

ANNUAL REPORT

charting our course

2017



BALTIMORE CHESAPEAKE BAY
OUTWARD BOUND SCHOOL

ANNUAL REPORT 2017

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NANTICOKE RIVER, MD

Dear friends, alumni, and supporters:

What a year 2017 was! It was filled with accomplishments, growth, and life-changing experiences for our students. We doubled down on our commitment to give thousands of students experiences that challenge them, help them learn to take risks and step outside of their comfort zone and, quite literally, expand their horizons. In the pages of this report, you'll get a snapshot of the results we have produced as team, the donors who made it possible, and the students who will go out into the world prepared to face the challenges that are sure to come.

We've not only expanded our students' horizons, but also our own. Financially, we are healthy and have grown 13% since 2016—and 115% in the last 5 years. In 2017 we delivered nearly 10,000 days of programming, which represents 125% growth since 2012. This expansion has required strategic investments throughout the organization to ensure that we continue to offer excellent programs involving high quality equipment, robust risk management, and thoughtfully designed student experiences.

Like many of you are doing now or have done in the past, I am raising teenagers. Andy Brooks, our Board Chair, is too. As leaders of this organization, we are constantly looking ahead and planning for our future. As parents, Andy and I are witness to just how fast kids grow, and how short our window of opportunity is to make a lasting impact on their development. This unique perspective, as parents and leaders, keeps us grounded and focused on the needs that exist right now in our region.

Thousands of kids are waiting on the opportunity for a great adventure, to work with a team and sort out their own problems, to test their mettle, and ultimately to become a little less domesticated. We're committed to serving as many young people as we can reach in the coming years. I know you are too. I hope you'll continue to dig deep with us as partners, donors, and alumni for current and future generations. Your support and dedication is the fuel that keeps us going. We can't do it without you.

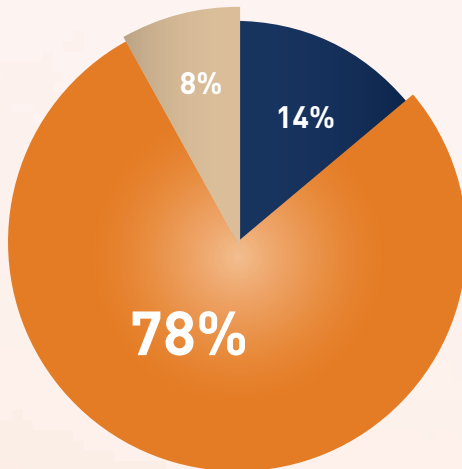
On behalf of all the 2017 alumni and BCBOBS staff, thank you! Peace, Love, & Chow -

Ginger Mihalik
Executive Director

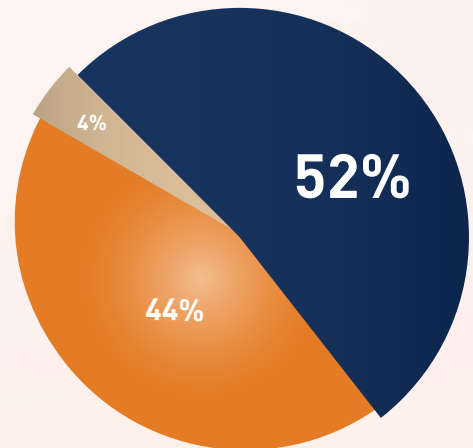
Andrew M. Brooks
Chairman of the Board

A YEAR IN REVIEW

STUDENTS & PROGRAMS



STUDENTS SERVED
5,648



STUDENT PROGRAM DAYS
10,055

ETHNIC DISTRIBUTION



■ BLACK / AFRICAN AMERICAN ■ ASIAN ■ HISPANIC / LATINO ■ MULTI-ETHNIC ■ WHITE / CAUCASIAN

Ethnicities reported under 1% not shown above: American Indian or Alaskan Native (0.4%), Native Hawaiian or Pacific Island (0.06%). A total of 1,031 students did not report their ethnicity in 2017.

