



CAMP BELKNAP

ANNUAL REPORT
ON GIVING

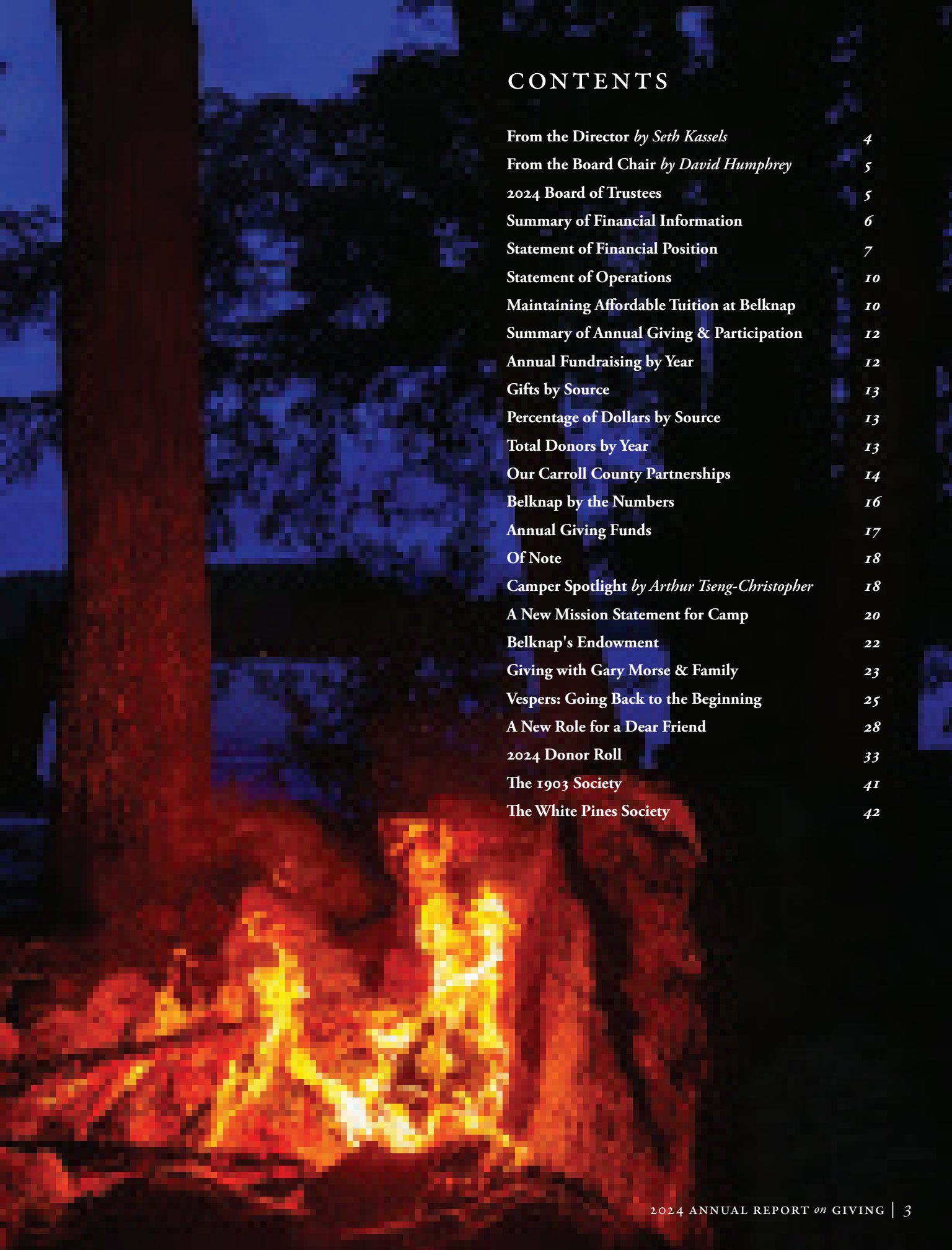
2024





*“CAMP BELKNAP INSPIRES BOYS
TO LEAD BY EXAMPLE,
TO CONSIDER OTHERS,
TO BUILD STRONG CHARACTER,
TO VALUE NATURE, AND TO
SEEK THE JOY OF BEING ALIVE.”*





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Seth & Steph Kassels in their summer office at Hall Lodge

FROM *the* DIRECTOR

TWELVE YEARS AGO, Steph and I moved with our boys, who at the time were two and four years old, to Wolfe Cottage, the Directors' cabin on the lake. It was May 1st, and a typical spring in New Hampshire; mud season was upon us, ice underneath the Wolfe had yet to fully melt and the signs of spring still felt months away. Yet, the Kassels family was full of life, exploring camp, getting our boys settled, and Steph and I were attempting to prepare for what we knew would be a new stage of life.

We had no idea what making this decision to come to Belknap would do for us, personally, professionally and for our family. There are many great stories I could share, but I remember a moment vividly late into our first summer, it was a hot and humid day, where the dining hall sound levels roared so high you could barely think, and the climate felt more like a steam room than a place of eating. As I watched Tobin, at the age of two, wiggle out of his highchair and start to make a run for the door, Steph on one side of me, and Dave Irwin (Assistant Leadership Director at the time) on the other side, almost immediately at the same time turned to me and said, "I am never going to last in this role unless you get a new dining hall built!"

Fast forward 12 years and we did it! There has been a lot written about the dining hall in other publications, but as I reflect back on the development and execution of our master site plan, the Sustain the Joy Campaign, and the physical construction of the dining hall, it was a tremendous team effort where the entire community leaned in and supported at a level very few of us ever imagined—thank you!

And while I have had the great opportunity to lead a significant portion of these initiatives over the past few years, Steph has been the steady co-director, focused on the nuts and bolts, building up our infrastructure and team to ensure that we meet the needs of operating a summer camp in 2025, while staying true to our core traditions and

values. So, as we accomplished a major milestone, Steph did what she always does, challenged us to take a pause, review what was best for us as a family and for Camp's future. Through that process, Steph determined it was time for her to transition from Co-Director to the Director of Health and Wellness. In her new role, Belknap will play to her strengths and free her up to lead the organization's health and wellness. I look forward to giving her the mental bandwidth to strengthen that work even more. As you read on in this publication, you'll see it's the right move for our family, it's a great move for Belknap and most importantly it was Steph who made this move. She decided on the path and one thing I know is—she always has a vision. Don't worry, when you return this summer, Steph will be on camp full-time, in many of the same places you have always seen her!

Thank you to the Belknap family for a great 2024. It was one of my favorite summers in my 23 years at camp. It was a summer of "Feeding the Joy," from meals to program periods, cabin nights, off-camp events and more. I felt the Belknap spirit more than ever before. Thank you to the 2024 summer leadership—you crushed it! Thank you for the tremendous support of the community, thank you for leading in your communities and thank you for being stewards of the Belknap Spirit.

As I look ahead, I can't wait for another summer, where boys will show up at Camp, be present and be inspired to lead by example, consider others, build strong character, value nature and seek the joy of being alive!

With much appreciation and Timi-Hi,

Seth M. Kassels

Seth Kassels

Director, Camp Belknap



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Kara Sweeney
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CONTACTS

Seth M. Kassels

DIRECTOR

CAMP BELKNAP

PO BOX 1546

WOLFEBORO, NH 03894

ALUMNI CONTACT

Geoff Masland

ADVANCEMENT DIRECTOR

www.campbelknap.org

alumni@campbelknap.org

603 569-3475

COVER PHOTO:

EVAN "WAFFLES" SAYLES

CURATED & EDITED

BY THE BELKNAP TEAM

DESIGNED BY PATRICK F. ALBERTSON

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FROM *the* BOARD CHAIR

DEAR BELKNAP COMMUNITY, I hope this letter finds you well as a very cold New England winter begins to wane and summer gets ever closer. I have the privilege of writing this annual letter, on behalf of the Camp Belknap Board of Trustees, to thank you for your remarkable generosity that helps sustain and support the Camp Belknap mission. Camp Belknap continues to thrive.

Of course, the most important things about camp are the traditions and values that Belknap holds dear. Camp's commitment to developing exceptional, home-grown cabin leaders, who work tirelessly to create a joyous and supportive environment for over 1,000 boys each summer is paramount. The character development that a Belknap experience can teach young boys has remained steadfast and relevant for Belknap's 122-year history. These values are reinforced through camp traditions, such as vespers and the reciting of the Lamps of Woodcraft. These values are also reinforced through daily camp life, such as teaching sportsmanship through Adams' Cup, teaching responsibility through daily camp duties and emphasizing the importance of authentic relationships through the development of a cabin community.

The philanthropy of the Belknap community allows camp to keep emphasizing these traditions and values. Gifts to the annual fund and to the endowment support camper scholarships, enabling young boys to experience Camp Belknap regardless of their ability to pay the tuition. These gifts enable the payment of reasonable wages to our leadership and our staff, so we can keep attracting the best young men to teach and lead our boys. Finally, your donations have allowed camp to invest in its infrastructure. In 2024, we were fortunate to complete the new dining hall. This was the largest infrastructure project in Camp Belknap's history. Importantly, it was done in a way completely in keeping with the mission—the building is not fancy, but it provides a big space for our camp to gather three times a day (with more ventilation and less noise than our old facility)! That project would simply not have been possible without the Belknap community's generous contributions.

