



BALTIMORE CHESAPEAKE BAY
OUTWARD BOUND SCHOOL

ANNUAL REPORT

2016

"I CAN WORK ON BEING MORE PATIENT WITH OTHERS AND I HAVE THE ABILITY
TO OVERCOME CHALLENGING EXPERIENCES." - *Youth Leadership Corps Alum*

Photos: Jay Fleming



A WORD FROM OUR LEADERSHIP

Dear friends, alumni, and supporters:

In our 30th year as an Outward Bound School, we remained driven to chart a course for our next 30 years of success while setting new benchmarks along the way. This report reflects our collective hard work and dedication to our students, our community, and our future.

Baltimore Chesapeake Bay Outward Bound School (BCBOBS) accomplished several exciting milestones, all with your help. Our Police Youth Challenge began to run at scale, bringing Baltimore City youth and police officers together to break down barriers, reduce stereotypes and build relationships. We delivered a robust three seasons of programming and delivered a record-setting 11,123 Student Program Days. Not only did we serve more students in 2016 than ever before, but 86% of those students were only able to participate through the generosity of the people listed in this report. None of this is possible without you.

While it's easy to simply rest on our numbers- citing the expansive reach of students and communities our programs serve- it's the student testimonials that often fill me with the most pride. These firsthand accounts convince me that our programs are truly changing lives.

"On account of how different this experience has been from my day to day life, I have gained a new way of looking at the world. The wilderness is no longer a place of mystery that is unknown to me and just a pretty view, but a place that I have become a part of. I understand better how to navigate my way through it, and I have grown to really love it. I will always see the mystery and wonder here, but no longer the fear."

– Dounia Lazreg, Alumnus

I am so excited to share the data in this report with you. You are making a difference in a student's life and collectively we are making a difference in our region. I'm extremely humbled and grateful for your unwavering support of our mission to change lives through challenge and discovery.

On behalf of all the 2016 alumni and the BCBOBS staff and trustees, thank you!



