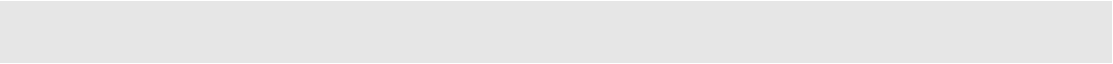




# Called to Give: Seven Decades of Faithful Stewardship

*A Brief History of the Stewardship  
Foundation*



Cary Paine, President  
January 2018

## The First Decade, 1947 – 1956: The Early Years

The Stewardship Foundation had its earliest beginnings in the late 1940s when Dave Weyerhaeuser established the C. Davis Weyerhaeuser Religious Trust (CDW Trust) on January 27, 1947. Dave and Annette, along with Dave's older brother, Frederick, were the original trustees. The purpose of this Trust, as stated in Article II of the Trust documents, was ... *"To contribute to the propagation of the Christian Gospel by evangelical and missionary work and to the teaching of the Christian faith as laid down in the Old and New Testaments of the Holy Scriptures..."* Dave felt a deep conviction to encourage organizations to share the Good News of the Christian faith. Over the years, Dave served on the boards of more than 60 Christian organizations, and it was primarily to these organizations that his philanthropy was directed. In that respect, he was very much like today's emerging generation of philanthropists who want to be actively involved in the organizations they are supporting financially.

Contributions to organizations in the first year were just under \$19,000, and included: Young Life, Multnomah School of the Bible, Northwest Bible Schools, InterVarsity Christian Fellowship, The Firs, Northwest Mountain Mission, Union Gospel Mission of St. Paul, Student Missionary Council, First Presbyterian Church of Tacoma, Youth for Christ Tacoma and Lake Sammamish Bible Camp. In the first ten years of existence, the CDW Trust of 1947 made contributions totaling just under \$800,000.

Dave's philosophy of giving was established early on (partly informed by his father's disinclination to support capital projects), giving almost exclusively to general operating support rather than funding bricks and mortar. Dave's giving also related to his understanding of the Biblical principle of anonymity. He never allowed his name to be attached to a building or program in his lifetime, conducting philanthropy in a quiet and unassuming way. Posthumously, a courtyard was named in his honor by Bellarmine Preparatory School, and both a psychology building on the campus of Fuller Theological Seminary and an academic building on the campus of Whitworth University have been named in honor of C. Davis and Annette Weyerhaeuser.

## The Second Decade, 1957 – 1966: The Stewardship Foundation is Created

During the second decade of the Trust's existence, Dave became involved in a number of secular community-based organizations that he wanted to help support financially. These organizations included the Urban League, National Association of Businesses and even some arts and cultural organizations (primarily through Annette's encouragement). Since the charter of the CDW Trust precluded any giving to secular organizations, Dave created Stewardship Foundation on February 16, 1962. This foundation, in its purpose statement, was required to give at least 80 percent of its distributions to religious organizations, but up to 20 percent could go to community-based secular organizations as well.

During the decade from 1957 to 1966, the CDW Trust of 1947 made grants totaling \$1.5 million. In that same time period, the Stewardship Foundation made contributions of \$350,000.

### **The Third Decade, 1967 – 1976: Major Investments and Growth**

**B**etween 1967 – 1976, the combined contributions of the CDW Trust and the Stewardship Foundation amounted to just under \$8.5 million. A few other well-known Christian organizations were added to the list of the Trust's and the Foundation's grantees. These included Christian Service Brigade, The Evangelical Alliance Mission, Far East Broadcasting, Food for the Hungry, Latin American Mission, Sudan Interior Mission, Japanese Evangelical Missionary Society, World Vision International and World Relief.

### **The Fourth Decade, 1977 – 1986: Consolidation**

**D**uring the ten years between 1977 and 1986, some major events took place in the life of both the CDW Trust and the Stewardship Foundation. The first of these events happened in 1981 when Dave contributed some of his stock to the Stewardship Foundation and the market value at the close of that year rose to \$23.8 million.

In 1984, the CDW Trust of 1947 merged with the Stewardship Foundation. When these entities were combined, market value surpassed \$47 million. The Internal Revenue Service determined that the Stewardship Foundation moving forward must give away 86.647 percent of its distributions to religious organizations. In practice, the actual amount given to Christian causes has consistently exceeded 90 percent.

