



CHESAPEAKE BAY  
OUTWARD BOUND SCHOOL

# POSITION PROSPECTUS

Executive Director



HIGHER TALENT  
EXECUTIVE SEARCH

FALL 2022

The Chesapeake Bay Outward Bound School has partnered with Higher Talent Executive Search to identify their next Executive Director.

This document provides an overview of the Chesapeake Bay Outward Bound School, information and details about the opportunity, and desired qualifications and characteristics of candidates.

Throughout the document, [blue text passages](#) provide hyperlinks to document pages and online resources with more detailed information.

Higher Talent is pleased to discuss these exciting opportunities with qualified professionals who seek career advancement and the opportunity to play a pivotal role in an organization that builds character one ropes course at a time.

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# Outward Bound



By living in a group in a wilderness setting and facing authentic challenges, participants realize what they are truly capable of and develop compassionate, courageous leadership skills needed for actively engaging in their lives back home.”

-Kurt Hahn

Outward Bound is an international educational movement dedicated to the idea that people are capable of far more than they know. Originally designed by educator Kurt Hahn in 1941 to prepare young Britons to face the challenges of World War II, whether on the home front or in the uniformed services, the program fostered leadership qualities that were especially needed for those in the Merchant Marine whose ships were “Outward Bound,” headed to the high seas on the treacherous North Atlantic run.

Now, all around the world, Outward Bound schools prepare people to take on challenges and achieve more than they ever thought possible. Through co-curricular instruction with schools, Outward Bound schools provide an experience that compliments academic curricula, teaches students to embrace challenge, value reflection time, and impels students to realize their full potential. Through careful program design and rigorous evaluation, students engage in authentic challenges that develop compassionate, courageous leadership skills needed for actively engaging in their lives at home, in school and their communities. It took only a few years for this ground-breaking educational program to begin its international expansion. Now, more than 75 years since its inception, Outward Bound has schools in over 30 countries on six continents.





**The Chesapeake Bay Outward Bound School (CBOBS)** was founded in 1986 as a parks and people foundation program. After operating under the Hurricane Island Outward Bound School and as part of Outward Bound USA, CBOBS became an independent charter of Outward Bound USA in January 2012. Since that time, the organization has seen significant success – CBOBS is serving more than four times the number of students and has more than tripled its organizational budget.

CBOBS is uniquely positioned within the adventure/experiential education market in the Baltimore-Washington Metropolitan area. There are 26 “adventure education” providers within a sixty-mile radius of CBOBS. Many provide one day ropes course experiences, overnight cabin stays or team recreation; but none provide a true educational experience that seamlessly dovetails with a school’s character education effort.

CBOBS sits alone as an educational partner that offers progressions of programs backed by research, curricular alignment, and takes students from an in-class discussion about communication to practicing it with their teammates on a wilderness expedition.



CBOBS has spent the last five years assembling and growing a 52-person team of full-time educators, administrators, highly skilled outdoor professionals, and 45 thriving school relationships. The team and organization have a growth mindset, and have recently established an office in Washington, DC, to better serve the community there. Operations will grow to include a new, physical location in collaboration with DC Parks and Recreation, complete with space to offer high-ropes day programs and as a basecamp for wilderness expeditions to start/end right in the heart of the District. This new campus will also allow CBOBS to bring its Character Curriculum into schools that need programming to improve social emotional learning in DC classrooms, whether that’s through in-classroom facilitation, one-day teambuilding, or five-day wilderness expeditions.

## Chesapeake Bay Outward Bound School's Programs:



1. One Day Programs
2. Outward Bound Professional
3. Educators' Development
4. Scholarship Expeditions
5. Classic Programs

CBOBS's new strategic plan (2022-2027) includes six areas of focus that should yield deeper impact, smoother operations, intelligent decisions and broader reach:

- Student-first, education-aligned, school-centered program model
- Prioritize the role of service in our communities
- Accelerate its vision for Outward Bound in the Nation's Capital
- Equitable opportunities, inclusive practices, diverse teams
- Pursue initiatives that support the organization's sustainability
- Influence program quality and design through data insights

## THE OPPORTUNITY



### Executive Director

The Executive Director (ED) at the Chesapeake Bay Outward Bound School serves as the senior staff member overseeing the execution of strategy, mission, policies, organization, funding, programs, and operation within Outward Bound National's philosophy and guidelines. The Executive Director reports, and is accountable, to the CBOBS's Board of Trustees. The Executive Director is expected to report to the board on strategy and budget, and to work collaboratively with board members to assure the school is responsive to local interests.

