



**NYC OUTWARD BOUND  
SCHOOLS**

*Transforming Schools, Changing Lives*



# *Impact 2021*

Rebuilding Stronger,  
More Equitable  
School Communities



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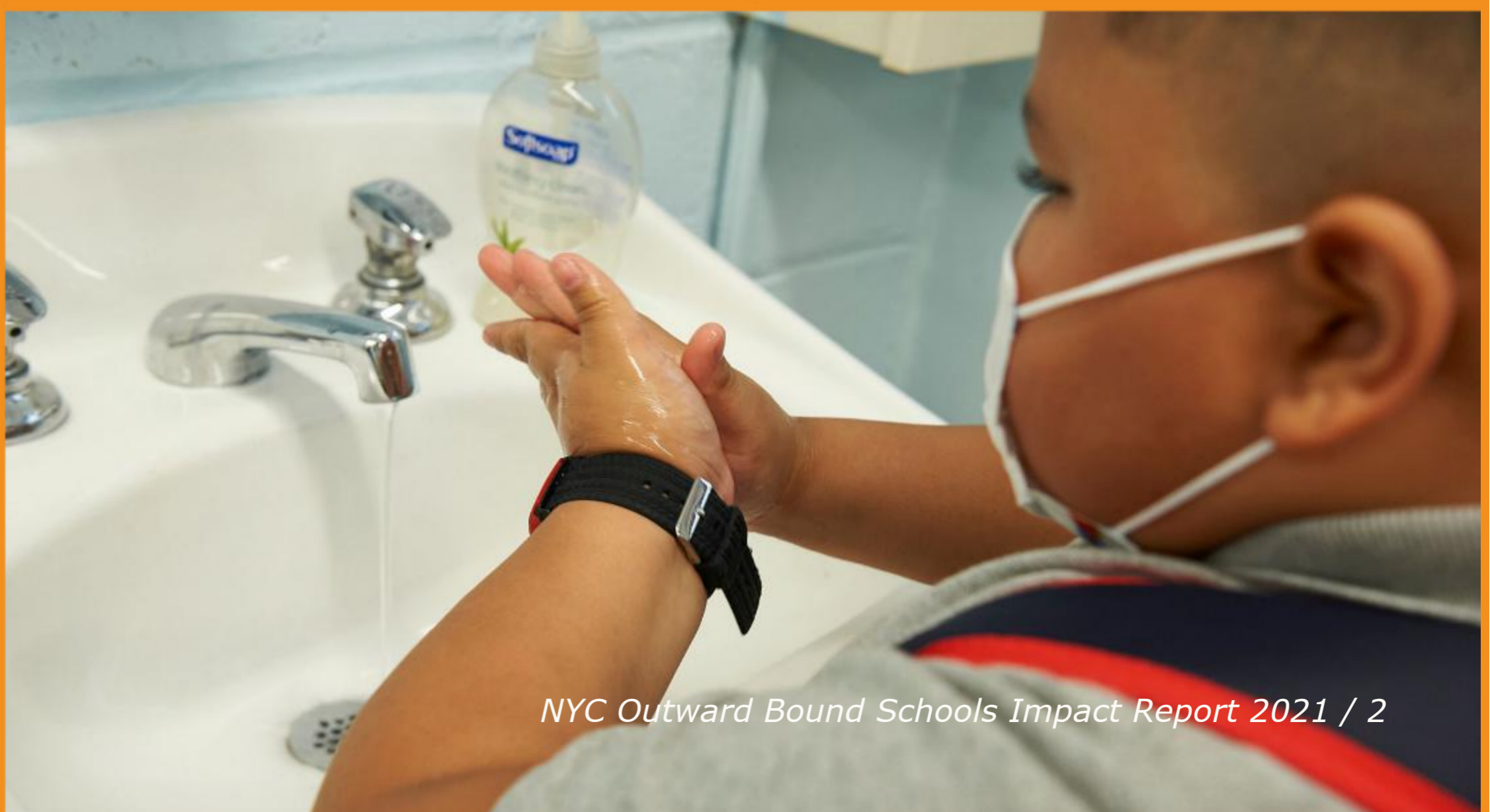
Our inspiring educators are creating opportunities for our students to apply their learning in real life situations and prompt social change.



# The Return

## TO IN-PERSON LEARNING

Photos by Lisa Berg at **WHEELS** in Washington Heights and Argenis Apolinario at **Leaders** in Bensonhurst, Brooklyn



# Dear Crew,

As I look back on the 34 years I've led NYC Outward Bound Schools, there is no period of time that stands out more and that I'm prouder of than the past year and a half. Faced with unprecedented circumstances and challenges, our organization stood true to our mission and kept NYC's students at the center of our work, pivoting to meet their needs and the needs of the educators entrusted with their care. Eighteen months later, we've emerged stronger than before, with a renewed sense of purpose and a new set of tools with which to do our work of transforming schools and changing lives. **And we've been given an incredible opportunity to redefine what equitable education looks like in New York City's public schools.**

Our vision for educational equity is one that ensures students **feel seen, heard and recognized as their full human selves**. Educational equity doesn't stop at academics — it also includes providing students with the social-emotional support that will allow them to discover and tap into their strengths as well as motivate and equip them to be **agents of change in their communities and their world**. Educational equity also means that every student graduates **well-prepared to pursue college or other opportunities for learning and thriving** after high school — regardless of background or circumstance.

In this Impact Report, you'll see examples of our work come to life — from an incredible opportunity to grow our footprint in NYC through our newly launched Crew Initiative, to stories of the brilliant educators who are preparing students to become the next generation of changemakers.