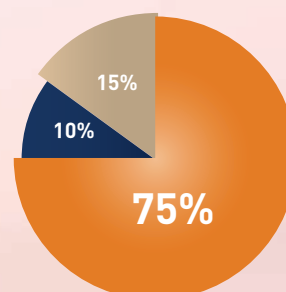
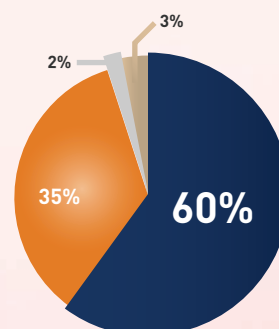


2017 FINANCIALS

INCOME	CONTRIBUTIONS & GRANTS	\$1,611,423	●
	PROGRAM TUITION	\$939,124	●
	DONATED GOODS & SERVICES	\$41,962	●
	INTEREST & OTHER REVENUE	\$81,347	●
	TOTAL	\$2,673,856	

EXPENSES	PROGRAM	\$1,879,953	●
	FUNDRAISING	\$248,179	●
	GENERAL & ADMINISTRATIVE	\$382,805	●
	TOTAL	\$2,510,937	

CHANGE IN NET ASSETS	\$162,919
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We've earned the Guidestar Platinum Seal of Transparency to show you we're intentional about measuring impact and data-driven learning, in order to maximize the difference you help us make in the world.



NANTICOKE RIVER, MD

FOCUSED ON CHARACTER

HOW WE SHAPE CHARACTER CURRICULUM IN THE CHESAPEAKE REGION

Our 2017 season brought back perennial school partners like Episcopal High School for their 20th year of Outward Bound expeditions. It also brought unique opportunities to serve groups of students from across the region and country - such as Tundra Women's Coalition, Laalot, and Girl Scouts of Gulf Coast Florida. We embarked on our second year of spring break expeditions that combined United States Naval Academy midshipmen and military veterans on a week-long challenge along the Appalachian Trail.

Our outreach efforts within the Baltimore community strengthened with growing support and integration of our Character Curriculum. Thanks to our community of donors, we were able to make Outward Bound possible for 87% of the students we served.

Our redesigned Professional Development program for Educators brought even more character education opportunities to students in classrooms, extending their lessons far beyond our programs.

\$733,904

SCHOLARSHIP &
FINANCIAL AID

5,509

STUDENTS RECEIVING
FINANCIAL SUPPORT

87%

STUDENTS RECEIVING
FINANCIAL SUPPORT

44

PUBLIC / CHARTER
SCHOOLS SERVED

13

INDEPENDENT
SCHOOLS SERVED

41

NONPROFIT
ORGANIZATIONS SERVED



OUR EDUCATIONAL PARTNERS

PUBLIC SCHOOLS

Alexander Hamilton Elementary School

Armistead Gardens Elementary / Middle School

Barclay Elementary Middle School

Collington Square Elementary / Middle School

Commodore John Rodgers Elementary / Middle School

Dickey Hill Elementary / Middle School

Digital Harbor High School

Dr. Carter Godwin Woodson Elementary / Middle School

Dr. Nathan A. Pitts-Ashburton Elementary / Middle School

Fallstaff Elementary Middle School

Francis Scott Key Elementary Middle School

Gwynns Falls Elementary School

Hampden Elementary / Middle

Lakeland Elementary / Middle School

Mergenthaler Vocational Technical High School

Patterson High School #405

Reginald F. Lewis High School

Ridgeview Middle School

Roguel Heights Middle School

The SEED School of Maryland

Thomas Jefferson Elementary / Middle School

Western High School

Windsor Hills Elementary / Middle School

New Era Academy

REACH! Partnership School

Renaissance Academy

The Stadium School

Vanguard Collegiate Middle School

Vivien T. Thomas Medical Arts Academy

PUBLIC CHARTER SCHOOLS

Baltimore Collegiate School For Boys

Baltimore Leadership School For Young Women

City Neighbors Charter School 1

City Neighbors High School

ConneXions: A Community Based Arts School

Empowerment Academy Elementary / Middle School

Green Street Academy

Hampstead Hill Academy

Independence School Local 1

Lillie May Carroll Jackson Charter School

Monarch Academy Baltimore Charter School

Patterson Park Public Charter School

Southwest Baltimore Charter School (SBCS)

