

THE WOODARD FAMILY FOUNDATION



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Board of Directors and Emerging Generation

*Celebrating 60 Years of
Charity, Change, and Community*



Woodard

Family

Foundation

Since 1952

Celebrating 60 Years of
Charity, Change, and Community

The Woodard Family Foundation



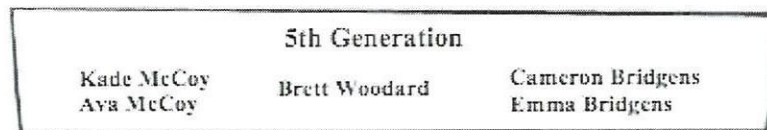
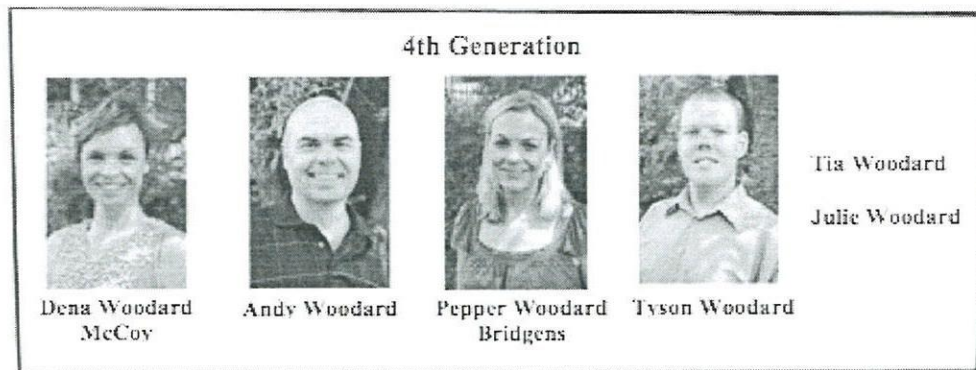
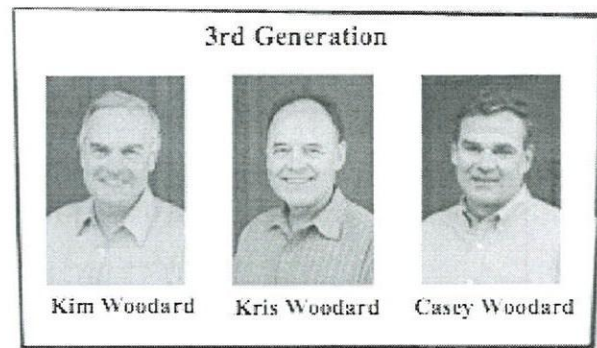
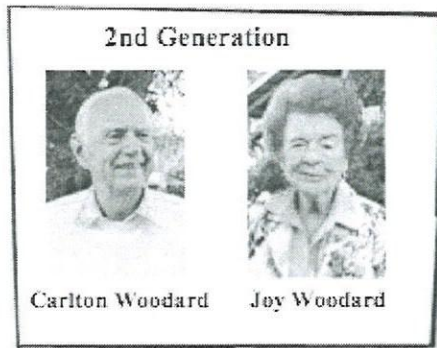
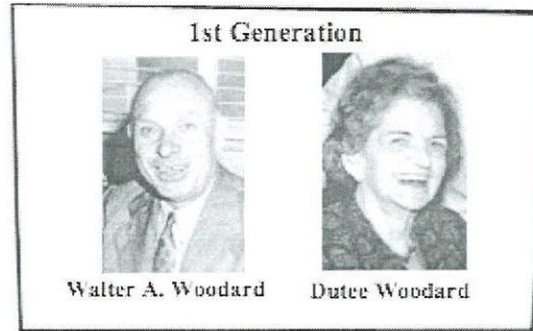
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Board of Directors and Emerging Generation

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Woodard Family Foundation Chart of Generations



Introduction

It was at Walter A. Woodard's first Cottage Grove-area sawmill in London that son Carlton "Cart" Woodard was schooled in the gritty yet financially rewarding aspects of the wood products industry. As a 14-year-old, Cart recalls, he was paid 15 cents an hour to clean out the debris and wood scraps that accumulated beneath the conveyer belt of the production line at his father's wood-products factory.

An adolescence and young adulthood spent toiling in the mill and in the woods was instructive in many ways, according to Cart. But it was from working with his father and witnessing first-hand Walter's earnest and measured approach that the younger Woodard learned life's key lessons: Be honest, fair, and hardworking in your livelihood, and be generous in all that you do.

Munificence was a hallmark trait of Walter A. Woodard, whose legacy in and around the Cottage Grove community now spans five generations and six decades. Long before Walter A. Woodard established the W.A. Woodard Foundation in 1952, he made a habit of giving. His generosity was instrumental not only in supplying affordable housing and career opportunities for his employees, but also in the establishment of two essential community institutions: the Cottage Grove Hospital formerly on Birch Avenue and the first Cottage Grove Library — today the home of the now-named Woodard Family Foundation — on South Sixth Street.

The basis of Walter A. Woodard's generosity was his success in business. Despite having only a third-grade education and enduring physical hardships that included the loss of the fingers on his left hand, W.A. (as he was known) led his wood products firms into prosperity. In large part, he credited his hard-working employees, and he often sought ways to help them or improve the community in which he and they thrived.

Succeeding generations seized on W.A.'s vision and have grown the giving. To date, through their foundation, the Woodards have made more than 2,700 grants totaling close to \$10 million to a wide variety of mostly Cottage Grove -area non-profit groups. The commitment of family members to continuing the mission of generosity ensures the Foundation will remain a vital philanthropic force far into the foreseeable future.

The Early Days

It's been more than 30 years since the death of Walter A. Woodard at age 82. While he is known nowadays for the largesse resulting from the family foundation that in part bears his name, his story — and that of his charity — is intertwined with his personal character, his business acumen, and the emergent times as well as the character of the community in which he lived.

The year was 1900 and Walter Woodard was just 11 years old when his parents, Ambrose and EllaJane Young Woodard, moved their eight children to Cottage Grove from Wheaton, Illinois. While the discovery of gold in the mid-1800s in California and Oregon lured many pioneers west, others migrated to work in and develop industries and businesses that were far less glamorous yet offered a promising future. The mountains surrounding Cottage Grove contained not only valuable minerals such as gold and quicksilver but also some of the greatest stands of Douglas fir in the world. And it was here, seven miles south of Cottage Grove in the shadow of the rough-and-ready Bohemia Mining District and the big timber of the Cascade Range, that Walter's father settled his family.

While some of his siblings continued their educations, Walter — who, according to son Cart, “never really took to school” — got started on the ground floor of an emerging wood products industry that would later feed the country's growing needs and become the foundation of the region's economy.

During the family's first few years in Cottage Grove, Walter and his two older brothers helped their father saw and chop cords of wood, which they sold to the Southern Pacific Railroad for locomotive fuel. As the community expanded, so did their output. Soon they were providing wood pilings for the railroad, and poles to the Pacific Telephone and Telegraph Company.

The work was grueling but it paid off: By the summer of 1906, Walter's father, Ambrose Woodard, had saved enough money to join three others in forming the Coast Fork Timber Company, which built a sawmill one mile south of Cottage Grove. There, some 20 men produced rough timber. Walter worked at various jobs in the mill, eventually becoming foreman.

In this capacity, Walter A. Woodard proved himself to be an industrious worker with an abundance of curiosity, a mechanical mind, and good hands. He had a talent for building mills and fixing the machines that sustained them. And even before he reached adulthood, it was clear that he was imbued with exceptional business instincts that would see him through the boom-and-bust-and-boom-again wood products industry of the succeeding decades.

In 1910, Ambrose Woodard and his partners sold their sawmill — which was one of the largest in the area and the closest to town — to J. H. Chambers. The sawmill burned to the ground the following year and Chambers hired Walter A. Woodard to frame the new mill and install the machinery. It took the young man just three months to finish. He then stayed on as millwright.

Meanwhile, demand for Oregon lumber — and the sawmills to produce it — was on the rise. Walter took advantage of the construction boom, traveling to build sawmills in some places and work in completed mills in others, always observing new methods and techniques of construction and production in pursuit of efficiency, waste reduction, and profit.

In March 1914, Walter went to work for the McCloud River Lumber Company, then the largest sawmill in California. A year later he returned to Cottage Grove where he once again went to work for Chambers. On June 22, 1915, while operating a new saw he had just installed in Chambers' mill, Walter's left hand got caught in the blade, resulting in the loss of all of the fingers on his left hand. The injury sidelined him for months. But once recovered, he resumed his experience-gathering trips, traveling to sawmills along the Columbia River and throughout the Willamette Valley.

The mill-construction boom in early 1917 took him to Weed, California, and then to San Francisco, where he worked for several weeks in a shipbuilding yard, when he spotted an entrepreneurial opportunity that would not only bring him back to Oregon but also help him amass a large amount of funds. He bought used wire cable from California's inland oil fields and sold it to shipyards at five times his purchase price.

Then, recognizing another opportunity, Walter shifted to selling the cable to Oregon logging operations, where the need was great due to growing national demand for wood products. Seeing both the mechanical utility and the earnings potential, J.H. Chambers fronted Woodard the capital, and the two brought substantial shipments of cable to Oregon, selling it for big profits. In 1918, at the age of 28, Walter A. Woodard used the proceeds from this venture to make his first timberland investment: He paid \$1,600 for 160 acres six miles south of Cottage Grove on the Coast Fork of the Willamette River.

That same year, Walter supervised the reconstruction of a J.H. Chambers mill in Cottage Grove, becoming its foreman until he had another serious accident. This time, his right leg became entangled in a machine belt, badly wrenching his ankle and putting him out of work for four long months. While such injuries (and worse) were not uncommon in the early years of the wood products industry, Woodard's experiences caused him later in life — when he ran his own mills and logging enterprises — to insist on extremely high safety standards. He provided the best equipment and conditions available in an effort to avoid accidents. And he was reportedly so severe in disciplining workers for being lackadaisical that employees admitted not knowing which was worse, suffering an accident or having W.A. Woodard catch them being careless.

Within a year, another key event took place. Harold Bradley, an agent for N.B. Bradley & Sons, approached Woodard with a business proposition that Walter sell them his newly acquired timberlands and consider operating a sawmill in the area in association with the Bradley family firm. Not only did the timberlands sale net Woodard a handy profit, but his alliance with the Bay City, Mich.-based company was in some ways the beginning of both his and Cottage Grove's fortuitous destiny. The partnership between Walter A. Woodard (with his abundant technical know-how and experience) and the Bradley family (which had considerable financial resources) lasted many years. While at times the partners would face severe economic hardships, the Woodard-Bradley era was also seminal, resulting in the creation of Walter A. Woodard's massive and profitable enterprise, the formalizing of his generosity into a charitable foundation, and in the end, the betterment of Cottage Grove.

Walter's timing for establishing a small sawmill and logging operation 10 miles south of Cottage Grove on the Coast Fork seemingly could not have been better: Postwar prosperity kept prices for wood products high and orders constant. However, despite optimistic forecasts, market conditions swiftly deteriorated until the recession of 1921 forced many mills — including the Walter A. Woodard Company — to cease operations. Certain that the downturn would be brief, Walter (by now simply called "W.A.") used the closure to work on improving the productive capacity and competitive position of his company. His instincts were uncanny and right on: When the economy picked up again a year later, W.A.'s enterprise was at the forefront.

Such boom-and-bust conditions characterized much of the 1920s, '30s and '40s. At many turns over this 30-year period, both the timber industry and the country faced financial peril. The road was strewn with ambitious industrialists gone broke. Such precariousness, however, only seemed to strengthen W.A.'s resolve and to highlight his commitment to a brighter future. So steadfast were his expectations, that on several occasions W.A. met payroll out of his own pocket rather than shut down operations. Once he even cancelled his own salary for six months to help the firm's finances.

During these trying times, W.A. Woodard refined the key principles that formed a cornerstone of his company: Do whatever necessary to attract the best employees. W.A. considered this policy as practical, rather than paternalistic. He paid the highest wages in the area, provided the latest and safest equipment, and supplied delicious and nutritious food and clean and affordable accommodations. So keen was W.A. to hire and keep the best workers that in 1943, in an era of government-imposed wage and price controls, he got into trouble with federal regulators for supposedly paying his employees too much. (Although the charges were ultimately dismissed as unsubstantiated, W.A. had in fact been paying his woods crews nine hours a day of wages for their eight-hours-a-day shifts. The extra pay was to avoid employee turnover and keep his logging crews, who were working in particularly rough terrain, content.)

The risk-taking paid off and by the late 1940s, W.A. Woodard's company was bustling, providing wood products to retail yards throughout the nation. And it grew throughout the post-war expansion into the 1950s.