I continue to believe that the best definition of Outward Bound I've ever encountered is the one offered by Tom James, who has written extensively about Outward Bound and its founder, Kurt Hahn. Tom described Outward Bound as **"a form of education aimed at bringing out the best in people."** That's what we do: we're in the business of unleashing human potential — of helping the students and educators with whom we work actualize their best selves so that they can do their best work and live their best lives, ideally, in the service of others.

**It has been a profound honor and joy** to have helped shepherd NYC Outward Bound Schools from its founding in 1987 to an organization that, over the period of its existence, has enabled more than 200,000 of NYC's young people to learn and put into practice the central lesson Outward Bound teaches: that with the right mix of challenge and support, every individual can achieve far more than they thought possible.

As I approach my planned retirement at the start of the coming year and reflect back on the past 34 years, I am filled with immense pride in all that we have accomplished organizationally, and in our students for constantly showing me how capable they are. And as I contemplate our future, **I've never been more confident in our organization's ability to serve as a vehicle for educational equity and excellence that activates the young people of our city toward lives of achievement, purpose and service.**

*Richard Stopol*



To watch a video about Richard's 34-year tenure with NYC Outward Bound Schools, visit:

**[nycoutwardbound.org/impact21](https://nycoutwardbound.org/impact21)**

# OUR VISION FOR EQUITABLE OUTCOMES

**At NYC Outward Bound Schools, we hold the vision that all of our students experience an education that supports them to:**

- Have the knowledge and skills to pursue opportunities after high school for further learning and thriving.
- Have all they need to succeed socially, emotionally and academically.
- Feel seen, heard, and recognized for their full human selves.
- Imagine themselves as agents of change with the tools necessary to think critically about their surrounding world, and the knowledge and skills to propose and lead change.
- Be able to care for, negotiate and secure personal needs and growth as well as that of others.
- Demonstrate in multiple ways what they can do and who they are, with chances to fail and define/reinvent themselves safely.



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Our unique approach of demanding & engaging learning, community & character

Our commitment to equity

Our continuous improvement framework

**Equitable outcomes for all students**

## WHAT IS CONTINUOUS IMPROVEMENT?

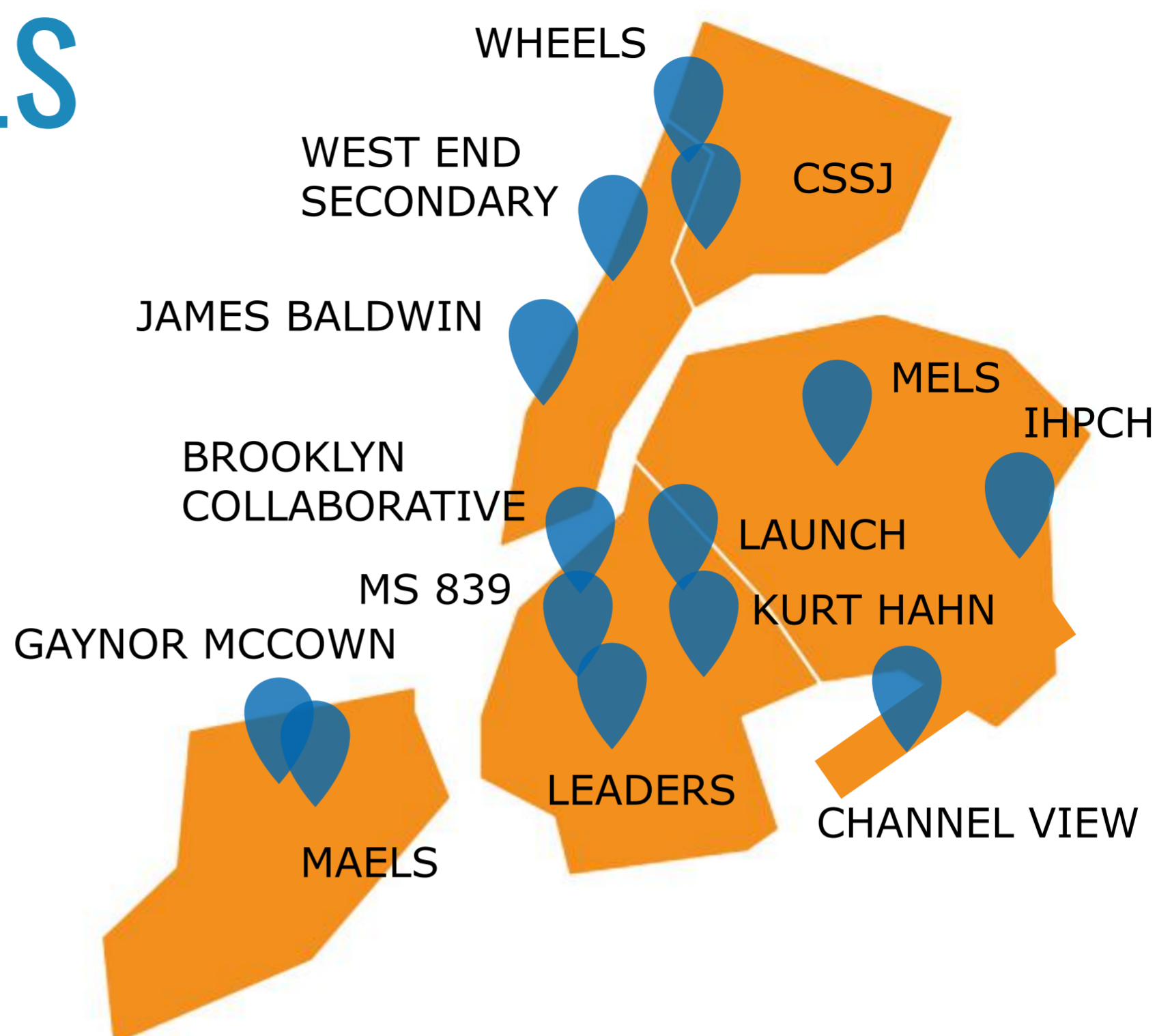
### Continuous Improvement

is defined as an incremental approach to change. By making small tweaks to our work and tracking the results, continuous improvement allows us to better grow, change and measure our work's impact at NYC Outward Bound Schools.

