



# North Carolina Outward Bound School



FISCAL YEAR ENDING MARCH 31, 2010  
ANNUAL REPORT





Photo courtesy of Chris Schuld

## MISSION STATEMENT

*To inspire people to discover and develop their potential to care for themselves, others and the world around them through challenging experiences in unfamiliar settings.*

## OUR PRINCIPLES

The following principles are integral to our heritage and mission. The first four are called the Four Pillars.

- **Physical Fitness** - Building the physical and emotional stamina to meet challenges
  - **Craftsmanship** - Modeling quality and intention in one's actions
  - **Self-reliance** - Being resourceful, recognizing and applying personal strengths
  - **Compassion** - Engaging in the welfare and dignity of others without self-interest
- Diversity** - Embracing difference of all people as a source of learning, growth and action
- Safety** - Managing risks for physical and emotional safety in everything we do
- Service** - Acting selflessly to meet the needs of others and our environment
- Courage** - Taking personal risks to achieve goals and stand up for universal well-being
- Leadership** - Utilizing collaborative relationships to initiate collective action
- Environmental Stewardship** - Preserving our natural world for future generations

## Dear Friends,

In the words of Henry Ward Beecher,

*"We should so live and labor in our time that what came to us as seed may go to the next generation as blossom, and what came to us as blossom may go to them as fruit. This is what we mean by progress."*

The past year has been one in which we nurtured the deep roots of our school to ensure that the next generation will experience our life-transforming programs.

Tending to our School required honoring and delivering our time-tested mission in everything we do, while aligning expenses to match a significant decrease in revenue. Therefore, we found it necessary to implement significant expense and structural changes in administrative functions while maintaining steady support to our programs. By the end of the fiscal year, March 31, 2010, we had made significant financial improvements year over year in both operations and endowment earnings.

More importantly, however, NCOB delivered highly impactful and safe programs to 7,774 students:

- Wilderness (4 - 72 days): 2,177 students, 18,614 Student Program Days
- Urban (full or portions of a day): 4,977 students, 9,559 Student Program Days
- Professional (for partial day to 5 day wilderness): 620 students, 932 Student Program Days

We are grateful to you, our committed and loyal family, who have continued your financial support to North Carolina Outward Bound (NCOB). Our Board of Directors and staff have worked diligently to ensure the effective management of the funds we received from our generous supporters. Thanks to you, we raised \$628,000 for scholarships and special projects. NCOB also raised \$290,044 for general operating support, which accounts for 6.31% of our total operating budget for the year. We strive to minimize the need for general support so more of your donations can generate scholarships for deserving youth and adults who wish to develop their potential.

Thanks to the excellent guidance from our Finance Committee and Investment Advisor, our endowments are rebuilding. In this report, you will note that endowments earned \$1,673,363 in support of programs.

NCOB continues to work in areas where the need is greatest – two that are emerging as focal points for impactful programming are professional development for classroom teachers and returning Operating Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF) soldiers.

The Educator Initiative, a year-long program designed for classroom teachers, is in its fourth year. After an initial seven-day wilderness course, this program provides ongoing training and support to help teachers incorporate experiential methodology, student leadership and community building in their classrooms. The outcomes show that our participants are reenergized as professional teachers who are willing to engage their students in new and productive ways to meet the needs of 21st Century Students.

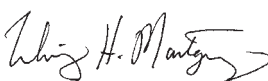
The results have led us to form an alliance with the UNC Chapel Hill School of Education to embed experiential methodology into their MEdX graduate curriculum, a 2-year program specifically designed for current classroom teachers to earn a masters degree while continuing to teach.

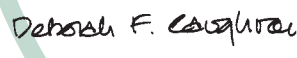
In addition, NCOB has initiated a partnership with the Charles George VA hospital in Asheville. Through this partnership, a tuition free five-day wilderness course is provided to Veterans. The intended outcomes of the pilot courses are designed to build supportive communities with other war veterans; facilitate discussions on readjustment and transition challenges; and re-energize and reinvigorate spirits with adventure and challenges in the wilderness. Given the success of these courses, NCOB is planning to significantly increase opportunities for Vets to participate on backpacking/rock climbing expeditions in the N.C. Mountains as well as canoeing/sea kayaking expeditions in the 10,000 Islands of the Everglades National Park in Florida.

