

BREAKING NEW TRAILS



**OUTWARD
BOUND USA**

2017 ANNUAL REPORT

A WORD FROM OUR EXECUTIVE DIRECTOR

Welcome Friends of Outward Bound,

As Outward Bound USA (OBUSA) reflects on the past year, we are grateful for the extraordinary generosity and leadership of our Board of Directors, philanthropic partners, alumni, parents and friends. With increasingly strong partnerships with our 11 regional Outward Bound Schools, healthy student enrollment and exceptional staff and Field Instructors, we are excited for what the future holds.

OBUSA's story in 2017 is one of progress, growth and change.

As the governing body for the network of Outward Bound Schools in the United States, OBUSA remains focused on improving levels of collaboration, impact and trust across the organization. Together with our regional Outward Bound Schools, Outward Bound has seen excellent progress in making the national-regional operating model work.

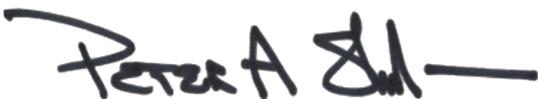
This national-regional model results in Outward Bound programs that respond to issues that directly affect communities. And, while each regional School operates autonomously, all Schools benefit from OBUSA's services and support to ensure the highest levels of consistency in program quality, course outcomes, student satisfaction and safety.

Growth in 2017 came in the form of accomplishing two major strategic objectives: the launch of the Outward Bound Professional Learning Lab and OBUSA Board approval of the 'Strategic Framework to Strengthen and Grow Outward Bound in the USA'. A summary of each of these initiatives is included in the pages that follow.

And lastly, 2017 was a year of change. With progress against key strategic initiatives, strong enrollment across national and regional School programs and increased opportunities to serve stakeholders from within and outside the organization, OBUSA committed to build out its executive leadership team. It has been my honor to serve as Executive Director of OBUSA for the past two years. With the expanded services and increased expectations for OBUSA, I am excited to focus my energies on the brand and marketing responsibilities that brought me to Outward Bound and to welcome and assist Josh Brankman in his new role as Executive Director of OBUSA. Josh assumes the leadership of OBUSA at this important time and transitions into his new role, from his position as Executive Director of Outward Bound California.

While 2017 was a year of progress and growth, there is much more to be done. It is an exciting time to be Outward Bound, to strengthen our ability to serve more students and to continue to 'change lives through challenge and discovery'.

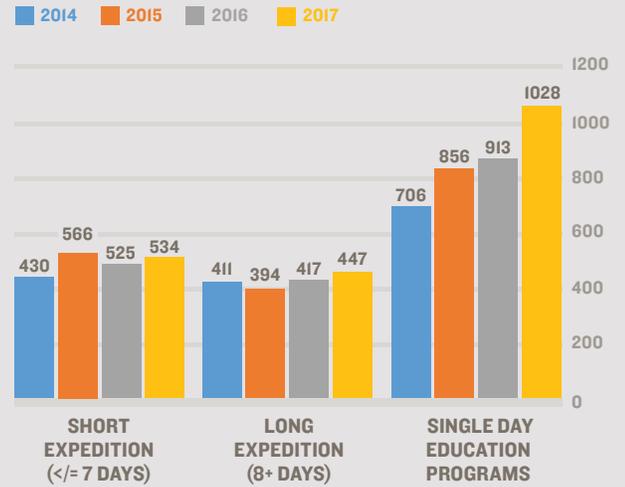
To serve, to strive and not to yield.



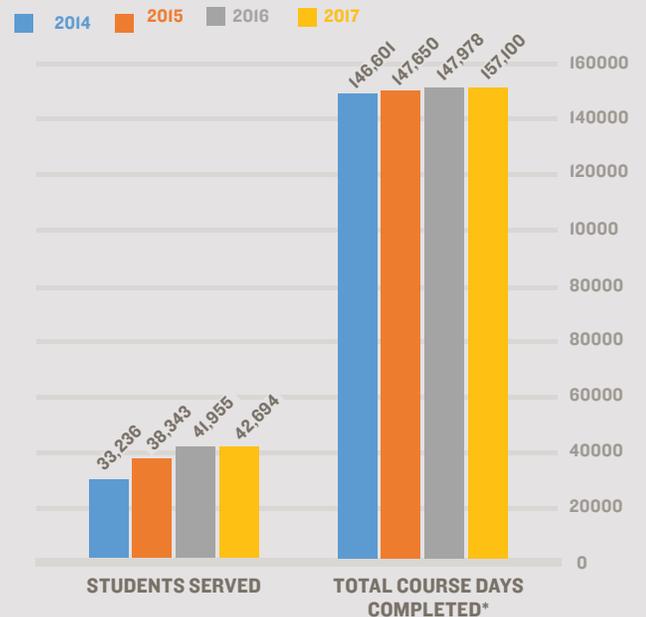
Peter Steinhauser,
Executive Director | Outward Bound USA