The Crossroads School

Tunbridge Public Charter School

INDEPENDENT SCHOOLS

The Boys' Latin School of Maryland

Cardinal Shenan School

Cristo Rey Jesuit High School

Episcopal High School

Garrison Forest School

Georgetown Day School

Landon School

Loyola Blakefield

Mercy High School

The Park School of Baltimore

Sisters Academy of Baltimore

Trinity Episcopal School of North Carolina

Washington International School

HIGHER EDUCATION

Johns Hopkins University Carey Business School

Johns Hopkins Medicine

Johns Hopkins University Whiting School of Engineering MSEM Program

Loyola University

Towson University

United States Naval Academy

NON-PROFITS

Adelante Latina

Art with a Heart

Association of Independent Maryland & DC Schools

Badges For Baseball

Badges For Baseball-Boys and Girls Club Metro Baltimore

Badges For Baseball-Boys and Girls Club of Cecil County Northeast

Badges For Baseball-Boys and Girls Club of Cecil County Rising Sun

Badges For Baseball-Boys and Girls Club of Harford County

Badges For Baseball-Bridges Baltimore

Badges For Baseball-James Mosher Baseball League

Badges For Baseball-Living Classrooms

Badges For Baseball-Montgomery County Police Department

Badges For Baseball-Prince George's County Police Athletic League

Badges For Baseball-YMCA of Central Maryland

Baltimore Educational Scholarship Trust (BEST)

Baltimore SquashWise

B-CIITY Youth Coalition

Boys and Girls Clubs of Metropolitan Baltimore

Business Volunteers of Maryland

Charm City Youth Lacrosse League

DENT Education

Dickey Memorial Presbyterian Church

Esperanza Center

Girl Scouts of Gulf Coast Florida

HealthCare Access Maryland

I Am MENTality Youth Male Empowerment Project

Kent Youth Inc.

Laalot

Public Allies Delaware

Roberta's House

SAFE Alternative Foundation for Education, Inc.

STARS Lacrosse

The Judy Center (Eutaw-Marshburn ES #11)

The LEADERship, a Program of the Greater Baltimore Committee

Thread

Tragedy Assistance Program for Survivors (TAPS)

Tundra Women's Coalition

Upward Bound (Morgan State)

Washington Nationals Youth Baseball Academy

Wide Angle Youth Media

Wilderness Leadership & Learning (WILL)

CORPORATIONS

Baltimore Gas & Electric Company

The Capacity Group

Clark Construction

Constellation

FutureCare Health & Management

Humphrey Management

Lion Brothers Company, Inc

T. Rowe Price

Commercial Group

GOVERNMENT

Baltimore City Department of Recreation and Parks

Baltimore City Health Department (B-CIITY Board of Directors)

Baltimore City Department of Social Services

Maryland Summer Center For Leadership 2017

 POLICE YOUTH CHALLENGE

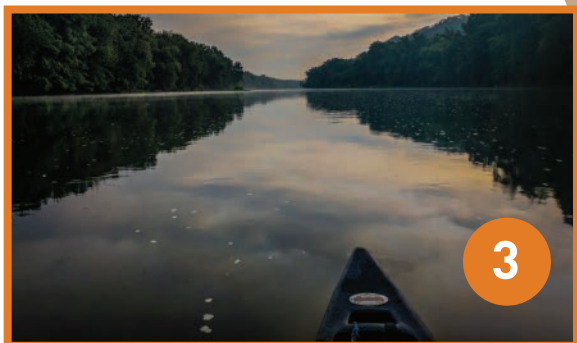
URBAN BASED, WILDERNESS EQUIPPED

THE CHESAPEAKE REGION HAS SOME OF THE WILDEST COURSE AREAS FOR OUR STUDENTS

Baltimore might be in our name, but our students explore wilderness areas all over the Chesapeake Region: from West Virginia, to Pennsylvania, and all over the state of Maryland. Each and every year, our team scours the remote sections of map within a few hundred miles from our campus in search of the most challenging learning environments for our students.

In 2017, we spent a collective 5,182 days of adventure in the field. During that time, students were pushed out of their comfort zones in ways they didn't even know were possible. They had the opportunity to realize how much they could accomplish when given the chance to challenge themselves.

We're sure it helped that the backdrops to these moments were epic vistas, colorful sunsets, or mornings of solitude during a paddle on the river.





COURSE AREA MAP



4

MICHAUX STATE FOREST, PA:
BACKPACKING / ROCK CLIMBING



BCBOBS LEAKIN PARK CAMPUS, MD:
CHALLENGE COURSE, BASE CAMP

3

POTOMAC RIVER, MD/WV:
CANOEING

2

DOLLY SODS WILDERNESS, WV:
BACKPACKING

1

NANTICOKE RIVER / CHESAPEAKE BAY, MD:
SEA KAYAKING

JOHN AVIRETT

Greenspring Associates Board Member, Donor

When I was 13, I went on a two-week wilderness backpacking trip in the Rocky Mountains with a group of other boys including one of my best friends and fellow advisory committee member Matt Novak. That trip taught us a lot about leadership, teamwork, and being pushed outside of our comfort zone.

