“I AM TRULY GRATEFUL FOR THIS OPPORTUNITY THAT LED ME TO DISCOVER MYSELF AS A LEADER.” - ALUMNI
A YEAR OF GROWTH AND PREPARATION

We talk a lot about growth at Outward Bound, but it’s so much deeper than just the opportunities we create for students to grow. As an organization, we too need to see where we can expand our capabilities as a group and as individual members of a crew. In 2019, our focus on these strategies would unknowingly prepare us for the greatest challenge our school would face in the year that followed. Just like ‘duffel shuffle’ when students arrive on campus on day one, we emptied our bags and took stock of what we had, what was needed, and how we could hit the trailhead as prepared as possible for what was to come.

We worked with 6,339 students throughout the year, spanning 11,774 student program days. Our student outcomes report card, which has been our measurement tool since 2016, saw increases in social-emotional learning skills jump as much as 25% over 2018 and nearly 50% since we began collecting data in 2016. When combined with our commitment to delivering the Character Curriculum with our partners, used by 19 schools throughout the year, we can truly see the growth happening in the schools we work with.

We ended the year with an important milestone as we transitioned the name of our school to Chesapeake Bay Outward Bound School in tandem with the launch of our new campus and offices in Washington DC. This expansion project required many years of internal planning and external partnerships to complete but we finally have a second location from which to bring our programs to youth in the Nation’s Capital.

None of this growth is possible without your commitment to our vision, your support of our relentless innovation, and your belief in the importance of Outward Bound in your community.

Ginger Mihalik    Andrew M. Brooks
Executive Director   Chairman, Board of Trustees
Experiential learning is at the heart of what we do at Chesapeake Bay Outward Bound School (CBOBS). Our programs are committed to personal growth. Individuals stretch beyond their potential in their learning, take on new initiatives and brave adventures, and nurture a sense of responsibility for the community in which they live. Providing these programs to our 6,339 students served in 2019 requires unwavering support from our committed donors.
OPERATIONAL FINANCIALS

**REVENUE**

<table>
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<tr>
<th>Source</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>CONTRIBUTIONS &amp; GRANTS</td>
<td>$2,153,226</td>
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<tr>
<td>PROGRAM TUITION</td>
<td>$1,188,875</td>
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<tr>
<td>DONATED GOODS &amp; SERVICES</td>
<td>$30,170</td>
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<tr>
<td>INTEREST &amp; OTHER REVENUE</td>
<td>$74,778</td>
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<tr>
<td><strong>TOTAL</strong></td>
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**EXPENSES**

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<td><strong>TOTAL</strong></td>
<td><strong>$2,867,754</strong></td>
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**NET INCOME**

$579,295

**OPERATIONAL FINANCIALS**

PROGRAM: 34%

CONTRIBUTIONS & GRANTS: 62%

PROGRAM TUITION: 78%

10%

12%

12%
Our students came to us from many different trails including middle and high schools, corporations, nonprofits, and even the US Naval Academy. We remained focused on providing the most meaningful outcomes for every student—all 6,339 of them. For yet another year we spent more than 11,000 student program days in the field across wilderness expeditions and one-day programs—Insight and Outward Bound Professional.
STUDENT ETHNICITY

- AFRICAN AMERICAN: 46%
- ASIAN: 6%
- MULTI-ETHNIC: 2%
- HISPANIC/LATINX: 9%
- CAUCASIAN: 33%
CHARACTER CURRICULUM

BRIDGING THE GAP BETWEEN WILDERNESS & CLASSROOM

For many of the students that we serve, talking about their ideas and experiences of leadership, decision-making, and perseverance happen for the first time on expedition. Our Character Curriculum gives schools and teachers the lesson plans to prepare students intellectually for when they will need to put those ideas to work during a course. In 2019, we served 896 Student Programs Days (SPDs) with the curriculum which was a 49% increase over 2018.

