Camp Nakanawa

ANNUAL REPORT 2025

Work, Health & Love on the Cumberland Plateau









A Letter to Friends of Nakanawa

Camp Nakanawa brings the new to the old in ways that mark her camp family forever. Time-weathered gathering places welcome the songs of young voices; emerging leaders renew the meaning of traditions; careful change protects a place and community which are rare in this world. Nakanawa's clarity of mission and forward vision keep her resilient.

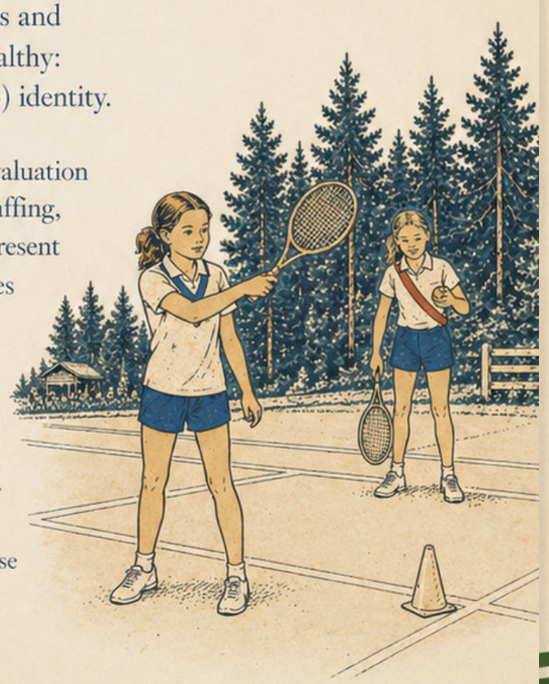
Our October 1, 2024 - September 30, 2025 Annual Report reflects the work, health and love behind the 'WoHeLo' we sing on our wooded paths. The Board of Directors, executive leadership, year-round staff, committee members and volunteers work tirelessly to keep Nakanawa healthy: our place, our people and our maturing 501(c)(3) identity.

This past fiscal year began with the work of self-evaluation and strategic planning. Enrollment, endowment, staffing, security, preservation and capital improvements represent a mighty load shouldered with love as Camp endures and thrives.

WoHeLo from the Cumberland Plateau!

Wyeth Outlan Burgess
Board President 2023-25

Cindy Alexander DuBose
Executive Director



Nakanawa by the Numbers



1. Steadily growing camper enrollment and launch of the first early Two-Week Junior Session.
2. Improved retention of summer staff through targeted, thoughtful recruiting and training.
3. The newly certified Nakanawa Arboretum inspired by a major endowment gift and match challenge.
4. Cornerstone donations and design work dedicated to Egypt renovations for 2026–2028.
5. Camp-wide completion of new heat-deflecting cabin roofs.
6. The addition of Director of Development Britney Sink.
7. Comprehensive safety and security analysis, action and training.
8. Consistent presence of Nakanawa leaders at the American Camp Association National Conferences.
9. A smooth transition of Executive Directorship from Karen Rathgeber Hale to Cindy Alexander DuBose.





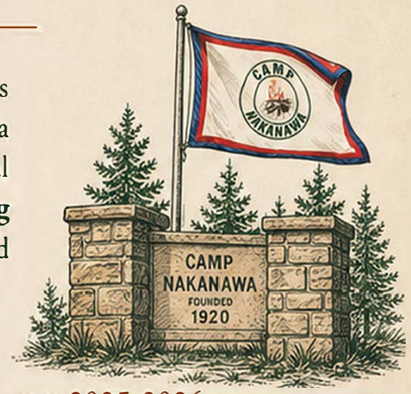






Leadership & Governance

One more resounding Varsity Soccer cheer for retiring board members **Mary Shearer Baker, Georgia Graham Mattern** and **Jeff Blake**; and a Texas-sized hug for beloved **Karen Rathegeber Hale.** A warm, grateful welcome to **Cindy and David DuBose**, to Board Chair **Alex Seblatnigg** and new members **Karen Barlow Parrish, Ashley Thompson Smith** and **Carol Carlock Vig**.