By the time it reached its zenith in 1956, the W.A. Woodard Lumber Company had grown into an extensive enterprise complete with lumber and plywood mills, 55,000 acres of timberland, 37 company-owned houses, a 60-acre log pond, and 450 employees. The company sold a wide array of wood products to a network of wholesalers who channeled the goods to retailers across the entire country.

But W.A., always seeking opportunities, was also careful to diversify. He helped his son Cart establish Kimwood Corporation in Cottage Grove in 1950 to provide mechanical support, machine shop, and repair for the wood products mill. Now run by Cart's son, Kris, Kimwood still sits across Highway 99 from the former site of the W. A. Woodard Lumber Company.

In 1954, W.A. became chairman of the board of the W.A. Woodard Lumber Company, passing the job and the title of president on to Cart.

Cart Woodard was no industry novice, as W.A. had made sure to put him through his paces. After earning a college degree and completing officer's training school for the U.S. Marine Corps, Cart returned to work for his father in 1947 at the family-owned Latham mill.

Despite his academic and military-training accomplishments, Cart had to learn the business from the bottom up. His first jobs were menial and included pulling lumber off the production line and working in the pond where logs were stored prior to processing. One day, Cart recalls, he fell into the murky water while he was sorting logs. Cold, wet, and frustrated, the younger Woodard marched into his father's office and demanded to know how long he was going to have to endure such low-grade work.

In his usual measured yet firm manner, Cart says, W.A. did not mince words. "My father looked at me and said, 'Well now, I figure you won't learn much about how to run the company by sitting here in the office,' " recalls Cart. "Even though that wasn't what I wanted to hear, I knew he was right." So back out into the mill and pond Cart went.

A commitment to hard and humbling work, an intimate on-the-ground knowledge of the business, and an appreciation and determination were the qualities that W.A. Woodard passed along to Cart, and the succession of family members who have followed in their footsteps.

In 1956, guided by his savvy business instincts, W.A. Woodard took a momentous step: He sold the venture he had spent more than three decades building for \$17 million to Weyerhaeuser. The Washington-based company kept all the employees and over the years repeatedly upgraded the Highway 99 plant. Though technology and market forces have resulted in a somewhat smaller company today, the facility — still owned and operated by Weyerhaeuser — is one of the most efficient and cost-effective producers of dimensional lumber in the world.

Building the Foundation

At heart, W.A. Woodard was an engineer. And because of that, his success in business was inspired more by an authentic and intrinsic interest in improving how things were done than by the prospect of riches. W.A. was also fundamentally a very generous man, says Cart, recalling instances where his father helped individual employees and their families as well as the community. W.A. Woodard's commercial achievements and subsequent financial rewards gave him the wherewithal to become more than just an occasional or accidental philanthropist.

As the nation emerged from the Great Depression and the economic expansion of the 1940s took hold, W.A. and his wife, Dutee, increasingly mused: How could the family use their financial good fortune to help their community?

Although he didn't have much formal education, W.A. agreed with Dutee — a University of Oregon graduate — that an excellent starting point would be to improve the community's cultural assets. An avid reader, Dutee was particularly eager to boost residents' interest in literacy. So, as early as 1942, the Woodard Company made a \$5,000 contribution to the Cottage Grove library (then housed in the attic of the former City Hall) for buying books.

The pair then settled on the idea of developing a proper library for the community. In 1943, the W.A. Woodard Lumber Company bought an empty lot next to City Hall for the library building. It took almost eight years for W.A. to amass enough materials and funds to complete construction. On July 1, 1950, a crowd of some 1,500 people gathered for the library dedication. Then-Oregon Governor Douglas McKay told the crowd that the event was “one of the most impressive dedications we have seen... because this new library at Cottage Grove represents the effort of a citizen to ‘do something’ for the community in which he has lived and worked for 50 years. That is one of the oldest and finest of American traditions.” The following year, W.A. Woodard Lumber Company donated \$4,000 more to the library for furniture and landscaping. In all, Woodard's company contributed more than \$55,000 for the gift to the community.

With the creation of the library, the Woodards set in place a guiding philosophy: As their businesses prospered, they would regularly channel a portion of their wealth to charitable use.

Concurrent with building the new library and fueled by his interest in wanting to keep his employees safe, W.A. became instrumental in establishing a hospital in Cottage Grove. In 1947, he gave one of the first and largest donations —\$25,000 — to the local Business and Professional Women’s Club, which had been struggling for months to raise funds for a local hospital. Once invested, W.A. applied the same tenacity and energy to the hospital project as he did to his professional dealings, stopping at nothing until the goal was realized. In April 1951, more than 2,100 people attended the grand opening of the new 32-bed Cottage Grove Hospital. Of the total \$300,000 cost of the facility, W.A. had not only given more than \$70,000, but he had also invested time and energy in rallying other lumbermen to the cause.

Over the years, Walter Woodard’s company gave generously to many civic ventures, but declined to give to churches. W.A. was heard informing clergymen that he was taking care of bodies through the city’s hospital, and that they should look after the souls.

In 1952, after a decade of charitable work, Walter A. Woodard took what at the time was an unusual step. With an initial contribution rumored to have been between \$5,000 and \$25,000, he created the W.A. Woodard Foundation. Regardless of the ambiguity surrounding the original investment amount, W.A.’s intentions were abundantly clear. “W.A. formed the Foundation so the family could accumulate money to level out its giving from year to year to help the Cottage Grove community in good economic times and bad,” recalls Cart. Cart’s wife, Joy, adds: “W.A. loved Cottage Grove and felt that it had been good to him.” And so it was to that end — improving the community that he so appreciated — that his foundation funds were to benefit.

The Foundation’s first directors were Walter A. Woodard; his wife, Dutee; sons, Carlton and Alton; and Paul Thompson, one of the Bay City, Michigan associates. The directors agreed that funds were to be used “exclusively for religious, charitable, scientific, or educational purposes” for the community of Cottage Grove and its neighbors in Lane County.

The Foundation held its first meeting of the directors on April 28, 1952. W.A. was elected President; Dutee was elected Vice President; and Carlton was elected Secretary-Treasurer.

On June 8, 1954, the Foundation directors unanimously voted to make their first grant, a gift of \$5,000 to the Oregon Trail Council of the Boy Scouts of America. Cart remembers that the gift was just right for the fledgling foundation. The Boy Scouts represented the ideals that Woodard family members valued: education, service, teamwork, and leadership. The family's commitment to the Scouts has continued through the decades, with hundreds of thousands of dollars in grants awarded and countless volunteer hours given.

In addition to grants made to the Boy Scouts, early Foundation donations to organizations such as United Way of Lane County, March of Dimes, YMCA, and the Western Oregon Exposition focused on civic and education projects benefiting the youth of South Lane County communities.

"It was a pretty informal affair at the beginning," Cart remembers of the Foundation meetings. "We'd sit around W.A.'s desk and he'd suggest we make a grant to this organization or that, and we'd all agree and so a check was written. Life was much simpler then."

During the 1960s, the Foundation's assets grew quickly through income from sound investments and a steady stream of contributions made by both W.A. and Dutee Woodard, as well as from Carlton Woodard, and the various family businesses including Kimwood.

As Foundation assets grew, so too did the number and amount of grants awarded annually. In the 1960s, the Foundation made up to five small grants a year, totaling just a few thousand dollars. But as the investment portfolio swelled, so too did the size and number of grants the Foundation made. By the mid-1970s, the W.A. Woodard Foundation was giving out a couple of dozen grants per year totaling between \$20,000 and \$30,000.

Growing the Grants

From the mid-1970s onward, the Foundation increasingly became a significant force for good in local and regional philanthropy. Members of the Woodard family and their businesses continued to contribute to the Foundation, building up assets to the point where they were able to increase the size of grants and to issue a larger number of awards to an ever wider range of beneficial organizations and causes across a broader array of communities.

But in the meantime, in the early part of the decade, the Foundation board was changing shape. Kim Woodard, the eldest of Cart and Joy's three sons, was welcomed onto the board in 1968. Cart's brother, Alton, left the board in 1969. Cart was elected President in September 1970 and Kim became Secretary and Treasurer in 1971, the same year that W.A. Woodard passed away.

Despite the internal modifications, the Foundation continued to make major annual donations to core Cottage Grove institutions — the library, the school district, and the hospital, among others. But the Foundation also began looking more closely at making donations to strengthen organizations and missions beyond South Lane County. The Foundation gave to Serenity Lane, Lane Memorial Blood Bank, the Eugene Symphony and many other groups in the Eugene-Springfield area. And the Foundation increased the diversity of its giving to higher education, awarding grants to Lewis & Clark College in Portland, and to Menlo College in California.

As part of the Foundation's growth, Cart's three sons — Kris, Kim, and Casey — were gradually brought in to learn about the family's charitable work and mission.

Kim's initiation into the family's philanthropy was somewhat casual. He started by tagging along with his parents. "As early as 1957, when I was in my teens, I attended board meetings with my folks. It was pretty informal, with my parents and grandparents talking about the organizations in Cottage Grove that needed assistance," Kim recalls. "They talked about wanting to benefit the people of Cottage Grove. I remember them talking about the hospital and the library as important to the family and to the community."

When Kim finally officially became a Foundation board member in September 1968, he recalls being more of an observer than an active participant. “I was still learning about the community,” he says. But that changed over time. “As I became more active in the family business, people would come and talk with me about their ideas for what would be good for the Cottage Grove community,” he says. “I felt good about bringing those ideas to the Foundation board.”

Kris, the Woodards’ second son, says he also learned about the Foundation in his late teens when he was invited to be a guest at a board meeting. “I showed up at Dad’s office at Kimwood,” he says. “It was a casual meeting where Dad read from a small stack of papers. I didn’t fully understand what was going on but what I did learn was simple: watch, listen, be quiet.”

By the time Kris joined the Foundation board in 1976, additional organizations were seeking grant help for new community issues. “We were being asked to fund more social service programs to deal with family and youth crises,” Kris notes. “I learned how heart-rending some site visits could be, as I discovered the kinds of problems some families were facing.”

Kris, who has a special interest in preventive programs for kids and scholarships that can help young people build better futures, also enjoys assisting nonprofit organizations by volunteering his mechanical and structural engineering expertise. “I admire the work that volunteers do for so many nonprofit organizations and I like to volunteer when I am able to be of value,” he notes.

To reflect this new generation’s involvement in grant making, the board in 1984 renamed itself Woodard Family Foundation.

Casey Woodard, the third son of Cart and Joy, joined the Woodard Family Foundation board shortly after in September 1986, although he had also attended a few meetings as a guest before then. “Cart would call a meeting at Kimwood and he would sit behind his desk reading from a pile of papers five inches high,” Casey says. “I remember my Mom knitting, my Grandmother Dutee quietly nodding, and my brothers listening but not saying very much. They’d pass proposals around from the stack, and then decide on a donation.”

Casey recalls a flyer being circulated at one of their meetings advertising a conference of family foundations in Santa Monica, California. “I said that I wanted to go, and they sent me,” Casey says. “I met with 75 other participants from foundations and I learned a lot about giving as a family. I was hooked.” For Casey, this would be the beginning of a rich history of leadership not only in his own family’s foundation but also in philanthropy across the region.

“In the early 1990s,” says Casey, “I remember my brother Kim saying ‘You’ve got some skills we could use,’ and suggesting that there must be a better way of selecting grants than passing around papers at a meeting. He encouraged the board to let me come up with better ways based on my learning of best practices at conferences that I attended.” For the September 1991 meeting, Casey prepared a briefing notebook containing detail on all agenda items, including extensive materials for each proposal being considered. “The family liked them so we have continued to produce these ever since,” he says.

Today, Casey is President of the Woodard Family Foundation board as well as a leader in organizations such as the Council on Foundations and Grantmakers of Oregon and Southwest Washington. And he’s built a career as a fundraiser, working in executive fundraising positions for PeaceHealth. He is committed to helping the next generation of Woodards gain the knowledge and experience they need to prepare for their future in philanthropic service. “I hope the next generation of Woodard Foundation board members will continue our role as catalysts, conveners, and advocates for the work of the dedicated people in our community, who are the real heroes that make things happen,” he says.

The growth of the Foundation through the 1980s and 1990s and into the current decade has been nothing short of amazing. By the late 1990s, the Foundation was giving out scores of grants totaling several hundred thousand dollars per year. And in 2008, its best year yet, the Foundation made a record \$1 million in grants to 153 entities.

Focusing on the Future

The Woodards have been conscientious to gradually groom succeeding generations in the affairs of the Foundation. The process continues as a fourth generation gets an increasing say in Foundation decisions, and a fifth generation begins their philanthropic orientation.

Much of the experience of the fourth-generation board members mirrors that of third-generation board members, Kim, Kris, and Casey.