For nearly three years, our team has been using a 19-question survey designed by the Johns Hopkins Bloomberg School of Public Health. This tool uses pre- and post-course responses from students to measure change within a defined social emotional skill set. The data below expresses the cumulative change of all our expedition students in 2019. Totals reflect the average scores of all students’ responses on a 7-point scale.
OUR EDUCATIONAL PARTNERS

PUBLIC & CHARTER SCHOOLS
ACCE Academy for College 
adventure Exploration
Armistead Gardens EMS
Augusta Fells Savage Ins of Visual Arts
Baltimore City Public Schools
Baltimore Collegiate School For Boys
Baltimore Educational Scholarship Trust
Baltimore Montessori Public Charter School
City Neighbors Charter School
City Springs EMS
Commodore John Rodgers EMS School
Connexions Community Based Arts School
Cross Country EMS
Dickey Hill EMS
Digital Harbor High School
East Baltimore Community School at 
Henderson-Hopkins
Frederick Douglass High School
General James Gholson Middle School
Green Street Academy
Hampden EMS
Hampstead Hill Academy
Hazelwood EMS
Independence School Local
James McHenry EMS
John Poole Middle School
Lee Montessori
Maree Farring EMS
Mergenthaler Vocational-Technical High School
Mt. Royal EMS
New Era Academy
Patterson High School #405
Patterson Park Public Charter School
REACH Partnership School
Renaissance Academy
Roland Park EMS
SEED School of Maryland
Southwest Baltimore Charter School (SBCS)
Stadium School
The Crossroads School
The SEED School of Washington, D.C.
Thomas Jefferson EMS
Tunbridge Public Charter School
Western High School
Windsor Hills EMS

Gilman School
Landon School
Loyola Blakefield
Mercy High School
Norfolk Academy
Park School of Baltimore
Roland Park Country School
Saint Francis of Assisi
Sisters Academy of Baltimore
St. John’s College High School
St. Paul’s School
The Bryn Mawr School for Girls
Waldorf School of Baltimore
Washington International School

HIGHER EDUCATION
John Hopkins Carey Business School
Johns Hopkins University
Johns Hopkins University Technology Ventures
Johns Hopkins University Women’s Basketball
Loyola University
Stevenson University
UMBC
United States Naval Academy

NONPROFITS & YOUTH SERVING 
ORGANIZATIONS
Art with a Heart
Association of Independent Maryland Schools
Baltimore Corps
Baltimore SquashWise
Boys and Girls Clubs of Metropolitan Baltimore
Bridges Baltimore
Brown Memorial Park Avenue Presbyterian Church
Catherine’s Family & Youth Services, Inc.
Esperanza Center
I Am Mentality/Youth Male
Empowerment Project
JTap
La’alot
Living Classrooms Foundation
Maryland State Education Association
Mission Continues
Native American Lifelines
Parks and People Foundation, Inc
Peace Camp
Roberta’s House
Soccer Without Borders (SWB)
St. Francis Neighborhood Center
The Village Learning Place
Tragedy Assistance Program for Survivors 
(TAPS)
Travis Manion
Washington Nationals Youth Baseball Acad.
Wilderness Leadership & Learning, Inc.
World Trade Center Institute
Y of Central Maryland

CORPORATIONS
Baltimore Gas & Electric Company
Bon Secours Health System
Constellation, An Exelon Company
Harkins Builders
T.Rowe Price
The Leadership
Under Armour, Inc.

GOVERNMENT
Baltimore City Department of Recreation and 
Parks
Baltimore City Health Department
Prince George’s County Police Athletic League

• Participated in Police Youth Challenge (PYC)
EMS: Elementary Middle School
SCHOLARSHIPS

$897,684
IN SCHOLARSHIPS & FINANCIAL AID

5,925 [93%]
STUDENTS RECEIVED FINANCIAL SUPPORT
"I AM RETURNING FROM THIS COURSE NOT THE TENTATIVE PERSON THAT LEFT, BUT SOMEONE WITH FULL CONFIDENCE AND A DETERMINED MINDSET THAT WANTS TO KEEP CHALLENGING HERSELF AND LEARNING. I HAVE A MUCH MORE POSITIVE OUTLOOK AND I CANNOT WAIT TO SHARE." - DALILA H., SCHOLARSHIP ALUMNUS

2019 MERIT SCHOLARS

Every year nearly 100 students apply for one of our two full scholarship courses: Get Out And Lead (GOAL) or Youth Leadership Corps (YLC). These summer courses offer middle and high school youth a chance to take on a new leadership challenge. The program is merit-based, meaning that all applicants go through an interview and selection process before being asked to join a crew. Many of these students are previous Outward Bound alumni, and others are coming to us in hopes of adding another dimension to their education before moving into their next academic phase.