Many years later, Matt introduced me to the Baltimore Chesapeake Bay Outward Bound School. At the time, my understanding of Outward Bound was that it focused on people in my upper-middle-class demographic—people who could afford to send their kids away for an incredible two-week vacation. But I could tell there was something special about the culture here and quickly discovered that the Outward Bound School in Baltimore has a much broader vision: to serve a wide range of students, and offer experiences like I had to all kinds of kids, regardless of whether or not they can pay.

When I was introduced to the results of what Outward Bound does with students, I found myself imagining what my life would be like if I hadn't had these kinds of eye-opening challenge experiences in childhood. So much of my professional success is the result of the opportunities I had early in life to try on leadership roles, to practice the skills I would need for my career, and to prove to myself that I could do more than I expected.

My job is to work with entrepreneurs and startups. What I immediately recognized in BCBOBS was that, although it's no longer a startup, it's still in growth mode and still has that innovative drive. The people involved are continuously iterating, challenging each other to think bigger, to think differently, and to improve. In the nonprofit sector, that isn't always the case, and change within nonprofits can be much more difficult to achieve than in a venture-backed startup. But I saw that rare energetic DNA in BCBOBS, and it excited me to join the team.

It's been great to see this organization grow and mature. I serve to make sure we can offer these skills, and these experiences, to more students in Maryland. We're blessed with great classrooms in the wilderness around us here, and I know just how life-changing their lessons can be.



John and the BCBOBS Advisory Board tackle the Aerial Teams Course at the Leakin Park Campus. Photo by Ben Worden



“

I serve because I believe in the skill sets that we offer students, and because I know that development is tied to a city that I care about. I know that our work will have a long-term impact on our future society.

”

A REPORT CARD FOR LIFE

HELPING SCHOOLS AND STUDENTS UNDERSTAND THE IMPACT OF CHARACTER EDUCATION

Since 2016, we've been using a survey tool developed by Johns Hopkins Bloomberg School of Public Health to measure specific growth in the social-emotional learning skills of our students (see right for descriptions of each). Participants on our five-day or longer expeditions complete the survey before and after their course. Below is a cumulative look at the improvements made over the entire 2017 season.



DOWNLOAD OUR WHITE PAPER:
OUTWARDBOUNDBALTIMORE.ORG/CHARACTERCURRICULUM

CONFLICT MANAGEMENT

Enhancing abilities to manage conflict non-violently via effective communication and conflict resolution and to understand the importance of constructive conflict management is a necessary component of reducing youth violence.

EMOTIONAL SELF-EFFICACY

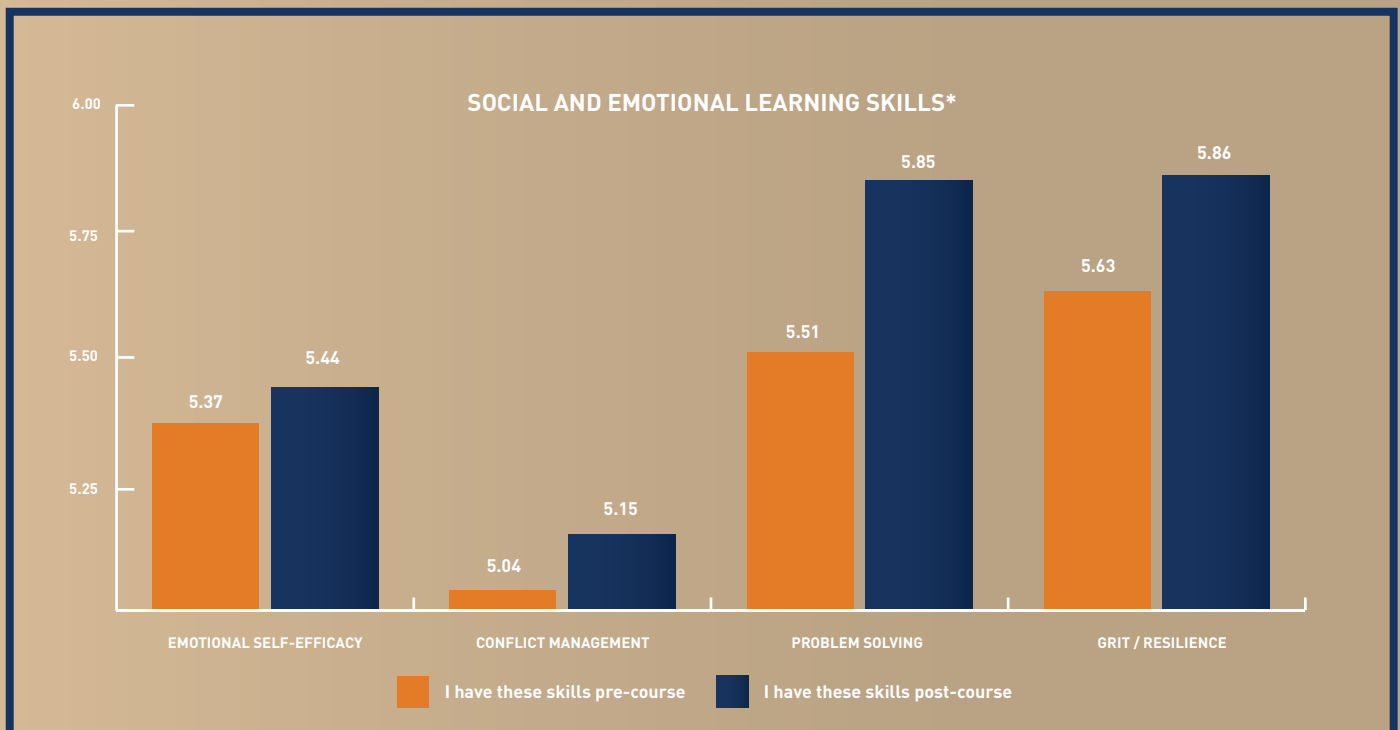
The ability to manage emotions in a constructive manner helps young people react to stress and challenge in healthy, non-violent ways.