Some of the better known grantees receiving contributions from the Trust and Foundation during this decade included: African Enterprise, Christian Legal Society, Fellowship of Christian Athletes, India Evangelical Missions, Kings' Garden (now CRISTA Ministries) for World Concern, Medical Supplies for Missions, Overseas Crusades, Inc., Presbyterians United for Biblical Concerns and World Radio Missionary Fellowship.

By early 1986, Dave felt that the size and complexity of the Foundation justified the hiring of professional staff. George Kovats spent several years consulting with the Foundation and evaluating organizations seeking support from the Trust and Foundation. Following a six-month trial period ending in December 1985, George became the Executive Director in January 1986.

### **The Fifth Decade, 1987 – 1996: Widening the Circle**

**O**ver the years, trustees of the CDW Trust and subsequently the Stewardship Foundation were comprised primarily of family members. The original Distribution Committee included Clarence Black (Annette's brother) and Verne S. Spillman. Clarence Black was appointed successor trustee in early 1961 and continued to be a trustee for the next 13 years. He was replaced by William T. Weyerhaeuser (Dave and Annette's son) in 1975. Members of the Distribution Committee in 1986 were C. Davis and Annette Weyerhaeuser, William T. Weyerhaeuser, Clarence Black, Clarence Black, Jr., and Joe Black.

In 1988 Lou Flora, a close personal friend of Dave and Annette's, was appointed as the first non-family trustee of the Stewardship Foundation. Lou was followed by Carl T. Fynboe in 1990, Charles (Chuck) L. Anderson in 1991, and Wesley J. Anderson in 1995. In that same year the Stewardship Foundation was incorporated as a charitable corporation and the *trustees* automatically became *directors*. The directors were originally appointed for a lifetime tenure, meeting quarterly to make decisions on grant distributions.

The Foundation's assets exceeded \$100 million for the first time in February 1996, and contributions averaged close to \$4 million annually over this time. In the 50 years since the founding of the C. Davis Weyerhaeuser Trust of 1947, combined with the distributions of the Stewardship Foundation, total contributions to charitable organizations around the world equaled \$70 million.

### The Sixth Decade, 1997 – 2006: Generational Succession

The 1997 year began with the untimely death of Lou Flora in January. Recognizing the need for new leadership, Dave relinquished his role as chairman of the board in January 1999, and Chuck Anderson was appointed to succeed him. This was the first and only instance when a non-family member led the Stewardship Foundation. Shortly thereafter, in April 1999, our beloved founder, C. Davis Weyerhaeuser, died at the age of 89. Dave personally directed this foundation for 52 years, leaving a legacy as one of the preeminent Christian philanthropists of the 20<sup>th</sup> century. With his legacy firmly established, the directors now faced the challenge to continue without Dave, remaining loyal to the mission in support of Christian ministry worldwide.

A strategic planning process initiated in the fall of 1999 to chart the future was interrupted with the resignation of George Kovats in December 1999. With the conclusion of George's 14 years of service, 1999 signified a year of complete leadership transition for the Foundation. In February 2000, Bill Weyerhaeuser stepped forward to assume the role of Chair of the board, picking up the mantle left behind by his father. In May 2000, Cary Paine was hired as the new Executive Director (the title was changed to President in 2014, the result of a thorough review of the Articles of Incorporation and Bylaws). With a new leadership team in place, the strategic planning process was resumed, leading to a reaffirmation of the original mission restated as follows: "*The Stewardship Foundation provides resources to Christ-centered organizations whose mission is to share their faith in Jesus Christ with people throughout the world.*" Using Jesus' ministry as a model, new giving themes were approved by the board in furtherance of that mission in February 2001 including Leadership, Poverty, Reconciliation and Justice, Relational Evangelism, and Cultural Engagement. March 2002 marked the momentous occasion when the Stewardship Foundation surpassed the \$100,000,000 milestone in total grants. A sixth theme would be added in December 2002 entitled Organizational Enhancement.