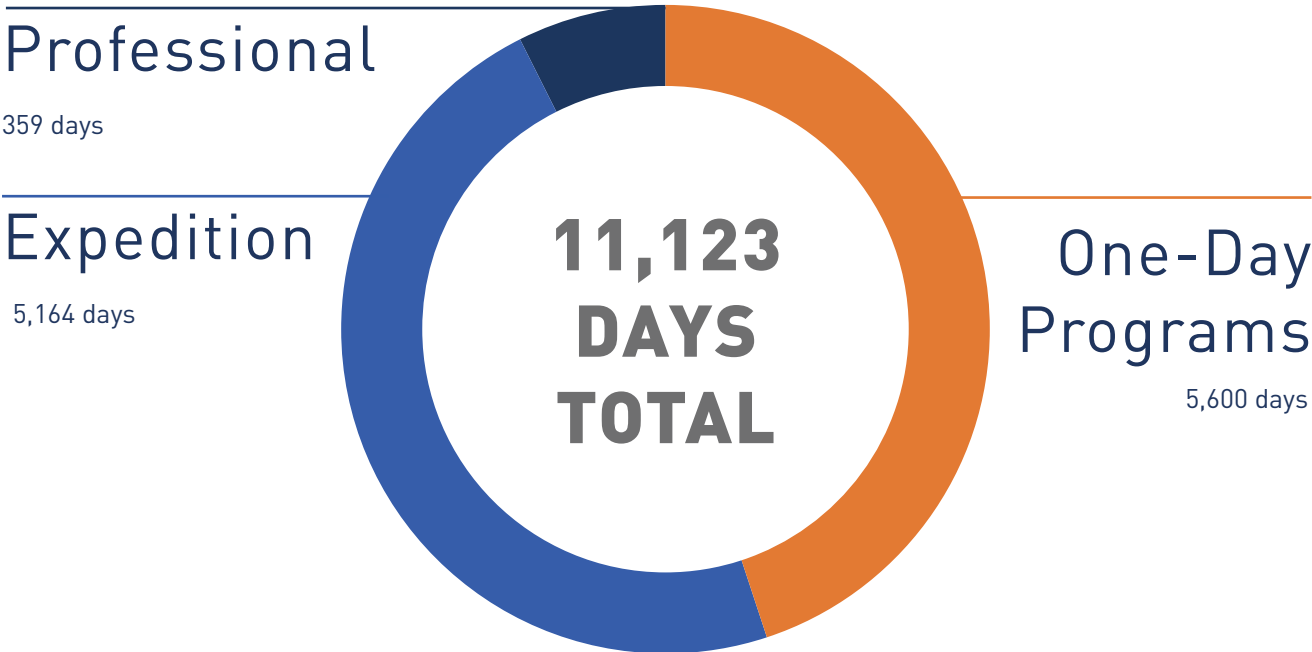
Ginger Mihalik

GINGER MIHALIK
Executive Director

Andrew M. Brooks

ANDREW M. BROOKS
Chairman of the Board

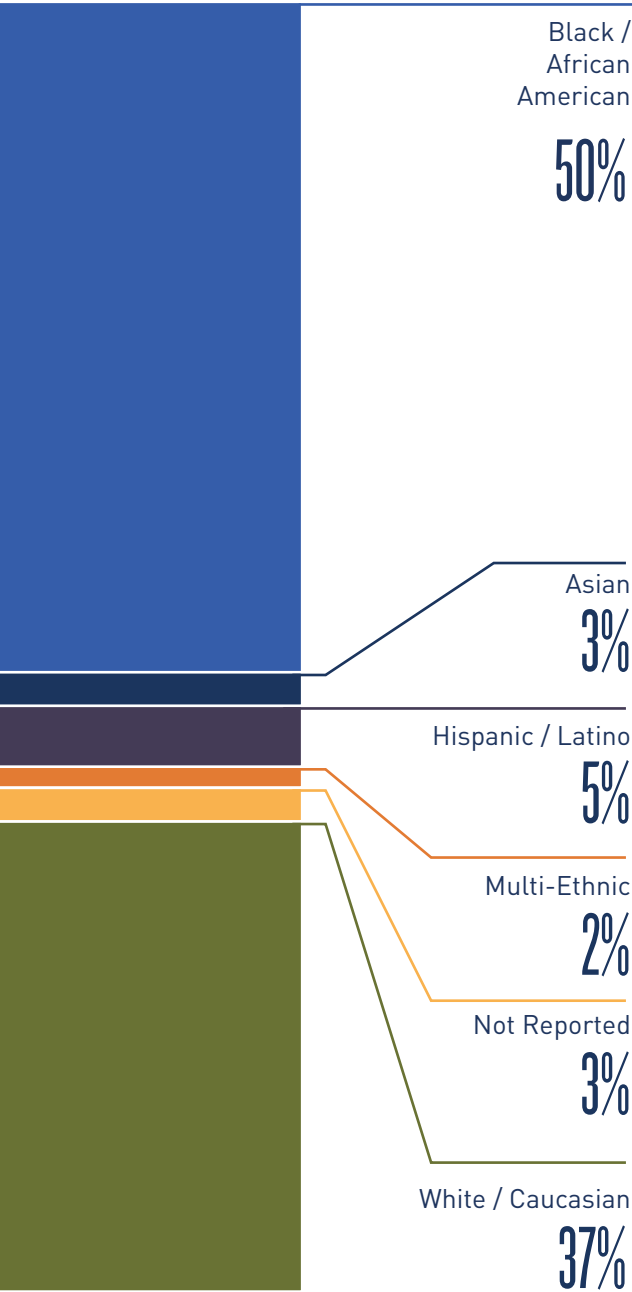
STUDENT PROGRAM DAYS



STUDENTS SERVED TOTAL 5,772

841	EXPEDITION
4,586	ONE-DAY PROGRAMS
345	PROFESSIONAL

ETHNIC DISTRIBUTION



FINANCIALS

Photo: Zachary Shenal

INCOME	
CONTRIBUTIONS & GRANTS	\$1,420,687
PROGRAM TUITION	\$896,351
DONATED GOODS & SERVICES	\$31,629
INTEREST & OTHER REVENUE	\$47,478
TOTAL	\$2,396,145

INTEREST &
OTHER REVENUE

2%

DONATED GOODS
& SERVICES

1%

PROGRAM TUITION

37%

CONTRIBUTIONS
& GRANTS

59%

TOTAL INCOME

\$2,396,145.00

EXPENSES	
PROGRAM	\$1,653,197
FUNDRAISING	\$264,214
GENERAL & ADMINISTRATION	\$209,789
TOTAL	\$2,127,200

PROGRAM

78%

FUNDRAISING

12%

GENERAL &
ADMINISTRATION

10%

EXPENSES

\$2,127,200.00

NET INCOME

\$268,945.00

FOCUSED ON MARYLAND'S CHARACTER

We're focused on serving students from a wide range of partners across the region, including this list of 118 schools and organizations.

PUBLIC

Anchor Points Academy
Armistead Gardens Elementary Middle School*
Arundel Elementary Middle School *
Baltimore IT Academy *
Benjamin Franklin High School at Masonville Cove*
Bluford Drew Jemison West
Booker T. Washington Elementary Middle School*
City Springs Elementary Middle School*
Curtis Bay Elementary Middle School
Dickey Hill Elementary Middle School*
Digital Harbor High School*
Dr. Carter Godwin Woodson Elementary Middle School*
Edmondson-Westside High School
Forest Park High School
Frederick Douglass High School
Graceland Park / O'Donnell Heights Elementary Middle School
Great Kids Farm*
Harlem Park Middle School*
Holabird Elementary Middle*
Maree Farring Elementary Middle School*
Maritime Industries Academy
Mount Royal Elementary Middle School
Northwestern High School
Reginald F. Lewis High School*
Renaissance Academy*

Roland Park Elementary Middle School*
SEED School of Maryland
Thomas Jefferson Elementary Middle School
Vanguard Collegiate Middle School*
Western High School
Windsor Hills Elementary Middle School*

PUBLIC CHARTER

Ballou STAY
Baltimore Leadership School for Young Women
City Neighbors High School*
Commodore John Rodgers Elementary Middle School*
Coppin Academy*
Green Street Academy*
Hampstead Hill Academy*
Independence School Local 1
Kingsman Academy
Lillie May Carroll Jackson Public Charter School
Maryland Academy of Technology and Health Sciences
Patterson Park Public Charter School*
REACH Partnership School*
Southwest Baltimore Charter School
The Crossroads School*
Tunbridge Public Charter School

86%

of Students Receiving
Financial Support

\$563,595

Scholarships & Financial Aid Total

4,964

Total Students Receiving
Financial Support

47

Public and Public-Charter
Schools Served

13

Independent Schools Served

34

Non-Profits Served



INDEPENDENT SCHOOL

Boys Latin School
Cristo Rey Jesuit High School
Episcopal High School
Friends School of Baltimore
Gilman School
Glenelg Country School
Landon School
Oldfields School
Saint Francis of Assisi
Saint Paul's School
Saint Timothy's School
The Calvert School
Trinity Episcopal School (Charlotte, NC)

HIGHER EDUCATION

Choice Program - UMBC Shriver Center*
Johns Hopkins University - Carey Business School
Johns Hopkins University - Whiting School of Engineering
Loyola University
McDaniel College