GRIT / PERSEVERANCE

Maintaining intentions and persisting in the face of challenge are key non-cognitive skills associated with the success of youth who grow up in adverse conditions.

PROBLEM SOLVING

Having confidence in his or her ability to address problems and utilize problem-solving strategies enhances the likelihood an adolescent will be able to successfully navigate social and academic challenges.



* Totals reflect the average scores of all students responses on a 7-point scale



“

“I learned that no matter how many times
I tell myself I can't, I know I really can.”

Alumna

”



SHAFFER ROCKS, PA





NATALIE SHERMAN

Partner, Gallagher, Evelius & Jones, LLP
BCBOBS Donor since 2010

The student expeditions at Outward Bound inspire my giving. They connect kids with the outdoors in a way that enables them to achieve incredible personal growth. An expedition is not just an outdoor education program or an environmental stewardship program; it allows kids to use their experiences with nature to build confidence and self-reliance, and to see the value of collaboration and teamwork. I feel like it's simple—it's not simple to execute, don't get me wrong—but it's a really simple concept.

An expedition also allows students to develop the skill of reflection, something that seems harder to

come by with the constant stimuli of social media and smartphones. While on an Outward Bound expedition, kids can ditch the phones; experience what they're seeing, hearing and touching; and have a quiet place to consider the bigger questions: "What does this experience mean to me? How has it changed me? What can I take from it?"

On course, students also learn how to deal with setbacks. They can't just bail out or fall apart. They learn that they have the capacity to rebound, to persist, to move forward. The outdoors can be a really scary place for a lot of kids, and these experiences let them build up their own store of resilience. They know they have it, so when they do face something that's really difficult, or they fail, they know that they can get through it.

Other programs out there might talk to kids about leadership, or give them exercises to flex those muscles, but I don't think there's anything like Outward Bound in terms of putting all of that into practice. That's why I love it and I can't wait for my daughter to go out on a course next year.

When you invest in Outward Bound, you're going to see the return. The money that is spent on programs has a concrete, tangible, quantifiable impact. If I can show you a kid who's been profoundly impacted—if you can affect even one kid that way, why wouldn't you do that?



Natalie is no stranger to challenge and adventure herself, seen here in trekking high in the Alps. Photo by Ginger Mihalik

CORNERSTONE AWARDS DINNER

SATURDAY, MAY 12, 2017

The 15th Annual Cornerstone Awards Dinner ordered up some classic Outward Bound weather for this year's event, but that didn't stop our guests from taking on the Aerial Teams Course before sitting down for the evening. We were treated to a live stream of the Kentucky Derby, a video presentation from our friends at Wide Angle Youth Media, and yet another compelling speech from an Outward Bound Alumna—Sybria Black. All told, it was a record-setting year honoring two key individuals from our community, one we will not soon forget.