I'll conclude by noting that this is the last letter I have the privilege of writing to the Belknap community on behalf of the Board, as my term as a Trustee ends this coming summer. It has been an immense honor to have the opportunity to serve Camp Belknap, along with my fellow Trustees, over the last 13 years. As I reflect on that time, I am filled with immense gratitude—for our co-directors and year-round staff, for our summer leadership, for

for our campers, for our Trustees, for the beautiful and spiritual spot Camp Belknap has on Lake Winnepesaukee, for the enduring resonance of Camp Belknap's values, and for the many contributions our broader community makes to ensure all of that can happen. Thank you, immensely. I hope to see as many of you as possible over the coming year.



Timi-hi,

Dave Humphrey

On behalf of the Camp Belknap Board



SUMMARY of FINANCIAL INFORMATION

WITH A FULL CAMP, ENDOWMENT GROWTH, a historic Annual Fund, and a committed community to ensure Belknap thrives for generations to come, Belknap's financial stability is stronger than ever. The majority of fundraising continues to go towards supporting camper scholarships and investing in the maintenance and replacement of aging infrastructure.

This summer, we celebrated the opening of the new dining hall. Funded through the support of our generous community, the dining hall not only provides us with an updated, safer and healthier place to eat, it also helps to support our annual operating revenues. Annual operating revenues increased in 2024 by ~14% due to the following three reasons:



We increased all cabins to 10 campers per cabin, as the dining hall allowed us to fit 300 campers and 100 staff at all meals. Cabins have always allowed for this space, but the dining hall did not.



Fall programming returned and the number of both programs and participants increased, allowing over 800 people to spend time on Belknap's property between 5th session and mid-October.



Our endowment growth supported an increased endowment draw.

Belknap's expenses increased by only ~8%, reducing our pre-donations operating deficiency significantly. Our operating deficiency includes funding our annual depreciation costs, which continue to grow as we reinvest in our physical plant. Excluding depreciation, operating expenses increased ~5%.

Belknap's annual giving hit a historic mark in 2024, with total annual giving reaching over \$970,000! Annual giving includes

donations to the Endowment, Annual Fund and Camper Scholarship Fund. Annual Giving has grown nearly 10x over the last decade—thank you for the Belknap community's commitment to our mission of providing a place for boys to grow!

Gifts from the *Sustain the Joy Campaign* and other fundraising initiatives continue to support our ongoing master plan upgrades and support our debt service. Camp broke ground and will have complete by the spring of 2025, two new scolleges in the Cadet and Besserer Divisions. Rebuilding the scolleges, underlying infrastructure and bringing all cabins and lodges up to current day electrical code is a combined investment of \$1 million dollars.

In addition, Belknap was approached by the Rollins family to purchase 1 Rollins Way—one of three homes the Rollins family owns. The property at 1 Rollins Way is a tennis ball throw away from Cadet Beach and critical to the protection of our bay. Belknap closed on the purchase, using saved operating funds for the down payment and incurring long term debt on the property.

Belknap currently has ~\$5 million of debt. Approximately \$3 million of debt is structured as a tax-exempt bond at an interest rate of 3.2% over a ten-year period. Over half of this will be paid back through outstanding pledges from the *STJ Campaign*. The debt on 1 Rollins is at an interest rate of 7.85% and future debt payments will be supported through operating surpluses. A key focus for 2025 and beyond will be to pay down and restructure the 1 Rollins Way debt through a combination of using operating surpluses and fundraising.

Belknap's endowment continues to grow through both investment returns, and significant gifts. The long-term financial stability of Belknap will rely on the continued growth of the endowment. We are appreciative of the endowment support through annual gifts and long-term bequests through our White Pines Society.

STATEMENT *of* FINANCIAL POSITION

The Statement of Financial Position provides an overview of Camp Belknap's total liabilities & assets.
Figures below are based on audited financials.

	2024	2023	2022	2021
ASSETS				
Current Assets				
Cash	\$1,561,024	\$4,124,465	\$3,497,438	\$4,448,589
Contributions Receivable	\$245,964	\$338,900	\$686,134	\$749,412
ERC Receivable	\$71,871	\$36,394	\$36,394	\$181,909
Inventory	\$33,395	\$40,972	\$20,517	\$-
Prepaid Expenses	\$-	\$-	\$2,585	\$89,548
Investments, at fair value	\$6,713,894	\$5,830,590	\$4,819,564	\$5,244,994
PROPERTY & EQUIPMENT				
Land & Improvements	\$5,257,390	\$3,471,650	\$3,477,895	\$3,477,895
Building, Improvements & CIP	\$17,497,394	\$12,547,567	\$10,116,048	\$7,954,479
Furniture & Equipment	\$1,177,820	\$1,122,182	\$1,096,152	\$930,823
Transportation Equipment	\$108,906	\$90,906	\$37,399	\$37,399
Less Accumulated Depreciation	\$(2,792,907)	\$(2,303,987)	\$(2,217,092)	\$(1,890,911)
Other Assets	\$194,660	\$152,854	\$04,238	\$973,814
Total Assets	\$30,060,828	\$25,421,165	\$22,077,272	\$22,197,951
LIABILITIES & NET ASSETS				
Current Liabilities	\$1,125,996	\$847,684	\$628,155	\$668,244
Long Term Debt (less current portion, above) ¹	\$4,733,458	\$2,969,731	\$1,151,436	\$1,387,919
Net Assets				
Without Donor Restrictions	\$17,080,791	\$15,268,153	\$14,360,942	\$12,938,391
Board Designated	\$2,425,241	\$2,159,148	\$1,783,782	\$2,179,462
With Donor Restrictions ²	\$4,683,799	\$4,148,981	\$4,103,019	\$4,983,722
TOTAL LIABILITIES & NET ASSETS	\$30,060,828	\$25,421,165	\$22,077,272	\$22,197,951

1. Long-term debt was used for the construction of the new dining hall and purchase of 1 Rollins Way.

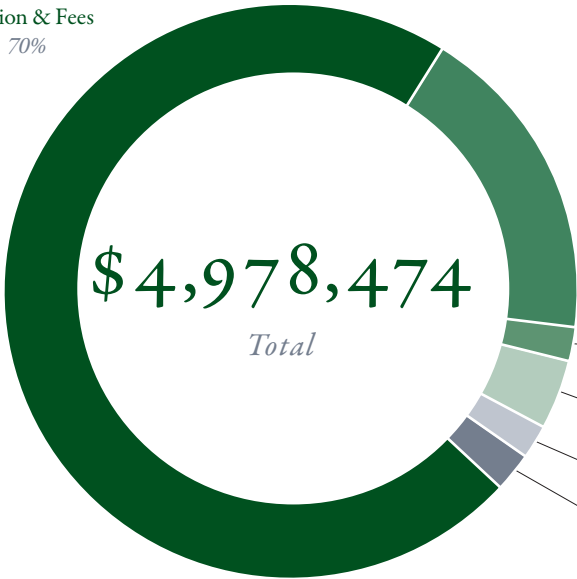
2. Assets with Donor Restrictions provide income that is used for camper scholarships and certain aspects of camp operations. In addition, a portion of these assets are designated for capital projects.





STATEMENT of OPERATIONS

Tuition & Fees
70%



OPERATIONAL CASH INFLOW

Our major sources of revenue in 2024

Annual Giving
20%

Income – Other
2%

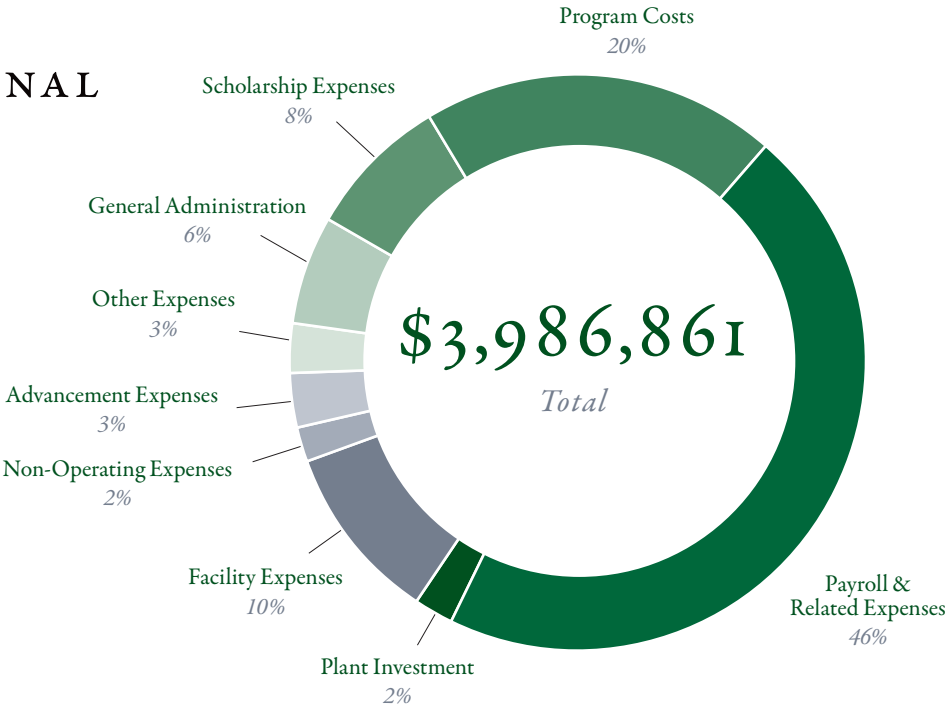
Endowment Income
4%

Camper Spending & Camp Store
2%

Pre- and Post-Season Income
2%

OPERATIONAL CASH OUTFLOW

Our major expenditures in 2024



MAINTAINING AFFORDABLE TUITION at BELKNAP

BELKNAP STRIVES TO KEEP annual tuition increases to a minimum. In 2024, due to historical expense increases in food, utilities, payroll and more we were challenged to have a “catch-up increase” in tuition of