“I first learned of the Foundation as a pre-teen, when I attended a meeting with my great-grandmother, Dutee,” recalls Dena Woodard McCoy, a fourth-generation board member since 1995. “Everyone sat around the conference table at Kimwood, studying grant requests and talking about how to help address the needs of the community. Even as a young girl, it was clear to me that my family cared about Cottage Grove and its surrounding areas and I felt proud to be a part of its growth and history.”

While in her teens, Dena says her uncle took her under his wing. “Casey took me on site visits and introduced me to many people in the community with ties to the Foundation. These early experiences ultimately made the giving feel more personal, as I was able to witness how places like the local senior center or programs for children and the arts were benefiting from the Foundation’s support.” It wasn’t until she was in her early 20s and had attended the National Council on Foundation meetings, Dena says, that she started to understand how integral the Woodard family was to its own community. “Meeting with others around the country who were also part of their own family foundations made me realize that philanthropy is a huge part of what keeps our country going both regionally and nationally.”

Despite now being spread out geographically, Woodard family members see the Foundation as a catalyst for making important things happen in their communities. “All of us continue to want to make a difference,” says Kim, who lives part of each year in Arizona. Individual Foundation board members can use discretionary funds, established in 1993, to support causes in their own communities as well as in Cottage Grove.

Dena Woodard McCoy, a Willamette Valley native who now lives in New York City, says the Woodard Family Foundation has been an important and meaningful touchstone for her and her family over the past 14 years. In the vastness of one of the country's largest urban environments, Dena acknowledges that it is sometimes difficult to see how one person's giving can make a difference. But being engaged in the Woodard Family Foundation has personalized philanthropy for her and her two children, who are being primed to be part of the Foundation's fifth generation of trustees. "We live 3,000 miles away from where the Foundation was started yet when we visit Oregon each year, my children get to experience how our family has taken an active role in the community and how even a small amount of support can have a big impact," she says.

Andy Woodard, who now lives in California, also learned about the Foundation at a young age. "My father (Kim) would sit in with my grandparents and my great-grandmother, Dutee, in the Cottage Grove office of Kimwood," He says. "My dad would tell me, 'We did such and such with the Foundation. This group needed \$100 and we gave it to them.' I must have been 10 at the time. I didn't understand then that I would someday be part of it."

Andy became a non-voting member of the Foundation in 1994 and a full voting board member in September 1995. "I read the materials, listened, asked questions. It was new and interesting to me," he recalls. "I was excited to read the requests, because I never before realized how many groups were out there, and what they did. It opens your eyes wider to the broader community."

Andy has served as the Foundation's treasurer for more than a decade. "I am proud that I can add my financial and investment expertise to the Foundation's operations," he says.

Pepper Woodard Bridgens recalls being aware of the Foundation and its activities since she was in her early teens. "I remember talking with my great-grandmother, Dutee, while we were sitting in her living room. She had been a Foundation board member from the very beginning and she opened my eyes about nonprofits serving people in the world who were less fortunate than our family," recalls Pepper. "She told me, 'We are blessed and we can help others.' I looked forward to the time when I could be on the board."

For Pepper, now of Connecticut, the time to be installed as a member of the Woodard Family Foundation board came in July 2001, after having attended several meetings as a guest. “During those early days, I was somewhat lost,” she recalls. “I did lots of listening and didn’t speak up much. I went with my Uncle Casey to one foundation conference and I went to another on my own. I prepared myself for these conferences and spoke on behalf of the younger generation of the Foundation.”

Tyson Woodard joined the Foundation board as a voting member in 2005. “Like my sister (Pepper) and cousins, I knew about the family’s foundation, but I did not completely appreciate that I would be learning more about my community and that I would be part of making these decisions,” says Tyson, a Eugene resident who, since 2009, is also the Woodard Family Foundation’s on-site administrator.

Today’s Woodard Family Foundation board is made up of nine family members: Cart and Joy; Kim, Kris, and Casey; and Dena Woodard McCoy, Andy, Pepper Woodard Bridgens, and Tyson.

As one of the oldest family foundations in Oregon and possibly the country — in 1989, there were fewer than 12,000 family foundations nationwide while today there are six times that many, according to Casey — the Woodard Family Foundation has reached a stage in its evolution where it can make major game-changing investments in targeted fields, organizations, and communities. In order to have this kind of impact, the more veteran members are committed to stewarding succeeding generations.

The orientation has already begun. In August 2009, the “emerging generation” of Woodards was invited to attend Foundation training with their parents and grandparents, aunts, uncles, and cousins. Gathering in Cottage Grove with the Foundation board were: Tia Woodard, 17, Julie Woodard, 15, Kade McCoy, 13, and Ava McCoy, 10. They learned about the Foundation’s history and operations, and participated in the Foundation’s board meeting. They joined other family members for site visits and a presentation at the Cottage Grove Historical Society on the community’s timber history. With encouragement from the elders and available funds from the

Foundation, the four also made their very first grant: A \$3,000 donation to the Science Factory Children's Museum and Planetarium for a special exhibit.

"It was a new experience for me to be a part of the next generation for the Foundation," said Kade McCoy. "I feel fortunate to be able to experience things many kids might not get to. It is an honor to be a part of a family foundation."

The emerging generation will continue to participate in the family's Foundation, although they won't officially be inducted as voting board members until they reach the age of 26.

Seeing their grandchildren becoming engaged in the family's philanthropic efforts is encouraging for the more veteran Woodards. "I'm so proud of our children, our grandchildren, and our great-grandchildren," says second-generation board member Joy Woodard. "They have the desire to stay together and the interest in giving together. How lucky we are."

It is this combination of good fortune, a continued interest in community improvement and a commitment to the family ideals, as well as careful and intentional planning that are necessary to ensure another 60 years of Woodard philanthropy. Many family foundations, unable to successfully manage the inevitable complexities of trustees' competing agendas and wide geographic disbursement, often end up ceding control of their assets to another entity (such as a community foundation or outside company) to administer their giving.

Maintaining cohesiveness in light of family members now living in five states — Connecticut, New York, California, Arizona, and Oregon — and navigating the varied interests of an ever-widening age group (from 10 to 87 years) has not been easy, said Casey. But as the newer generation members start to take their places at the Foundation board table, the older philanthropists are enormously hopeful.

"I'm certain my grandfather would be pleased," says Casey. "We have kept the family together, honored our heritage, and given back to the founders' community."

Philanthropic Results

Since its inception in 1952 as the W.A. Woodard Foundation, the Woodard Family Foundation has made some 2,700 grants totaling nearly \$10 million to a wide variety of non-profit organizations. Some of the awards were and continue to be simple donations. But as the Woodard Family Foundation — the eighth oldest in Oregon still in commission — has evolved, so too has its grant making, with the board currently practicing much more strategic, effective, and rewarding philanthropy.

The transformation from a charitable foundation that had engaged for 30 years in what Casey describes as “small checkbook giving” to one that today invests in measurable results and large-scale economic benefit, has been nothing short of magical and exciting.

“I’m really proud of the quiet — yet effective — impact our family foundation has had on our greater community,” says Casey, who led the charge in the change process.

When he joined the Woodard Family Foundation board back in the mid-1980s, Casey says, “We found ourselves on everyone’s list and our giving had really become automatic.” Out of 33 grants totaling \$50,972 awarded in 1983, for example, 19 were for \$500 or less. That year, Keep Oregon Green got \$25, League of Women Voters got \$50, Oregon Special Olympics got \$85, and Cottage Grove Neighborhood Watch received \$100. This pattern, according to Casey, was inadequate. “At the end of the year, we asked ourselves what difference were we really making? What have we really accomplished?” he says. “And the answer was that we were really just a ‘donor’, giving wealth an inch high and a mile wide.”

At the family’s urging, Casey set out to better organize the Foundation and take it to the next level. Trustees then implemented a series of administrative reforms that included: establishing guidelines and application forms with deadlines, setting routine meeting dates, going on site visits, and communicating regularly with grantseekers and grantees. “In short,” says Casey, “we created a process that was respectful of those who pursued funding and honored the memory of my grandfather and the legacy he had created with his gift.”

Once the Foundation had better structure, it became more deliberate in its giving. “Now we were able to distinguish between just making donations and truly being philanthropic,” says Casey.

The first beneficiary of this new approach was a Cottage Grove-grown agency originally known as Bohemia Residential Community (now called South Lane Mental Health). The Woodard Family Foundation awarded the private non-profit mental health services organization a \$100,000 multi-year grant during its formative years. At the time, it was a sizable and somewhat risky investment for the Woodard family. But it paid off handsomely: More than two decades later, South Lane Mental Health has grown into a \$2 million-per-year operation annually assisting some 1,200 Cottage Grove area residents. In addition to the resulting robust myriad of social services benefits, Casey says, the Woodard Family Foundation’s initial \$100,000 outlay has yielded a positive economic impact for Cottage Grove of upwards of \$5.1 million.

What followed over the next decade were similar crucial \$100,000 Woodard Family Foundation grants to four cornerstone Cottage Grove organizations: Family Relief Nursery, Cottage Theatre, Cottage Grove Library & Community Center, and Cottage Grove Community Hospital. These grants also resulted not only in important services for the community, but in a combined economic benefit to South Lane County of more than \$87 million over the past 20 years.

On occasion, the Woodard Family Foundation still makes a gift to an organization or cause as “just a donor”. But mostly these days the trustees aim to put the Foundation’s funds to work, building capacity in non-profit organizations that have an impact on their community. In addition to expecting results, the Woodard Family Foundation also designs its grantmaking to attract other resources, encourage collaborations and partnerships, and create effective systems and services that can be replicated.

Most grant recipients have been in the founder’s hometown of Cottage Grove, but many are also located in other communities and states where current Foundation board members live. What follows are profiles of a few of the key organizations in which the Woodard Family Foundation has chosen to invest over the years.

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SOUTH LANE MENTAL HEALTH

Cottage Grove, Oregon

Since the Woodard Family Foundation made its first-ever major multi-year financial commitment, South Lane Mental Health has been awarded seven grants totaling \$157,000, including a critical \$50,000 grant in 2008 for the purchase and remodel of a new community mental health services center. Woodard Family Foundation investments have been instrumental in helping South Lane Mental Health leverage and attract other resources; enter into public/private partnerships and collaborations; and build capacity so it can better meet the community's mental health needs.

South Lane Mental Health emerged after a crisis that highlighted a need for locally provided mental health care. In early 1988, a severely mentally ill homeless woman moved into Cottage Grove's First Presbyterian Church. Shortly after, she became threatening and was admitted to the State Hospital. When she was finally stabilized and ready for release, her social workers recommended she return to Cottage Grove. But there were no community mental health resources or housing to support her. No one knows where the woman eventually ended up. But church members, determined to not let the situation repeat itself, the next year established a local non-profit mental health services organization called Bohemia Residential Community.

Bohemia Residential Community's main goal — made possible by a very generous donation from Joy and Cart Woodard of their former family home on West Main Street — was to provide housing and support for mentally ill individuals in Cottage Grove. In addition to running the foster home for five people, the small grassroots agency also offered basic outpatient counseling and a socialization program. For years, volunteers served as the staff, and operations were covered with proceeds from bake sales, church appeals, and the pastors.

Today, South Lane Mental Health is a \$2 million-a-year non-profit enterprise annually serving more than 1,200 of the area's low-income and uninsured residents. The agency's effectiveness is due, in large part, to two factors: A strict adherence to the founders' guiding principles that no one seeking help will be turned away, and an enduring commitment by organization staff and the board to provide individualized mental health services in a compassionate and respectful way.

Had it not been for the generosity and compassion of the Woodards and their family foundation, low-income area residents would likely have to travel to Eugene and Springfield to find mental health assistance — a daunting prospect for people without financial resources who are suffering from such conditions as anxiety, depression, schizophrenia, and other challenging mental or behavioral issues.

In the years since the Woodards' donation, three more duplexes have been built on the original one-acre property, giving six clients their own apartments with twice-a-day visits and support from the agency's staff. Today, in addition to the clients living on the Bohemia Residential Community campus, South Lane Mental Health provides regular home visits to more than 50 other people with severe emotional or mental health problems who live in the community.

By 1995, the outpatient program had also grown and South Lane Mental Health moved from its foster home into an old 2,000-square-foot rental house on North Ninth Street. Within 10 years, the agency had 15 staff plus several student interns providing outpatient services to about 700 clients each year in very cramped quarters. In order to meet the community's growing mental health needs, South Lane Mental Health recognized its own requirements for a larger facility.

So in 2007, the agency set out to raise funds and find a new home. The centerpiece of South Lane Mental Health's fundraising campaign was an \$800,000 federal grant that required \$453,000 in matching funds — a huge amount of money for an organization that had never raised more than \$5,000 in a year from random, unsolicited donations.

South Lane Mental Health, which had very little fundraising capacity, turned to the Woodard Family Foundation for help. The Foundation's response — Casey generously provided free advice in helping South Lane Mental Health to develop a sound fundraising strategy, and the Foundation became one of the first major donors to the project — led to the agency's eventual success. A \$50,000 Woodard Family Foundation grant helped South Lane Mental Health ultimately raise more than \$1.8 million from foundations, individuals, businesses, and county, state and federal governments for its beautiful new community mental health services center.