REWATCH THE VIDEO FROM THE EVENT:
WWW.BIT.LY/CORNERSTONE17

275

TOTAL GUESTS

\$556,464

TOTAL RAISED



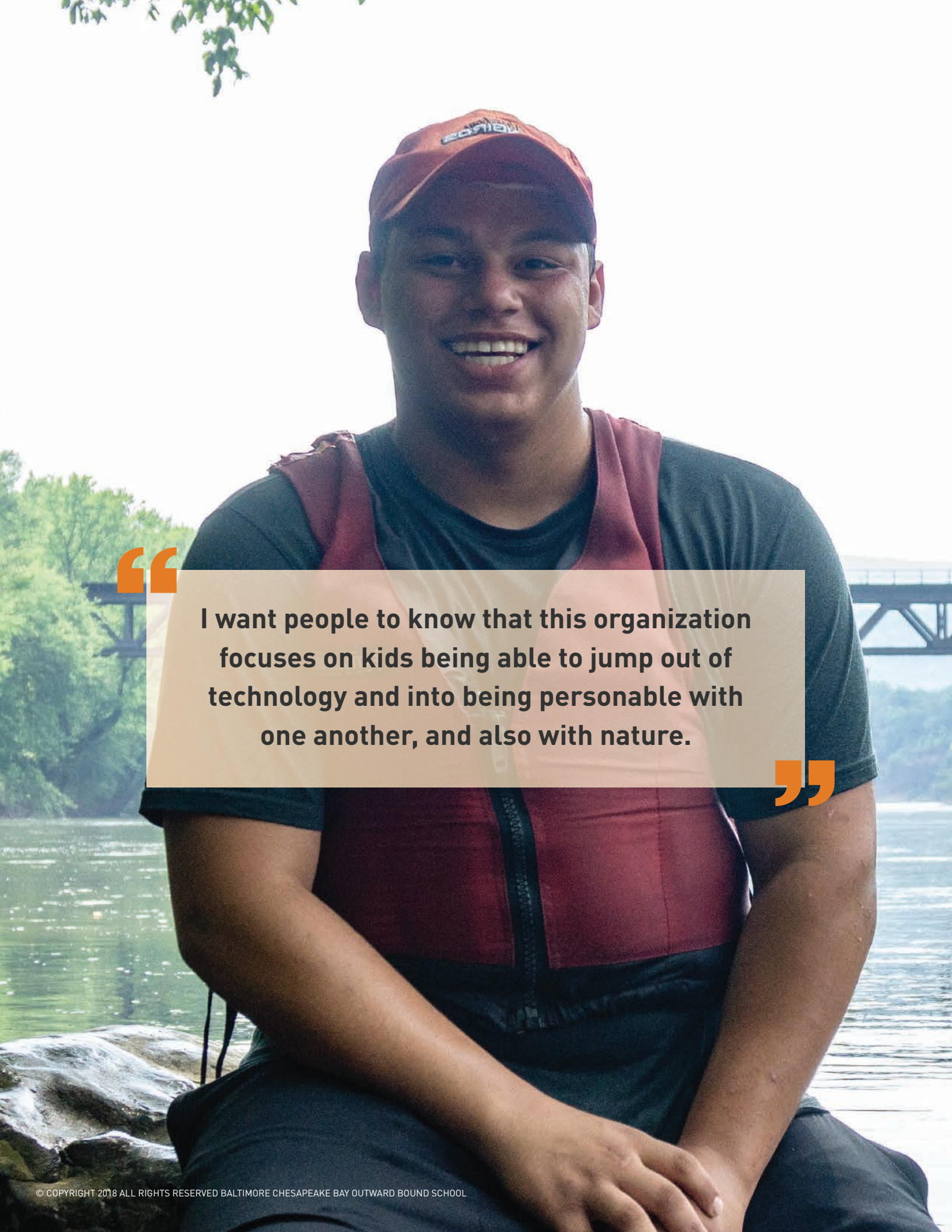
At this year's event we opened up the new Aerial Teams Course for our guests and their families. Some of our alumni even took on the challenges, just like Xane here! Board members, donors, and staff all had the chance to enjoy the challenges together high up off the ground before descending on the 100' zip line! Talk about working up an appetite.



There were so many worthy candidates for honorees this year that we had to pick two. These two made for a year that we will not soon forget - thanks to Brian C. Rogers (Chairman of the Board and Chief Investment Officer at T.Rowe Price) and Greg Kahlert (President of The Kahlert Foundation). Pictured with our Board Chairman, Andrew M. Brooks and Executive Director, Ginger Mihalik. A select group of donors came together to establish the Brian C. Rogers Scholarship Fund to commemorate his leadership - see our Donor List for their designations.

Every year we host a student speaker that shares their Outward Bound story. Sybria Black, Youth Leadership Corps (YLC) Scholarship alumna stole the show with her honest account of the trials and challenges a course offers.