~7.5%. In 2025, we returned to our standard tuition increases of ~3%. We continue to pride ourselves in being accessible for families, through our scholarships and tiered pricing model. Our tiered structure provides tuition options at the 33rd and 8th percentile

REVENUES	2024 ¹	2023	2022	2021
Board, Tuition and Registration Fee ^{2,3}	\$ 3,497,681	\$ 3,189,292	\$ 2,923,834	\$ 2,939,431
Scholarship Expenses	\$ (330,325)	(287,102)	(277,452)	(232,424)
Pre- and Post-Season Income	\$ 116,740	-	42,503	34,891
Endowment Income per Spending Policy ⁴	\$ 207,000	193,200	117,300	105,400
Camper Spending & Camp Store	\$ 90,912	73,063	71,806	44,155
COVID Revenue	-	-	-	232,525
Income – Other	\$ 79,288	44,071	139,029	122
TOTAL REVENUES:	\$ 3,661,296	\$ 3,212,524	\$ 3,017,019	\$ 3,124,100
EXPENSES				
Payroll and Related expenses	\$ 1,823,525	\$ 1,666,565	\$ 1,443,204	\$ 1,326,240
Facility Expenses	\$ 391,346	385,768	373,968	298,532
Commissary Expenses	\$ 339,991	284,682	302,749	336,464
Camper Expenses	\$ 237,434	212,090	198,857	168,833
Office Expenses	\$ 201,317	166,831	185,305	162,926
Insurance	\$ 177,412	127,414	127,209	112,317
Other Expenses ⁵	\$ 129,091	151,469	104,103	115,958
Board Expenses and Initiatives	\$ 40,993	39,507	53,604	72,933
Transportation Expenses	\$ 50,989	49,304	42,383	41,300
Advancement Expenses	\$ 104,060	61,890	47,922	31,936
Depreciation	\$ 488,920	375,480	326,181	309,917
COVID expenses	-	-	33,948	555,669
Non-Operating Expenses	\$ 81,578	250,019	544,206	-
TOTAL EXPENSES	\$ 4,066,656	\$ 3,771,019	\$ 3,783,638	\$ 3,533,025
OPERATING SURPLUS (Deficiency)	\$ (405,360)	(\$ 558,496)	(\$ 766,618)	(\$ 408,925)
FUNDRAISING				
Annual Fund & Camper Scholarship Fund	\$ 875,726	690,649	496,848	577,549
Grants & Designated Gift Funds	\$ 111,127	45,656	274,749	814,353
Capital Campaign Gifts ⁶	\$ 1,203,249	1,278,140	1,849,259	1,899,156
Campaign Expenses	\$ (1,395)	(7,430)	(62,109)	(79,869)
TOTAL FUNDRAISING:	\$ 2,188,708	\$ 2,007,015	\$ 2,558,748	\$ 3,211,189
Transfer for Endowment/Plant Investment	\$ (1,282,935)	(1,270,710)	(1,726,234)	(1,688,987)
TOTAL AVAILABLE FOR DEBT SERVICE & PLANT INVESTMENT:	\$ 501,808	\$ 185,239	\$ 128,004	\$ 1,193,146
CAPITAL FLOWS				
Debt Service	\$ (8,797)	\$ -	\$ (60,917)	\$ (130,300)
NET CASH FLOWS FROM FINANCING ACTIVITIES:	\$ (8,797)	\$ -	\$ (60,917)	\$ (130,300)
Plant Investment:				
Sailboats & Watercraft	\$ -	\$ -	\$ 56,846	\$ 54,079
Program Capex	\$ 7,240	\$ 9,653	\$ 51,289	\$ 104,029
West campus improvements	\$ -	\$ -	\$ 22,098	\$ 38,406
Program Infrastructure Improvements	\$ -	\$ 62,192	\$ 318,721	\$ 5,250
New Leader Corps Cabin	\$ -	\$ -	\$ 523,909	
Senior Tennis Court	\$ -	\$ 67,061	\$ 160,177	
COVID related building improvements	\$ -	\$ -	\$ -	\$ 35,080
Dock Upgrades	\$ 52,475	\$ 55,885	\$ 10,620	\$ 17,647
Staff Housing Maintenance	\$ -	\$ 6,128	\$ 67,491	\$ 30,476
Drinking Water Upgrades	\$ -	\$ -	\$ 2,475	\$ 26,850
Chase Point Road Upgrades	\$ 17,690	\$ -		
TOTAL PLANT INVESTMENT:	\$ 77,405	\$ 200,920	\$ 1,213,626	\$ 311,817
Depreciation Expense Add Back	\$ 488,920	\$ 375,480	\$ 326,181	\$ 309,917
NET CHANGE IN CASH BALANCE⁷	\$ 922,120	\$ 359,800	\$ (820,357)	\$ 1,060,946

1. Numbers are based upon audited financials

2. "Board, Tuition & Registration fee" increases are due to increase in number of campers and raises in tuition.

3. Tuition increases have averaged ~4% annual increases for the prior 5 years.

4. "Endowment Income": The camp appropriates for distribution each year 4% of its endowment fund's average Fair Value of the prior 36 months.

5. Other Expenses include Local Outreach, IT, & Staff Training.

6. Totals are for cash only, not pledges.

7. "Net Change in Cash Balance" fluctuates depending on the capital project requirements of Belknap's physical plant.

compared to peer camps. To keep camp affordable, we put a focus on managing expenses. Our philosophy has been to invest in people so that we have a strong team that can manage the operations with clear intention and an eye to efficiency. Nearly 50% of Belknap's expenses are in salaries for our year-round and seasonal leadership. These costs continue to grow as we attempt to maintain competitive salaries for our high-quality and mission-driven leadership.

Meanwhile, our leadership returns the favor by managing the costs that we can control. Finally, certain costs like insurance continue to be challenging to manage due to circumstances out of Belknap's control. We are happy to report that expenses excluding payroll and depreciation expenses from 2023 to 2024, overall remained nearly flat. Kudos to our team for their consistent effort in managing our operations.

SUMMARY of ANNUAL GIVING & PARTICIPATION

GENEROSITY ABOUNDS AT CAMP
Belknap thanks to our families, alumni, and community members. In 2024, Annual Giving reached over \$970K from 1,074 total donors, more than a 37 percent increase from 2023. Every dollar raised has an immediate impact on the camper experience through scholarships, leader training and salaries, maintenance improvements and more. Over the last several years, we have focused on increasing financial assistance for both campers and leaders—making the Belknap experience available to all, regardless of socioeconomic status. Through continual work with local schools and organizations, we are able to support boys in our own community as well. This past summer, 304 campers hailed from the state of New Hampshire, with ~32% of them receiving a full or partial scholarship. We continue to steward these partnerships and strive to increase these numbers each year. This local support is made possible by loyal donors, who believe strongly in the Belknap mission and continue to support Camp year after year.

“
Our annual gift to Camp Belknap has been made knowing that it will be used to support the camp’s mission. Camp Belknap has been part of my family since 1944, when my brother went for a month and then his grandson went on to become a camper at Belknap. Our son and grandsons were campers, and granddaughter was a staff member. Then Ernie’s 30 years on the Board of Directors topped it off! Camp Belknap is an incredible camp that truly cares about enriching the lives of its campers. Donating to camp is truly a joy! Thank you, Camp Belknap. Timi-Hi!

–Kathy Filides Tsouros
Belknap Sister, Spouse,
Parent & Grandparent

“
The decision to support Camp Belknap is a no-brainer for our family. The camp consistently provides an experience that positively supports and shapes our boys into more thoughtful men, citizens and community members. The focus on joy in an environment framed by values, teamwork and selfless leadership are lessons that keep giving back to our sons and family. We live in a world that has so many influences. Values are constantly being challenged. The search for right and wrong is more difficult. And the need for building community has never been greater. We hope that Camp Belknap’s focus on keeping it simple, peeling back the noise, and getting to basic elements of moral and ethical standards will continue for future generations. We are very blessed to have CB part of our family.