OUTWARD BOUND USA RESULTS IN 2017

SINGLE- AND MULTI-DAY COURSE OFFERINGS



STUDENTS SERVED & PROGRAM DAYS COMPLETED



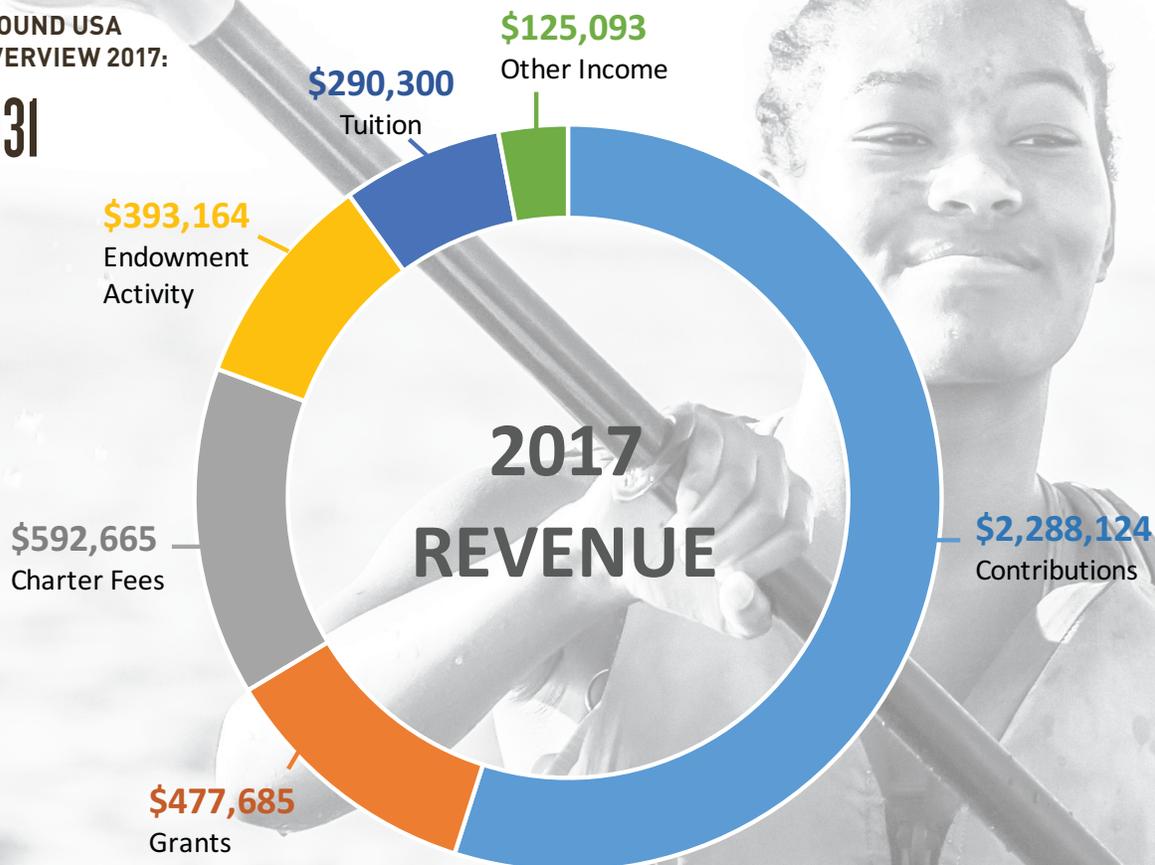
* Many Outward Bound students participate in multi-day courses. For example, one student who goes on a 5-day course counts as five total program days served.