“

I want people to know that this organization focuses on kids being able to jump out of technology and into being personable with one another, and also with nature.

”



JORDAN ROSE

Alumnus
Peer Leadership, Youth Leadership Corps

Jordan is a two-time alumnus, joining us for his first course in November of 2017 with his school. We went on to select him to speak at the Cornerstone Awards Dinner due to his personal commitment and dedication to the Outward Bound mission. After completing his course Jordan shared with us incredibly self-aware reflections that indicated a growth of confidence, hope, and passion that have ignited him to become an Alumni Advocate. What follows is his letter to our sponsors and donors for giving him the opportunity to see life in a whole new light. In the Spring of 2018, Jordan was selected to receive a YLC Scholarship to complete a two-week Canoeing and Backpacking course.

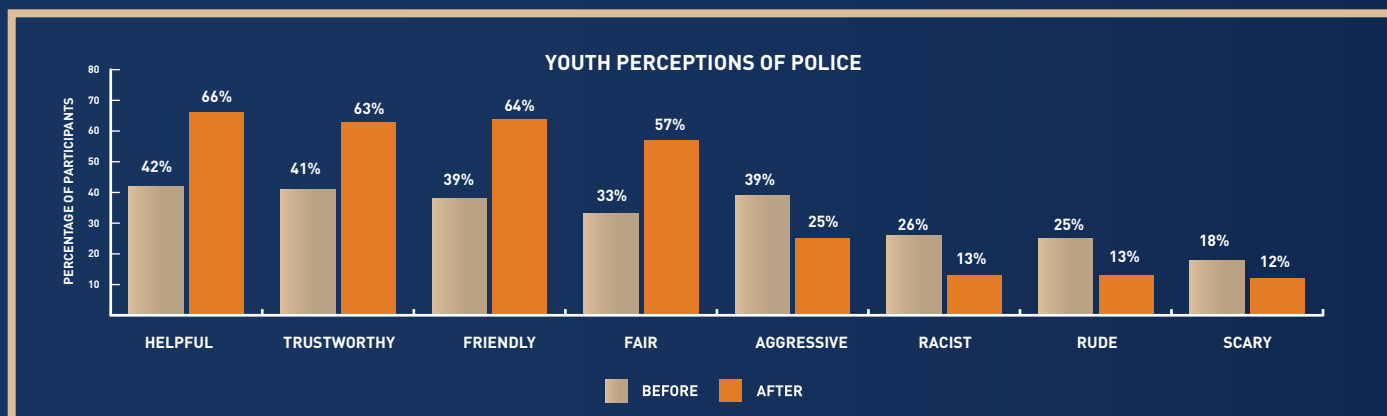
Without the financial and compassionate support, I personally would not at all be able to have such an amazing opportunity. My name is Jordan Rose, I am a junior (now rising senior) at Kent County High School and before this empowering expedition, challenge was waking up in the morning and not being depressed. This experience gave me a perspective that otherwise the past four days I would have spent waking up wondering why am I here. Instead, this weekend, I woke up with purpose. Navigator, Cook, Time Keeper, Head Med; I had a chance to be able to step out of my comfort zone in so many ways.



Jordan and his crewmate make good use of their spoon to chart the course for the day while on expedition. Photo by Dalton Johnson

I am sixteen years old and for the first time in my life I experienced a stronger compassion for fellow students, fellow peers than my school could ever teach me. Here, compassion wasn't 'love your neighbors'. Compassion was surviving with kids I barely knew. Compassion was walking in a convoy together not leaving another child out. Compassion was waiting for the kids who were not as light footed. I was challenged to wake up and feed our little expedition's family. I was given perspective that I am more than another human that is always sad. I am more than a little person. I am a kid who can overcome adversities whether it be homework or walking through six and a half miles with sleet, hail, and rain pouring down on me. Thank you for this opportunity at this time in my life. I enjoyed every second!





62
SCHOOLS

4,225
PARTICIPANTS



POLICE YOUTH CHALLENGE

SHIFTING PERCEPTIONS THROUGH CHALLENGE

The Police Youth Challenge (PYC) program has been engaging various levels of the Baltimore City Police Department (BPD) and Baltimore City school-aged youth since 2008. Between 2012 and 2015, The Johns Hopkins Bloomberg School of Public Health, funded by a grant from the Department of Justice, Office of Juvenile Justice, Delinquency and Prevention, conducted a quantitative and qualitative study of the PYC program. Final study results were published. Beginning in January 2016, BCBOBS began their own internal quantitative study of the PYC program as it exists currently—with BPD sworn officers embedded in mandatory annual in-service training, and with Baltimore City school-aged youth. Results presented on these pages of the report represent cumulative data collected from pre- and post-course surveys completed by participants.