Changes continued in February 2003 when the board took the bold steps of adopting term limits and age limits for non-family directors. Three-year "extensions" were adopted at the same time for Chuck Anderson and Carl Fynboe, whose service on the board concluded in March 2006. Donald Mowat was invited to join the board in September 1999, Susan Hutchison was enlisted in February 2003, and Kerry Dearborn was added in March 2006.

The Foundation budget in 2006 was \$6 million and grants averaging \$30,000 were shared by 150 organizations. Grants within Pierce County totaled 10 percent and additional grants in

the Puget Sound region amounted to 15 percent. Grants made on a national level comprised 25 percent, leaving 50 percent for international grant making. Two-thirds of the funding was allocated among programs and projects involving Poverty, Relational Evangelism, and Cultural Engagement. True to our history, approximately 50 percent of the portfolio was distributed for general operating expenses. The top 10 organizations receiving the most funding from the Stewardship Foundation during this decade included Young Life, Whitworth University, CRISTA Ministries, Opportunity International, Discovery Institute, Mission Aviation Fellowship, World Vision, Tierra Nueva, Wycliffe Bible Translators, and Fuller Theological Seminary.

## The Seventh Decade, 2007 - 2016: Strategic Investing

Two major emphases have characterized grant making by the Stewardship Foundation in the early years of the new millennium. The first views grant making as strategic investing versus charitable giving. Considerations of impact, leverage, empowerment, sustainability and organizational strength have become important factors for the board's decision making. Secondly, an increasing number of programs supported by the Foundation have integrated Christian witness in social service and development activities. The Foundation continues to support evangelism (favoring personal, relational evangelism), and a certain number of humanitarian efforts (primarily programs of a local nature), but the present heart of the Foundation's board is found in the intersection between Word and Deed, where the personal and social gospel meet.

Staffing and board leadership have remained stable through these years, particularly at the Chair and President levels. But important changes have taken place at the board level. Don Mowat resigned from board service in December 2008. Term Limits instituted in February 2003 led to the conclusion of faithful service by Wesley Anderson and Susan Hutchison in December 2011, and Kerry Dearborn in December 2014. There have been seven significant additions to the board in this decade: Todd Silver in March 2007, Chi-Dooh (Skip) Li in March 2010, Gail Weyerhaeuser (C. Davis Weyerhaeuser's daughter-in-law) in September 2010 (when the board voted to expand the number of board members to eight), William Robinson in September 2012, J. Derek McNeil in October 2013, Ben Weyerhaeuser (C. Davis Weyerhaeuser's grandson) in June 2014, and Linda Ranz in March 2015.

On September 16, 2013 Annette Weyerhaeuser died a few days shy of her 99<sup>th</sup> birthday. The last of her generation in the Weyerhaeuser family, we lost our matriarch known for her graciousness and for her extraordinary compassion and concern for others. Annette was a strong partner in life with C. Davis Weyerhaeuser, and we are inspired to continue in her footsteps.

The language of the mission statement was tweaked in June 2011, but done so with an unwavering commitment to the original intention of our founder. The revised statement reads: *"The Stewardship Foundation provides resources to Christ-centered organizations that share their faith in Jesus in word and deed with others throughout the world."* Once again in 2014 and 2015, the statement of faith was the subject of extensive board study and conversations, resulting without changes in a strong reaffirmation of the language and intent.

Recovering from a major economic recession in 2008, the 2015 grant budget reached an all-time high of \$7 million, with approximately 120 organizations and an average grant exceeding \$45,000.

The Stewardship Foundation is recognized as one of the leading evangelical foundations in the U.S. with a track record of faithful support, quiet generosity, and servant leadership. When all is said and done, our goal is to be faithful followers of Jesus Christ and his teachings. Nothing more and nothing less. With that assumed responsibility, we look forward to the future with hope and optimism.

### **The Eighth Decade, 2017 - Present: Affirmation**

**T**his decade began in the fall of 2017 with the culmination of an 18-month process in which the board of directors and staff reaffirmed the Foundation's granting priorities and strategies. An analysis was performed on the five themes in which grants have been made, the relative weight of each theme, the geographical range of grant making, and the operationalizing of our grant philosophy (i.e. responsive versus proactive grant making, the recommitment to general operating grants, etc.). While minor course corrections were adopted, the current direction was enthusiastically endorsed by the board, providing a clear road map for future philanthropic decision making.