FINANCIALS UNAUDITED FOR 2017

OUTWARD BOUND USA
REVENUE OVERVIEW 2017:

\$4,167,031



	2014	2015	2016	2017
REVENUE				
Contributions and Pledges*	\$2,529,709	\$3,498,405	\$2,200,085	\$2,288,124
Grants	\$611,908	\$537,602	\$487,710	\$477,685
Charter Fees	\$55,672	\$7,737	\$556,792	\$592,665
Other Income	--	--	\$57,683	\$125,093
Tuition	--	--	--	\$290,300
Endowment Activity (Net)	\$160,966	\$98,654	\$347,647	\$393,164
Total Revenue*	\$3,358,255	\$4,142,398	\$3,649,917	\$4,167,031
EXPENSES				
Program	\$2,205,762	\$2,120,133	\$2,582,326	\$2,552,695
General Management and Administration	\$432,097	\$541,306	\$639,582	\$698,123
Fundraising and Development	\$488,403	\$500,346	\$526,612	\$606,179
Total Expenses	\$3,126,262	\$3,161,785	\$3,748,520	\$3,856,997
NET INCOME	\$231,993	\$980,613	\$(98,603)	\$310,034

* contributions and pledges to OBUSA come in many forms and vary year-to-year.

42,694

Students served
in 2017

2,011

Courses offered
in 2017



120

course areas in the U.S.
and Internationally



1,000,000+

alumni and
supporters



500+

education partners
across the country



6,000

scholarships
granted

Outward Bound's mission is to change lives
through challenge and discovery.

While ambitious and bold, our vision is a more
resilient and compassionate world, with more
resilient and compassionate citizens.

11

Schools Nationwide

With 11 schools across the country, Outward Bound offers challenging learning expeditions in remote wilderness settings and shorter courses closer to home.



OUTWARD BOUND USA'S NATIONAL NETWORK OF REGIONAL SCHOOLS

There are eleven regional Outward Bound schools chartered to operate across the United States. Each charter has autonomy to deliver Outward Bound courses in their regions and to build strong ties within their communities and with their regional school partners.

While each school operates autonomously, they all benefit from OBUSA's network features designed to ensure a high level of consistency in program quality, safety and outcomes. OBUSA also oversees processes aimed to safeguard the Outward Bound brand to maximize impact in the marketplace and minimize confusion with critical audiences, peers and partners. These national initiatives provide critical resources to Outward Bound schools above and beyond what each entity would be able to implement regionally.



“

You are part of a small, tight-knit community and a lot of communication happens even when you're not talking. I saw how skills of listening and processing translate to teaching.”

—YOSHIE, 22

“

During the first few days I was dependent on others to help me. Throughout the course I worked on being self-reliant and improved greatly, that helped me immensely. It was honestly one of the most exhilarating experiences of my entire life.”

—KIERAN, 14



2017 Outward Bound School Highlights

The Outward Bound educational approach uses both wilderness and traditional classrooms to provide opportunities for discovery, personal growth, self-reliance, teamwork and compassion. See below for select highlights from each of the eleven Outward Bound Schools in the United States:



Baltimore City Public School Students and Baltimore City Police Officers joined each other for a day of challenge, building trust, and reconnecting community on BCOBS's High Ropes Challenge Course. The Police Youth Challenge (PYC) takes places every Thursday, combining 30 officers and 30 youth.

PHOTO CREDIT: MATTHEW RAKOLA



COBS hosts hundreds of courses and thousands of student experiences annually on public lands such as Bear Ears National Monument, pictured here. COBS is passionately involved with other outdoor industry organizations, scientific research organizations and native tribes to protect and preserve natural access to our public lands for generations of students yet to come.

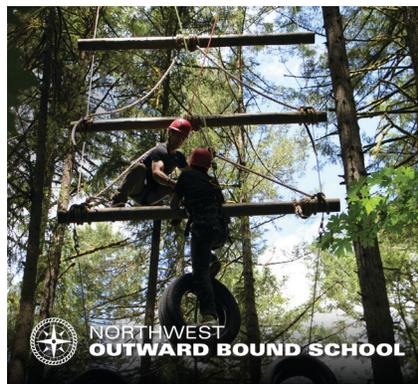
PHOTO CREDIT: CHRIS KEMP



HIOBS students on one of the first days of their sailing course jump right into teamwork - capsizing, righting then bailing their vessel. Students come from all over the country to sail Maine's rocky coast, explore its offshore islands and learn what it means to change their lives through challenge and discovery.



NCOBS celebrated its 50th anniversary in 2017, featuring special events and a strategic fundraising campaign that raised \$12.4 million for scholarships, base camps, and its most important asset, the field instructional staff. With these funds and the renewed enthusiasm of its alumni, staff and supporters, NCOBS looks forward to the next 50 years of inspiring students through challenge and discovery.