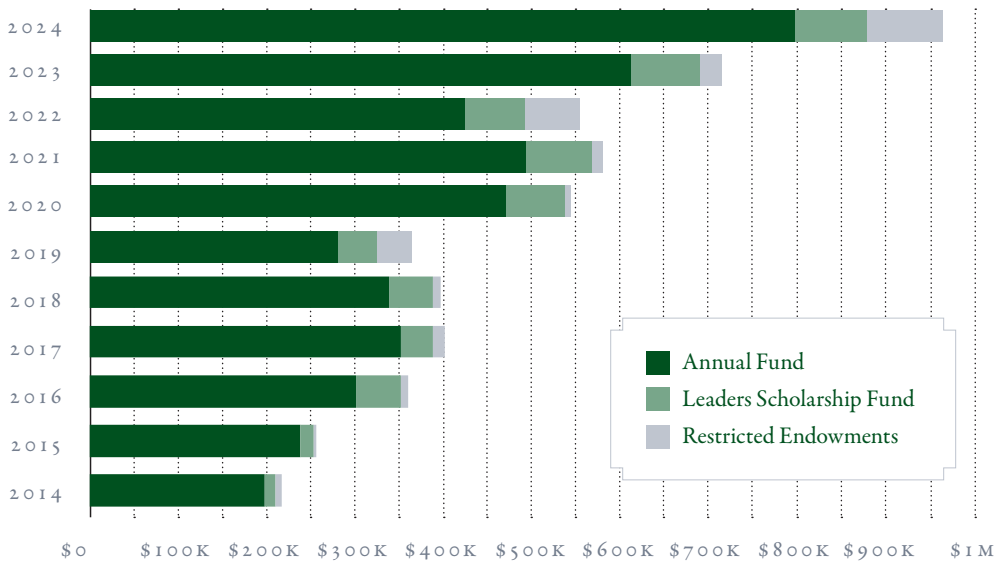
–Dan & Olga St. Clair
Belknap Parents of Campers
& Leaders

“
In the 1960’s when I attended Camp Belknap it was a highlight of my summers. It became the same for our two sons who started as campers and became leaders. Belknap has played a large role in shaping who all three of us have become as adults. It is very important to my wife and me that Belknap continues to be that special place where good boys are encouraged to become even better men and “seek the joy” as they go forward.

–Dave Clark
Belknap Board of Trustees
(2008-2018), Camper & Leader
(1960s) & Belknap Parent

ANNUAL FUNDRAISING by YEAR

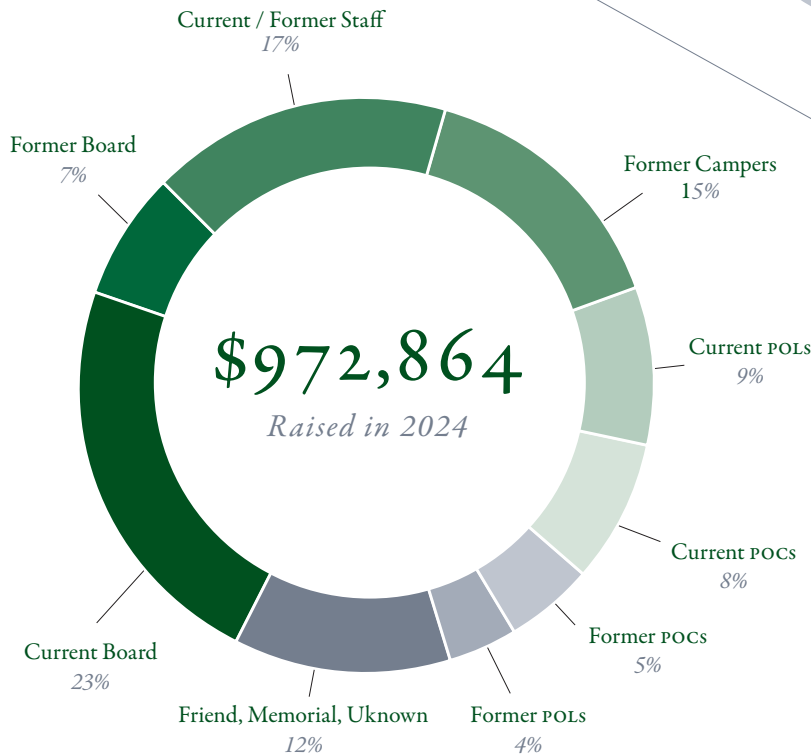
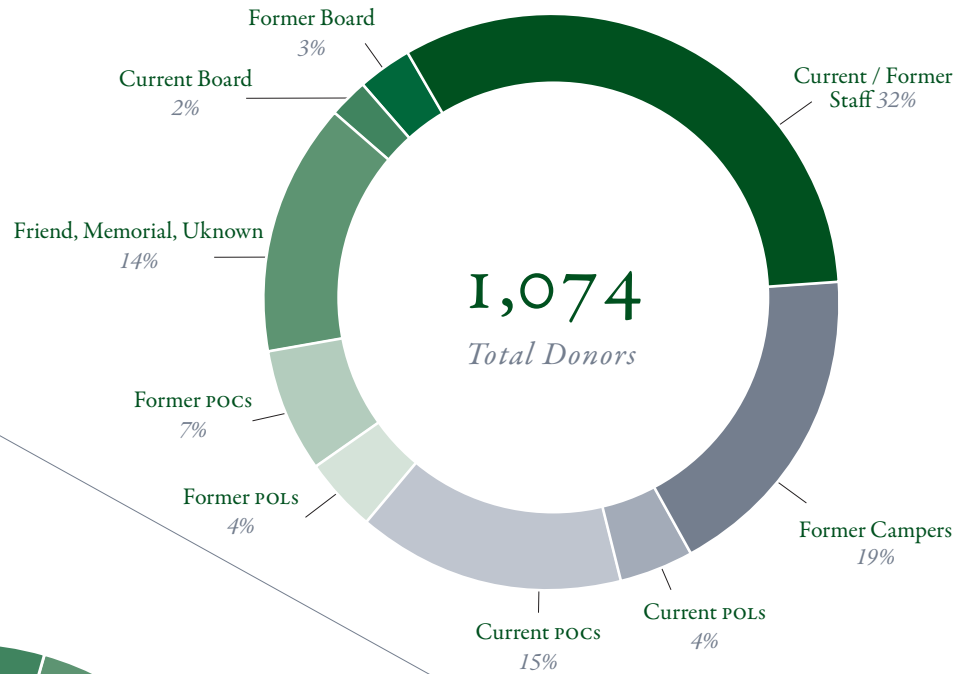
Total funds raised in our Annual Giving Campaign. Does not include capital funds, bequests, or grants



GIFTS by SOURCE

The percentage of constituency groups that comprise our total number of donors.

POL = Parent of Leader
POC = Parent of Camper



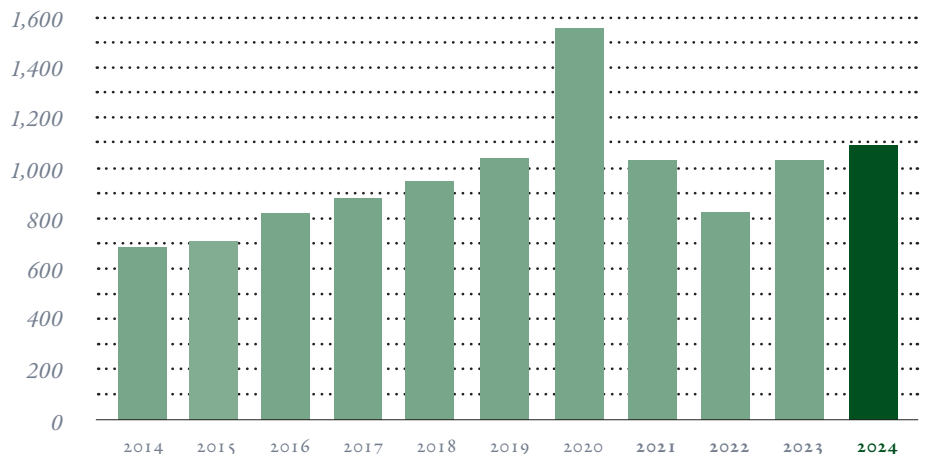
PERCENTAGE of DOLLARS by SOURCE

The overall percentage of dollars raised by different constituency groups.

*This is only the annual fundraising total, & excludes capital contributions, grants, direct contributions to the endowment, bequests, etc.

TOTAL DONORS by YEAR

Donors are defined as an individual or household that makes at least one gift to the funds that comprise our Annual Giving Campaign. Donors who make multiple gifts are counted once towards our total donors.





Belknappers coaching youth skiers at local Abenaki Ski Area



Belknappers coaching a local Girls on the Run team

OUR CARROLL COUNTY PARTNERSHIPS

LEADING BY EXAMPLE IN OUR OWN community continues to be a priority for Camp Belknap. Through hosting local events on Camp (Tuftonboro Employee Appreciation Dinner & the Tuftonboro Historical Society Event), providing food for a fundraiser to benefit two local families, participating in Tuftonboro Old Home Day, and volunteering for youth programming (Abenaki Ski Program & Wolfeboro Girls on the Run), we live out our mission that calls us to consider others. An important piece of this local support comes in the form of scholarships for Carroll County, NH boys to attend Belknap each summer. When a camper receives financial support to attend Belknap, this scholarship is in place until they age out of camp or choose to no longer attend. In summer 2024, 69 campers represented Carroll County with 73% receiving financial support.