### Responsibilities:

- Establish and implement operating plans, organization structure and programs to achieve significant lasting life skills impact on participating students and organizations.
- Provide effective leadership, motivation, and direction to the CBOBS's staff and volunteers to enable the school to deliver rich, varied and comprehensive programs to reach a wide spectrum of students from the greater Baltimore-Washington, DC metropolitan area.
- Develop a "full line" of programs in service to the operating region, consistent with community needs, which help make the community a better place to live.

- Lead the CBOBS's fundraising initiatives from individuals, foundations, corporations, government agencies, community leaders and schools with the assistance of the Board of Trustees. Meet annual fundraising objectives and cultivate longer-term sources of funding.
- Plan for, hire, train and professionally manage top quality staff.
- Provide effective leadership, motivation, and direction to school, staff, and volunteers.
- Ensure that all programs are designed to effectively teach to Outward Bound's established outcome measures and are run in accordance with Outward Bound National Safety Policies and Standards.
- Build strong long-term relationships with the school's customers (local school districts, charter schools and youth organizations) and its support structure (the CBOBS's Board of Trustees, National senior management and local community leaders).
- Establish partnerships with local youth development and outdoor activity organizations that can add capabilities and experiences to enrich the CBOBS's programs with limited incremental cost.
- Plan for and manage school operations and facilities efficiently and effectively to best balance cost minimization and quality program delivery.
- Prepare challenging, yet achievable, plans and budgets and manage within approved budget.
- Solidify and grow operations, program, partnerships, and staff in the Washington, DC office.

**Minimum Qualifications/Requirements:**

- Demonstrated strong leadership, people management and motivation ability.
- Entrepreneurial zeal with a passion for the Outward Bound mission and a commitment to the value of service.
- Energetic, self-starting and resourceful attitude
- Effective working in a group environment requiring team building, flexible multi-tasking and careful time and expense management.
- Ability to represent self and Outward Bound effectively with strong presence in diverse public situations.
- Comfortable and effective relating to potential significant individual donors and requesting donations.
- Computer literate (Microsoft and Google Suite, database proficiency).
- Ability to learn and become proficient with emerging technology

**Desirable Qualifications:**

- Knowledge of legislators and legislative process in Maryland and DC.
- Knowledge of the communities in the Baltimore-Washington metro area and the Baltimore and DC school systems.
- Experience in managing small group outdoor experiential life skills learning programs

**Education and Work Experience:**

- Bachelor degree required. Masters degree preferred.
- Experience in community service organizations serving city youth. Experience with outdoor education/experiential learning or other education or youth development organizations desirable. Some Outward Bound experience preferred.
- A minimum of five years in a managerial position with P&L responsibility.
- Experience in, and success at, fundraising from individuals and organizations.