# OUR SCHOOLS

NYC Outward Bound Schools runs a five-borough network of 14 public schools in partnership with the Department of Education.

In addition, we reach thousands more students and educators each year through our Select Strategies for Schools and our Adventure and Team Building programming.



## OUR NEWEST NETWORK SCHOOL: THE INSTITUTE FOR HEALTH PROFESSIONS AT CAMBRIA HEIGHTS

The Institute for Health Professions at Cambria Heights (IHPCH), a Career and Technical Education (CTE) high school in Southeast Queens, officially joined the NYC Outward Bound Schools network in July 2021.

IHPCH has been a NYC Outward Bound Schools Select Strategies partner since 2019, working with staff to implement project-based learning, student-engaged assessment, and adopting elements of Crew (our signature community-building vehicle) into its existing advisory program.

As a CTE school — the first in our network — IHPCH students gain clinical experience through partnerships with Hofstra University and Northwell Health. Rising seniors are able to take college-level classes and can earn certification as EMTs before graduating.



# BUILDING *Belonging*

At NYC Outward Bound Schools, we hold the vision that all of our students experience an education that supports them to have all they need to succeed **socially, emotionally and academically**, while feeling seen, heard and recognized for their **full human selves**.

*Photo: Students at Leaders, a NYC Outward Bound School in Bensonhurst, participate in Crew activities on the first day of school.*

# Taking Initiative

During the pandemic, NYC Outward Bound Schools educators leaned heavily on Crew — a powerful advisory structure and school-wide culture utilized in our network schools and the schools in our national partner EL Education’s network — as a way to ensure that students were heard, cared for, and connected during unprecedented times.

The return to the classroom after 18 months of virtual and hybrid learning presented New York City public schools with a tremendous opportunity to rethink and rebuild school communities in more equitable and engaging ways — with a special emphasis on belonging, healing and moving forward together.

Enter **Crew Initiative** — a New York City Council initiative led by Speaker Corey Johnson and Education Committee Chair Mark Treyger and adopted by the de Blasio Administration in their FY22 city budget. Made possible by a **\$1.575 million grant from the City**, Crew Initiative is a significant expansion of NYC Outward Bound Schools’ footprint, and will allow 50 NYC public schools to build the capacity to implement Crew in their own school communities with the dedicated support of NYC Outward Bound Schools Crew Coaches.



Read more at:  
[nycoutwardbound.org/impact21](https://nycoutwardbound.org/impact21)



## WHY BELONGING?

RESEARCH SHOWS THAT STUDENTS WHO BELIEVE THEY HAVE A VOICE IN SCHOOL ARE

**7x** MORE LIKELY TO BE ACADEMICALLY MOTIVATED THAN THOSE WHO DO NOT FEEL THEY HAVE A VOICE.

# TOTAL SERVED

IN 2020-21, WE SERVED MORE THAN...