YOUTH LEADERSHIP CORPS (YLC)       GET OUT AND LEAD (GOAL)
Cooper A.                                Angus B.
Antonio D.                               Matteo B.
Steven F.                                Brock B.
Dalila H.                                Andrew J.
Nathan H.                                Chiara B.
Logan L.                                 Christian M.
Olivia N.                                Noah P.
Nan S.                                   Zachary R.

OUTWARDBOUNDCHESAPEAKE.ORG/SCHOLARSHIPS
THE LAST FIVE YEARS OF PYC

After the unrest that occurred in Baltimore in April 2015 following the death of Freddie Gray Jr., Chesapeake Bay Outward Bound School (CBOBS) worked with the Baltimore Police Department (BPD) and a variety of funders to significantly expand the program to include all active duty BPD officers, trainees and command staff. The program expansion officially began on January 14, 2016. At this time, CBOBS also began an internal quantitative study of the program. Results presented in this report are preliminary and include all study data collected since January 2016.

KHAI OVERTON GIVES TEDX PRESENTATION

In October 2019, Police Youth Challenge Program Coordinator, Khai Overton gave a TEDx talk, “Rebuilding the Connections between Two Pillars of the Community”. The event brought together 14 different speakers around the theme of being a pioneer. Khai was able to highlight the work and impact of PYC, and his own passion toward building a stronger Baltimore. Focusing on Intergroup Contact Theory, a means to address the power dynamic between the officers and youth, Khai talks about how the Police Youth Challenge, at its core, works to shift perceptions.

Watch the talk in full at outwardboundchesapeake.org/pyc
CHALLENGE ACCEPTED

64% MORE YOUTH FIND OFFICERS TRUSTWORTHY

88% OF OFFICERS THINK YOUTH ARE TRUSTWORTHY

7,477 PARTICIPANTS

79 ORGANIZATIONS SERVED

* data above from January 2016 - December 2019
<table>
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<th>Amount</th>
<th>Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100,000+</td>
<td>A. James &amp; Alice B. Clark Foundation, Theodore Bauer and Kristin Powers, Governor’s Office of Crime Control and Prevention, Maryland State Department of Education - SAI Program</td>
</tr>
</tbody>
</table>
James Shea
Scott and Lindsay Vane
The Walmart Foundation

UNDER $500
Amazon Smile
Michelle Andres
Suzanne Bailey
Alan Baker
Andy Bauer
Lis Bayne
David Bonnett
Douglas Bothner
Mary Brooks
Nick Cairns
Zachary Caplan
Caplan Family Foundation
Albert J. and Annie Caputo
James Carter
Maureen M. and Edward C. Cassidy
Beverley and Marian Compton
Demian Costa
Dennis Coyle
Susan and Murray deMuth
Denis J. Callaghan
Walter F., Elizabeth and Edward Grove
Justin Ellis
Elizabeth Embry
Evan English
Wilton Farmwald
George Farrant
Charles Donoho Finnerty
Tom and Wesley Finnerty
David Frisch
Earl P. and Martha P. Galleher
Thomas O. Camper, AIA
Carolyn Gaynor
Patricia Brown and Joseph P. Gill
Vincent Greene
Natalie Haney
Marie-Christine Haney
Andrew Holter
Mark Holzrichter
Monty and Stephen Howard
Howard L. Sollins and Barbara M. Resnick Family Fund
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Iredell and Jennie Iglehart
Marie Luise Janes
Chris and Nikki Janian
Robert Jeffrey
Elizabeth Jones
Kathleen Kilby
Harriet Van Kleek
Leigh and Henry Lowe
Lauren Macsherry
Bridget McCusker
Edith and Henry McHenry
Anita McMullin
Cary Moon
Lori Mostofsky
Courtney Mullin
James Murry
Cassandra Naylor
Douglas and Michelle Nelson
Gail Nengel
Amy and Charles Newhall
Catherine Newsom
Marla and James Nix
Jessica Norwitz
Charles and Margaret Obrecht
Patricia Odell
Jo and Ed Orser
Eric Park
James Piper
Karen and Allen Plaster
John Polk
Leanna Powell
Jim La Prad and Kathleen Costello La Prad
John Prugh
Melissa Riorda
Robert Matthews
Scott Rodgville
Daniel and Hallie Rugg
Ladan, Sahra and Said Daneshmand
John Schmick
Dara Schnee
James Seba
Natalie Sherman
Carey Fetting-Smith
Henry Smyth
David Stathis
Steve and Sue Norwitz Charitable Gift Fund
Stuart Sutley
Margaret Tahboub
Kimberly Taylor
Michael Tsakalos
John Waire
Samuel Walters
David Ware
David Warner
Mac and Ann Williams
Peter Winstead
Meg Wise
Tim and Laura Zulick