NON-PROFIT

Alternative Directions, Inc - CHIP Mentoring Program*
Art with a Heart - The Art of Leadership
Baltimore Child First Authority, Inc
Baltimore Corps
Baltimore Educational Scholarship Trust (BEST)
Baltimore SquashWise*
Baltimore Urban Debate League*
Baltimore Youth Kinetic Energy (BYKE) Collective*
Boy Scouts of America - Baltimore Area Council*
Boys Hope Girls Hope
Bridges Baltimore
Business Volunteers of Maryland - GIVE
Catholic Relief Services
Civic Works*
Family League of Baltimore
Higher Achievement - Baltimore
Inner Harbor Project
Kent Youth
Mentoring Male Teens in the Hood
MERIT Baltimore
Next One Up
Public Allies Maryland
Retreat Center of Maryland
Roberta's House*
SAFE Alternative for Education*
Southwest Success Mentoring Program
Thread Mentoring Program

Tragedy Assistance Program for Survivors (TAPS)
Washington Nationals Youth Baseball & Softball Academy
Wide Angle Youth Media
WILL Wilderness Leadership & Learning, Inc.
Y of Central Maryland
Yoga Center of Columbia
Youth Works

CORPORATION/GOVERNMENT

Advisory Board Company
Baltimore City Department of Recreation and Parks
Baltimore City Health Department
Baltimore City Public Schools - Administration
Baltimore Police Department *
Bank of America
Blue Dot
Brown Advisory
Brummer Orthodontics
Clark Construction
Constellation Energy
FIXT
Greater Baltimore Committee
PNC Bank
T.Rowe Price
Under Armour
United States Naval Academy
US Lacrosse
World Bank

* Participated in Police Youth Challenge

STUDENT REPORT CARD

Students on our wilderness expeditions take a pre- and post-course survey designed by Johns Hopkins Bloomberg School of Public Health, which assesses expedition outcomes by measuring change in each student's socio-emotional skill set. The results below represent cumulative data collected in 2016.

80%

"MY CHARACTER IMPROVED
BECAUSE OF THIS OUTWARD
BOUND COURSE."

82%

"AFTER THIS OUTWARD
BOUND COURSE I HAVE MORE
CONFIDENCE IN MYSELF"

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.

CONFLICT MANAGEMENT

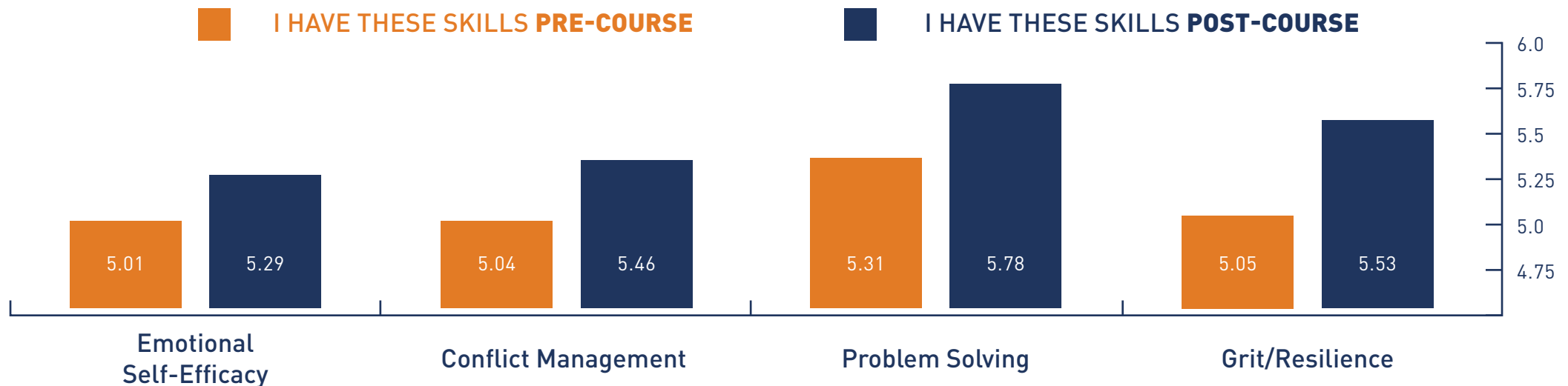
Enhancing abilities to manage conflict non-violently via effective communication and conflict resolution and to understanding the importance of constructive conflict management are a necessary component of reducing youth violence.

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.

GRIT/RESILIENCE

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



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

"I LEARNED I HAD LEADERSHIP SKILLS LYING DORMANT WITHIN MYSELF AND HOW TO USE THEM." - *2016 Alum*

POLICE YOUTH CHALLENGE

Shifting Perceptions Through Challenge

PROGRAM BACKGROUND

The Police Youth Challenge (PYC) program has been running since 2008 and engaging various levels of the Baltimore City Police Department (BPD) and Baltimore City school-aged youth. Between 2012-2015, 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.

Beginning in January 2016, BCBOBS began an internal quantitative study of the PYC program as it exists currently: embedded in mandatory annual in-service training of BPD sworn officers, teamed with Baltimore City school-aged youth. Results presented in this report are preliminary for the current program cycle and an on-going study will run concurrent for all programs.