**14,900**

STUDENTS



**1,220**

EDUCATORS



**34**

SCHOOLS

WITH THE ADDITION OF OUR NEW NETWORK SCHOOL AND THE CREW INITIATIVE, IN 2021-22, WE ARE PROJECTED TO REACH

**100**

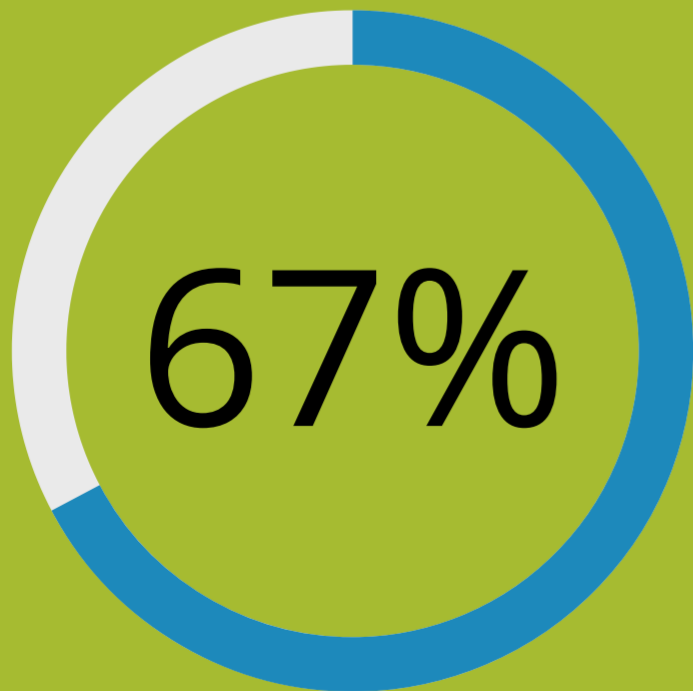
SCHOOLS



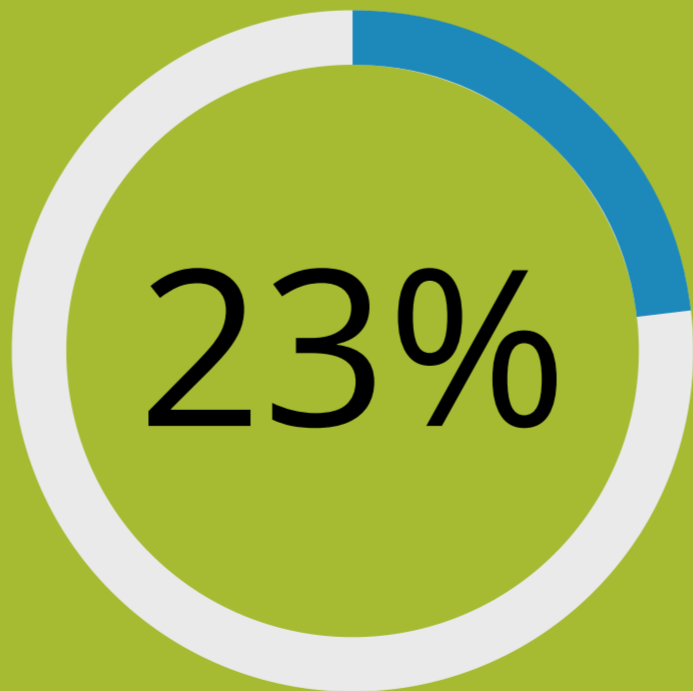
**23,500**

MORE STUDENTS THAN LAST YEAR

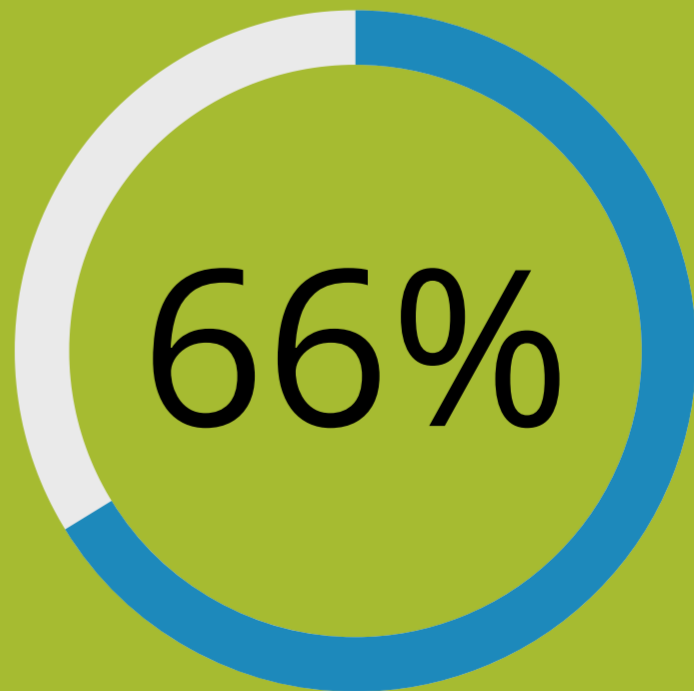
## IN OUR NETWORK SCHOOLS...



OF OUR STUDENTS ARE BLACK OR LATINX



OF OUR STUDENTS RECEIVE SPECIAL EDUCATION SERVICES



QUALIFY FOR FREE OR REDUCED LUNCH

# From Screen to Schoolyard

After pivoting quickly to offer virtual programs to our Network and Select Strategies schools in 2020, our Programs department stepped up to meet the moment in a different way this summer by introducing a new suite of programs.

**Crew Connect**, a half-day program on-site at schools, and **Community Connect**, a full-day program that takes place in a local park, were both designed in response to needs expressed by our schools and students. These socially-distanced community-building programs are ideal for helping students reconnect — and in some cases, connect in-person for the first time.

Using Outward Bound’s signature team-building activities, our instructors facilitate and foster communication, connection and collaboration among students during Crew Connect. The full-day Community Connect program offers a deeper dive into collaboration, adventure and discovery. Students use the city as a classroom by taking opportunities to have meaningful and genuine social interactions, learning about the landscape’s history, and understanding one’s connection to the broader community.



**[THIS PROGRAM] REALLY CAPTURED SOME OF THE BEST PARTS OF THE OUTWARD BOUND EXPERIENCE BY GIVING STUDENTS OPPORTUNITIES TO STEP INTO LEADERSHIP ROLES, REFLECT AND CONNECT. MY INSTRUCTORS WERE SO GOOD AT BEING WELCOMING AND INCLUSIVE WITH STUDENTS.**

**Crew Advisor at Leaders, a NYC Outward Bound School**





# POST-SECONDARY

# Success

At NYC Outward Bound Schools, we hold the vision that all of our students experience an education that supports them to have the **knowledge, skills and mindsets** to pursue **college and/or other opportunities after high school** for further learning and thriving.

*Photo: The Class of 2021 at James Baldwin, a NYC Outward Bound School in Chelsea, celebrates their graduation on The Intrepid.*

# Building Social Capital

*How do I write a resume? What will I be asked in a job interview? What do I wear to an office?*

Questions surrounding career readiness can be intimidating for all high school students, but especially those without a support network of family, friends, or counselors ready to provide the answers.

“Growing up in Sunset Park, Brooklyn, I didn’t know many people who went to college, or what an internship even was,” says **Jharol Aguirre**, a 2016 graduate of our network school Leaders and a former NYC Outward Bound Schools Crew Mentor. “This is a common experience for many students, even the high-achieving ones.”



Jharol, now a recent graduate of Queens College, is helping to break down these barriers through his position at **First Workings**, a nonprofit that builds students’ social capital — or network of relationships and experiences — through career readiness support, mentorships and paid internships.

As a program manager at First Workings, Jharol focuses on student programming and high school partnerships — and recently brought two NYC Outward Bound Schools on board — **West End Secondary School**, and his own alma mater, **Leaders**.