“Without the Woodard family’s help, we would not be where we are today,” explains Tom Wheeler, the mental health agency’s long-time executive director.

In April of 2010, South Lane Mental Health’s 50 employees moved into a newly renovated 9,000-square-foot building, where they offer a variety of services including: outpatient mental health counseling, case management, social work, medication management, supported housing services for adults with severe and persistent mental illness, rapid response to community and individual mental health crises, and response to mental health emergencies at Cottage Grove Hospital. The agency works with children and their families to address problems related to anger, anxiety, depression, challenging behaviors, family changes, grief, poor communication, and trauma. Counselors use play, art, and sand tray therapies to help children — from preschoolers to older teens — express themselves.

“The little things that the Woodard family has done has changed hundreds of lives in our community over the years,” says Wheeler. “That is a tremendous legacy to leave.”

COTTAGE THEATRE

Cottage Grove, Oregon

The Woodard Family Foundation has awarded 42 grants totaling more than \$322,000 to the Cottage Theatre for everything from constructing the original building to play sponsorship to expansion of facilities and operations. Early Woodard Family Foundation grants to Cottage Theatre were instrumental in leveraging additional dollars from outside of the immediate region and gave the community the confidence and capacity that eventually led to winning the National Civic League's All-American City Award in 2004. The Woodard Family Foundation regards Cottage Theatre as a key player in enriching the cultural life of Cottage Grove and Lane County.

Cottage Theatre was born in the winter of 1982, when a group of Cottage Grove residents socializing at the local Village Green Motor Hotel were reminiscing about their high school drama productions and someone announced: "What Cottage Grove needs is a live theater!" By the fall, Woody Allen's *Don't Drink the Water* opened under a billowing Army surplus parachute on the lawn of the very same hotel where the founders of Cottage Theatre first met. An early winter rainstorm blew in on the final evening of the five-day run, carrying away the parachute, dousing the so-called stage and seating area, and canceling the final performance. But even that act of nature could not deter the promising theatre's success: the play returned for a second run by popular demand upstairs in the hotel's small loft.

After the second year's three-production season, the players decided the theatre needed a single home for rehearsals (taking place at the Odd Fellows Hall), set design (housed in a second-story building downtown), and ever-growing audiences (sitting on folding chairs borrowed from various churches). So Cottage Theatre began leasing a former health food store from a local bank for an affordable \$50 a month. Over the years, volunteers repeatedly retrofitted the 1,500-square-foot building. The space — with between 62 and 72 squeaky duct-taped seats and a tiny stage from which actors exited to the great outdoors — was cramped but cozy and without extras such as dressing rooms, costume and set storage, or quiet commodes that could be flushed during performances.

The little theatre was held together by plenty of passion and no shortage of bailing wire and electrical tape. For an amateur and all-volunteer program performing in a substandard space,

plays were of exceedingly high quality and increasingly popular. All who set foot in the house were entranced by its quaint magic, helping Cottage Theatre to flourish for more than a decade.

After 15 successful seasons, Wal-Mart announced its intention to move next door and the bank that held the mortgage on the local ensemble's home decided the property was worth more on the open market than the Theatre's meager annual rent. So the bank gave the troupe notice to vacate. In distress and with nowhere to go, Cottage Theatre volunteers turned to the Woodard Family Foundation for help.

Casey, who by then had some professional foundation leadership experience under his belt, advised the group at no charge. And a generous challenge grant from the Woodard Family Foundation became key in the eventual success of a brand new \$1.2 million 150-seat facility.

The Woodard Family Foundation offered the Theatre a \$100,000 challenge grant, to be matched by 100 donors each contributing \$1,000 over five years. Theatre volunteers — whose talents were clearly evident on stage but unproven in the fundraising arena — were initially skeptical about asking supporters for what felt like gargantuan amounts of money.

“Cottage Theatre was a pathfinder, funding the largest nonprofit campaign in Cottage Grove,” recalls Frank Long, a perennial volunteer who was then serving as the Theatre's Board President.

At the time, the Woodards' matching grant offer was somewhat novel. But it worked: The Theatre was able to make good on the challenge, which resulted in additional funding leveraged from many large grantmakers around the Pacific Northwest — a tremendous breakthrough for both Cottage Theatre and Cottage Grove.

“We're here because of the Woodards and their influence and dedication,” says Long. “Our local support could show outside foundations that our community was behind this project.”

The Woodards say there was no question they would help. “The actors deserved a good place to rehearse and act,” says Joy Woodard, who points out that Cottage Theatre is also a great

community meeting place. “Often, Cart and I attend theater and concert performances and people come up to us and thank us for our contributions to this wonderful place. How lucky and privileged we are to have the ability to make these gifts as a Foundation.”

Joy Woodard even went a step further, donating from her personal funds to support the addition of a children’s workshop in 2008 in honor of her mother, Hazel Miller.

The Cottage Theatre now presents an annual season of up to eight plays, each running for three or four weeks at a time. Performances are so well done that casting calls often draw more than 100 people hopeful to win a part.

In between rehearsals and performances, Cottage Theatre is a much-demanded venue for other itinerant arts groups, concerts, traveling productions, meetings, community events, theater and dance classes, fundraisers, and workshops.

The vibrancy and sophistication of the facility makes everyone proud. “We may be seen as a rough timber community,” explains Long, “but our Theatre draws many local skilled volunteers who want to contribute in so many ways — sponsoring plays, volunteering to build props and sets, design and sew costumes, even send out mailings. We are an outlet for creativity and we cement social ties.”

The Woodard Family Foundation played a leading role in both the successful evolution of Cottage Theatre *and* Cottage Grove. “Our investment in the Cottage Theatre project was the inspiration that gave the community the confidence to achieve many milestones,” says Casey. These included: Attracting the attention of many of the major regional foundations, which had previously passed over Cottage Grove; Creating a vibrant new community center and library; and the passage of a bond measure to build a new high school. All of these triumphs also contributed to Cottage Grove being named an All-American City in 2004 by the National Civic League.

FAMILY RELIEF NURSERY

Cottage Grove, Oregon

The Woodard Family Foundation has awarded 22 grants totaling \$200,000 to the Family Relief Nursery since its inception in 1994 in Cottage Grove. Grants provided seed money for the organization, multi-year capital construction grants, and general operating support. The Foundation places a high value on helping families cope with the emotional and financial stresses of raising infants and children.

In 1993, two horrific and highly publicized back-to-back cases of child abuse — one in which a mother killed her 6-year-old son and the other where a father beat his young daughter into a coma — galvanized the Cottage Grove community. Many individuals, churches, healthcare providers, and social service organizations joined forces with significant results: In August of 1994, the Family Relief Nursery began offering services for six infants and toddlers in a classroom at Cottage Grove's First Presbyterian Church.

Almost immediately, though, demand exceeded capacity for Relief Nursery services, which were designed to strengthen families under stress and prevent child abuse and neglect. The Family Relief Nursery knew that to reach even a fraction of those in South Lane and North Douglas Counties who needed help, it would require a larger and more permanent home.

In 1996, the Woodard Family Foundation took an active role in helping the Family Relief Nursery with this important expansion. The Foundation provided expertise from both Casey and Kris, as well as its third \$100,000 multi-year investment in a key Cottage Grove organization. Meanwhile, the First Presbyterian Church donated land to the Family Relief Nursery, which won a federal start-up grant and additional contributions from several other Oregon foundations, individuals, and local banks. The Family Relief Nursery opened the doors to its own 1,800-square-foot home on North 14th Street in Cottage Grove in April 1997.

Executive Director Heather Murphy reports that Woodard Family Foundation investment over the years has been instrumental in the Family Relief Nursery tripling its program, staff, donors, and the number of families it serves.

Currently, after doubling in square footage in 2004, the Family Relief Nursery now serves more than 120 children from 78 families each year in their four therapeutic classrooms and respite center. In addition to small separate classes of infants, toddlers, and pre-schoolers, the Nursery provides nutritious meals and snacks, a clothes closet, home visits, social service referrals, and many additional resources for at-risk families.

“The help of the Woodard family has been critical for us,” Murphy explains. “Kris gave us his time and expertise when we were planning construction and working with our contractor during construction. Casey opened doors for us with other foundation funders, and continues to give us visibility, even leading tours of grantmakers to our site. And, the Woodard Family Foundation helped us with seed money, operating grants, and by underwriting our participation in a sustainable funding training program that was a perfect fit for us. We were incredibly successful with the fund-raising skills we learned, raising 40% more than our goal.”

For their part, Woodard family members say the Family Relief Nursery is exactly the type of high-impact community organization that merits support and that exhibits all of the key characteristics — establishing public/private partnerships and collaborations, creating a program model that can be replicated, and attracting other financial resources — that embody the pinnacle of philanthropy.

“We prefer projects that work on the preventative side of tough problems in this world and we strongly support child advocacy,” says Kris.

COTTAGE GROVE LIBRARY & COMMUNITY CENTER

Cottage Grove, Oregon

The Woodards have been tireless boosters of Cottage Grove's library dating as far back as the 1940s, when W.A. Woodard and his wife decided to construct the community's very first dedicated library. Over the years, the Woodards have granted more than \$140,000 to the Cottage Grove Library for general operations, technology updates, the purchase of books, and the relocation of the library in 1999/2000. The W.A. Woodard Lumber Company and individual Woodard family members have collectively donated tens of thousands of dollars to the Library over the years.

The original Cottage Grove Library opened to the public in 1950. The 2,000-square-foot facility located on South Sixth Street next door to the former City Hall contained 10,000 volumes. Its red brick exterior with white cupola and columns became a landmark. In addition to its distinctive look, the Cottage Grove Library was unique for another reason: Among public libraries in the first half of the century, Cottage Grove's was the only one built completely with private funds. W.A. Woodard and the Woodard Lumber Company spent more than \$55,000 for both the land and construction of the building, which was donated to the City for as long as it was maintained as a library.

In subsequent years, Woodard family members, the lumber company, and the Woodard Family Foundation continued to make regular donations to fill the shelves with books, furnish the facility, add equipment, and landscape the grounds.

In 1991, 20 years after the passing of W.A. Woodard, the Cottage Grove Public Library was dedicated in his memory as the W.A. Woodard Memorial Library. It was a fitting tribute and one that has made an enduring impression on the entire Woodard family.

Dena Woodard McCoy recalls accompanying her grandmother, Dutee, on a visit to the Library where she saw W.A.'s photo on the wall. "When I saw that picture of my grandfather, it was one of the first times I understood how my family was involved in the community," she said.

By the early 1990s, the Library had accumulated 22,500 volumes — more than double the number at the time of its initial opening. Also by then, more than 43,000 people — including

residents of Creswell, Lorane, Culp Creek, Dorena, and North Douglas County — were reported to be using the Library annually, checking out nearly 80,000 items (books, video cassettes, audio cassettes, and periodicals). A popular gathering spot, the Library had outgrown its small quarters and, by the mid-1990s, was unable to accommodate any more materials or make further technological upgrades.

In 1998, the tragedy of the local Cottage Grove Community Hospital going bankrupt turned into a triumph for the Library, when one of the Hospital-owned facilities, a former grocery store that had recently been turned into an outpatient services center, became available. The Woodard Family Foundation took a lead role in working with the City of Cottage Grove to raise funds to purchase and convert the building into a new public library and community center. A \$25,000 Woodard Family Foundation grant, combined with a \$75,000 personal gift from Joy Woodard, resulted in the family's fourth major \$100,000 investment in a key community institution.

These early funds, along with Casey's involvement and advocacy, leveraged more than \$250,000 in grant funding for the project from several other Northwest foundations. On August 2, 2000, more than 450 enthusiastic community members turned out to create a four-block-long human chain that snaked through the streets of downtown Cottage Grove. This "Book Brigade" passed every single tome from the Library's old home on South Sixth and Main Street to its new one at Seventh and East Gibbs Avenue.

Joy and Cart Woodard, as well as many friends and neighbors, joined the line. "Cart and I had such a fun time helping the library move to its new location, one book at a time, from person to person," recalled Joy. "The books were passed from kid to old fella and all in between; it took the better part of a morning and afternoon to transfer those books hand to hand through the streets of Cottage Grove."

The new Library currently houses more than 44,000 items, including 39,000 books, and 1,020 DVDs and more than 3,800 VHS-format movies. Each month the Library hosts programs including: teen reading, story time for preschool children, sing-alongs, spelling bees, puppet shows, a Hispanic fiesta, and author talks and lectures.

Commissioned and donated by the Woodard family, a beautiful bronze sculpture of local writer Opal Whiteley by the renowned Eugene artist Ellen Tykeson graces the Library's lobby.