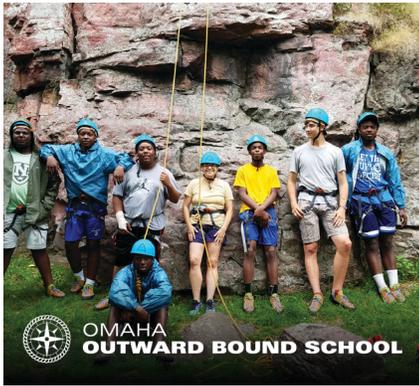


In 2017, NWOBS partnered with Word is Bond (a summer internship program building positive relationships between Portland OR youth and law enforcement personnel) to support and enhance positive relationships. Participants faced a series of daylong outdoor challenge activities creating opportunities for trust-building and bonding between the interns and officers.

PHOTO CREDIT: NYGEL DRURY



OBCA's 2017 crew of 12 on its Outdoor Educator Semester Course featured three students on full scholarships. For this course, OBCA's scholarships increase access to careers in outdoor education for people of color and others for whom these opportunities may be otherwise limited.



Students from the NorthStar Foundation joined OOBs for an overnight outdoor climbing experience in the summer of 2017. To prepare these high school students to manage emotional responses to conflict, OOBs facilitates educational expeditions that include climbing and rappelling. These fun and engaging experiences promote mindfulness and equip students with tools to respond positively in negative situations.



Primarily serving students from under-resourced communities through a citywide network of public schools, NYC OOBs partners with the NYC Department of Education to connect the Outward Bound educational approach with demanding and engaging academic learning. This partnership results in a unique emphasis on community and character as NYC OOBs students prepare for success in college, careers, and citizenship, while also redefining what educational excellence looks like in New York City's public schools.



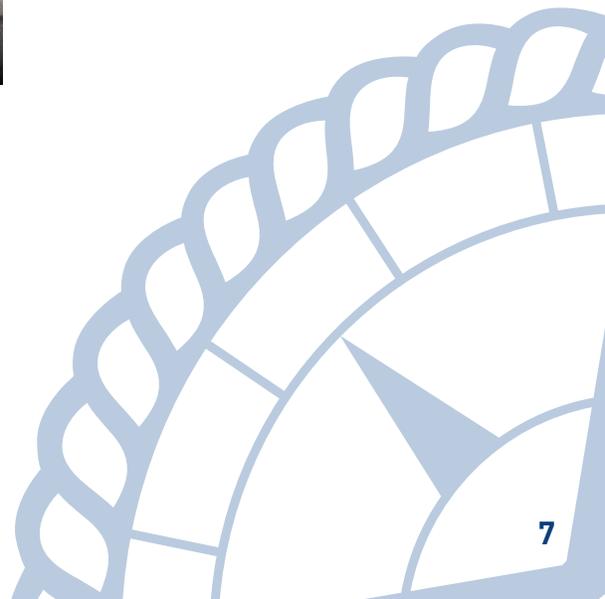
In 2017, POBS broke ground on The Discovery Center – a new outdoor education center shared by the Philadelphia Outward Bound School and Audubon PA, while also initiating a three-year contract with the School District of Philadelphia. The Outward Bound experiential learning program for Philadelphia public schools is part of a new strategic initiative to offer ninth graders greater academic and social supports during their transition to high school.



Through TIOBEC's Connections program for Boston's public schools, students and teachers visit the Island continuously during their middle school years. Connections combines powerful, hands-on science with Outward Bound's unique approach to social emotional learning, leadership, compassion and service, inspiring students through learning experiences outside of their traditional classroom settings.



More than 2,000 students enrolled in VOBS programs in 2017. Some chose to navigate their canoes through the Boundary Waters, others chose dog sledding on frozen Minnesota lakes and others, like the crew pictured here from The JPMorgan Chase Fellowship Initiative, chose to traverse the Superior Hiking Trail. VOBS partners with leadership and character-development programs to provide expeditions for crews from all over the country.



Outward Bound USA Programs Delivered through Regional Schools

OUTWARD BOUND VETERANS

Through Outward Bound Veterans service members and veterans take part in week-long wilderness expeditions that are designed to be physically, mentally and emotionally challenging. Overcoming these challenges as a group allows veterans the opportunity to re-experience the sense of strength and camaraderie that many veterans desperately miss while making the difficult transition to civilian lives.