“I am so happy to see Jharol continue his passion for working with students,” says **Yana Geyfman**, Alumni Manager at NYC Outward Bound Schools and Crew Mentors supervisor, a program through which network alumni provide peer support to younger mentees. “As a Crew Mentor, he already made enormous contributions to the lives of students he supported through their first year of college, and now, he is continuing to create diverse opportunities for NYC Outward Bound Schools students. I am super excited for this partnership to come to fruition!”

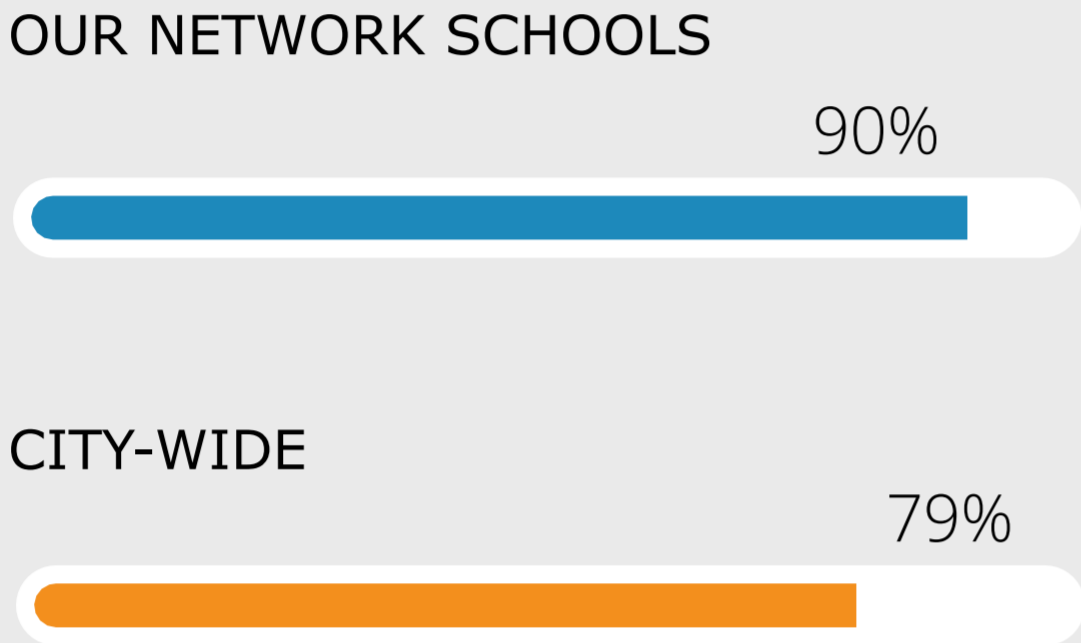
Working with high school counselors at partnership schools, Jharol recruits juniors to apply to and interview for the program. Accepted participants then begin attending virtual workshops ranging in topics from Communication in the Workplace to Interview Skills, Networking and Financial Literacy. Last year, First Workings served 78 students from 13 schools across New York City. All students earned a stipend for participating in First Workings programming.



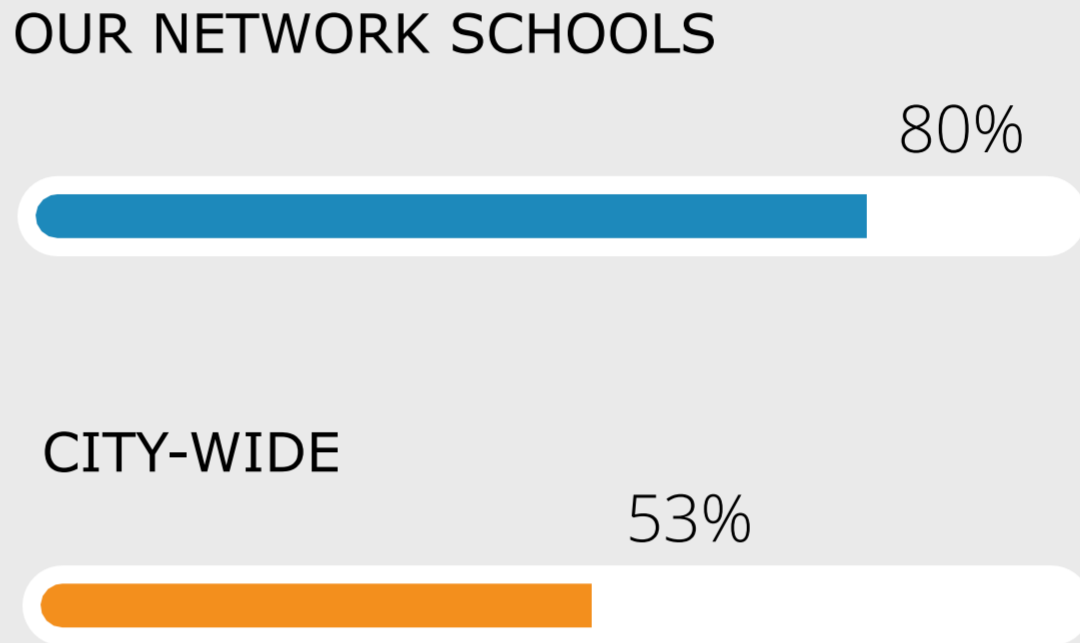
**Read more at:**  
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# FOUR-YEAR HIGH SCHOOL GRADUATION RATE