Partnerships with our local schools were initiated decades ago, and we continue to strengthen and refine these relationships. As the world evolves and changes, so must we at Camp Belknap, in order to provide the services & support that local boys need.

A Camper Perspective on Belknap

Why do you want to return to camp each summer and is there anything specific that you learn at Belknap that you find helpful in your everyday life outside of camp?

CAMPER: I return every year for the fun and the feeling of fitting in no matter what you look like or how you act. Every morning, you fold all your clothes, make your bed, and have the Leader of another cabin inspect your cabin to make sure you did a good job cleaning. This idea of peer-approved cleanliness really rubs off on you from your time at Belknap and makes you a better person.

A Counselor Perspective on Belknap

TWO LOCAL SCHOOL COUNSELORS SHARED their thoughts on what a partnership with Camp Belknap looks like from their perspective. Thank you to Matt Tetreault (Tuftonboro Central School) & Mary Thomas (Ossipee Central School) for their continual support of the students and the Belknap mission.

CB: What support & preparation do you offer for the students from your school that attend Camp Belknap in the summer?

MATT: I support them through the discovery and application process, giving them general information about the camp. In the past, I have had returning campers in my school building and I would set up lunches where current and prospective campers could meet with me to discuss what going to camp is like. That was hugely helpful in getting younger students to sign up. I also work with families to understand the process, so they know what to expect at camp.

MARY: The partnership with Belknap has continued over the years and students talk about their experiences openly with staff and peers. Families can apply for scholarships to camps throughout the state, but full scholarships aren't always available. This continued partnership with Belknap provides that level of security for families. Moreover, students who attend camp during elementary school return to camp year after year and sometimes become Leaders in Training. This is an incredible opportunity for our students and means a great deal to those who take part in it.

“

When I think about the institutions that had the largest influence on my character and life trajectory, Belknap clearly impacted me the most. I have prioritized supporting Belknap to help ensure that other boys and young men will have the opportunity to come together each summer and grow into happier and more thoughtful people.

I am inspired by the manner in which Camp helps boys grow up and become better people who take care of others. When you consider the amount of responsibility the leadership takes on beginning at sixteen or seventeen years old, and the quality of the experience Camp provides, it is truly amazing! I hope that camp will continue to be the place Belknappers most look forward to being all year. The excitement I felt driving in to Camp each summer is one of my happiest childhood memories. I cannot imagine a more meaningful experience I could offer my son.

—Jim Bright

Belknap Camper/Leader (80s & 90s) & Current Parent of Camper

CB: Are there specific lessons or traditions that you have seen boys bring back to their classroom experience?

MATT: The boys bring back a much better sense of self and personal responsibility. They also have a better understanding of what problems are worth big reactions and what to not give a whole lot of attention. I think there is a huge social benefit to attending an all-boys camp that helps students understand how to navigate conflict with less emotion and the ability to maintain relationships. The proximity and overnight aspect of the camp forces boys to deal with conflict instead of avoiding it and having it drag on for days and weeks.

CB: As a school counselor, why is the partnership with Belknap important for your boys?

MATT: I think it's important for students (especially at TCS) to connect to other experiences that are larger and more worldly than the ones they get living here in a rural community. Going to camp gives them context for their current abilities (social, athletic, etc.) and gives them a chance to look within and make changes. I wish all of my students could attend camp simply for the independent experiences of being away from home in a safe environment to take risks and grow.

MARY: The partnership with Belknap is so important for our boys at OCS because it creates long term friendships, a sense of belonging to something, leadership skills, responsibility, and independence. We hope that this continues for the future.

A Belknap pennant hanging in the TCS guidance office



“

Camp Belknap has meant everything to me in my life. I give to camp because I've seen firsthand how Belknap shapes young men, fostering a sense of responsibility and community that extends far beyond the property lines. I give because of how much trust I have in Seth, Steph, and the Belknap Board and broader leadership. Giving to some organizations can feel vague but when I give to Belknap I feel so much clarity on how donations are used to make real, tangible improvements to camp. Getting to see new colleges spring to life and getting to dine in the new dining hall last August reinforces that giving is contributing to something concrete and lasting.

What inspires me most about camp is its enduring focus on kindness, interpersonal connection and leadership. Belknap is such a fundamental space where boys learn to navigate social dynamics, resolve conflicts, and build meaningful relationships. The emphasis on a tech-free environment is particularly valuable. It allows for genuine interaction, fostering face-to-face communication that can feel increasingly rare.

My hope for Belknap's future is that it continues to be a source of goodness and light in the world. Belknap is an essential place where boys can learn and grow into compassionate, well-rounded men. I hope it remains a haven where the values of brotherhood, integrity, and respect are instilled in every camper. In a world that desperately needs more kindness, Belknap is more vital than ever.

—Tucker Briggs

Belknap Camper/Leader (90s & 2000s) & Current Parent of Camper

BELKNAP *by the* NUMBERS



26

Hydration coils installed in 2024 for clean drinking water



40,090

Steps taken onsite one July day by Facilities Director, Matt Found (~18 miles!)



97

Solar panels installed on the Dining Hall



304

Camper from New Hampshire



65,700

Meals served in the new Dining Hall (sessions 1-5)



447

Camper waterski sessions (summer 2024)



242

Camper woodworking sessions (summer 2024)



22

New Hampshire Mountains climbed by campers on off-campus hikes



960

Breakfasts cooked over a campfire



1,074

Total Number of Donors



281

Fortitude shirts sold in the camp store



110

Camper went on 15 different sailing trips



REMEMBERING *our* FRIEND GARY

Gary L. Glidden, a lifetime resident of Wolfeboro, NH passed away peacefully, at the age of 81, on September 17, 2024.

Gary was a consistent presence at Camp Belknap for over 30 years. Beginning each

May, he and his wife, Darlene, would arrive with paintbrushes in hand to put a fresh coat of paint on the buildings to spruce up camp for the upcoming summer. He can be credited for getting the perfect paint mix to create the iconic "Belknap Green" that you see on the buildings around camp.

Gary started his own painting business at the age of 21, which lasted for 55 years. Gary and Darlene painted all throughout the Lakes Region, often painting for the same families and businesses for decades due to his jovial nature, loved by multiple generations of customers.

At an early age he became an avid outdoorsman and whitetail deer hunter. Gary was rich with tales of a life thoroughly lived, he enjoyed the Boston Red Sox, old westerns, and classic TV. Gary embodied a larger-than-life infectious sense of humor that will be carried on in all those who were privileged enough to know him. His presence around Belknap each spring will be missed by all!



ANNUAL GIVING FUNDS

What Giving does at Camp Belknap

ANNUAL FUND

Our main operating fund which supports camp staffing & maintenance.

CAMPER SCHOLARSHIP FUND *(former Leaders Scholarship Fund)*

This fund supports camper scholarships for the following year.

LEADER'S EDUCATION ASSISTANCE FUND

This fund supports our Leader's education so that they can come back to Camp during the summer instead of taking a higher paying summer job.

RESTRICTED ENDOWMENT FUNDS

We thank all donors who gave to an endowment fund in 2024. Please see pages 22 – 23 for additional information on these funds.

#GIVINGTUESDAY

Each year, Camp Belknap participates in Giving Tuesday, on the first Tuesday after Thanksgiving. This day of giving was founded in 2012 and uses the collective power of non-profits to raise billions of dollars globally in one day. In 2023, all LC classes since 2012 challenged each other to participate with joy and generosity. In 2024, inspired by the success of the Class of 2016 from the prior year, there were two LC classes that reached 100% participation. Cheers to the LC Classes of 2020 and 2022 for leading by example, doing their share of the work and seeking the joy—in 2024, we raised over \$40,000 on this one day!



OF NOTE

LCs reach 100% donor mark

The LC Class of 2020 is proud to report a 100% participation rate for Giving Tuesday 2024, investing in the future of a place and a community that has given us so much. We reached out to our Belknap brothers via the same Snapchat group we made for the Beyond Belknap summer in 2020, aptly named “LCs of Online Camp”. Though some of us have only ever met over a Zoom screen, that did not stop us from coming together to sustain the Belknap spirit for now and evermore!

—Mac Katkavich, Nathan Fritz & Brady Daylor, LCs 2020

Camper spotlight

My name is Arthur Tseng-Christopher. I am thirteen years old, and this is my fifth summer at Camp Belknap. The core of Camp Belknap is putting others before you. At Camp Belknap, boys can free themselves, relax, and find joy. But not everyone has that opportunity. Since my first year at camp, I have donated much of my weekly allowance to help fund scholarships and help everyone to share the joy.