Participating in an Outward Bound Veterans course improves several of the mental health challenges that face many veterans returning to civilian life after combat.

After their course, Outward Bound Veterans report:

- 8.2% reduction of anxiety
- 7.4% reduction in depression
- 19.7% increase in interest in gaining insight about themselves
- 10% improvement in sense of social connection
- 11% decrease in sense of loneliness



432

Total veterans served in 2017

37

Unique wilderness expeditions

13

Course areas across the country

Veterans' Expedition Locations





OUTWARD BOUND FOR GRIEVING TEENS

Outward Bound's Grieving Teens and Young Adult expeditions are often the very thing that a young person in pain may need most. Whether it's climbing majestic mountains, rappelling down granite cliffs, or navigating across lakes and through forests, Outward Bound is able to deliver an intensely profound healing experience relevant to the lives of young people coping with the death of a loved one.

Intended to provide respectful healing experiences in a wilderness environment, these courses implement personal growth methodologies and a simple support model that honors the griever. The grief work that is purposefully woven into every aspect of the curriculum is not intended to provide therapy, but rather to facilitate an environment where young people can connect, build

relationships, and share a relevant healing experience with real-world outcomes.

Though the experience is not intended to take the place of counseling or therapy, participants discover the strength within to face the challenges ahead.

Thanks to the contributions of Outward Bound's partnership with the New York Life Foundation, we're able to offer these expeditions with significantly reduced tuition so that every grieving teen – regardless of financial ability – may take part in their own healing journey. In 2017, Outward Bound served a total of 118 students on 14 Outward Bound for Grieving Teens courses provided in Maine, Minnesota, Pennsylvania, Maryland, Colorado, and Oregon.

THE OUTWARD BOUND PROFESSIONAL LEARNING LAB

With generous support from the S.D. Bechtel Jr. Foundation, Outward Bound USA launched the Outward Bound Professional Learning Lab (the "Lab") in June 2017. The purpose of the Lab is ensure that Outward Bound continues to have the best Instructors in the field of outdoor education and youth character development.

The field of youth character development and social emotional learning is becoming ever more sophisticated and competitive. It is essential that Outward Bound USA invests to retain and develop the best Instructors in the industry and to continually improve our approach to teaching and learning.

The Lab is a collaborative effort of the Outward Bound system in the U.S. with 35 senior educators from the Outward Bound schools across the U.S. and a core OBUSA staff. Outside partners have been engaged who bring deep expertise in specialized areas such as curriculum design, outcomes research and equity, inclusion and diversity. The Lab will produce professional learning sessions so Outward Bound Instructors can continually improve their knowledge and skills and Outward Bound can measure the impact of programs on the students that we serve.

THE STRATEGIC FRAMEWORK TO STRENGTHEN AND GROW OUTWARD BOUND IN THE UNITED STATES

The strategic planning process was initiated in response to interests and needs inside the organization and opportunities and challenges from outside. The Outward Bound organization in the United States, defined as OBUSA, OBG and the national network of eleven schools is in a very different position since the dissolution of the national merger in 2012.

Individual schools, OBUSA, OBG and the network are much more stable, making it the right time to address long term strategic questions. The planning process engaged multiple, internal stakeholder groups and external consultants. The output of the process is a framework that identifies, and then can be used to manage, a set of coordinated ongoing actions. The actions are staged based on Outward Bound's capacity to deliver and is flexible in order to adapt to the changing environment in which we operate.

There is a two part goal:

- To deepen the quality, impact and outcomes students experience on an Outward Bound expedition and;

- To expand our reach in a sustainable manner so that more students benefit from the transformative education Outward Bound provides.

There are three strategic pillars to the plan:

- 1. Getting Stronger:** Create capacity to serve the mission and support Outward Bound schools.
- 2. Getting Better:** Build on strengths to create deeper, longer lasting relationships with students.
- 3. Getting Bigger:** Create opportunities for more students to experience Outward Bound

The Strategic Framework was designed to set a path forward and be adaptable to changing circumstances. Key elements of the framework are underway such as the Professional Learning Lab and National Alumni Program, as the organization works together to identify 'next set' priorities and actions needed to implement them.

Breaking New Trails

2017 OUTWARD BOUND NATIONAL BENEFIT DINNER

19 Sponsors

500K Dollars Raised

COUNTLESS

Opportunities to Break New Trails

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