# ORGANIZATIONAL LEADERSHIP AND GOVERNANCE

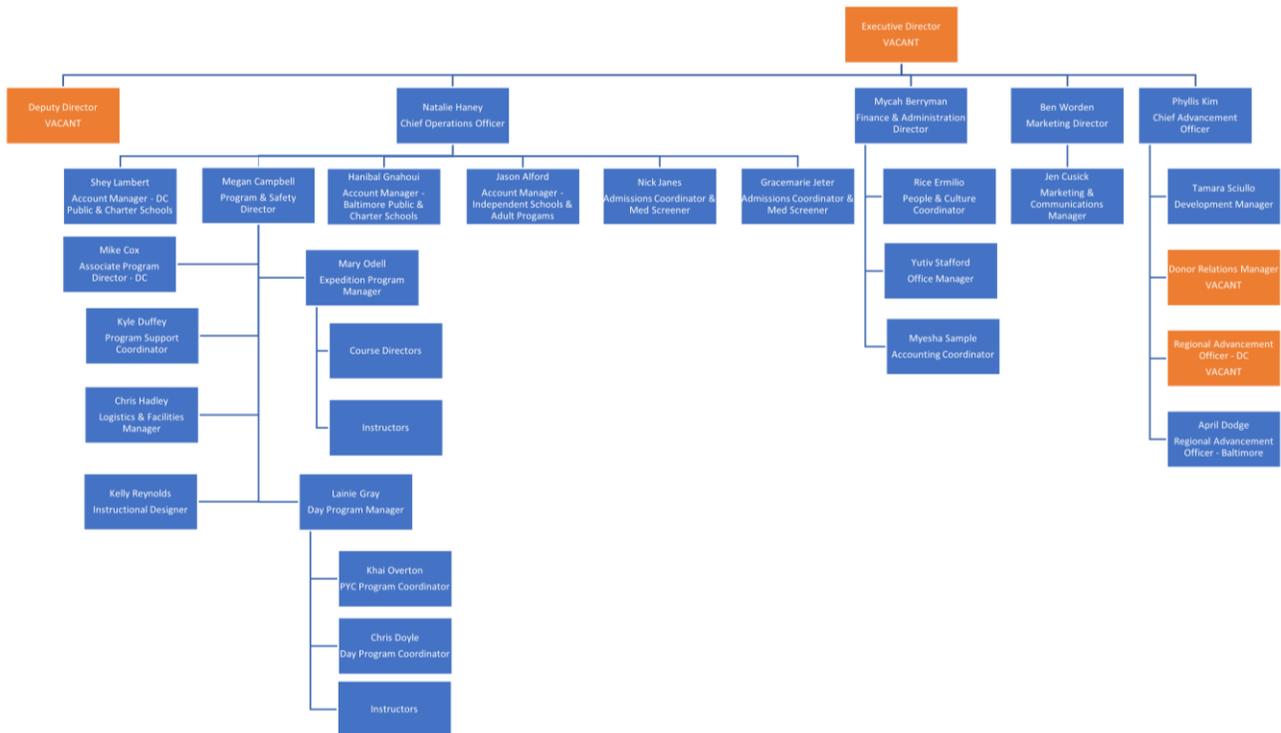


The Executive Director reports to a 26-member Board of Directors that includes a Development Committee. All board members are required to participate in fundraising efforts either by making or soliciting donations. [A list of the members of the board and their affiliations can be found here.](#)

## Revenue Sources

CBOBS has an annual operating budget of \$4.6 million. In addition to the \$1.5 million CBOBS earns in tuition, the organization raises \$2.3 annually through individual, corporate sponsorships, and foundations.

## ORGANIZATIONAL STRUCTURE



## BENEFITS



Chesapeake Bay Outward Bound School offers a wide range of benefits to meet the ever-changing needs of their employees.

### **Benefits include:**

- Employer contribution of 75% for Medical, Dental, & Vision insurance through CareFirst BlueChoice for the employee and their children, if applicable.
- Paid Time Off (15 days is the base starting accrual, our handbook allows for us to offer Director-level positions a starting accrual of 20 days)
- Up to Eight (8) weeks of paid Family/Medical leave
- Eleven (11) paid holidays.
- 401(k) with a match. Employees are eligible for participation after 6 months of employment. Current match is 6% of the employee's salary.
- Long-term disability, short-term disability, AD&D insurance, and a \$25,000 life insurance policy at no cost to the employee.
- Pre-tax Saving Cafeteria Plan: Healthcare Flexible Spending Account (FSA), Dependent Care Flexible Spending Account (FSA), Health Savings Account (HSA)
- Pre-tax Commuter/Transit Benefits.
- Employee Assistance Program (EAP).
- Mutual of Omaha Supplemental Insurance.
- Pro Deals: Discounts from outdoor industry vendors for outdoor professionals.

## THE REGION



The Baltimore metropolitan area has a population of nearly 2.8 million, but it still has a small-town feel. Locals like to say that you can't go anywhere in "Smalltimore" without seeing someone you know.

Baltimore's elegant architecture, friendly people and lively pockets of nightlife and music make Charm City a pleasant and fun place to call home. The metro area also boasts a restaurant scene that goes beyond the city's famous crab cakes, pit beef and Berger cookies.

Baltimore is home to a variety of communities that are concentrated in the city's neighborhoods, several dozen of which are designated as historic districts. Walking through these distinct areas provides a glimpse into the city's worldly population. Little Italy, located near the Inner Harbor, and Greektown, on the east side, both showcase their residents' heritages in eateries and shops.

**Read more:** [What's it like to live in Baltimore?](#)

## HOW TO APPLY



Chesapeake Bay Outward Bound School has retained Higher Talent, Inc. to manage the recruitment process. Candidates will complete comprehensive reference and background checking. Interested candidates should direct inquiries to:



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Chesapeake Bay Outward Bound School is an equal opportunity employer.