



May 28, 2019

Dear Pine Islanders,

I am writing to announce that this fall Emily and I will be stepping back from running the day-to-day operations of Pine Island Camp. It has been our great privilege, challenge, and joy to have maintained the traditions and gifts of Pine Island for 30 years.

Five years ago, Emily and I asked Pine Island's board of directors to begin the process of identifying and hiring the team that would become the next leaders of this remarkable institution.

The board formed a Succession Committee that went to work immediately. Pine Island is a very special place, truly unlike any other institution I know of, and finding the right combination of people to take on the running - and preservation - of PIC was, as we knew it would be, a complex and demanding task. We are especially grateful to former head of the board Pope Ward for the thorough work he did, including writing and sending out questionnaires; talking with alumni, parents and friends; and interviewing key people at several other camps where succession had taken place. We allowed four years to complete the transition, and we are right on target, and, most important, we are really excited about the team that the board has assembled.

As of September 2019, Sumner Ford will take on the full responsibility of being Pine Island's sixth director in nearly 120 years. Sumner has been a Pine Islander for more than half his life. He was a camper for six summers, a counselor for three summers, an Expedition Camp leader for two summers, and has been assistant director for five summers. Sumner began working for Pine Island year-round in the fall of 2017. This was Sumner's second year being fully responsible for staff hiring, and this past winter he took the lead on camper recruiting, filling the camp with great boys before Thanksgiving, by far the earliest we have ever done so. We are so pleased with all Sumner brings to the job: a deep love of camping and the outdoors, seemingly endless patience with boys and staff, proven leadership skills, a lively and slightly mischievous sense of humor, a love of reading and ideas, and a deep appreciation of all the traditions and quirks that make Pine Island unique and so valuable. In short, we feel lucky to be handing the helm to such an able and thoughtful person.

The 2019 season will be the last that Emily and I will spend on Pine Island, but we will continue to support Sumner and his team in several ways. We are getting out of the way, but we aren't going far. Since last fall I have been serving as Pine Island's director of operations, responsible for the upkeep of Pine Island's facilities on Great Pond, at Whitehead Light Station, and at Norridgewock, and I will continue to serve in that capacity for another year or two. This allows me to spend hours upon hours involved with boats, trailers, more boats, contractors, and volunteers. It's a great job, and I look forward to handing it off when we find just the right person to take it on. I will also, with the usual essential and extensive editorial help from Emily, continue to be the editor of the *Pine Needle*, and to do what I can to help raise much-deserved funds for Pine Island. Both of these activities will allow me to stay in touch with generations of alumni.

It will be no surprise to anyone who knows Emily Swan to learn that it will take more than one person to replace HER, and I am very happy to be able to say that they are all already in place.

Sarah Hunter, whom many of you know as PIC's director of communications, has been gradually taking on more of Emily's year-round administrative duties and will fully assume the head administrator's role in 2020. Sarah's talents are many and varied, and she has embraced every new challenge with skill and professionalism. Her organizational skills are prodigious, and like Emily she is great at keeping many balls in the air at once. I have no doubt in her ability to keep the ship on a steady course with all systems functioning as they should.

Meanwhile, Emily and Sarah are working together to pass off PIC's financial management work to outside bookkeepers and accountants, with Sarah and the board's finance committee exercising oversight. This process is moving forward on schedule. Emily will remain in charge of finances for another year and available as a resource to Sarah beyond that time to ensure that this transition runs smoothly.

The last piece of Emily's job is her crucial role during the summer, when she manages scheduling, communication, ordering, and a host of other duties as long as your arm. To fill this role, we have created the new position of summer manager, and we're pleased to announce that long-time Pine Islander Lindsay Clarke has accepted the job. Lindsay is no stranger to many of you. She was PIC's head swimming counselor for five years and an assistant director for one, and she was the first woman to serve as general in the War Game (and yes, her army was victorious!). For several years, she ran a nonprofit organization that partnered with local communities to promote education and economic development in Cameroon, and since 2007 has been a middle and high school history teacher at Waynflete School in Portland, Maine. Although Emily will remain at the helm of the PIC office this summer, Lindsay will come up to camp several times during the season for training, and in 2020 she will take over the summer manager's role, with Emily coming up as needed to answer questions and ensure a smooth transition.

I ask every Pine Islander to embrace this experienced team and to offer them your full support, the support that Emily and I have received and counted on for our entire tenure.

We will miss many things about living at Pine Island: sharing meals with the boys, working with the counselors, a particularly good campfire, and a dip before bed in Great Pond, to name just a few.

But most of all we will miss close contact with so many wonderful young people who, in many ways against all odds in the modern world, gather here to build a successful community each summer. Emily and I will be spending a good deal of time at Whitehead Island beginning in the summer of 2020, and we look forward to getting to know many more Pine Islanders when they come out from camp to enjoy that beautiful island.

I have no doubt whatsoever that, with continued guidance from our board of directors, Pine Island's new leadership team will continue the great work that has, for well over 100 years, made an enormous difference in young people's lives, developing in them self-confidence coupled with a concern for others, good humor, and a generosity of spirit that are the hallmarks of Pine Islanders everywhere. With the traditional end-of-season password in mind, we will certainly Take Pine Island With Us, and we look forward to being part of the greater Pine Island community for many years to come.

AKKA LAKKA!



Benjamin B. Swan