Photo: Chris Crews



| LEARN MORE ABOUT THE POLICE YOUTH CHALLENGE

| policeyouthchallenge.com

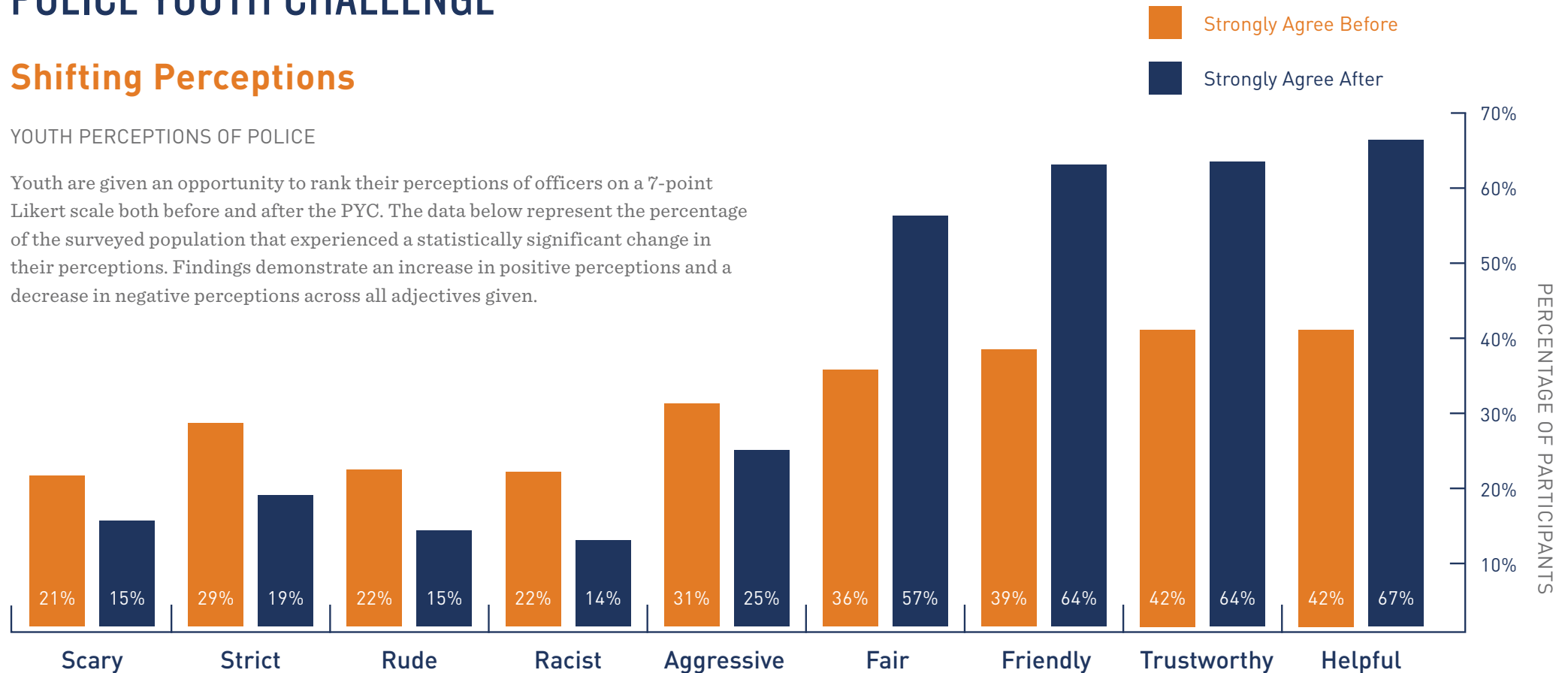


POLICE YOUTH CHALLENGE

Shifting Perceptions

YOUTH PERCEPTIONS OF POLICE

Youth are given an opportunity to rank their perceptions of officers on a 7-point Likert scale both before and after the PYC. The data below represent the percentage of the surveyed population that experienced a statistically significant change in their perceptions. Findings demonstrate an increase in positive perceptions and a decrease in negative perceptions across all adjectives given.



Y-axis indicates percentage of youth who responded to the survey questions. Each of the attitudes included here shows significant differences in attitudes after participation in PYC; all paired t-tests were <0.001 , $n=595$.

2016 Participants

12

OFFICERS AVG. YEARS
SERVICE

2,214

PARTICIPANTS

39

SCHOOLS

13.5

AVG. YOUTH AGE

POLICE YOUTH CHALLENGE

Building Trust

After the PYC, 44% of Officers surveyed made significant positive change in their responses regarding stereotyped beliefs of youth.



Photo: Chris Crews

96%

OF OFFICERS SURVEYED THINK YOUTH ARE TRUSTWORTHY AFTER THE POLICE YOUTH CHALLENGE.

23%

MORE YOUTH FIND OFFICERS TRUSTWORTHY AFTER THE POLICE YOUTH CHALLENGE

86%

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





**"MY PYC EXPERIENCE WAS A GREAT TIME. BEFORE I CAME I
THOUGHT ALL POLICE WERE BAD AND AFTER TODAY I LEARNED
THAT NOT ALL COPS ARE BAD COPS."** *- Youth PWC Participant*

Photo: Jamie Horton

EXPANDING OUR CLASSROOM

Our Sea Kayaking Program Finds New Home on the Nanticoke

In 2016, we expanded our Sea Kayaking program by increasing our fleet of kayaks and finding a new section of the Chesapeake Bay where we could challenge our students. We chose a highly diverse section of the Captain John Smith Chesapeake National Historic Trail, on the Nanticoke River - a trail established in 2006 by the National Parks Service. It is one of only two national historic trails on water and stretches approximately 3,000 miles along the Chesapeake Bay, the nation's largest estuary. The historic routes trace the 1607-1609 voyages of Captain John Smith to chart the land and waterways of the Chesapeake. Today, the Trail's environment looks much as it did when Captain Smith originally explored the area, as if it has been frozen in time.

During the season, we sent 9 crews of students to this new section of trail covering a span between Wetipquin Landing and Phillips Landing in Maryland. These crews paddled over 300 total miles, including a 35 mile expedition with our Board of Trustees who set out to see what our students experience on course.

See more about these types of courses, including videos from our inaugural year of Nanticoke expeditions on our website at outwardboundbaltimore.org/seakayak.