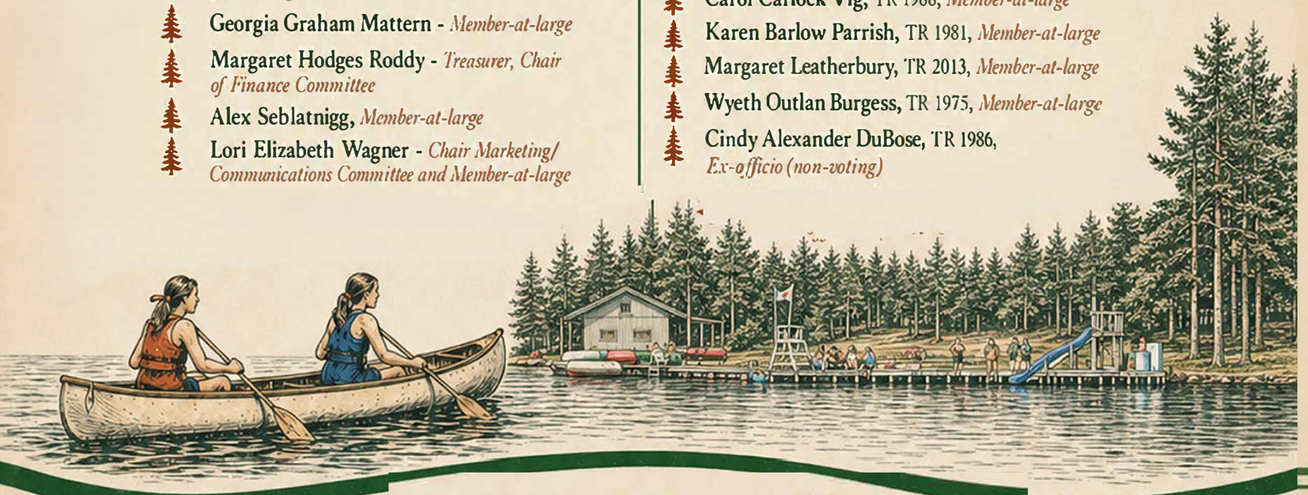


Board of Directors 2024-2025

- Patty Lankford Akers - *Chair of Safety & Security Task Force and Member-at-large*
- Dr. Mary Shearer Baker - *Chair of Development Committee and Member-at-large*
- Jeff Blake, *Chair of Facilities Committee and Member-at-large*
- Wyeth Outlan Burgess - *President, Board of Directors*
- Ginny Bass Carl - *Vice President; Chair of Board Governance*
- Megan Wellford Grinder, *Member-at-large*
- Karen Rathgeber Hale, *Executive Director (non-voting)*
- Georgia Graham Mattern - *Member-at-large*
- Margaret Hodges Roddy - *Treasurer, Chair of Finance Committee*
- Alex Seblatnigg, *Member-at-large*
- Lori Elizabeth Wagner - *Chair Marketing/ Communications Committee and Member-at-large*

Board of Directors 2025-2026

- Alex Seblatnigg, TR 1988, *Board President*
- Ginny Bass Carl, TR 1979, *Vice President; Chair of Board Governance*
- Patty Lankford Akers, TRs 1970, 1971, *Secretary; Chair of Safety & Security Task Force*
- Margaret Hodges Roddy, TR 2013, *Treasurer, Chair of Finance Committee*
- Megan Wellford Grinder, TR 1990, *Chair of Development Committee*
- Ashley Thomas Smith *Chair of Facilities Committee*
- Lori Elizabeth Wagner, TR 1986, *Chair, Communications Committee*
- Carol Carlock Vig, TR 1988, *Member-at-large*
- Karen Barlow Parrish, TR 1981, *Member-at-large*
- Margaret Leatherbury, TR 2013, *Member-at-large*
- Wyeth Outlan Burgess, TR 1975, *Member-at-large*
- Cindy Alexander DuBose, TR 1986, *Ex-officio (non-voting)*



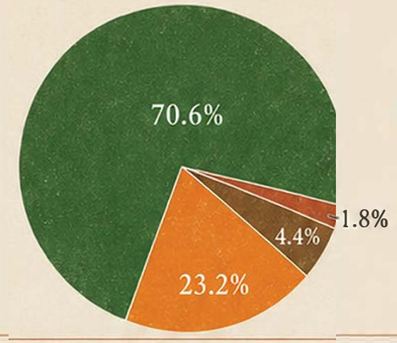
Financial Highlights

FY25 AT A GLANCE

Stewarding Resources. Strengthening Our Mission.