NCOB is committed to helping more people meet the challenges that lie ahead of them. Due to the strong support of our dedicated Board of Directors, staff, volunteers, donors and corporate and institutional partners, we are encouraged to move beyond these challenging times and ensure that our blossoms turn into fruit.

On behalf of our School, we thank our Alumni and friends who have generously supported us through our mission to inspire thousands to practice compassion, self-discovery, environmental stewardship and service to their communities across the nation and the world.

Until our paths cross,

  
Whitney Montgomery  
Executive Director

  
Deb Caughron  
Chair of Board of Directors



# FINANCIAL STATEMENT

## STATEMENT OF ACTIVITIES

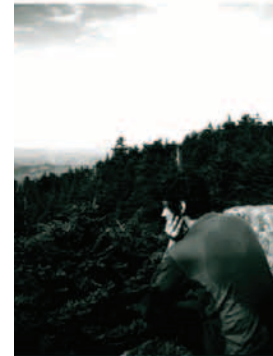
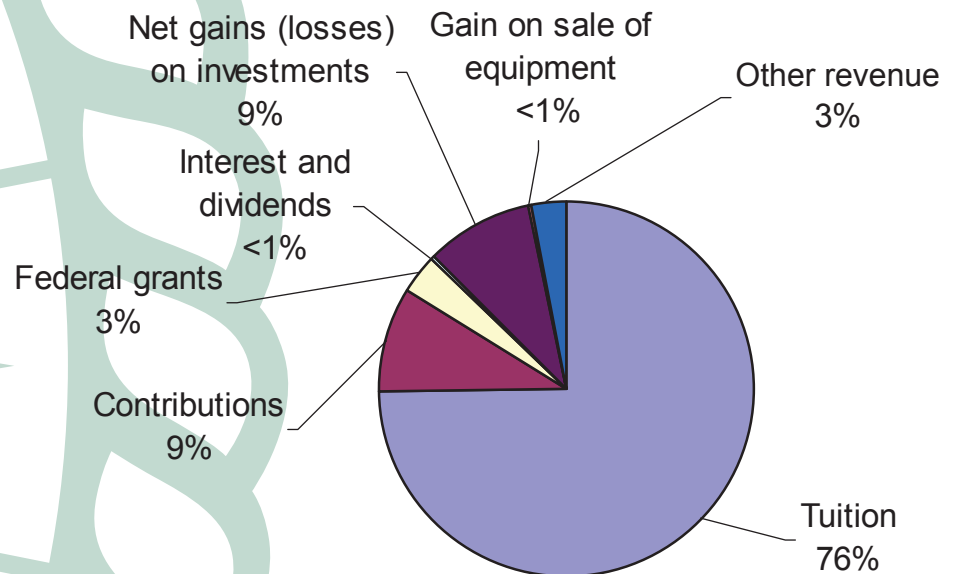
	Unrestricted	Temporarily Restricted	Permanently Restricted	FYE 2010 Totals
Support and revenue:				
Tuition	\$ 3,381,914	\$	\$	\$ 3,381,914
Contributions	419,247	511,144	124,478	1,054,869
Federal grants	150,441			150,441
Interest and dividends	11,929	223,024		234,953
Net gains (losses) on investments	414,545	1,673,363		2,087,908
Gain on sale of equipment	2,354			2,354
Other revenue	143,590			143,590
Net assets released from restriction:				
Building acquisition restrictions	263,463	-263,463		
Program and support restrictions	1,198,241	-1,198,241		
Total support and revenue	5,985,724	945,827	124,478	7,056,029
Expenses:				
School program services:				
Program delivery	2,424,416			2,424,416
Atlanta programming	602,202			602,202
Program administrative	393,949			393,949
Supporting services:				
General and administrative	655,668			655,668
Marketing	326,727			326,727
Student services	413,039			413,039
Professional program sales	161,355			161,355
Development	207,900			207,900
Total expenses	5,185,256			5,185,256
Change in net assets	800,468	945,827	124,478	1,870,773
Net assets, beginning of year	144,277	1,807,236	3,636,644	5,588,157
Net assets, end of year	\$ 944,745	2,753,063	3,761,122	\$ 7,458,930