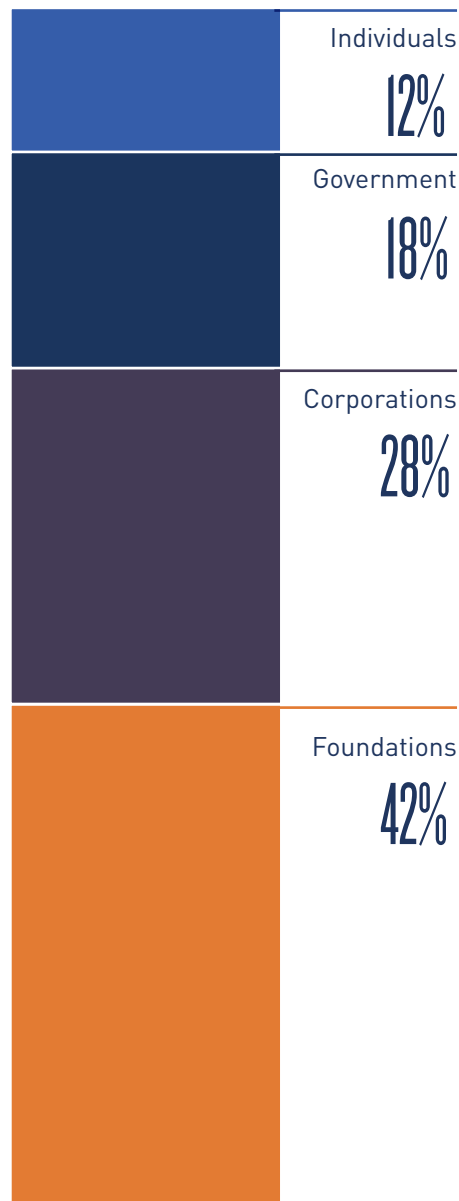
Photo: Zachary Shenal





**“THERE IS A LOT MORE TO ME THAT I HAVE YET
TO DISCOVER.”** - *Outward Bound Alumnus*

THANK YOU TO OUR DONORS



\$100,000-\$249,000

Associated Black Charities
 Baltimore Gas & Electric Company
 France-Merrick Foundation, Inc.**
 Maryland State Department of Education -
 State Aided Institutions
 Middendorf Foundation, Inc.**
 Parks & People Foundation
 State of Maryland

\$50,000-\$99,999

The Kahlert Foundation
 Maryland Historical Trust**
 Outward Bound USA

\$20,000-\$49,999

Arthur M. Blank Foundation
 Bunting Family Foundation
 National Fish and Wildlife Foundation
 Thomas Wilson Sanitarium for Children of
 Baltimore City

\$10,000-\$19,999

Anonymous*
 Mary Catherine Bunting
 Charles Crane Family Foundation, Inc.
 Richard W. and Donna Lee Frisch*
 Joseph R. and Kathy Hardiman*
 Lake Thoreau Entertainment
 Linehan Family Foundation, Inc.*
 Peter R. and Cynthia K. Kellogg Foundation
 Sana and Andy Brooks Family Fund*

\$5,000-\$9,999

AC and Kathryn George Family
 Charitable Gift Fund*
 Aegon Transamerica Foundation
 Eddie C. and C. Sylvia Brown*
 Brown Advisory
 George L. Bunting*
 Clark Enterprises, Inc.
 Clayton Baker Trust
 Cleveland Dodge Foundation
 Deauville Fund of the Baltimore Community
 Foundation
 Effective Leaders International
 Envirotest
 Greenspring Associates
 Michael D. and Ann Hankin*
 Heller Family Foundation
 Jeffrey and Malia Joy*
 M & T Bank Charitable Foundation
 Michael and Susan Ford Charitable Fund
 MW Wyman Charitable Annuity
 Nellie and Truman Semans Fund
 Patient First
 Proskauer Rose
 Richard and Lisa Rapuano
 James W. and Rosie K. Smith*
 Stifel
 T. Rowe Price Group
 Two Suns Charitable Fund*
 United Way of Central Maryland, Inc.

\$2,000-\$4,999

Bonnie and David Allan
 Baker Donelson
 BB&T
 Alfred R. and Muriel Berkeley*
 H. Stacey Boyer
 Brett and Vicky Rogers Fund
 Brown-Forman Corporation
 Marc Bunting
 Chimes Foundation, Inc.
 The Conservation Fund

Constellation, an Exelon Company
 CRC CARES Foundation
 D.F. Dent and Company, Inc.
 Clinton and Diana Daly*
 DLA Piper US LLP
 Ecosystem Investment Partners, LLC
 Feather Foundation, Inc.
 Gallagher, Evelius & Jones, LLP
 Hardiman Family Foundation
 Johns Hopkins Medicine
 The Keith Campbell Foundation for the
 Environment, Inc.
 Lewis Contractors, LLC.
 Lois and Philip Macht Family Philanthropic
 Fund
 Michael Maloney
 The Marion I. & Henry J. Knott Foundation
 Pan Family Charitable Fund
 PwC
 Rosedale Federal Savings & Loan Association
 SAIC
 SHIFT
 TerpSys
 Ziger/Snead LLP Architects

\$1,000-\$1,999

Abell Foundation, Inc.
 Suzanne Avirett
 Battelle
 Beatty Development, LLC
 Charles and Sherry Fenwick Fund
 David and Stephanie Citron
 Katherine and E. Hervey Evans
 Donald Frisch*
 Alec Frisch*
 Pat Groeninger
 Iredell W. and Jennie Iglehart
 Kent Family Foundation
 Klingenstein Foundation
 The Lookout Foundation
 Benjamin F. Lucas
 MECU Foundation
 Walter D. and Mary Ann Pinkard*



Polk Contracting Inc.
 Schwab Charitable Fund
 Barbara and Miguel Vilar
 William and Susannah Rienhoff Family Fund
 Jeremy Zuttah

\$200-\$999

Douglas Alexander
 Justin Allen
 Bill Armstrong
 William C. Baker*
 Baltimore Subway Group Corporation
 Bank of America Charitable Foundation
 Virginia Barnhart
 Andy Bauer
 Benjamin M. Baker Charitable Fund
 Denis J. Callaghan
 Constance Caplan
 David and Jacqueline Carrera
 Ji H. Chong
 Luke Cooper
 Council on Foundations
 Anne LaFarge Culman*
 Marian Darrell
 Episcopal High School
 Family League of Baltimore
 George Farrant
 Ralph Ferrell*
 Bruce Fleming
 Friends of Gwynns Falls & Leakin Park
 James R. and Edith H. Garrett*
 Amy Macht and George Grose
 George Hess*
 Martin Himeles
 Becky and David Hornbeck
 Stephen and Walter M. Howard
 Howard L. Sollins and
 Barbara M. Resnick Family Fund
 Faith Hubbard
 JAS Fund
 Elizabeth Jones