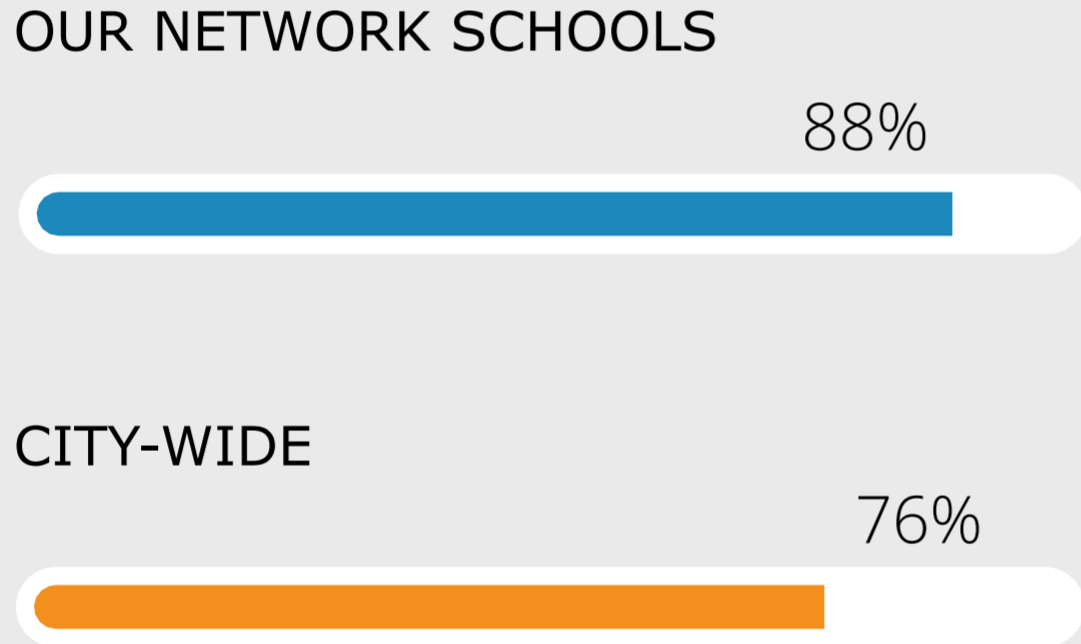
## ALL STUDENTS



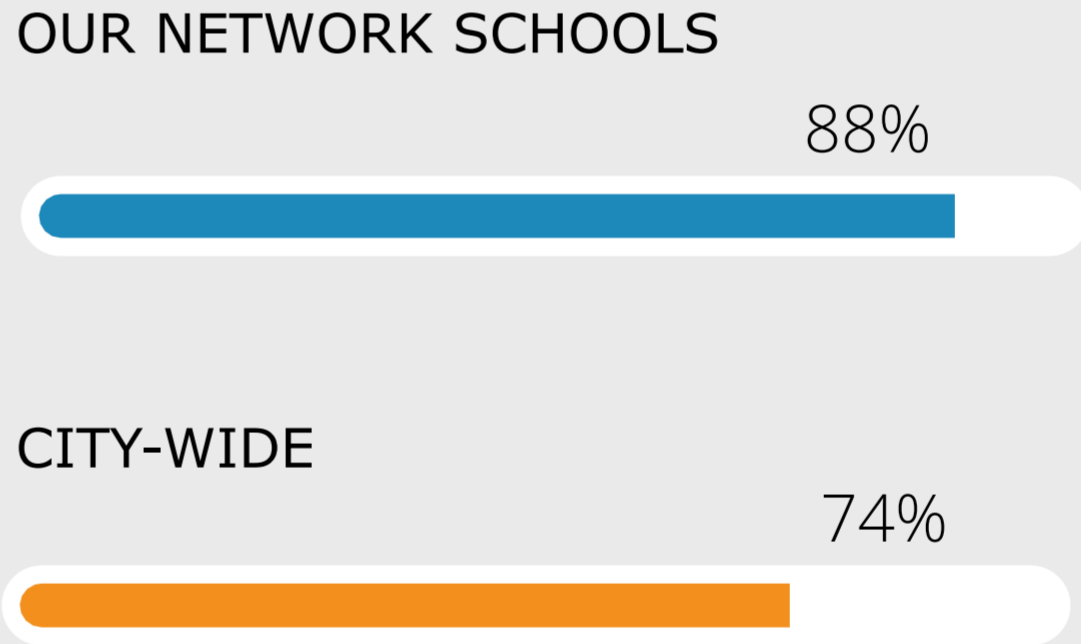
## SPECIAL EDUCATION STUDENTS



## BLACK STUDENTS



## LATINX STUDENTS



OUR OVERALL COLLEGE ENROLLMENT RATE HAS INCREASED

**13** PERCENTAGE POINTS OVER THE PAST **7** YEARS.

# Once Crew, Always Crew

The **To & Through College Emergency Relief Fund** provides support to NYC Outward Bound Schools alumni who are in need of financial assistance, and is made possible through several private grants.



I am a proud recipient of the NYC Outward Bound Schools Emergency Fund Assistance Program. After graduating from Kurt Hahn [a NYC Outward Bound School], I attended college and faced financial hardship and food insecurity. Yana Geyfman — my guardian angel, mentor, and confidant came to my rescue! The emergency fund helped me pay for food and covered textbooks for school each semester. It helped me enroll and successfully complete a phlebotomy certification course, which then helped me gain a patient care technician position at a reputable hospital here in Albany County.

Thanks to the emergency fund, I was able to ease some of my financial burdens and focus more on my studies — which showed a big improvement in my grades. I now have a 3.7 GPA at the Albany School of Pharmacy and Health Sciences, with only three more semesters left to graduate with my bachelor's degree! My next goal is to begin my master's degree in public health, and then become a physician assistant.

I am beyond grateful for the life-changing emergency fund. I know I have quite a journey ahead of me, but I am confident that, if for some reason I should hit any financial bumps along the way, I will have the support of NYC Outward Bound Schools.