The Community Center is also the site of a myriad of activities, including meetings of community groups and support groups, an art gallery, exhibits, and senior programs.

COTTAGE GROVE COMMUNITY HOSPITAL

Cottage Grove, Oregon

Helping foster expert healthcare for residents of the Cottage Grove area has been one of the Woodard family's paramount interests beginning in the late 1940s, when Walter Woodard took a lead role in the establishment and construction of the city's first proper hospital. Subsequently, the Woodard Family Foundation has awarded 47 grants totaling more than \$260,000 to Cottage Grove Community Hospital for projects including new facility construction, digital mammography equipment, and furnishings for a compassionate care room. The family has been unwavering in its belief that a quality hospital and medical staff are crucial for the wellbeing of the community.

It took six long hours for four people involved in a January 1930 Cottage Grove-area car crash to reach the nearest hospital. Two died, prompting the local weekly newspaper to ask: If there had been a hospital in town, might the victims have fared better?

The question was not new. As far back as the 1920s, according to Cottage Grove Historical Society's Marcia Allen, residents had hoped for at least a local infirmary as the Eugene hospitals were too far away, particularly in the case of a life-threatening emergency, serious accident or sudden illness. Yet, despite the expansion of the hazardous timber industry and the growing population, it took another two decades for Cottage Grove to get its own hospital.

In 1947, the Business and Professional Women of Cottage Grove formed a committee — headed by W.C. Martin, editor and publisher of the *Cottage Grove Sentinel*, and lumberman Walter A. Woodard, whose powers of persuasion were legendary — to raise the roughly \$300,000 needed to build a local community hospital. It took five years to accomplish. But on April 21, 1951, more than 2,100 people attended the grand opening of the 32-bed Cottage Grove Hospital, with fully equipped laboratory, imaging center, nursery, and surgical suites. W.A. was elected the first president of the non-profit hospital's Board of Directors and served as chairman for 16 years.

In its first year, the Birch Avenue facility exceeded all projections, serving 1,578 inpatients and delivering 438 babies. In the decades that followed, the Hospital added an emergency room, a long-term care nursing home wing, outpatient clinic rooms, and an intensive care/cardiac care unit, and completely remodeled and modernized its medical-surgical wing.

Cart Woodard remembers family involvement in the hospital even before the family's Foundation was well-established and making grants. "When the Hospital manager let W.A. know that they were running short on cash, W.A. would call up his business rival Warren Daugherty of Daugherty Lumber and lay down a friendly challenge: 'I'm going to throw in a couple of thousand dollars. Will you do the same?' They'd agree and the Hospital could keep paying its bills that month."

For more than four decades, the Woodard Family Foundation awarded numerous grants to the Hospital — more than \$50,000 for remodeling, wing additions, updated equipment, and new electrical wiring to accommodate technological advances such as respirators, heart monitors, and other lifesaving equipment. These grants were in addition to the substantial contributions made by family members from their personal funds. Like his father, Cart Woodard also served on the Hospital Board of Directors for many years.

However, on August 31, 1998, after 47 years of joyously welcoming babies, tending to the community's hurts and poor health, and looking after the elderly, Cottage Grove Community Hospital was forced to close due to financial repercussions resulting from federal legislation that changed the way that healthcare providers were reimbursed.

The closure was met by brisk action: Business and community leaders alongside ordinary individuals created the Lane-Douglas Healthcare Foundation (which later became the Cottage Grove Community Hospital Foundation) to explore all options for resurrecting a local hospital.

The Lane-Douglas Healthcare Foundation ended up partnering with regional provider PeaceHealth, which offered to build and operate a new hospital in Cottage Grove if the community contributed a collective \$2 million. At the same time, the group had to seek a Congressional designation that would enable a new hospital to be financially viable.

Over the course of five years and with Woodard Family Foundation funding and individual member involvement and personal funds, the Healthcare Foundation was successful, raising

more than \$2 million and also winning the community's first-ever Kresge challenge grant, as well as obtaining the nation's first-ever waiver from Congress to become a Critical Access Hospital. On October 7, 2003, the community attended the official opening of its brand-new 40,000-square-foot Cottage Grove Community Hospital and Clinics — with 14 inpatient beds, a 24-hour emergency room, laboratory, radiology center, inpatient and outpatient physical therapy services, and a primary care clinic serving adult, pediatric, and geriatric patients.

The Woodard family's leadership role in and financial commitment to creating the new hospital was a continuation of Walter A. Woodard's vision and drive so many decades earlier. But it is also an example of the Woodard Family Foundation's current dedication to leveraged philanthropy — encouraging collaborations and public/private partnerships, attracting new financial resources, and creating programs, processes, or services that can be replicated in other communities.

“This Hospital represents the Woodard Family Foundation's finest hour,” says Casey, who served on both the new Hospital's capital campaign committee and also for many years on its governing board. “The Hospital is the largest private employer in Cottage Grove. It is a basic necessity to the community, but it is also contributing millions of dollars to our local economy.”

Tim Herrmann, the new Hospital's first administrator, admires the efforts of the Woodards. “They have always been sincere in asking about how we are doing,” he says. “They are gracious with their donations and with their time. They have been our advocates, attending all of our events and encouraging others to do the same.”

The construction of the new Hospital was also key to Cottage Grove being named an All-American City in 2004 by the National Civic League because it showed how a community could rally together for a critically important cause.

And, Herrmann credits the Woodards for their leadership. “I'm not sure that the Hospital would have happened without the Woodard Family,” he says. “The Cottage Grove Community Hospital was like a phoenix rising from the ashes.”

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SOUTH LANE SCHOOL DISTRICT

Cottage Grove, Oregon

Since awarding a \$300 grant to Cottage Grove High School's Future Farmers of America Club in 1968, the Woodard Family Foundation has generously supported the South Lane School District with more than 100 donations totaling upwards of \$500,000. Grants large and small have been made to nearly every school in the 2,900-student district for projects ranging from new playground and classroom equipment to art programs and supplies to athletic scholarships for middle and high school students. The Woodards believe that a well-rounded public school education is a critical foundation for future success.

A few years ago, recalls South Lane School District Superintendent Krista Parent, Cart Woodard showed up at her office unannounced. The two exchanged pleasantries before Cart revealed the reason for his visit: "This is for you," he said, handing the Superintendent a sealed envelope. "What do you want me to do with this?" Krista asked. "Anything you want as long as it's something good for kids," Cart replied. After he left, the South Lane School District Chief says, she opened the envelope to find a \$75,000 check inside. The incident was vintage Woodard. "That gift was completely unsolicited but unbelievably perfect timing," says Krista. "Here we were, really hurting financially, and Cart shows up out of nowhere and hands over a check."

Over the past 40-plus years, in addition to the \$75,000 from Cart, the Woodards have delivered to the district many donations — from as little as \$43 in 1976 in support of the High School's newspaper to as much as \$250,000 in multi-year pledges beginning in 2008 to create a program to raise funds to build a new aquatic center.

The Woodard gifts are to benefit kids as well as the wider community. For example, the Woodard Family Foundation made a significant contribution to a recent major renovation of the Daugherty Park Little League fields behind Bohemia School. Back in the day, says Krista, the fields were teeming with kids and parents enjoying the great American pastime. But over the years, the fields — owned and operated by South Lane School District — had fallen into disrepair and disuse. With newly raised and irrigated grounds, and fresh backstops, dugouts, and scoreboards, the arena is once again a community asset: In Summer 2010 the field hosted hundreds of visitors from all over Oregon for a weeklong 12-year-old All Star Little League Tournament.

In addition to supporting athletics for kids in South Lane County, the Woodard Family Foundation has been at the forefront when it comes to academic enrichment programs, particularly involving art, writing, and music. Foundation funds helped support the construction of London School's art dome classroom, as well as a special after-school program at Bohemia Elementary that combines important Woodard Family tenets: collaboration and replication. The Cottage Grove Arts and Sciences Program is modeled after one in Lafayette, California supported by the Woodard Family Foundation and promoted by Andy Woodard. In 2007, the Woodard Family Foundation paid for Krista and other South Lane School District leaders to travel to California to assess what it would take to start a similar program in Cottage Grove. The next year, with a \$50,000 grant from the Woodards, a tailored version was begun at Bohemia, now also the site of the local branch of the Boys & Girls Club, another of the family's favored organizations. Between these two programs, says Krista, several hundred elementary-aged kids get an impressive array of after-school enrichment opportunities every day.

With 63% of the District's students qualified for reduced and free lunch, and state budget cuts to education looming annually, Krista says the Woodard Family Foundation financial patronage over the past decade has been absolutely fundamental. "There's no way we could've done all the great things we do for kids without the Woodards' support," she says.

Yet it's not just about money, says Krista. "Individual family members have really gotten involved, provided leadership and helped us make important connections," she says, noting that Cart and Joy regularly attend school events including football games, Casey has served on various committees, and Andy has shown a keen interest in innovative educational programs. "The Woodards are our longest-giving and largest donors and they are also our most enthusiastic champions," she says. "For that, on behalf of the kids in this community, we are tremendously thankful."

BOYS & GIRLS CLUBS OF EMERALD VALLEY

Cottage Grove, Oregon

The Woodard Family Foundation awarded 32 grants totaling \$333,700 to agencies serving South Lane County youth, including the Boys & Girls Clubs of Emerald Valley. Grants supported general recreational programming, the Cottage Grove Skate Park, and the development of the Cottage Grove Youth Center. The Foundation regards it as crucial to the future of individuals and the community as a whole to provide constructive recreation opportunities for Cottage Grove area's youth.

For nearly 30 years, the kids of Cottage Grove have had a place to call their own — thanks to the vision and commitment of key community leaders and financial support from the Woodard family and others.

Through the years, the Woodards have helped an evolving series of efforts to create facilities and programs where youth can feel supported, engage in wholesome recreation, and be creative. A crucial step was the establishment of the Cottage Grove Youth Center in the early 1990s, which today remains a vibrant part of young peoples' social lives as a branch of the Boys & Girls Clubs of Emerald Valley.

The first Cottage Grove Youth Center was established in an old warehouse in the early 1990s behind what is now Stacy's Covered Bridge Restaurant. A community campaign raised enough funds to remodel the space and buy equipment such as pool and ping-pong tables.

Later, the owner reclaimed the space in order to expand the restaurant. So the Cottage Grove Youth program moved into the Cottage Grove Community Center and Library, where it provided ample supervised constructive recreation time for hundreds of local children over the years. Seeking more space, the youth program then moved into a renovated former motorcycle shop on South Fifth Street. In 2010, the owner of that 4,000-square-foot facility also reclaimed it in order to expand his business. So the program, which is now an affiliate of the Boys & Girls Clubs of Emerald Valley, operates out of Bohemia Elementary School and is working to raise funds for a permanent home of its own.

The Woodard Family Foundation has been the Center's diligent partner through the ups and downs, focusing on ensuring the Center's long-term survival and prosperity.

Woodard family members have taken numerous hands-on roles over the years. In 1994, then Youth Activities Center Co-Founding Directors Ron O'Keefe and Cindy Weeldreyer took Cottage Grove community leaders on a bus tour of other Lane and Douglas County area youth centers. O'Keefe was hoping to rally support for his vision of a vibrant youth activities program in Cottage Grove. Both Cart and Casey Woodard boarded the bus and spent the day visiting sites where youth had the run of their places.

The Woodards were early supporters. O'Keefe says Casey was a sounding board for the organization, providing much-appreciated and needed financial and fundraising expertise. "When it was time for us to expand, he not only helped us negotiate to get the property and the needed City permissions, but also funding from other donors," O'Keefe said.

With the help of the Woodard Family Foundation, the former Youth Activities Center was opened in the Fifth Street property in June 2008. Kris Woodard, according to O'Keefe, assisted with remodeling and land-use issues. "Tyson Woodard also worked with us," says O'Keefe.

The Woodards' involvement went beyond practical assistance and into long-range strategic planning. Cart and Casey Woodard worked with O'Keefe to get the Cottage Grove Youth Activities Center designated as a branch of the Boys & Girls Clubs of Emerald Valley — an important milestone that took place in 2009, shortly before O'Keefe retired. The affiliation cements the program's long-term viability.

Today, the Cottage Grove branch of the Boys & Girls Clubs of Emerald Valley operates out of Bohemia Elementary School and is open for four hours each afternoon, serving youth between the ages of 8 and 18. Older participants serve as mentors and junior staff for the middle-school aged youth. The Club provides homework help, computers, music lessons (and the artists to help budding bands), bike and scooter repair, table and board games, healthy habits, arts and crafts projects, snacks, fitness/play and more.

LAFAYETTE PARTNERS IN EDUCATION

Lafayette, California

The Woodard Family Foundation has awarded 18 grants totaling \$58,700 in support of general operations and programs of the Lafayette Partners in Education, formerly known as the Lafayette Arts & Science Foundation.