Stephen and Laurie Kelly
 Kelly Family Foundation
 Heidi Kenny-Berman
 Laura Kohler
 Frederick and Anna Lindahl***
 Michelle Lipkowitz
 Timothy P. Magnani
 Laura Frisch Marsh*
 Randolph C. Metcalfe
 Sally Michel
 Redonda Miller
 Ted Millspaugh
 Lisa Millspaugh Schroder
 Munimae Foundation, Inc.
 Rebecca Murphy
 Mary Kay Nabit
 Lat and Barbara Naylor
 James D. and Anni Naylor
 Cassandra Naylor
 J.D. Nelson
 Lloyd Oliver
 Janet Oren
 Douglas D. Persons
 James Piper
 Toby and Lisa Pitts
 John B. and Susan B. Powell
 John M. Prugh
 Richard C. Riggs, Jr.
 Sagamore Development
 John Schmick
 Kevin and Nikki Schmidt
 Kyle Smith
 David Starnes
 Suzy and Eddie Dunn Fund
 T. Rowe Price Foundation, Inc. Matching Gifts
 Program
 Ellett Toomey
 Scott and Lindsay Vane
 Gordon R. and Diana Virgo***
 Peter Winch

UNDER \$200

The Aaron Straus and Lillie Straus Foundation, Inc.
 John and Susan Alford***
 Katherine Allston
 Amazon Smile
 Michelle Andres
 Scott Armstrong
 Peter Bailly
 BCT Architects
 Richard Bohrer
 Dorothy L. Bowser
 Darragh Brady
 Jennifer L. and Darrell T. Bunkley
 Beverly C. Compton, Jr.
 Zack Davidson
 Michael Doyle
 Joseph and Juliann Duffy
 John Enny
 James Finney
 Earl P. Galleher
 Gift Card Giving
 Patricia M.C. Brown and Joseph P. Gill
 David Greenberg
 Jennifer Hervy
 Elizabeth Hobelmann
 Gerald G. and Ann C. Hopkins
 Melissa Jencks
 Jennifer Jerger
 Henry R. Jiles
 Pace R. Kessenich
 L&H Business Consulting, LLC
 Sooz Laugen
 Mary Lindahl
 Henry Lowe
 Julie Lynn
 Ganesha Martin
 Courtney Martin
 Roberta Mathews
 Henry McHenry
 Samuel McMahan
 Anita McMullin
 Ann Millhollen

Sara I. Milstein
 Lori Mostofsky
 James Murrayher
 Justin Neagle
 Marla Nix
 Patricia Odell
 Edward Osann
 Caroline Paff
 Pittelkau Family Charitable Fund
 Allen L. and Karen B. Plaster
 Robena G. Reid
 David Rice
 Daniel Rugg
 Marian Saks
 Serena Savage
 Jamie Seward
 Kathryn Spearman
 J. Snowden Stanley
 Truist
 Charles E. and Claudia Vieth
 Betsy Wasson
 Lynn Whitehead
 Pamela L. Williams
 John W. Wood

IN-KIND

Alfred R. and Muriel Berkeley*
 Boordy Vineyards
 Brown-Forman Corporation
 The Classic Catering People
 Environment for the Americas
 Google, Inc.
 Heavy Seas Beer
 J.R. Construction
 KIND Snacks
 Terra Zvara
 Wegman's Owings Mills
 Wild Birds Unlimited
 WYPR

* *Frisch Endowment Donor*
 ** *capital campaign donor*
 *** *Wetherbee Endowment Donor*

CORNERSTONE AWARDS DINNER 2016 HONOREE

Patrick F. Noonan

The Conservation Fund

Patrick F. Noonan was recognized as the Baltimore Chesapeake Bay Outward Bound School's 14th Annual Cornerstone Awards Dinner honoree. Mr. Noonan is the founder and chairman emeritus of The Conservation Fund; a non-profit organization dedicated to conserving America's natural and historic heritage. Working with public and private partners, The Fund has protected over 7.6 million acres of America's outdoor heritage since its founding in 1985. The Conservation Fund has been a leader in land conservation in the Chesapeake Bay Watershed conserving over 325,000 acres in the past two decades.

Mr. Noonan also co-founded and currently serves on the board of the Chesapeake Conservancy, formerly known as the Friends of the Captain John Smith Chesapeake Historic Water Trail.

It was an honor for BCBOBS to recognize Mr. Noonan at the event for his dedication to the community and preservation of America's natural resources.

Photo: Natalie Abbassi



300

GUESTS

\$317,185

TOTAL RAISED



STUDENT SPEAKER

Zachary Shuler

Youth Leadership Corps Alumnus

“On the Outward Bound expedition, I was able to form emotional connections with my crewmates. As the youngest member in the group, other teens took me under their wings, as if I was their kid brother, but I was still expected to pull my weight.

We shared many stories and jokes. We cheered each other on as we crossed a river with fast-moving rapids. We bonded over meals of boiled, grey mush. Ultimately, we learned to trust one another on the mountains and on the river.

I felt accepted for who I am. I no longer was an outsider but felt included, and I had never felt so close to a group of my peers, who felt like family members.”



STUDENT STORIES

We believe that Character Education is important for all students, no matter where they go to school. Our team went out into the field to meet real students - and talk to them about their experience. You can hear the full stories from each student on our YouTube channel and stay up to date on future stories for youth on course with us each season.