REVENUE MIX FY25

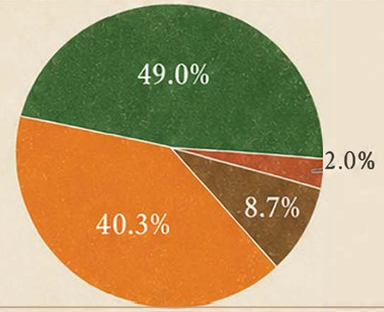
Total Revenue FY25:
$2,316.6K



- Net Tuition & Fees $1,634.5K (70.6%)
- Donations $536.6K (23.2%)
- Other $102.9K (4.4%)
- Off-Season Rentals $42.7K (1.8%)

EXPENSE MIX FY25

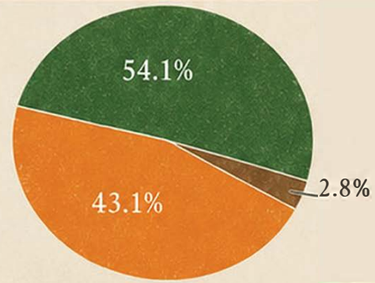
Total Expenses FY25:
$1,850.5K



- Personnel $907.6K (49.0%)
- Operating Expenses $745.6K (40.3%)
- Facilities & Equipment $161.1K (8.7%)
- Other $36.1K (2.0%)

DONATIONS MIX FY25

Total Donations FY25:
$536.6K



- Annual Fund $290.5K (54.1%)
- Capital Projects $231.1K (43.1%)
- Elizabeth Mitchell Charitable Fund (Tuition Waivers) $15.0K (2.8%)

Net operating result FY25: +$466.1K

- Camp Nakanawa's financial year represents October 2024 - September 2025; numbers shown are unaudited.
- FY25 saw an increase in operating expenses due to higher cost of food.

Ways to Give

ONLINE DONATIONS

Give securely by visiting campnakanawa.org/give or scan the QR code. To give monthly, select "Recurring Donation" and provide steady, ongoing support for Camp.

BY MAIL

Donate by check, Donor Advised Fund, or Qualified Charitable Distribution payable to Camp Nakanawa.

Camp Nakanawa
1084 Camp Nakanawa Rd
Crossville, TN 38571

FOR CAMPER TUITION SUPPORT GIFTS

Make your check payable to Camp Nakanawa with EMCF in the memo line.

MATCHING GIFTS

Many employers will match your donation—check with your HR department to double your impact.

SECURITIES, REAL ESTATE, & IN-KIND GIFTS

Take advantage of potential tax savings while strengthening Camp for the future.

LEGACY & PLANNED GIVING

Consider including Nakanawa in your estate plans. If Camp is already part of your legacy, we would love to know.

SCAN TO GIVE

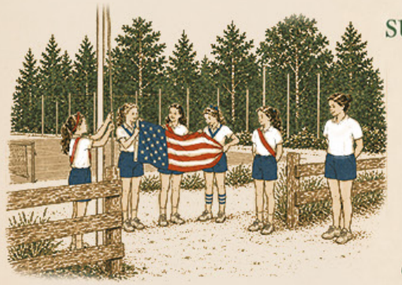


For more information about giving, email campnak@campnakanawa.org

Thank You



Thank you for your generosity and dedication to Camp Nakanawa. Your support keeps our traditions strong and our future bright.



At a time when the world of summer camps is on America's mind, the work, health and love that support Nakanawa are enviable indeed. We are grateful for our place, our people, and the shared commitments that keep Camp healthy and thriving.



Work. Health. Love. WoHeLo.







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