IN-KIND
Arc’teryx
Alfred and Muriel Berkeley
Andrew and Cassandra Brooks
Brown-Forman Corporation
Tom Bruggman
Marc Bunting
Christopher Schafer Clothier
Classic Catering
Jo Coyle
Tracy Devine
Earth Treks Hampden
Enterprise Applications
Flowers & Fancies
Friendship Creative Printers
Joseph and Kathy Hardiman
Heavy Seas Beer
Prigel Family Creamery
Radcliffe Jewelers
Avi Rubinsky
Total Wine & More
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<tr>
<th>Name</th>
<th>Title/Position</th>
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<tbody>
<tr>
<td>ANDREW M. BROOKS</td>
<td>CHAIR OF THE BOARD, RETIRED – ASSOCIATE</td>
</tr>
<tr>
<td>BONNIE CASLOW ALLAN</td>
<td>VOLUNTEER</td>
</tr>
<tr>
<td>JOHN AVIRETT</td>
<td>PARTNER, GREENSPRING ASSOCIATES</td>
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<td>ALFRED R. BERKELEY</td>
<td>VICE CHAIR, PRINCETON CAPITAL MANAGEMENT LLC</td>
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<td>MARC G. BUNTING</td>
<td>FOUNDER AND CFO, ALPINE BAGELS AND BREWS, INC.</td>
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<td>AJ CAPUTO</td>
<td>SENIOR VICE PRESIDENT, Balfour Beatty Investments</td>
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<td>DAVID M. CITRON, CFA</td>
<td>CHIEF INVESTMENT OFFICER, WMS PARTNERS LLC</td>
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<td>DAMION J. COOPER, TH.M.</td>
<td>FOUNDER &amp; EXECUTIVE DIRECTOR, PROJECT PNEUMA</td>
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<td>CLINTON R. DALY</td>
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<td>CHRISTOPHER DUNCAN</td>
<td>SR. MANAGER OF LARGE CUSTOMER SERVICES, BGE</td>
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<td>E. HERVEY EVANS</td>
<td>PRESIDENT &amp; CEO, CRAFTMUS INC.</td>
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<tr>
<td>JOHNIEE FOREMAN</td>
<td>DIRECTOR OF COMMUNITY, INCLUSION, AND EQUITY OF GILMAN SCHOOL</td>
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<td>RICHARD M. FRIESS</td>
<td>FOUNDRY BOARD MEMBER, CHAIRMAN EMERITUS, BUSINESS CONSULTANT</td>
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<tr>
<td>JAMES R. GARRETT</td>
<td>FOUNDER BOARD MEMBER, EDUCATIONAL CONSULTANT</td>
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<tr>
<td>ARTHUR C. GEORGE</td>
<td>BALTIMORE CITY PUBLIC SCHOOL SYSTEM</td>
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<tr>
<td>NANCY WHITEMAN-GREENE</td>
<td>CHAIRMAN &amp; COMMERCIAL REAL ESTATE LAWYER, MILES &amp; STOCKBRIDGE P.C.</td>
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<td>JOSEPH R. HARDIMAN</td>
<td>FOUNDING BOARD MEMBER, VOLUNTEER</td>
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<tr>
<td>JEFFREY S. JOY</td>
<td>CHAIRMAN EMERITUS, VOLUNTEER</td>
</tr>
<tr>
<td>GANESHA MARTIN, ESQ.</td>
<td>PRESIDENT, G.M.M. CONSULTING, LLC</td>
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<tr>
<td>MICHAEL MERRILL</td>
<td>VICE PRESIDENT &amp; CFO, DF DENT &amp; COMPANY</td>
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<td>CHRIS RHOADES</td>
<td>CO-FOUNDER, RESOLVE GROWTH PARTNERS</td>
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<tr>
<td>BRETT ROGERS</td>
<td>HEAD OF LEGAL, CHIEF COMPLIANCE OFFICER, BROWN ADVISORY</td>
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<tr>
<td>FRED SCHROEDER</td>
<td>VICE PRESIDENT, DEVELOPMENT &amp; ALUMNI RELATIONS, JOHNS HOPKINS</td>
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<td>SITA CULMAN</td>
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<td>JACQUELINE M. CARRERA</td>
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