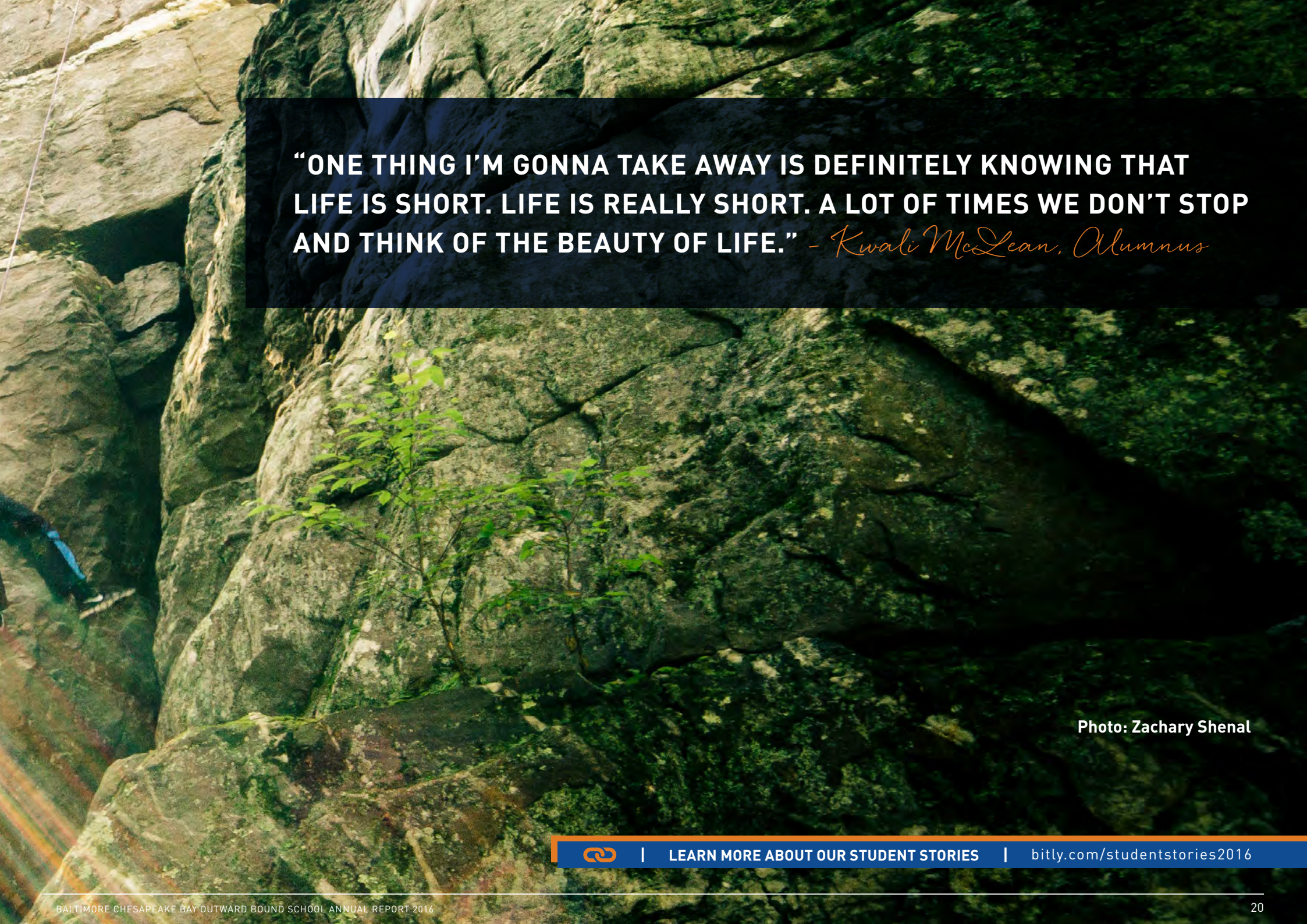
Kwali, a student from Southwest Baltimore Charter School, shared a moving story about how his expedition with fellow students made him want to become a 'better person'. Having time to step away from the sounds of the busy city and reflect meant a lot to him and his personal growth.

Natasha joined her crew in the wilderness along the Appalachian Trail only two weeks after arriving in the United States from Kenya. She shares a valuable lesson to us all, as she learned to stay positive and grateful for the opportunity to try new things.

Rob, came all the way from Episcopal High School in Virginia, a school we've worked with for nearly 20 years. When we met up with him during their rock climbing day, he told us how surprisingly fun the expedition was, despite all the challenges along the way.

Video production done in partnership with Wide Angle Youth Media.





“ONE THING I’M GONNA TAKE AWAY IS DEFINITELY KNOWING THAT LIFE IS SHORT. LIFE IS REALLY SHORT. A LOT OF TIMES WE DON’T STOP AND THINK OF THE BEAUTY OF LIFE.” - *Kwali McLean, Alumnus*

Photo: Zachary Shenal



| **LEARN MORE ABOUT OUR STUDENT STORIES** |

bitly.com/studentstories2016

A FEW WORDS FROM DAVID:

Why do I enjoy working for Outward Bound?

What keeps me coming to work are the students and participants of our programs. Observing and celebrating the a-ha! moments with them, being a listening ear for when they choose to be vulnerable with the group, and their desire to reflect on the past and present to apply to the future. Having the ability to facilitate individual and group socio-emotional learnings around a moment or a mindset from a day program has been a real gift to me. This gift has helped me think creatively about my approach to questions, metaphors, and how to best tailor a program or an initiative to any student in front of me.



| LEARN MORE ABOUT OUR INSTRUCTORS | outwardboundbaltimore.org/field-staff/



INSTRUCTOR FEATURE

David Friedman began working with the Baltimore Chesapeake Bay Outward Bound School as a summer apprentice in 2015. This School drew his interest because of its place between the wilderness and the city, and the chance to work with such a wide variety of local students in so many different settings.

David's BCBOBS highlight has been being on the founding team of facilitators for both the Police Youth Challenge and the Lillie May Carroll Jackson School Program. As BCBOBS was working hard to develop these programs, David's insight and awareness of the city and students were vital to shaping these programs into what they are today.