## STATEMENT OF FINANCIAL POSITION

2009-2010

<b>Assets</b>	
Cash and cash equivalents	\$432,496
Accounts receivable	\$42,594
Grants receivable	\$47,941
Contributions and pledges receivable	\$40,000
Inventories	\$10,513
Prepaid expenses	\$137,073
Cash value of life insurance	\$46,940
Property and equipment, net	\$1,851,005
Long-term note receivable	\$384,000
Long-term investments	\$6,518,572
Total assets	\$9,511,134
<b>Liabilities and Net Assets</b>	
<b>Liabilities:</b>	
Line of credit payable	\$184,000
Accounts payable	\$233,988
Accrued expenses	\$42,259
Deferred revenue	\$364,249
Bank notes payable	\$1,198,845
Capital leases	\$28,863
Total liabilities	\$2,052,204
<b>Net assets:</b>	
Unrestricted	\$944,745
Temporarily restricted	\$2,753,063
Permanently restricted	\$3,761,122
Total net assets	\$7,458,930
Total liabilities and net assets	\$9,511,134

## Revenue





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Peter and Sandra Conway



North Carolina Outward Bound delivers a unique and powerful experience that helps people realize their potential as individuals, leaders and members of society. Our success in accomplishing our mission is dependent on the support and resources of organizations and individuals who believe in these goals as strongly as we do. Every effort has been made to ensure the accuracy of this report. Please forgive any mistakes we may have made and let the Development Office know of any errors or omissions.

*"We all look at Nature too much, and live with her too little."*

*-Oscar Wilde*

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*In addition to practicing  
environmental  
stewardship on our  
courses, our goal is to  
pass on to our students a  
sense of stewardship for  
the natural world that  
extends beyond their  
time with us.*

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*"As an Outward  
Bound Atlanta  
member, I am  
proud to say that  
I have learned  
the meaning of  
teamwork,"*  
—Jeffrey, age 18,  
John Webster Four  
Pillars Scholarship  
Recipient

*"My course took  
determination,  
perseverance and  
team-work to  
complete. It was like  
a metaphor for life."*  
—Jaquay, age  
17, Charlotte  
Scholarship  
Recipient

An ethic of service goes hand in hand with North Carolina Outward Bound's dedication to environmental stewardship. On most of our courses, students have an opportunity to participate in a service project such as trail maintenance or campsite repair. Students give back to the national forests and coastal areas through which we travel.



*"When I reached the top of Table Rock, I learned that any goal can be accomplished, with time, if you put your mind to it. Even though I was far away from my friends and family, I appreciated every second of this course."*

*– Kyree, age 14, Philadelphia Scholarship Recipient*

*The mission of Outward Bound Atlanta AmeriCorps Program is to inspire young people, through challenging experiential-based experiences, to build confidence and compassion in themselves, the environment and their community.*

*"I have always been grateful for many things in my life, but at North Carolina Outward Bound I have learned that you cannot be grateful enough, especially for family and a home. I have learned that persistence means following through with things in my life. Many times when I see no other way, I just quit. I have learned that giving up is not a way out and my course has helped me figure out ways to not give up."*

*– Michelle, age 16, Summer Search Scholarship Recipient*



*Photo courtesy of Chris Schuld*



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# ENDOWMENTS

North Carolina Outward Bound welcomes and appreciates the creation of endowed funds to honor or remember a loved one. The minimum amount needed for an endowed fund to be established is \$25,000 to be paid at once or over a period of not more than five years. The School is very grateful to the generous donors who have established and contributed to the following funds:

## **The Bettigole Endowment Fund**

Established in 2000 by Bruce and Bryna Bettigole to provide a scholarship for one parent and one child to take a parent/child course.

## **The Blank Enhancement Endowment**

Established in 1992, the Blank Enhancement Endowment is for salary and benefit enhancements and staff training scholarships for the permanent and field staff of North Carolina Outward Bound. The use of the endowment supports Outward Bound Atlanta and enables the School to attract and retain the most highly experienced and talented staff.

## **The Richard Bowles Memorial Endowment Fund**

Established by Laura Bowles Warren and Louise and Kelly Bowles on October 2, 1987, in memory of Richard Bowles. The fund provides scholarships to males between 16 and 20 years of age who are seeking answers to tough personal questions and/or direction in life.