Founded in 1980 in response to State of California cuts in funding to public schools, the Lafayette Arts & Science Foundation, now known as Lafayette Partners in Education, provides broad support for the Lafayette school districts. Support is made in the areas of science, mathematics, history, writing, foreign language, technology, art, and music. In addition to working with school district core curriculum like most education foundations, Lafayette Partners in Education administers some of its own unique instructional programs. The Foundation continually evaluates the quality, relevance, and worth of the programs they fund.

With funding, some Lafayette students learned the traditional art of bookbinding and then created their own personal works of art; others studied French and German language and culture then participated in ongoing email exchanges with students in France, Germany and Canada.

It is this kind of forward thinking that attracts Woodard Family Foundation support.

“The funding of Lafayette Partners in Education is important not only to the local schools, but it also provides a template for other school districts and their communities,” says Andy Woodard. “I was pleased to share the Lafayette model with the South Lane School District and the Lane Arts Council in Oregon. The Woodard Family Foundation has provided grant funding in Oregon to replicate this model of educational enrichment.”

SMART — START MAKING A READER TODAY
SMART in Lane County / Oregon Children's Foundation
Springfield, Oregon

Since 2001, the Woodard Family Foundation has made 12 grants totaling \$21,600 to the SMART program in Lane County. Literacy early in childhood is a core value that's wholeheartedly supported by the Woodard Family Foundation.

SMART recruits thousands of volunteers throughout Oregon to read one-on-one with children in kindergarten through third grade in need of literacy support. Every week over the course of seven months, volunteers work with kids to help them gain confidence in reading. An adult volunteer reads with a child for a 30-minute session; each child works with two SMART volunteers per week. SMART also gives each child 14 new books — two per month during the course of the program — to start their own home libraries and to share with their families. The SMART program is effective in helping children reach state reading benchmarks, and in creating enthusiastic readers.

Woodard family members have been among the scores of volunteers as well as key financial supporters of this highly successful program.

“The Woodard Family Foundation has been instrumental in SMART's success in Cottage Grove since 2001,” according to Liz Degner, Area Manager of SMART in Lane County. With the Woodards' financial assistance, “SMART has been able to serve hundreds of children in several of the elementary schools in Cottage Grove for over seven years. The magic and excitement that occurs in SMART couldn't happen without the Woodard Family Foundation's generosity and commitment to the Cottage Grove community and to SMART. We are extremely grateful for their help.”

BOY SCOUTS OF AMERICA – Willamette Council/Oregon Trail Council/Cascade Council
Eugene, Oregon

The Woodard Family Foundation has awarded 84 grants totaling roughly \$191,000 to the local branch of the Boy Scouts of America. Gifts have supported scout operations, summer camperships, outreach to remote communities, endowment, and facilities improvements. The Foundation views the Boy Scouts as fostering core American values.

In 1954, the Woodard Family Foundation made a \$5,000 gift to the Cascade Council of the Boy Scouts. Sizeable for its time, the grant was the first of about 80 that the Foundation would make to the Boy Scouts over the ensuing 57 years.

In addition to the tens of thousands of dollars in grants that the Woodards have given to the Boy Scouts, several family members have been active in the organization. They continue to cherish the Boy Scouts' mission — to build character, train in the responsibilities of participatory citizenship, and develop personal fitness — and values, which emphasize trustworthiness, loyalty and respect.

As a young Boy Scout, Cart Woodard embraced the many defining experiences offered through the club, including traveling across the country by train in 1937 to attend the first weeklong Boy Scouts National Jamboree held in Washington, D.C.

“I was 13 years old and I had never been out of Lane County before,” Cart recalled. “There I was on the train first to California, then to Chicago, on to Niagara Falls, and finally to Washington, D.C., where more than 24,000 scouts representing every one of the 48 states camped on the Capital Mall and across the Potomac, all under the light of the Washington Monument.”

Cart remembers visiting historical places along the way, but he cites the time spent with fellow Scouts in Washington as the most powerful. “We dug our trenches and set up our camp as we had learned well back in Oregon. Each day, we visited exhibits, monuments, went swimming, and we represented our troop in meeting others from around the country,” he says. “My eyes were open to the world.”

Cart has remained a lifelong supporter of the Boy Scouts, participating in activities through his youth and adulthood and encouraging his own sons to do the same.

Cart's son, Kris, recalls the whole family being involved. "We were encouraged to earn merit badges and to learn the practical lessons of scouting as well as those values of character and integrity," he says. "My mom was a den mother, too."

Woodard Family Foundation Board member Andy Woodard says he remembers attending Boy Scout dinners with his grandfather Cart and "hearing famous inspirational speakers. At those times, I had a sense of what my family had contributed to this organization."

As a result of Cart Woodard's commitment to the Boy Scouts, he received the Silver Beaver award in 1984, a distinguished prize awarded to those who have demonstrated outstanding longtime commitment and assistance to the youth served by the awarding council.

Scout Executive Michael Quirk uses the words "legacy and commitment" to describe the good work fostered by the Woodards and the Woodard Family Foundation.

"The Woodard family is among our most sincere and generous supporters of scouting and Oregon Trail Council," says Quirk, noting that Woodard funds have supported financial aid for memberships and attendance at Camp Baker for more than 1,000 boys over the last decade.

Quirk says Woodard contributions were also instrumental in completing many "not very flashy but very important" projects at Camp Baker, including the installation of a new water filtration system and well, road repairs, and the purchase of a new garden tractor.

"The Woodard gifts have enabled our council to build buildings and camps, to develop young people into men and women of character and to perpetuate scouting values through legacy gifts to our council endowment," says Quirk. "Our tremendous success as a Council is due in great part to the generosity of the Woodard Family Foundation and we wish them great success in their continued efforts to improve the lives of so many people."

UNIVERSITY OF OREGON

Eugene, Oregon

From 1956 to now, the Woodard Family Foundation has made 113 grants totaling more than \$600,000 to the University of Oregon. Grants have supported library purchases, scholarship funds, athletics, expansion of the Business and Economics Departments, general operating support, and the endowment of a professorship in the Warsaw Sports Marketing Center program. The Woodard family views the university as a key force in strengthening the economy and culture of the region and the state.

The Woodard Family Foundation has long and strong ties on many levels with the University of Oregon. Foundation and family matriarch Dutee Fisher Woodard graduated with a Bachelor of Arts degree in English in 1922; Cart Woodard studied at the University and served as a Trustee for many years on the University of Oregon Foundation Board; Kim Woodard earned a Bachelor of Arts degree in Economics at the University; and Pepper Woodard Bridgens earned a Bachelor of Science in Psychology there in 1997.

Beyond the personal association as alumni, family members see the University as a critical institution for advancing the region's economic wellbeing. Every year, the University of Oregon offers full liberal arts degrees and professional programs in architecture, arts, business, education, journalism, law, and music and dance to some 23,000 students.

"The Foundation and the family have long been committed to the importance of educating a workforce locally for the strength of the community," says Kim Woodard.

The Woodard Family Foundation took an early and significant interest in the James H. Warsaw Sports Marketing Center at the University's Lundquist College of Business. Established in 1993, the Warsaw Sports Marketing Center was the first sports program of its kind in the nation to be housed within a university business school. It has since become a model for sports-business programs in colleges across the country.

Each year, the Warsaw Sports Marketing Center offers 40 graduate students and more than 130 undergraduates a full range of sports marketing experiences. Managing Director Paul Swangard, who serves as a permanent Woodard Family Foundation Fellow, describes the program as

combining classic academic theory with applied practice — “book smarts and street smarts,” he says.

Beginning in 1997, the Woodard Family Foundation made a multi-year six-figure gift to establish and support an Executive Fellow in Residence program. To date, eight executives — including NBA Commissioner David Stern, ESPN President George Bodenheimer, and former Seattle Seahawks CEO Tod Leiweke — have completed the Fellowship, which brings a renowned sports figure or senior sports executive to campus each year to share industry expertise and insights with students.

“The Woodard gift was transformational,” Swangard explains. “This sizeable endowment for our annual Executive Fellow in Residence was a key investment in the applied component of our program. We strive to make this a program that the University of Oregon will be known for and that the Woodards are proud to be associated with. We could not have done what we do without the Woodard Family Foundation’s generosity.”

The Warsaw Center has emerged as a leading industry research center and think-tank for sports business issues. Faculty members have published research on topics ranging from stadium finance to consumer behavior and sponsorship. As a respected and growing research center, the Warsaw Center is frequently tapped by the nation’s leading media organizations to offer perspective and insight on the industry’s top stories. The Center also actively pursues and engages in industry research and consulting.

In addition, Warsaw Center graduates have gone on to become leaders at such firms as Adidas, Nike, and Columbia Sportswear; the NBA, the NFL, and the Olympic Trials; as well as ESPN and CBS Sportsline, among others.

Kim Woodard expresses great pride in knowing that the Foundation has been a catalyst. “We helped make things happen,” he says.

OREGON STATE UNIVERSITY
Corvallis, Oregon

The Woodard Family Foundation has awarded 16 grants totaling \$62,900 to Oregon State University. Support has been given for general operations, an endowed scholarship fund for a junior or senior in the College of Business, and toward an endowed chair in the Austin Family Business Program. The Foundation values Oregon State University's emphasis on career-focused skills that prepare students for a dynamic global economy.

Oregon State University's innovative and successful focus on business is one of the factors that has impressed and drawn support from the Woodard Family Foundation.

The highly regarded Oregon State University College of Business serves more than 5,000 students, including 2,400 business majors. Tyson Woodard, a Woodard Family Foundation Board member and OSU Business School graduate of the class of 2002, is thankful for all that the college offers. "I benefited from the sound academic education plus the opportunity to participate in sports and the full range of social activities at the University," he says.

In recent years, the College of Business has intensified its focus on entrepreneurship and family enterprises through the Austin Family Business Program, which fosters healthy family ventures. Workshops address family-specific issues such as succession planning, family business values, communication and conflict, life cycles, estate planning, governance, and philanthropy. Other coursework includes strategic planning, financial issues, competitive analysis, marketing and branding, and personnel issues. The program advances the field through its multidisciplinary research. Undergraduate and graduate courses in family business management are offered each year in the classroom and online.

University President Edward J. Ray says the school hugely appreciates the Woodard Family Foundation.

"The Austin Family Business Program is a signature initiative of Oregon State University, and the entire OSU family can be very proud of the meaningful ways it is serving our state," Ray

says. “The breadth and depth of this program would not be possible without supporters like the Woodard Family Foundation. We are very grateful for their partnership.”

Ilene Kleinsorge, Dean of the College of Business, adds: “Through the Austin Family Business Program, we can offer research-based services to these businesses while also inspiring new generations of family business owners. Thank you, Woodard Family Foundation, for investing in Oregon’s future.”

SCIENCE FACTORY CHILDREN'S MUSEUM & PLANETARIUM

Eugene, Oregon

The Woodard Family Foundation has made 17 grants totaling \$38,250 to the Science Factory (and WISTEC, as it was earlier named). Grant awards have supported general operations, the creation and support of the computer lab, upgrades to the classroom and the planetarium, scholarships, student field trips, and remodel and upgrade of the popular Tot Spot, an area reserved for the Science Factory's youngest visitors. In addition to receiving grants over the years from the Foundation, the Science Factory in 2009 was the group that the Emerging Generation Board of the Woodard Family Foundation chose to award with its first grant.

Founded in 1961 in Eugene as the Southwest Oregon Museum of Science and Industry (SWOMSI), a branch of Portland OMSI, this special place for exploration, learning, and fun soon became an independent museum later known as the Willamette Science and Technology Center (WISTEC). In 2002, the museum complex was renamed the Science Factory. It provides an engaging and supportive environment in which children and families can understand and appreciate the role of science and technology in their daily lives. The Science Factory's primary objective is to increase the science and technology literacy of children and adults.

Each year, more than 1,600 groups (about 6,500 children) visit the Science Factory as part of the museum's supported field trip program. The field trips are coordinated with school classroom curriculum.

The Science Factory's 50 summer day camps each year feature pond study, hands-on kitchen chemistry, Web design, movie making, and field trips to the Cascade Raptor Center or to Leaburg Dam. Campers love when things explode, make a mess, ooze or get them wet, so the camps feature "Down 'n' Dirty", "Gross Anatomy", and "Crazy Concoctions".

The Science Factory participates in specialized programs, too, including CyberSisters, a nationally recognized program to provide young girls with adult female mentors who encourage exploration of careers in math, science, and technology, and the Lane Science Cadre, an in-service program for elementary teachers in Lane County.

The Science Factory appreciates the Woodard family interest and support.