Boomalacka Bash Song

Written and performed by Alex Karpawich,
Marshall Murray and Mason Murray
at the Boomalacka Bash, August 24, 2024

*Oh, the camp on the lake, it needed a hand,
To build a new dining hall, so mighty and grand!
Poor Geoff and Seth, they scratched their heads,
“How do we raise money?” they nervously said!*

*We’ve run the camp, but fundraising’s tough,
The road ahead was lookin’ rough!
“How do we do it?” they both cried out,
We’ll need some help without a doubt!*

*But oh, dear friends, have no fear,
The spirit of Belknap was so near!
The alumni and campers, they all came through,
With hearts so big, they knew what to do!*

*So, raise a cheer, let the bugles play,
The donations rolled in, day by day!
The dining hall, it’s rising tall,
Thanks to the folks who gave their all!*

*Geoff and Seth were overjoyed,
Our new dining hall could be enjoyed!
From near and far, the funds poured in,
Construction could now begin!*

*They rallied the troops, from old and young,
With stories of camp that all were sung!
“We’ll build this hall; it’s for the best!”
With each new donation, they were truly blessed!*

*Big checks, small checks, all in between,
Generosity like we’ve never seen!
The Belknap family stood so tall,
United together, they answered the call!*

*So, raise a cheer, let the bugles play,
The donations rolled in, day by day!
The dining hall, it’s rising tall,
Thanks to the folks who gave their all!*

*The Belknap way, it’s here to stay,
In every dish, in every tray!
Our dining hall will stand so strong,
Thanks to a community where we all belong!*

*So, raise a cheer, let the bugles play,
The donations rolled in, day by day!
Our new dining hall, it rose so tall,
Thanks to the folks who gave their all!
Thanks to the folks... Who gave their all!*





Board members
brainstorming on a new mission
statement in the Grove

A NEW MISSION STATEMENT *for* CAMP

By Paul Reingold, Board of Trustees (2022-present) Camper/Leader (1960s) & Middlers DH (1970-73)

WELL-RUN ORGANIZATIONS are always looking at what they're doing and making the time to see what they can do better. Camp Belknap's leadership and Board of Trustees have learned that you can't be ready to meet new challenges, even ones a decade or two down the road, if you aren't thinking about and preparing for them now. And once you get into the mindset of questioning if you are on the right track or not, you begin to see opportunities to improve on not just what you foresee for the future but also on what you've done in the past.

One such example arose in the last few years, with a simple question put to the Board by the directors: Is Belknap's 25-year-old mission statement what we want it to be today? The old mission statement read: *It is the mission of Camp Belknap to preserve the unique physical and spiritual environment where young men may forever build strong character, self-esteem, individual maturity and community responsibility; to acquire for life the skill of leadership*

and the value of good stewardship; to honor the history and traditions which are the Belknap experience; and to be a contributing citizen in the community it serves and from which it receives its benefit.

In response to the directors' question, and after some general discussion, the Board's first impulse was to be as inclusive as possible. It assigned the task to the Community & Inclusion Committee, to find out what Camp's various constituents thought. Over the next many months the committee, and recruited members of the leadership, surveyed and talked with parents, campers, alumni, leadership, and the Board to get a feel for what —nearing a quarter of the way into the 21st century—their views were of Belknap's core values, and how best to express them.

With the leadership (this term now includes leaders and other staff) and board members the questions went beyond a survey to a series of hands-on exercises designed to get everyone talking and generating ideas. What one group came up with could then be compared to what other groups thought, allowing for cross-

fertilization and an ever-growing list of what most captures the Belknap spirit and what Camp wants to teach the boys and young men who come each summer to live and learn under the pines.

The open process worked. Many ideas were put forth, identifying similar themes, but often expressed in different ways. The committee and staff collated them into ten “buckets” which lined up as follows:

🌿 *Leadership, leadership by example*

🌿 *Fellowship, friendship, community, trust*

🌿 *Selflessness, the other person first, generosity, kindness, humility*

🌿 *Belonging, empathy, inclusivity, openness to others*

🌿 *Self-esteem, confidence, resilience, responsibility, self-reliance, ability to face challenges*

🌿 *Nature, camp's natural setting, the physical environment, stewardship*

🌿 *Discovery, new experiences, growth, choice*

🌿 *Freedom, self-expression, acceptance, empowerment*

The buckets allowed people to think again about how they ranked their priorities, and after more discussion, to vote on their preferences. That gave the committee and staff a much clearer sense of which ideas, however described, were viewed as the camp's pillars. Some groups had also asked to whom the mission statement is addressed—is the target audience parents looking for a camp, or campers, leadership, or alumni, or anyone who happens to land on Belknap's website? That, too, was an area that participants gave feedback on, for the committee and staff to digest.

One other point that emerged from the process was agreement that the old mission statement felt dated. It came from a time when a lot of organizations and businesses were creating mission statements—often long ones which tried to be all things to all audiences—that in the digital age seem overwrought. A good camp website (literally) “covers the waterfront” and so a crisper message for the mission statement became the committee's goal, when it finally began drafting. After many drafts, and lots of comments, the committee wrote, the directors and leadership endorsed, and the board voted to approve, a short new mission statement that distills the 2025 essence of Belknap. It appears on the inside cover of this publication and is as follows:

Camp Belknap inspires boys to lead by example, to consider others, to build strong character, to value nature, and to seek the joy of being alive.



ALSO OF NOTE

Even more LCs reach 100% donor mark

It is with great pride that the Leader Corps Class of 2022 bears a 100 percent participation rate in the 2024 Giving Tuesday Campaign, making history as the first-ever Belknap class with 32 members to all contribute. With the help of modern technology, calls were made, messages sent, and before long, every last one of us had stepped up. Though some had never met, and many hadn't spoken in years, we came together to make sure everyone could have the chance of seeking the joy of Belknap.

—Jake Haley & Gavin Bombara, LCs 2022

IN MEMORIAM

MICHAEL PARKER CAVE, KNOWN to most as Parker, passed away unexpectedly in November of 2024, leaving behind a legacy of joyful curiosity and a love for life's simple, beautiful things. He felt most at home on the water, whether sailing with friends, living on his boat in Boston Harbor, or simply finding peace in its calm.

Parker grew up in Wilmet, NH, and was always surrounded by friends. His happiest summers were spent at Camp Belknap on Lake Winnepesaukee where he formed lifelong bonds and developed his passion for the water. In 1993, Belknap became a second home for Parker—a place where his love of community truly took root, and where he embraced the camaraderie and spirit that made camp life so meaningful. His gift for building lasting connections contributed to every group he joined, and his impact within the Belknap community was honored through his selection to the 1999 Leader Corps, a distinguished recognition of his character.

For many years Parker was a familiar face at the Gourmet Garden, his parents' café in New London, NH, where he had a knack for charming customers in the dining room—often as a clever way to dodge the dishes. Parker attended Proctor Academy and went on to study History and International Relations at Lewis & Clark College. Parker settled in Boston to be close to family, where his brother, Chris, also a Belknapper, shared a love of music and spent much of their time together enjoying live music in and around the city.

BELKNAP'S ENDOWMENT: THREE THINGS *to* KNOW

1 WHY IS THE ENDOWMENT IMPORTANT?

Thanks to the increased support of so many of our loyal donors, Belknap's endowment has grown ~550% since 2010, with a 2024 year-end value of ~\$6.7 million. A vibrant endowment allows Belknap to fulfill our mission, while achieving long-term financial stability. The fund continues to grow each year, allowing the organization to draw a set percentage of the interest to support camper scholarships, leadership training, leader salaries and other capital expenditures. Belknap uses a 4% draw on a three-year trailing average from its endowment. This equates to ~\$200K of operating support. Creating a strong financial foundation through endowment growth positions Belknap to support campers and our leadership for many generations to come.



2 WHAT DID THE ENDOWMENT HELP FUND IN 2024?

Camp Belknap's endowment helps to fund all areas of the camp's mission. In 2024, the largest disbursement was used to support camper scholarships. The Belknap strategic plan states that we will ensure that all boys, regardless of financial situation, have the opportunity to attend Belknap and feel they belong at camp.

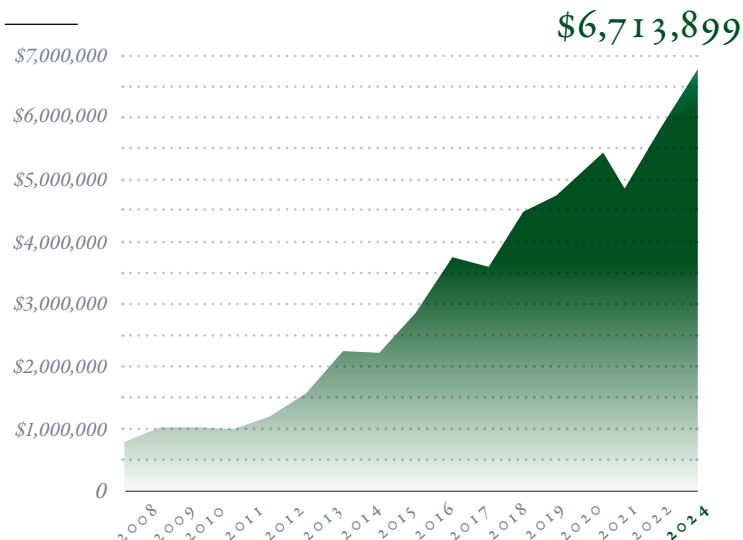
3 WHAT DO DIFFERENT ENDOWED FUNDS SUPPORT?