**La-Danielle, a 2018 graduate of Kurt Hahn**





# AGENTS OF *Change*

At NYC Outward Bound Schools, we hold the vision that all of our students experience an education that supports them to imagine themselves as **agents of change** with the tools necessary to think critically about their surrounding world, and the knowledge and skills to **propose and lead change**.

*Photo: Students at Kurt Hahn, a NYC Outward Bound School in East Flatbush, create an inclusivity mural outside of the school.*

# Making Modern History

Born and raised in Washington Heights-Inwood, **Erick Espin** can name on a couple fingers the teachers of color he had in elementary and middle school.

“Mr. De La Santos, Ms. Torres,” he lists, searching his brain. “They stood out to me because, sadly, it wasn’t the norm. Representation *matters*.”

Erick is now a history teacher and Crew Advisor at **WHEELS**, a NYC Outward Bound School in Washington Heights, and has spent the past 12 years at the school, aiming to be the teacher he wishes he’d had by building relationships with students and designing inclusive curricula. And others have taken notice — he recently earned EL Education’s most prestigious teacher recognition honor, **The Klingenstein Award**.



“When I was in school, history was a way for me to help make sense of what I was experiencing and address some of the complicated feelings that were coming up,” Erick says.

Eager to do the same for his students, Erick has designed several units that pair historic events with modern phenomena — comparing and contrasting Western Expansion and U.S. land acquisition in the 1800s with modern-day gentrification in Washington Heights, for example.

In World History, Erick ensures that equal time is spent diving into non-white ancient civilizations like the Olmecs, Mayans and Chin Dynasty, as is given to the Greek and Roman Empires.

“He understands because he’s from the neighborhood, he’s from The Heights, he knows how it is to live here,” said Brianna, a 2019 graduate of WHEELS. “And so he gives real-life examples that make us understand, and then he connects it to history.”

“It’s important to me that my students understand that what’s in that book isn’t the whole story,” Erick says. “My goal is to have them realize that they can question that book and find evidence to support a counterclaim.”



**Read more at:**  
[nycoutwardbound.org/impact21](https://nycoutwardbound.org/impact21)

# A Place-Based Partnership

In early March 2020, **James Baldwin**, a NYC Outward Bound transfer school in Chelsea, offered its very first **Climate Art** class — an interdisciplinary, after-school program led in partnership with the **High Line** — that gave students an opportunity to earn an Earth Science or Visual Art credit.

We all know what happened next.

COVID-19 forced schools to close their doors and take learning remote.

**Caity Tully**, an Earth Science teacher at James Baldwin, and **Gregory Corbino**, teaching artist at the High

Line, who co-created and instructed the Climate Art class, pivoted quickly and creatively to find a way to continue the popular course for students.

“It was clear to us that the staff and students at James Baldwin — many of whom need credits to complete high school — could benefit from an educational partnership,” said **Claudia Dishon**, School and Family Programs Manager at the High Line. “Since we’ve started, we’ve seen the partnership grow to provide a degree of art education that brings incredibly thoughtful, inspiring work out of the students.”



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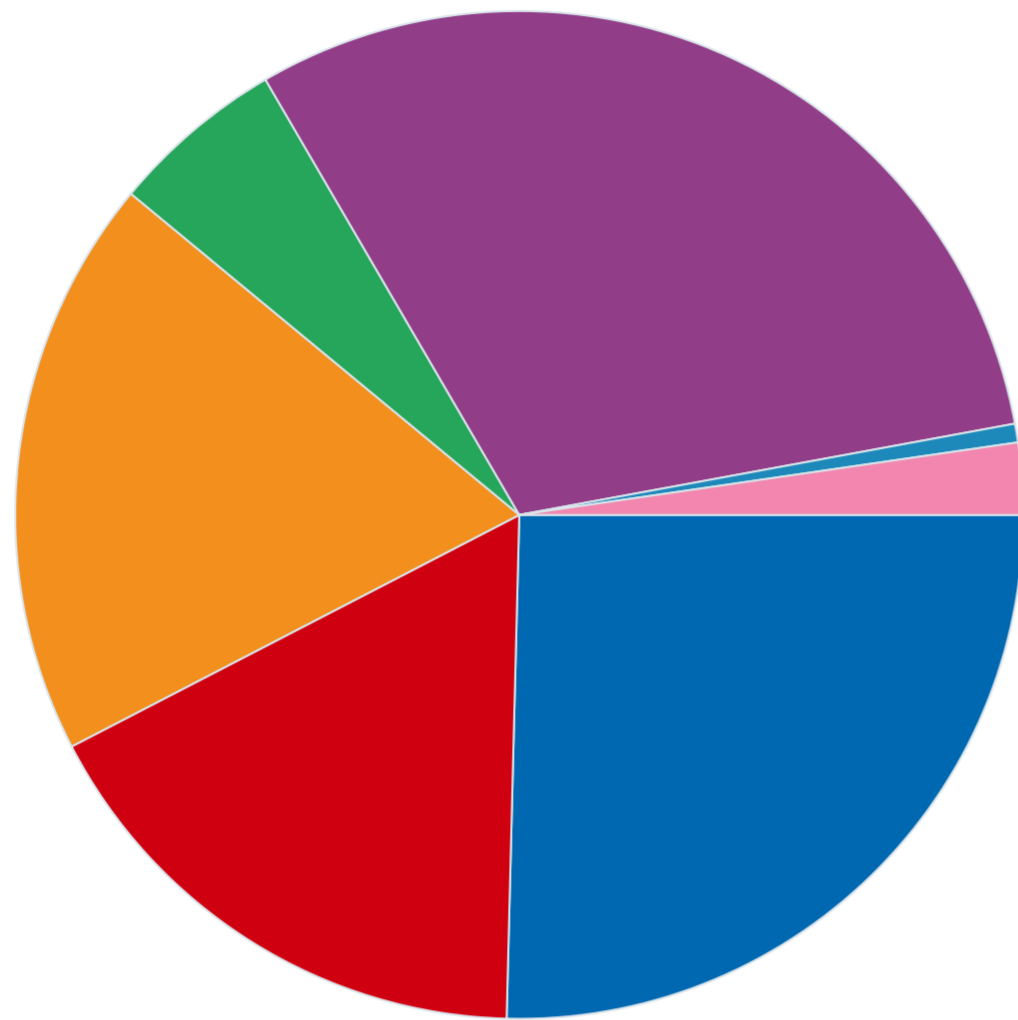
*Student artwork by Vernon Oviedo superimposed on the High Line.*