“Great works require great collaborators,” says B. Kevin Burgess, Science Factory Board Member. “The Woodard family’s involvement in and support of the Science Factory predates my almost 20-year tenure as a board member. Throughout this period, the Woodard family and its Foundation have lent both time and expertise to promote the Science Factory’s mission, while regularly making invaluable financial contributions. We are delighted and humbled as the latest Woodard generations renew their family foundation’s commitment to improve our community through involvement with the Science Factory and other vital local service organizations. Hats off to the Woodards!”

THE DRAWING STUDIO

Tucson, Arizona

The Woodard Family Foundation has awarded 10 grants totaling \$26,150 for operations and expansion of The Drawing Studio. The Foundation places a high value on individual artistic and creative expression.

Located in an historic building in the heart of the downtown Tucson, Arizona arts district, The Drawing Studio is the artistic home for people from all walks of life, from ages 9 to 90, who want to expand their vision of the world around them and to explore artistic expression.

“We are committed to visual thinking through studio art practice,” says Executive Director Lynn Fleischman. “Perception and observation are important skills for everyone in this 21st century of global technologies grounded in visual imagery. We provide training in how images are made and used. We believe that all people can be more than just consumers of art — they can be creators.”

Since 1992, when founder Andrew Rush and 20 of his artist friends began offering instruction and fellowship to artists and art students, The Drawing Studio has grown in its offerings, its participants, and, of necessity, in the space that it occupies. Twenty-five faculty members now offer more than 55 classes and workshops each quarter, with a broad range of media from drawing and painting to sculpture and printmaking, plus more than two dozen independent practice opportunities. Youth and teen programs, family programs, gang outreach, senior programs, public outreach, and numerous well-attended exhibitions round out The Drawing Studio’s extensive offerings for beginning through advanced artists.

In 2001, The Drawing Studio found itself at a turning point, recalls Rush, now the Artistic Director. The organization had to expand space, teaching faculty, and administration in order to respond to what seemed like a tidal wave of interest. A few special friends, Rush said, including Kim and Becky Woodard, could see the future potential and value of the work. “So it was that the Woodard Family Foundation joined a small group of visionaries who invested in what we then called our Founder’s Circle,” Rush says. “Their act of faith and support was what brought our modern organization into existence.”

A decade later, The Drawing Studio now serves 5,000 youth, adults and seniors each year, in sites all over Tucson and southern Arizona, bringing the love of art and the power of visual intelligence into their lives.

“As the founder of The Drawing Studio, I find it impossible to adequately express the gratitude I have for the Woodard family and its Foundation for believing in our future at the critical point when it mattered most,” says Rush.

THE TOWN SCHOOL

New York, New York

Since 2003, the Woodard Family Foundation has awarded 20 grants totaling \$143,500 to The Town School. Grants have supported general operations, financial aid, faculty professional development, endowment, and Breakthrough New York — a tuition-free enrichment program that reaches out to highly motivated middle school students in public schools where they may have limited educational opportunities. The Foundation values access to high-quality education regardless of a student’s financial status.

Founded in 1913 as the Hyde School, a coeducational nursery enrolling 20 children ages 3 through 6, The Town School has grown to a student body of 400 students in nursery school through eighth grade. It has 68 full-time faculty members and boasts a student-to-teacher ratio of 6-to-1.

The Town School believes: “By providing a nurturing and supportive environment, we encourage children to take risks and discover their individual gifts. In this unique setting, children exercise responsibility and assume leadership roles. We teach students to think creatively, read critically, and reason logically, stressing the value of both individual learning and collaboration.”

The school complex houses a state-of-the-art library and technology center, modern science labs, roomy and light-filled classrooms, a large gym, two large play terraces and a large, newly renovated auditorium. More than \$1.5 million was awarded to students as financial aid for the 2009-2010 school year.

All aspects of diversity are celebrated at The Town School. African-American, Latino/Hispanic, Asian American and multiracial students represent 32% of the total enrollment.

The Woodard Family Foundation supports The Town School’s Breakthrough New York — an innovative tuition-free program reaching out to public school sixth grade students who commit to a year-round enrichment program for two years during grades seven through 12. Breakthrough New York, which connects motivated middle school students with talented high school and college-aged peers, offers a rigorous academic summer program, as well as educational

enrichment classes, museum trips, mentoring, and high school placement guidance throughout the school year.

Woodard Family Foundation Board member Dena Woodard McCoy points to the importance of broadening the geographic reach of the Foundation's grantmaking and to the discretionary accounts of Board members. "We can personalize our giving to other communities beyond Cottage Grove and Oregon while still adhering to the giving objectives of the Foundation — seed money, prevention programs, educational innovation and enrichment," she says.

Resources & References

A variety of published materials were consulted in the creation of this manuscript, including:

The W.A. Woodard Lumber Company: A Case Study in “Rugged Individualism”
by Fred D. Sturdivant. This Master’s thesis was presented to the School of Business Administration and the Graduate School of the University of Oregon in June 1961.

Archived articles from the *Cottage Grove Sentinel*, *The Register-Guard*, and *The Oregonian* newspapers.

Golden Was The Past: A History of Cottage Grove, Volumes 1 and 2.

In addition, this manuscript also contains information obtained from interviews conducted between 2008 and 2011 with members of the Woodard family as well as with a variety of current and former leaders of non-profit organizations that have received Woodard family support.

Any omissions or errors are unintentional and should be reported to:

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Woodard Family Foundation
List Grantees 1954-2010

Appendix A

Arizona

Organization Name	City	Organization Name	City
American Heart Association	Tucson	Drawing Studio Annual Fund	Tucson
Amerind Foundation	Dragoon	Emerald Ranch Foundation	Sonoita
Arizona Opera League	Scottsdale	Friends of Western Art	Tucson
CASA Support Council	Tucson	Mayo Clinic	Tucson
Child Help USA	Scottsdale	Tohono Chul Park	Tucson

California

Organization Name	City	Organization Name	City
AIDS Life Cycle	San Francisco	Hands on San Francisco Bay Area	San Francisco
AIDS Walk	Los Angeles	Knox Presbyterian Church	Los Angeles
Alpha Phi Sorority	Berkeley	Lafayette Arts & Science Foundation	Lafayette
Alzheimers Association	Fallbrook	Lafayette K-9 Fund	Lafayette
American Chronic Pain Association	Rocklin	Lafayette Library	Lafayette
Animal Rescue Volunteers	Simi Valley	Lafayette School PTA	Lafayette
Ayn Rand Institute	Irvine	Leukemia Lymphoma Society	San Francisco
Blanche Markham Guild	Cottage Grove	Department of Animal Regulation	Los Angeles
Building Futures - Women & Children	San Leandro	L.A. Presbyterian Church	Los Angeles
California AIDS ride	San Francisco	Lowell Alumni Association	San Francisco
Catholic Big Brothers	Culver City	Menlo College	Atherton
Chronicle Season of Sharing Fund	San Francisco	Monument Crisis Center	Pleasant Hill
The Colburn School	Los Angeles	Munger Center	Hollywood
Contra Costa Interfaith Housing	Walnut Creek	National Multiple Sclerosis Society	Pinok
Contra Costa Youth Council	Walnut Creek	Operation EIF	San Rafael
Food Bank of Contra Costa & Solano	Concord	Pacific Legal Foundation	Sacramento
French-American International School	San Francisco	Parents Television Council	Los Angeles
Friends of the Forest	Chatsworth	Pediatric Oncology Research Fund	San Francisco
Friends of the River	Sacramento	Redwings Horse Sanctuary	Carmel
H.E.A.R.	San Francisco	St. Anthony's Dining Room	San Francisco

Woodard Family Foundation
List Grantees 1954-2010

California

Organization Name	City	Organization Name	City
Salk Institute	San Diego	State Street Ballet	Santa Barbara
San Diego Jalalabad Sister Cities	San Diego	Tri-Valley Haven for Women	Livermore
San Francisco Opera	San Francisco	UC Berkeley Reunion Campaigns	Berkeley
San Francisco State University Foundation	San Francisco	University of California Berkeley Foundation	Berkeley
San Francisco Symphony	San Francisco	Union Rescue Mission	Los Angeles
Scripps Clinic Foundation	La Jolla	University of California Library	Berkeley
Sharp Healthcare Foundation	San Diego	University of California	Irvine
Spondylitis Association of America	Sherman Oaks	University of Southern California	Los Angeles
St. John's Presbyterian Church	San Francisco		

Connecticut

Organization	City	Organization	City
Camp Sloane	Lakeville	Indian Mountain School	Lakeville
Cornelia De Lange Syndrome Foundation	Avon	Little Guild	West Cornwall
Cornwall Library Association	Cornwall		

Hawaii

Organization	City	Organization	City
Aloha Council of Boy Scouts	Honolulu	Kokua Hawaii Foundation	Heleliwa
Bishop Museum	Honolulu	Lumana'i O Samoa/Maui	Maui
Institute for Human Services	Honolulu	USS Missouri Memorial Assn.	Aiea

Idaho

Organization	City	Organization	City
Idaho Rivers United	Boise	Wolf Education & Research Center	Winchester

Illinois

Organization	City	Organization	City
Hospice of Northeastern Illinois	Barrington	National Headache Foundation	Chicago

Woodard Family Foundation
List Grantees 1954-2010

Massachusetts

Organization	City	Organization	City
Charlestown Youth Hockey	Charlestown	Simmons Trust Fund	Boston
Institute for International Cooperation	Williamstown	The Philanthropic Initiative	Boston
Scleroderma Foundation	Byfield		

Montana

Organization	City	Organization	City
Federation of Fishers	Livingston	Yellowstone Park Foundation	Bozeman

New York

Organization	City	Organization	City
Avon Products Foundation	Rye	Mandell School	New York
Avon Walk for Cancer	Rye	Melting Pot Theater Company	New York
Camphill Foundation	Chestnut Ridge	Municipals 911 Fund	New York
Central Park Conservancy	New York	New York City Police Foundation	New York
Children's Aid Society	New York	Rockefeller University FA Research	New York
Common Good Institute	New York	Room to Grow	New York
Community Service Society of NY	New York	The Playground Project	New York
Fifth Avenue Presbyterian Church	New York	Town School	New York
Fund for Animals	New York	Willow Fund	New York
Garden People	New York	Zack Meller Foundation	New York

Oregon

Organization	City	Organization	City
A Family For Every Child	Eugene	American Amputee Foundation	Portland
Active 20-30 Club	Eugene	American Cancer Society	Sherwood
Actor's Cabaret	Eugene	American Field Service	Cottage Grove
African American Community Coalition	Portland	American Legion #31	Cottage Grove
Albertina Kerr Center for Children	Portland	American Legion Show Fund	Cottage Grove

Woodard Family Foundation
List Grantees 1954-2010

Oregon

Organization	City	Organization	City
American Lung Association	Portland	Camas Educational Network	Eugene
American Red Cross	Eugene	Campfire Boys & Girls	Eugene
American Youth Publishers	Salem	Campus Crusade for Christ	Eugene
AMVets American Veterans	Portland	CASA of Lane County	Eugene
Aprovecho Research Center	Cottage Grove	Cascade Health Foundation	Eugene
ARC Apartments	Eugene	Cascade Health Policy Institute	Portland
ARC of Lane County	Eugene	Catholic Community Services	Eugene
Artists in Residence	Eugene	Cease Fire Oregon	Portland
Arts Foundation of Western Oregon	Eugene	Center for Community Counseling	Eugene
Arts Plan	Eugene	Center for Family Development	Eugene
Arts Umbrella	Eugene	Central Lutheran Church	Eugene
Asian Counseling	Eugene	Central Presbyterian Church	Eugene
Assembly of God Church	Cottage Grove	Child Advocacy Center	Eugene
Assistance League of Oregon	Eugene	The Child Center	Eugene
Babe Ruth League	Cottage Grove	Child Find	Eugene
Big Little School	Eugene	Children's Museum	Portland
Big Brothers/Big Sisters of Mid Oregon	Springfield	Children's Course	Gladstone
Birth to Three	Eugene	Chloe Foundation	Eugene
Bohemia Foundation	Eugene	Christ Episcopal Church	Cottage Grove
Bohemia Gold Mining Museum	Cottage Grove	City of Cottage Grove	Cottage Grove
Bohemia Mining Days	Cottage Grove	City of Eugene	Eugene
Bohemia Swim Association	Cottage Grove	City of Eugene - OFAM Institute	Eugene
Boy Scouts Oregon Trail Council	Eugene	Coast Fork Learning Center	Cottage Grove
Boys & Girls Aid Society	Portland	Columbia Pacific Council Boy Scouts of America	Portland
Emerald Valley Boys & Girls Clubs	Eugene	Columbia River Maritime Museum	Astoria
BRING Recycling	Eugene	Committed Partners for Youth	Eugene
Clean Our Parks & Streams	Cottage Grove	Conflict Resolution Center	Eugene