88%

OFFICERS SURVEYED
THINK YOUTH ARE
TRUSTWORTHY
AFTER THE PYC

82%

OFFICERS FEEL THAT
THEY HAVE THE SKILLS
TO POSITIVELY
INTERACT WITH YOUTH
AFTER THE PYC



GO ONLINE FOR MORE:
OUTWARDBOUNDBALTIMORE.ORG/PROGRAMS/PYC/



"I remember the goal was for police officers and youth to come together and figure out where the common ground is, and where everything goes wrong. We actually had a whole discussion where we talked about all the things we can change collectively as a group—as police officers and for ourselves as youth."

PYC Student



DISCOVERING NEW CHALLENGES

THE EXPANSION OF OUR HIGH ROPES COURSE TAKES NEW HEIGHTS

In 2017 we began utilizing our newly expanded challenge course. The course includes three new standalone elements tucked along the trees, four low elements scattered throughout campus, as well as an eight-element static course (called the ATC or Aerials Teams Course). These new elements allow for increased group sizes on program days and the ability to use each challenge more intentionally for program effectiveness!

Increasing the quantity of our low elements allow us the flexibility to meet participants' varying physical and programmatic needs. We use them as a

means to enhance programming and team effectiveness prior to climbing, or as a peak experience for groups where a high element might not be the best option. Low elements offer unique and dynamic opportunities for groups to build trust and communication skills in real time!

In addition to expanded and safer programming, being able to offer a diverse challenge course experience will attract returning customers to our campus year after year—they'll receive the same quality programming, as well as a new challenge course experience each visit!





KHAI OVERTON

**BCBOBS Instructor
2016 - Present**

Outward Bound came into my life at a time when I was at a standstill with what do with my future career path. My father connected me to Outward Bound through Youth Outreach Baltimore, an organization he worked for in Baltimore City. I interviewed with Chris Washburn, our Associate Program Director, shortly after applying for BCBOBS' Spring 2016 Instructor Apprenticeship, and was offered an opportunity to be a part of the internship class soon after.

As an instructor I am most passionate about helping my participants push, challenge, and learn about themselves, no matter what program

they're participating in. I want them to gain personal insight and take away a deeper understanding of themselves and others by stepping outside of their comfort zones and considering new perspectives. During my time at Outward Bound, I have gained my own, new insight about myself by becoming more introspective on a daily basis—I strive now to create an atmosphere of positive goal setting within the structure of my life, a resolution that has helped me to stay on a path of personal growth.

I instruct for Outward Bound not just because of the great work it does and the experiences it provides, but because it has a high standard and reputation of professionalism and excellence among the outdoor industry. Outward Bound has given me a very productive and enriching work environment that has also helped me to develop and grow as a person. BCBOBS in particular has a unique perspective as an urban base for Outward Bound. Along with our standards for excellence, this perspective is reflected in the high quality of our programs, students, and above all, our staff. The impact that all of these factors creates on the community is evident, and very much needed for the city of Baltimore.



Khai helps a student navigate Ships Passing during a Police Youth Challenge Program. Photo by Matthew Rakola



OUR DONOR COMMUNITY

THANK YOU TO OUR COMMITTED DONORS AT EVERY LEVEL

\$100,000-\$249,000

Governor's Office of Crime Control and Prevention
Maryland State Department of Education - State Aided Institutions
The Kahlert Foundation
Parks and People Foundation
The Rogers Charitable Fund [\[R\]](#)

\$50,000-\$99,999

Outward Bound USA
Anonymous

\$20,000-\$49,999

Aegon/Transamerica Foundation
Baltimore Gas & Electric Company
Bunting Family Foundation
Burton-Puente Charitable Fund
Charlotte and George Riggs Charitable Fund
Herbert Bearman Foundation
Sana and Andy Brooks Family Fund [\[R\]](#)
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One8 Foundation [\[R\]](#)
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Stephen and Susan Mandel, Jr. Fund [\[R\]](#)
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Stifel
T. Rowe Price Group
Thomas Wilson Sanitarium for Children of Baltimore City

\$5,000-\$9,999

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Dan and Gay Shackelford Charitable Gift Fund [\[R\]](#)
Envirotech Systems Holding Corporation
Greenspring Associates
Michael D. and Ann Hankin
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