Approximately 64% of the Camp Belknap endowment consists of restricted endowed funds established by alumni and Belknap families. Many of these funds are specifically designated to support camper scholarships, while the other funds help to subsidize leadership training, salaries and general expenses. We appreciate the leadership of these families in endowing these funds, ensuring Belknap's financial strength both now and for evermore.



**In 2024, Board designated funds were applied to camper scholarships.*

ENDOWMENT GROWTH



Endowment Funds support:

CAMPER SCHOLARSHIPS

Bloch Scholarship Fund
Christopher van Tongeren Fund
Clark North Country Scholarship Fund
The Colantropo Scholarship Fund
General Scholarship Fund
Hurricane Leaders Camper Scholarship Fund
The Marston Heard Family Scholarship Fund
The Papas Family Scholarship Fund
Peter Marshall French Scholarship Fund
Ryan McCormack Memorial Scholarship Fund
Sean McManamy Scholarship Fund

LEADERSHIP TRAINING & SALARIES

Colin Brown Leadership Fund
Gary Morse Family Kitchen Division Fund
Hank Adams Environmental Fund
Nutter Junior Division Leadership Fund

GENERAL ENDOWMENT

Arthur T. Hibbard Fund
Dr. Horace S. Blood Leadership Fund
The McMartin Fund



*Dustin, Gary and Adam Morse
celebrating Gary's birthday*

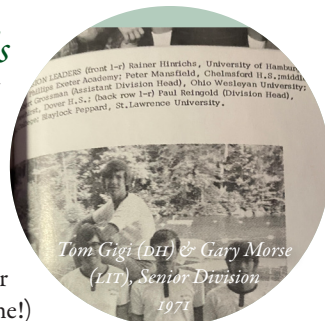
ON A PERSONAL NOTE

Giving with Gary Morse & Family

FAMILIES HAVE ALWAYS BEEN AN important part of the Belnap story. For generations, sons, brothers, cousins and grandchildren have attended camp each summer. Each boy that steps under the pines carries his own story but often brings with him the support and enthusiasm of generations of his family members. Back in the 1960s, Harriett Morse used to tell her son Gary to "go outside and play" as often as possible. When she learned about a magical spot on the shores of Lake Winnepesaukee, that her son would be outside and playing all day long for two straight weeks in the summer, she signed him right up! Gary went on to be a 7-year camper, LC ('70) and finished out his time at Belnap as an LIT. He then sent both of his boys Dustin (7-year camper, LC '95) and Adam (11-years total as a camper and Assistant Chef 2022-24) to experience the joys of summers under the pines. Adam will proudly tell you that he is the only Morse family member to have received his 10-year jacket. (*During the interview, Gary clarified it would take just one summer working at Belnap for him to receive his jacket too. We will see how his wife, Sandra, feels about that idea!) In 2024, in celebration of Gary's 70th birthday, he decided to make a generous donation to the endowment to support the Kitchen Division Leadership. Gary had already joined the White Pines Society about a decade earlier but decided to significantly increase this commitment as well.

In Gary's Words

I believe that my philanthropy began with the Farm Island Campaign in 2010. I remember thinking about my trips to Little Huck when I was a camper (a little too rustic for me!)



and thought how wonderful it would be to have an alternative place for campers to go. The thought of condos overlooking our waterfront was unfathomable. If I participated in the Annual Fund before Farm Island, it was not significant and probably sporadic. Following the Farm Island Campaign, I became a member of the White Pines Society. My reason for joining so quickly was that, for the first time, I realized that I would be able to help someone or something after I was gone. By this time, I was a consistent Annual Fund guy.

Fast forward to the fall of 2023 when I attended a CB alumni function in Alexandria, VA. That was the first time I heard Seth speak about scholarships for leaders. This support helps qualified candidates make up the difference between a Camp Belknap salary and what could be earned “on the open market.” I was bowled over and thought how cool this was. I tucked the information away.

As I began (very excitedly) to approach my 70th birthday in April 2024, I decided that it was a good time to make sure that my estate documentation was correct, ensure my family understood my plans, and lastly, think about how the Morse Family name could stand for something of value long after I was gone. At the same time,

I read the article in the 2023 Annual Giving Report by Brad Nutter and saw that his family had created an endowment fund for the Junior Division leadership. With what I had learned at the alumni function, the two trains of thought converged, and I knew immediately that this was something that I wanted to do.

When I had my birthday dinner with Dustin and Adam in April 2024, in addition to explaining the new specifics of my estate, I told them that CB was now going to receive part of my IRA instead of a small cash donation *and* that I wanted to create an endowment fund for one of the divisions, along the lines of what Brad Nutter had done for the Junior Division. It was Adam who immediately said, “Why not the kitchen division?” And so just that simply, the decision was made.

Q: You created the Morse Family Kitchen Endowment Fund. How do you hope to see your gift used?

A: In my wildest dreams, I’d want Belknap boys to want nothing more than to work in the Kitchen Division. In reality, the creation of the Kitchen Div and the inclusion of a former camper, Adam Morse, in the program should be celebrated and supported.

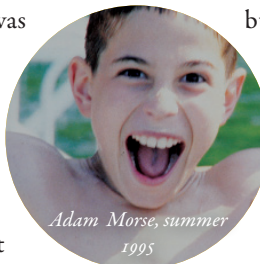
Q: In addition to your endowment gift, you also made provisions in your estate for a gift to Belknap. Why did you feel that this planned gift was an important step to take?

A: While I was not a doctor, lawyer, business owner, entrepreneur, or otherwise high-ranking corporate executive, I had a wonderful career in the healthcare and IT fields. I increased my participation in the White Pines Society because I will be able to provide for my children and grandchildren quite nicely and still provide for my favorite place on earth, too.

Q: Do you have a favorite Belknap memory that you would want to share?

A: Watching the moon landing on a very small, and very snowy, black and white TV, in Conlon Lodge... The utter terror I felt walking back to my cabin after movie night with *The Creature from the Black Lagoon* or *The Deadly Mantis*! My name being called for Senior Rec.

During the years when Dustin and Adam were campers, I was always blown away by how Gene III, year after year, would always greet my mother by name, “Hello, Harriett.” A small thing maybe, but indelible in my mind.



The WHITE PINES SOCIETY

Planned Giving to Benefit Camp Belknap

WHEN YOU INCLUDE Camp Belknap as part of your legacy, your generosity magnifies the work of Belknap to fulfill our mission—inspiring boys to lead by example, consider others, build strong character, value nature, and seek the joy of being alive—for now and evermore. As a supporter of Belknap, you have the opportunity to ensure that generations of boys and leaders achieve their potential. Planned giving is accessible to anyone who makes a will, regardless of their current income. Whether you opt to leave a bequest in memory of a family member or friend, or to create a legacy for yourself, this is an opportunity to make a lasting impact on Belknap. Planned giving is smart financial planning, combined with philanthropy and charitable giving.



GOING BACK *to the* BEGINNING

By Tim Haarmann (camper/leader 1982–89), delivered at the Boston Community Event in November 2024

I’LL START AT THE BEGINNING... I still have a clear memory of the first time I saw Camp Belknap. I was eight years old with my friend Kevin and our moms. Kevin and I had already gone to another camp that summer, and after hearing our stories of what we were up to there, our moms immediately began looking for a more “elevated” camp experience. So, the moms arranged a campus tour.

We parked by the old dining hall, walked along the waterfront to the director’s office in Hall Lodge, and out popped a very energetic plug of a man. Strong, tight shirt, short shorts, very high white socks, and a key ring so large he leaned to one side. I thought anyone controlling so many locks must surely be a very important man. This was Gene Clark, and he spoke and moved with a sense of urgency. He gave us a tour of the place, and it registered in my young mind as a sort of heaven on earth for kids.

Over the next many summers, my brother Danny and I went to Belknap. Every summer for a month. Woodcraft, sailing, bizou ball. General swim, siesta, games, and cheers. Hanging out with a crew of boys with whom I am still friends today. Eben, Cole, The Mahoneys, Sam, Fraaase. Capture the flag, leader hunt, cabin night, U15 baseball. The list goes on.

Danny eventually left Belknap to focus on his love for golf, while I remained as an LC and then an LIT. At Belknap, most changes are subtle. The camp looks much the same today as it did when I was a camper in the 1980s. Changes in the leadership are subtle, too. While different young men lead the campers each year, the core strength of the camp is its well-crafted leadership tradition. In my last year at Camp, it was time for a change. Gene III took over as director from his father, Gene II. Gene III was taller and wore an impressive mustache. And as I recall, father and son shared a similarly tight-fitting, high-cut wardrobe.