Woodard Family Foundation
List Grantees 1954-2010

Oregon

Organization	City	Organization	City
Conservatory of Classical Dance	Eugene	Crest Drive Education Fund - EEF	Eugene
Cottage Grove Habitat for Humanity	Cottage Grove	Creswell Area Historical Society	Creswell
Cottage Grove Chamber of Commerce	Cottage Grove	Creswell High FFA	Creswell
Cottage Grove Community Chest	Cottage Grove	Creswell Public Library Foundation	Creswell
Cottage Grove Community Fndtn	Cottage Grove	Damascus Christian School	Boring
Cottage Grove Community Sharing	Cottage Grove	Dan Kingzett Scholarship Fund	Cottage Grove
Cottage Grove Downtown Assn	Cottage Grove	Dance Theatre of Oregon	Eugene
Cottage Grove Faith Center	Cottage Grove	Direction Services	Eugene
Cottage Grove Greeters	Cottage Grove	Dogs for the Deaf	Central Point
Cottage Grove Historical Society	Cottage Grove	Downtown Initiative for the Visual Arts (DIVA)	Eugene
Cottage Grove Hospital	Cottage Grove	Drug Action Council	Cottage Grove
Cottage Grove Jaycees	Cottage Grove	Ducks Unlimited	Springfield
Cottage Grove Lions Club	Cottage Grove	Early Education Program	Eugene
Cottage Grove Museum	Cottage Grove	East Lane Soil & Water Cons. District	Cottage Grove
Cottage Grove Neighborhood Watch	Cottage Grove	Easter Seal Society of Oregon	Eugene
Cottage Grove Peer Court	Cottage Grove	Economic Business Improvement District (EBID)	Cottage Grove
Cottage Grove Prospectors & Goldiggers	Cottage Grove	Emanuel Medical Center Foundation	Portland
Cottage Grove Public Library	Cottage Grove	Emerald Empire Art Association	Springfield
Cottage Grove Recreation Association	Cottage Grove	Emerald Valley Equine Assistance	Eugene
Cottage Grove Rodeo	Cottage Grove	Encore Theatre	Eugene
Cottage Grove Rotary	Cottage Grove	Episcopal Church of the Resurrection	Eugene
Cottage Grove Senior Center	Cottage Grove	Eugene Ballet Company	Eugene
Cottage Grove Shrine Club	Cottage Grove	Eugene Civil Air Patrol	Eugene
Cottage Grove Youth Task Force	Cottage Grove	Eugene Concert Choir	Eugene
Cottage Theatre	Cottage Grove	Eugene Education Fund - Roosevelt	Eugene

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Oregon

Organization	City	Organization	City
Eugene Family YMCA	Eugene	Friends of Buford Park & Mt. Pisgah	Eugene
Eugene Festival of Musical Theatre	Eugene	Gamma Phi Beta Foundation	Eugene
Eugene Firefighters	Eugene	Gilbert Stafford Memorial Fund	Cottage Grove
Eugene Glass School	Eugene	Girl Scouts	Eugene
Eugene Health & Performance	Eugene	Goodwill Industries of Lane County	Eugene
Eugene Hearing & Speech Center	Eugene	Great Days Early Education Center	Cottage Grove
Eugene Mission	Eugene	Greater CG Community Center	Cottage Grove
Eugene Montessori School	Eugene	Greenhill Humane Society	Eugene
Eugene Opera	Eugene	Gym for the Mind	Cottage Grove
Eugene Pregnancy Support Center	Eugene	Harrisburg High School	Harrisburg
Eugene Relief Nursery	Eugene	Head Start	Eugene
Eugene School District 4J	Eugene	Heartprints	Eugene
Eugene Symphony Orchestra	Eugene	HIV Alliance	Eugene
Eugene Welfare League	Eugene	Holt International Children's Services	Eugene
Eugene Youth Ballet	Eugene	Hult Center for the Performing Arts	Eugene
Family Relief Nursery	Cottage Grove	Humane Society of Cottage Grove	Cottage Grove
Family Resources Inc.	Eugene	I Have a Dream Foundation	Portland
Fanconi Anemia Research Fund	Eugene	Inspire Foundation	Cottage Grove
Federation of Parole & Probation Officers	Eugene	Joint Forces Dance Company	Eugene
Find the Children Directory	Salem	Jumps & Jodhpurs Pony Club	Springfield
Fire Pup Program	Eugene	Junior Achievement of Western Oregon	Eugene
First Christian Church	Eugene	Junior Competition Climbing Assn.	Portland
First Methodist Church	Yoncalla	Kappa Sigma Endowment Fund	Eugene
First Presbyterian Church	Cottage Grove	Keep Oregon Green	Salem
FOOD for Lane County	Eugene	Kids First Center	Eugene
Forests Today & Forever	Eugene	Kidsports	Eugene
Foundation for a Better Oregon	Portland	Kiwanis Youth Livestock Auction	Eugene

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Organization	City	Organization	City
La Musica Foundation	Eugene	Mothers Against Drunk Driving	Eugene
Lane Arts Council	Eugene	Mt. Pisgah Arboretum	Eugene
Lane Co. Sheriff's Search & Rescue	Eugene	Muscular Dystrophy Association	Eugene
Lane Community College Foundation	Eugene	Music Healing & Transition Program	Eugene
Lane Co. Tuberculosis & Health Assn.	Eugene	Musical Feet	Eugene
Lane Library League	Eugene	Nat'l Academy of Artistic Gymnastics	Eugene
Lane Memorial Bloodbank	Eugene	NEED Project	Portland
Lane Metro Crime Prevention	Eugene	New Horizons Computer Learning Ctr	Beaverton
Lane Metro Partnership	Eugene	Non-profit Support Services	Eugene
Lane ShelterCare	Eugene	North Douglas Parks & Recreation	Drain
LEAD	Eugene	Northwest Christian College	Eugene
Lewis & Clark College	Portland	Northwest School of Gymnastics	Cottage Grove
Linda L. Vladyka Breast Wellness Foundation	Salem	Northwest Youth Corps	Eugene
Linfield College	McMinnville	Northwinds School of Gymnastics	Cottage Grove
Mainstream Housing Inc.	Eugene	O'Hara School	Eugene
March of Dimes	Eugene	Oak Hill School	Eugene
Marist High School Foundation	Eugene	Oak Park Christian School	Cottage Grove
Masonic Lodge AF & AM	Cottage Grove	OASIS Institute	Eugene
Maude Kerns Art Center	Eugene	Ophelia's Place	Eugene
Maurie Jacobs Memorial Park	Eugene	Orchard Inn	Eugene
McKenzie Fire & Rescue	Waltersville	Oregon 4-H Foundation	Corvallis
McKenzie-Willamette Hospital Fndtn	Springfield	Oregon Army Nat'l Guard 2-162 Officers Mess Fund	Eugene
Meals on Wheels	Cottage Grove	Oregon Arts Commission	Eugene
Metropolitan Affordable Housing	Eugene	Oregon Chiefs of Police Association	Portland
Mid-Valley High School	Creswell	Oregon Aviation Historical Society	Cottage Grove
Mid-Willamette Valley Hospice	Salem	Oregon Bach Festival	Eugene
Morse Ranch Wildlife Rehabilitation	Eugene	Oregon Children's Choir	Eugene

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Organization	City	Organization	City
OR Children's Fndtn — SMART	Portland	OR State Sheriff's Association	Salem
Oregon Club	Eugene	OR State University Fndtn — BASF	Corvallis
Oregon Community Foundation	Portland	Oregonians in Action Foundation	Tigard
Oregon Council for Business Ed	Eugene	Osburn Aquatic Center	Corvallis
Oregon Duck Club	Eugene	Our Lady of Perpetual Help Church	Cottage Grove
Oregon Festival Choirs	Eugene	Pain Society of Oregon	Eugene
Oregon Festival of American Music	Eugene	Paralyzed Veterans of America	Salem
Oregon Governor's School for Citizen Leadership	Salem	Parent Partnership	Cottage Grove
Oregon Graduate Institute	Portland	Patrick McCurdy Educational Fndtn	Pleasant Hill
Oregon Health Sciences University	Portland	PAWWS	Eugene
OR High School Equestrian Teams	Salem	Peaceful Living Animal Refuge	Cottage Grove
Oregon Historical Society	Portland	Pearl Buck Center	Eugene
Oregon Independent College Fndtn	Portland	Pig Bowl Program	Eugene
Oregon Junior Golf	Eugene	Planned Parenthood	Eugene
Oregon Mozart Players	Eugene	Portland Art Museum	Portland
OMSI	Portland	Portland Children's Museum	Portland
Oregon National Guard	Eugene	Professional Firefighters & Paramedics	Portland
Oregon Natural Desert Association	Bend	Providence St. Vincent Medical Fndtn	Portland
Oregon Public Broadcasting	Portland	R.I.D.E.R.	Powers
Oregon Rabbit & Cavy Shows	Cottage Grove	Relay for Life	Eugene
Oregon Reign Women's High School Basketball	Eugene	Ribbon of Promise	Springfield
OR Research & Education Foundation	Portland	Riverside Church of God	Cottage Grove
Oregon Shakespeare Festival Assn	Ashland	Ronald McDonald House	Portland
Oregon Special Olympics	Eugene	Rosa Parks Sculpture Fund	Eugene
OR State Higher Education System	Eugene	Row River Water Association	Dorena
OR State Police Foundation	Salem	Rural Development Initiatives	Eugene

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Oregon

Organization	City	Organization	City
Sacred Heart Medical Center Fndtn	Eugene	St. Vincent de Paul Tree of Joy	Eugene
St. Mary's School	Portland	Stage Directions	Cottage Grove
Salvation Army	Eugene	Strings of Compassion	Eugene
Santiam Pass Ski Patrol	Salem	Sutherlin Booster Club	Sutherlin
Saturday Academy	Portland	Tamarak Wellness Center	Eugene
Scar Jasper Mountain Center	Fall Creek	Twisters Sports Center	Cottage Grove
Science Factory	Eugene	United Way of Lane County	Springfield
Second Chance Renters Rehabilitation	Eugene	United We Swim	Eugene
Self Help for Hard of Hearing	Eugene	Unity of the Valley Church	Eugene
Senior Meals Program	Cottage Grove	Unity School	Eugene
Senior Wheels	Cottage Grove	University of Oregon Foundation	Eugene
Serenity Lane	Eugene	Veterans of Oregon	Welches
Sexual Assault Support Services	Eugene	Volunteers in Medicine	Eugene
Shedd Institute	Eugene	Western Forestry Center	Portland
Shriners Hospital	Portland	Western Oregon College	Monmouth
South Lane Education Foundation	Cottage Grove	Western Oregon Exposition	Cottage Grove
South Lane Mental Health	Cottage Grove	Western Rivers Girl Scout Council	Eugene
South Lane Recreation Association	Cottage Grove	Westminster Presbyterian Church	Eugene
South Lane School District	Cottage Grove	Wildlife Safari	Winston
South Lane Wheels	Cottage Grove	Willamette Repertory Theatre	Eugene
South Valley Athletics	Cottage Grove	Willamette Valley Pop Warner	Eugene
Springfield Fire & Life Safety	Springfield	William Temple House	Portland
Springfield Museum	Springfield	Women's Information Network Service	Cottage Grove
Springfield Public Schools	Springfield	Womenspace	Eugene
St. Bernard Rescue Foundation	Trail	YMCA	Eugene
St. Paul School	Eugene	Young Life	Eugene
St. Vincent de Paul Society	Eugene	Zonta International	Eugene

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Texas

Organization	City	Organization	City
Diboll Booster Club	Diboll	Sherman Ladies Auxiliary	Sherman
Living Bank	Huston	Susan G. Komen Breast Cancer Fndtn	Dallas
Perrin Field Historical Society	Denison		

Washington, DC

Organization	City	Organization	City
Arthritis Foundation	Washington	Lupus Foundation of America	Washington
CATO Institute	Washington	Nat'l Center for Family Philanthropy	Washington
Citizens Against Government Waste	Washington	U.S. English	Washington
League of Women Voters	Washington	United Service Organizations	Washington

Washington

Organization	City	Organization	City
Bellevue Community College	Bellevue	Pacific Lutheran College	Tacoma
Breast Cancer 3-Day	Lake Forest	Prairie High School	Vancouver
Children's Hospital Foundation	Seattle	Sister of St. Joseph of Peace	Bellevue
Johnson O'Connor Research Fndtn	Seattle	Washington State University	Pullman
National Wildlife Federation	Renton		

Miscellaneous

Organization	City, State	Organization	City, State
American Whitewater	Cullowhee, NC	Ketchikan General Hospital Fndtn	Ketchikan, AK
Brigham Young University	Provo, UT	Matthew Larson Foundation	Franklin Lakes, NJ
Educational Concerns Hunger Organization	North Fort Meyers, FL	National Right to Work Foundation	Springfield, VA
Evansville Association for the Blind	Evansville, IN	Possibilities Inc	Nashville, TN
Hillsdale College	Hillsdale, MI		

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