRODUCING OUR HIGH IMPACT FUNDRAISING COACHES



Erv Inniger
High Impact
Fundraising Coach

Erv Inniger is a seasoned High Impact Fundraising Coach, known for equipping nonprofit leaders to elevate their fundraising strategy and deepen donor relationships.

In 2025, Erv led a **Friendraising Leadership Group** of 30 charities, hosting sessions throughout the year that not only strengthened fundraising capabilities but also fostered a collaborative learning community. These organizations served as mentors within the Monthly Learning Series, sharing best practices, speaking to peers, and staying after sessions to provide hands-on support for Giving Hearts Day campaigns. Erv complemented this group work with personalized 1:1 check-ins, helping organizations set ambitious GHD 2026 goals, refine their strategies, and build confidence in their fundraising efforts.

A trusted connector in the philanthropic community, Erv is especially known for linking organizations with major donors and guiding them in building authentic, long-term relationships. His leadership continues to inspire nonprofits to think bigger, act with clarity, and pursue bold dreams — resulting in stronger fundraising outcomes and greater impact in the communities they serve.



Jake Kubik
High Impact
Fundraising Coach

Jake Kubik is a dynamic fundraising strategist and coach based in Bismarck, North Dakota, and the founder of **Valuable Visits**, a training and consulting practice dedicated to helping nonprofits build meaningful, results-driven donor relationships.

As a High Impact Fundraising Coach with the Impact Foundation, Jake played a key role in expanding fundraising capacity across the region. In Bismarck, he led a pilot fundraising cohort of three charities, facilitating monthly group sessions alongside personalized 1:1 coaching. Through this work, he helps organizations set ambitious Giving Hearts Day goals and implement strategic campaign calendars that drive results.

Jake's coaching portfolio includes organizations such as Dream Center, Youthworks (a statewide organization), and Ministry on the Margins. In addition to his direct coaching, he has supported regional momentum by assisting with Giving Hearts Day kickoff efforts and serving as a guest speaker for Erv Inniger's Friendraising group sessions.

VII. Product Development

“Reimagining Fundraising: How to Build a High Impact Fundraising System”

Our Impact Foundation team developed and published *Reimagining Fundraising: How to Build a High Impact Fundraising System*, a resource grounded in the **High Impact Fundraising framework**. This book represents more than two decades of experience working alongside hundreds of charities across our region, distilling proven strategies into a practical system for fundraising leading to sustainable growth. As part of our continued commitment to equipping nonprofit leaders, the book will be featured as a key resource on the new Impact Foundation website.



VIII. The Impact Foundation's Financial Report

	2025	2024
BALANCE SHEETS		
Assets		
Cash and Investments	\$19,665,860	\$16,177,454
Receivable and Other Assets	\$635,421	\$874,220
TOTAL ASSETS	\$20,301,281	\$17,051,674
Liabilities and Net Assets		
Payables and Accrued Expenses	\$645,559	\$523,950
Net Assets Without Donor Restrictions	\$9,660,197	\$7,268,501
Net Assets With Donor Restrictions	\$9,995,525	\$9,259,223
TOTAL LIABILITIES AND NET ASSETS	\$20,301,281	\$17,051,674
ACTIVITIES		
TOTAL REVENUES AND OTHER SUPPORT WITHOUT DONOR RESTRICTIONS	\$5,393,161	\$4,145,497
Functional Expenses		
Program Services	\$2,821,307	\$2,853,259
General and Administrative	\$180,158	\$187,431
TOTAL EXPENSES	\$3,001,465	\$3,040,690
CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS	\$2,391,696	\$1,104,807
CHANGE IN NET ASSETS WITH DONOR RESTRICTIONS	\$736,302	\$7,304,139
CHANGE IN NET ASSETS	\$3,127,998	\$8,408,946
2025 YEAR-END BALANCE		
FUNDS		
Donor Advised Funds	\$7,114,911	21 Funds
Restricted Funds	\$8,240,030	14 Restricted
Fiscal Hosts	\$1,380,045	16 Fiscal Hosts
Endowments	\$300,448	3 Endowments
Distributions	\$1,894,074	



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