Today, as an adult and parent, I see that Belknap’s directors run camp like the conductor of a great symphony. This symphony comprises 300 boys, along with the young men that are there in the leadership ranks. Beautiful music plays from the edge of chaos all summer long. The structure of a day at camp is necessarily tight, almost militaristic—bugle calls and schedules detailed out to the minute. While the firm structure holds it all together, it also allows three things to flourish: Freedom, Zaniness, and Love.

Freedom flourishes in the form of choice. 9, 10, and 11-year-old boys get to choose what they want to do every day. Vegging is not an option. But the world of Camp Belknap is every boy’s oyster! Zaniness

flourishes in the thousands of ways it does at camp, from impromptu performances during after-meal announcements to band reports in the woodcraft circle. Zaniness appears in countless ways at a place where the focus of every day is simply to have as much fun as possible. Love flourishes through fellowship, awareness, and care for one another, ideas that are beautifully emphasized and deeply woven into the spirit of camp. This sense of pervasive love and care for each other is perhaps the most valuable and rarest element in a child's life. And yet, it lives in abundance at Camp Belknap—woven into the fabric of the place and its people.

Fast forward to late August of this year, to the Boomalaka Bash, an event celebrating the new dining hall. It's worth noting what a great event that was, and what a beautiful building the new dining hall is. After dinner, surrounded by what I can only describe as the most glorious and magnificent mountains of Roman Apple Cake the world has ever seen, our host tonight, Jamie Kessler, approached and asked me for a favor. The favor Jamie asked was if I would do this. Would I give the vespers at this gathering of Belknappers in Boston? Specifically, would I talk about what Belknap means to my family? This is a topic I have thought about a lot, and I didn't hesitate to say yes. So, let me answer Jamie's prompt directly and share what Belknap means to my family. I'll start at the beginning...

I still have a clear memory of dropping my son Timothy off at camp for the first time. This time, new directors Steph and Seth greeted us in Conlon Lodge. They had just taken over the directorship from Gene III. A new generation of Haarmanns would experience a new generation of Belknap leadership. Steph and Seth shared the same broad smile and the same evident level of physical fitness and strength as their predecessors. But honestly, I worried for camp's future for a minute because neither Stephanie nor Seth was packing Gene II's giant key ring or Gene III's commanding mustache. And their shorts were of a length that could be considered nothing less than fashionable. Despite these grievous deviations from camp tradition, we left our son behind, trusting that he would have the



same wonderful and impactful experience I had. And you know how this goes...

We picked him up for the last time ten years later. He finished his run as an LIT. All smiles. Every summer. My son Josh joined his brother as soon as he was old enough. He just finished his 10th year, also as an LIT, this past summer. All four of my nephews are all Belknappers. As a family, we have a massive contingent of Belknap friends and connections. The sons of guys I was with at camp with. Neighbors. My sons' classmates and teammates. Children of my colleagues. Every year, more and more. And it is a wonderful connection!

We all share the bond of the Belknap experience: the traditions, the places, the buildings, the songs, the cheers, all of the activities, and, generationally, many of the same people. We are all so fortunate to be able to share this experience. Even if we are not all there at the same time, the Belknap experience connects us. This is the magic of the Belknap experience. It is a bond that connects us across generations. We've all been lucky to be connected to this place and its people—structured and safe and bursting

with Freedom, Zaniness, and Love. Belknap is special and rare. It is a thoughtful place, principled and traditional, yet not afraid to change when change makes things better. It surrounds us with people who share the values that my wife Cara and I hold dear—values that guide our choices and that we've tried so hard to live by and instill in our sons as we've loved them and guided them through life. The reason Belknap means so much to my family and so many others is because of how the clear values that guide life at Belknap translate into our lives outside of camp and become part of who we are.

Call them what you will. The four Lamps of Woodcraft, tenets of the Belknap leadership, or just age-old Camp Belknap traditions. These values form the core of the Belknap experience and leave a life-long imprint on all those lucky enough to spend time under the pines. They are, in my words: Be strong and compassionate in equal parts. Believe in yourself and gain strength by helping others. Be truthful. Let the truth guide you, even when it is hard to do. Be a leader. Make good choices and help others to lead. Be joyful. Seek the joy of being alive.





A NEW ROLE *for a* LEADER *of our* COMMUNITY

After more than twelve years as Co-Director, Steph Kassels will transition to become the first Director of Health & Wellness for Camp Belknap

WE WOULD LIKE TO TAKE THE OPPORTUNITY to share news of Steph Kassels' changing role at Belknap. After much thought and consideration, she has decided to transition from the co-director role into a new role for Belknap—Director of Health and Wellness—in which she will continue to oversee healthcare for 1,200 boys and 100 staff each summer. Steph and Seth have worked side-by-side as directors for 12 years, and this change comes with a deep love for Belknap, as well as what makes sense for their family, and works well for Belknap's current leadership, especially with the increasing support of Assistant Director, Adam Perreault. While Steph's contributions to Camp do not end here, we wanted to hear from some of her colleagues, friends and fellow Belknappers about what Steph's tenure as Director has meant to Camp, and to them, in all the ways seen and unseen. Thank you, Steph.

STEPH'S FIRST INTRODUCTION TO Belknap occurred in the 1990s with Seth's long-distance calls to Steph from the leaders' lounge pay phone for multiple summers when they were dating. There was also one summer in college when they wrote each other letters, while Steph hiked the Appalachian Trail with her sister. As Steph became co-director, she gained the love and trust of the leadership. Her calm and intentional presence and commitment to camp was demonstrative and received with beloved regard by the leaders in those years, and ever since. One could argue that the biggest area of change in the camping industry has occurred in the field of Steph's expertise—health and wellness. As fate would have it, we've been fortunate to have Steph

design and implement each facet from how we provide medication to the 60% of campers who take something each day, to how we conduct an overnight residential camp during a global pandemic. Steph is the best in the business, and Belknap remains among the world's premier camps thanks to her co-directorship.

Her leadership style is dignified. She is modest. She has helped us redefine what belonging looks like and most importantly, feels like at Belknap. We take immense pride in offering a community-wide Boomalacka for one of the most significant individuals in Belknap history, Stephanie Kassels.

*—Geoff Masland
Belknap Advancement Director*

STEPH'S CONTRIBUTIONS AS co-director are too many to capture in a short tribute. I had the privilege of working alongside Steph for the first 10 years of the Kassels' directorship, and her vision, compassion, and constant striving for Belknap's evolution are some of the traits that I value most in her. She believes so deeply in Belknap's mission and works tirelessly to advance it in ways that have contributed to the palpable growth we have all witnessed since the Kassels came to Belknap.

There have always been strong women in leadership positions at Belknap, but Steph was a torchbearer and herald for increasing their visibility and sense of belonging. She was also the architect and staunch advocate for creating the Kitchen Division at Belknap—a concept that I first reacted to with a healthy skepticism, but I was glad to be proven wrong, so very very wrong! Thanks, Steph, for being true to yourself and true to Belknap for the past 12 years. In your new position, I know you will continue to lead Belknap forward in meaningful and enduring ways.

*—Dave Irwin
Leadership Director &
Assistant Director 2014-2021;
Program Director 2005-2014*

WHEN MY HUSBAND AND I FIRST

sent our oldest son to Belknap nearly ten years ago, we knew it had a strong reputation as a place where boys could enjoy a tech-free, organized-sports-free, magical time in the woods under the guidance of engaged leaders. Belknap has exceeded our expectations for our boys—but what I didn't anticipate was the profound impact Camp would have on me personally, largely through Stephanie Kassels.

Many may not know that after the boys leave for the summer, women of all ages and backgrounds gather for the annual Women's Wellness Weekend. This special program blends classic camp activities with health education, meditation, yoga, and the ever-popular Saturday night campfire-karaoke-dance party. As co-director of Camp, Steph has been instrumental in designing and leading this four-day experience—managing staff, handling the unexpected, and ensuring that every participant finds meaning under the pines. The women who attend deeply cherish this time at Camp.

As a “camper,” Steph was one of my very first camp friends. As a mother, professional, volunteer, and outdoor enthusiast, Steph has become my role model. She works and plays with purpose, balancing her demanding role at Camp with her career as a medical provider, all while supporting her two boys in their academic and extracurricular pursuits. She runs, hikes, skis, reads with a book club, and somehow keeps all the trains running on time! In everything she does, Steph leads by example—striving for excellence while remaining authentic, present, and open to change.

I am confident that Steph will bring those same qualities to her new role as Camp's first Health and Wellness Director. It's said that Camp Belknap is a choice, and I am deeply grateful that Steph has chosen to continue serving the boys and the greater Belknap community in this important position. And, as I understand it, I can still look forward to seeing her at the karaoke dance party.

—Kara Sweeney

*Belknap Parent & Board of Trustees
(2019-present)*







GIVING *to* CAMP BELKNAP

BELKNAP IS A PLACE where campers acquire for life the skill of leadership & the value of stewardship. As a non-profit camp, Belknap relies on alumni, parents, leaders, friends & neighbors for support. Tuition covers 90% of the cost of providing a Belknap boy's summer under the pines, & as such, charitable contributions are essential to preserving the longevity of the Belknap experience.

[†]*Timi-Hi 5-Year Donor*

[‡]*Timi-Hi 10-Year Donor*