David has grown to be a mentor and leader among his peers—offering guidance, resources, and advice to so many. David works for Baltimore Outward Bound as a trainer, and most recently co-led this year's urban staff travel!

David pays close attention to creating individual, creative, and meaningful programs for our participants from middle schoolers to Executive Directors. David has worked on professional programs including the admin team of Baltimore City Recreation and Parks, T.Rowe Price, MD Department of Social Services, and the staff at Kingsman Academy and Carter G. Woodson.

Whether he is designing a program or working on a team with other facilitators, David is focused on creating a unique and personal experience for everyone. His genuine desire to listen to participants helps create an atmosphere that allows each student to be open, communicate, and thus come away with deep learning.

This fall, David will begin a graduate program at the University of Maryland in their school of Social Work as well as working part-time with Outward Bound. We are so excited for David's next opportunity!



Photo: Kenja Griffin

A FEW WORDS FROM CLINTON:

Clinton Daly

Chairman Emeritus

Partner, *Brown Advisory*

“Upon my return to Baltimore in 1994, I was soon introduced to Outward Bound by its executive director, David Starnes, who had become the VP of the Baltimore Police Athletic League when I served as its President. We were both focused on and passionate about inner city youth. He encouraged me to go on an Outward Bound invitational where I was chosen from a line up by Delegate Maggie McIntosh to be her canoeing partner. While paddling down the Potomac in western Maryland I asked Maggie what she did whereupon she asked me where I lived...her answer forthcoming was “I am your delegate!” Laughter ensued until the adrenaline rush from rescuing a capsized canoe carrying our food brought us around. As we approached the river bank to disembark and set up camp, we found that a high riverbank and trees required a deep water exit. So, I waded up to the bow and asked Maggie if she wanted a piggyback ride, which she happily accepted. From that moment on I referred to her as Queen Margaret. We have been friends ever since despite the fact that the rain that ensued never let up and we were all wet 24/7 for the next three days.

Last year’s Nanticoke River invitational reminded me that nature is God’s outdoor classroom for striking a balance of fun and reflection. Ginger Mihalik told us around the campfire that we would break camp and be on the river at 5:30 a.m. and that we would observe two hours of silence as the sunrise painted the sky and awoke the residents of the river paradise. Incredible!

Outward Bound has given me an expanded awareness of life’s lessons including the meaning of digging deep, understanding that the reward of faith is seeing what one believes in, and embracing Dr. Lillie May Carroll Jackson’s credo that “service to people is the rent one pays for one’s space on earth”.



Photos: Jay Fleming



LEADERSHIP FEATURE

Clinton has served on the Board of Trustees of BCBOBS for 12 years which includes his time as Board Chair and member of the Development, Nominating, and Capital Campaign committees. Since Clinton became involved, BCBOBS has seen many positive changes and has evolved into a growing and thriving organization due in part to his consistent presence and volunteer fundraising leadership. In 2009, Clinton challenged himself and fellow board members, Andy Brooks and A.C. George, to climb Mt. Kilimanjaro. In the process the group turned their trek into a fundraiser for BCBOBS and raised more than \$52,000.



Clinton's work for BCBOBS goes beyond the Board of Trustees and extends to the larger philanthropic community by bringing new donors to the organization. He opens doors, makes the ask, and goes to bat whenever he's called. Through his leadership and volunteer fundraising expertise, Clinton Daly has not only climbed mountains for Outward Bound but is fully invested in moving mountains for Baltimore's youth. He has an indomitable passion for helping Baltimore City youth and a keen business sense that has led to expanded investment in Outward Bound.



Photos: Jay Fleming



BOARD OF TRUSTEES

Andrew M. Brooks

Chair of the Board

VP- Head of U.S. Equity Trading
T. Rowe Price

Bonnie Caslow Allan

Volunteer

John Avirett

Partner

Greenspring Associates

Alfred R. Berkeley, III

Vice Chair

Princeton Capital Management LLC

H. Stacey Boyer

Attorney

Marc G. Bunting

Founder and CFO

Alpine Bagels and Brews, Inc.

AJ Caputo

Director

CRC Partners

Jacqueline M. Carrera

Trustee Emeritus

Volunteer

James Carter

Senior Partner - Americas

Effective Leaders, International

David M. Citron, CFA

Chief Investment Officer

WMS Partners LLC

Luke Cooper

President & CEO

Fixt

Sita Culman

Trustee Emeritus, Founding Board Member

Volunteer

Clinton R.Daly

Chairman Emeritus

Partner

Brown Advisory

E. Hervey Evans

President

Erasmus, Inc.

Richard W. Frisch

Chairman Emeritus, Founding Board
Member

Business Consultant

James R. Garrett

Founding Board Member

Educational Consultant

Arthur C. George

Baltimore City Public School System

Joseph R. Hardiman

Founding Board Member

Volunteer

Jeffrey S. Joy

Chairman Emeritus

CEO/President

IlliniCare Health Plan

Ganesha Martin

Chief, Dept of Justice

*Compliance and Accountability / External
Affairs, Baltimore Police Department*

Robert Matthews

Senior Manager, Talent Management
& Organizational Development
Baltimore Gas & Electric

Sally J. Michel

Trustee Emeritus, Founding Board Member

Volunteer

Richard H. Rapuano

Consultant

Brett Rogers

Head of Legal, Chief Compliance Officer
Brown Advisory

Lisa Millspaugh Schroeder

President & CEO

Parks & People Foundation

James W. Smith

Founding Board Member

Subway Development

Ginger Mihalik

Executive Director



BALTIMORE CHESAPEAKE BAY
OUTWARD BOUND SCHOOL

1900 Eagle Drive
Baltimore, MD 21207
410.448.1721
info@outwardboundbaltimore.org

LEARN MORE | 410.448.1721 outwardboundbaltimore.org

Back Cover Photo: Jay Fleming
Front Cover Photo: Zachary Shenal