## 5 WAYS PROJECT-BASED LEARNING LEADS TO MORE EQUITABLE & ENGAGING CLASSROOMS

- 1 It centers student voices and ideas.
- 2 It provides opportunities for teachers to feel empowered, too.
- 3 It helps make intentions for antiracist curriculum a reality.
- 4 It gives students an authentic learning experience that really matters.
- 5 It's well-aligned with continuous improvement practices.

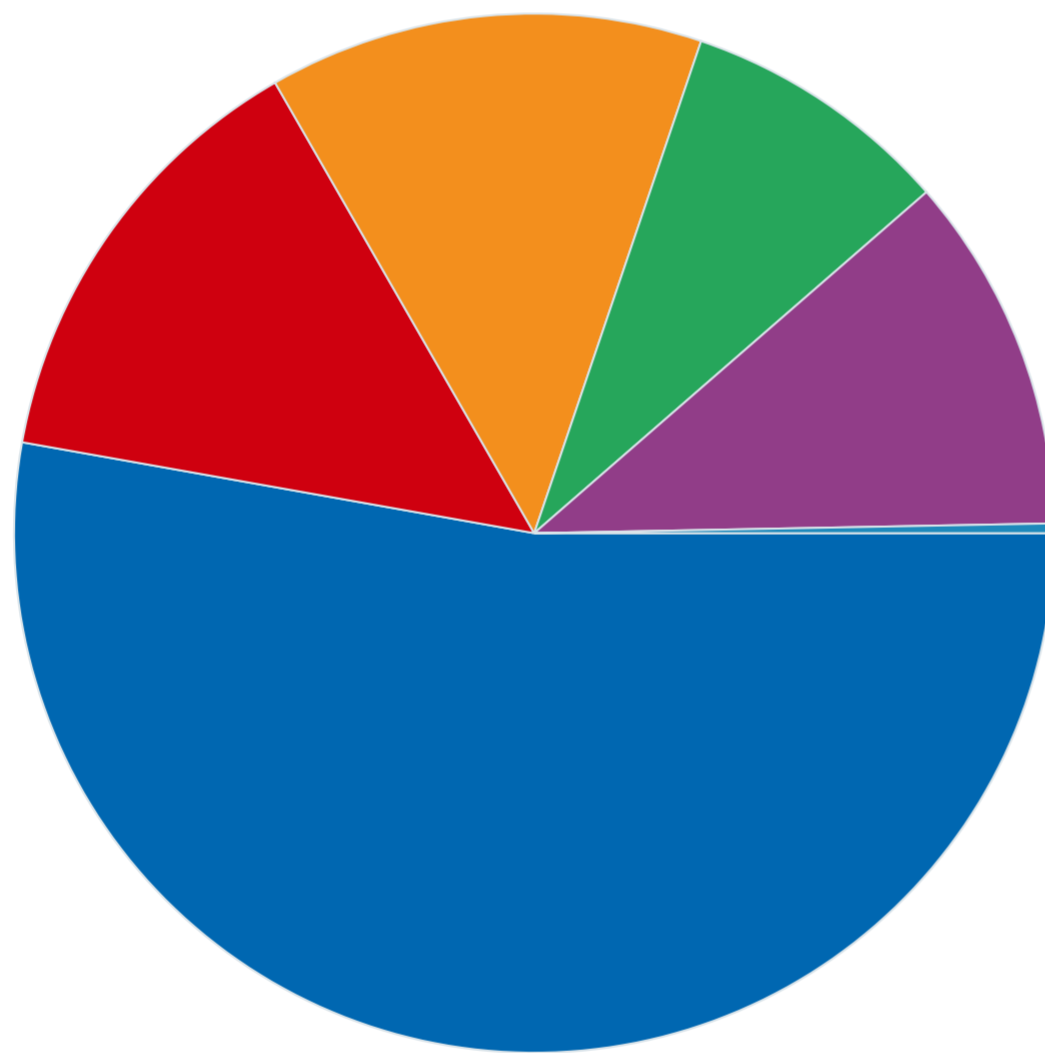
# FINANCIALS

TOTAL REVENUE: \$5,564,061



Government Grants	25.4%
Foundations/Corporations	17.0%
Gala	18.6%
Individuals	5.6%
Fee-for-Service (public schools)	30.5%
Fee-for-Service (other)	0.6%
Other (including investment returns)	2.3%

TOTAL EXPENSES: \$5,265,131



Network Schools	52.8%
Select Strategy Schools	13.9%
Adventure and Team Building Programs	13.5%
Management and General	8.4%
Fundraising	11.1%
Gala	0.3%





**NYC OUTWARD BOUND  
SCHOOLS**

*Transforming Schools, Changing Lives*

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