## **The R. E. F. Buckley Endowment Fund**

Established in 1981 by Kenneth G. Langone in honor of Robert E. F. Buckley. Originally designated for students of Dobyns Bennet High School in Kingsport, Tenn. in memory of Edgar R. Calloway III. As the endowment has grown, other schools and scholarship applicants have been included.

## **The Burke County/Phifer/Haworth Endowment Fund**

Established by Howard Haworth and Mary Adair Phifer in 1998 to provide scholarships for Burke County, NC residents or Buncombe County, NC residents.

## **The Kevin Chynoweth Memorial Endowment Fund**

Established in May of 1992 by Gary and Brenda Chynoweth in memory of their son Kevin Chynoweth. The fund provides a full scholarship to a student of Liberty Middle School in Madison, Alabama, who has low self-esteem/self-confidence and could not otherwise afford an Outward Bound course.

## **The Robert M. and Annetta J. and Robert M. Coffelt Jr. Endowment**

Established in 2005 by Robert M. Coffelt Jr. in memory of Robert M. Coffelt and in honor of Annetta J. Coffelt of Fairfax, VA. The endowment funds qualified educators and professionals who work with disadvantaged youth. The endowment may also be used to support students, emphasizing cooperation as a key skill in developing morally courageous youth.

## **The B. Dalton Endowment Fund**

Created by Nelson Schwab, former Board Chair, during his tenure as Chairman of the Board and funded by Rufus and Ruth Dalton and members of the Board of Directors to provide financial aid for qualified students.

## **The James M. Galbraith Memorial Endowment Fund**

Established through the Alamance Community College Foundation in memory of Jim Galbraith by Jim's mother, Gail Galbraith, to provide financial aid for qualified students.

## **GlaxoSmithKline Endowment**

Established in 1993, the GlaxoSmithKline endowment provides funding for high schools in Chapel Hill, NC, to participate in the Unity Project.

## **The Hearst Endowment Fund**

Established by Austin Hearst, the fund is used to support diversity efforts of the School, including scholarship assistance to minority students attending the Outdoor Leadership course.

## **The Ryan Glass Memorial Fund**

Established in 1998 by Ken and Nancy Glass in memory of their son, Ryan. The fund awards four full scholarships each year to students from North Carolina age 14-18.

## **The Andrew Jitkoff Memorial Endowment Fund**

Established in July 1989 in memory of Andrew Jitkoff by the North Carolina Outward Bound Board and administered by Julia Jitkoff, a former member of North Carolina Outward Bound Board. Income is used to help expand Outward Bound by offering scholarships to students, teachers, program administrators, school officials and others involved in education.

## **The Hugh Jones Jr. Family Endowment Fund**

Established in 1980 by Hugh Jones Jr., a former member of the North Carolina Outward Bound Board of Directors, to provide financial aid for young minority students from Florida.

## **The Elizabeth (Libby) Jones Memorial Endowment Fund**

Established on October 26, 1987, by members of "Crew 5" in memory of their crewmate Libby Jones. The fund provides scholarships for women over 30.

## **The Leydic Endowment Fund**

Established by the Leydic family in memory of Geoff Leydic to provide financial aid for qualified students.

## **The Louis McGuinn Memorial Endowment Fund**

Established in 1997 in memory of Louis McGuinn, an avid outdoorsman, by his parents, Bill and Caroline McGuinn, and his wife, Becky McGuinn. The fund awards a scholarship each year to a student seeking answers to tough personal questions and/or direction in life.

## **The Baxter H. Miller Memorial Endowment Fund**

Established by Ann Miller in memory of her husband, Baxter H. Miller, a former North Carolina Outward Bound Board member. To the hundreds of people he met on the Appalachian Trail, Baxter was known as "Old Sam." The endowment provides scholarship assistance and supports the maintenance of the Baxter Miller Trail located behind the Arthur M. Blank Headquarters in Asheville, NC.

## **The Royce Ratcliff Memorial Endowment Fund**

Established in 1986 by Shirlyn Ratcliff MacPherson and Matthew Ratcliff in memory of Royce Ratcliff, who said, "Outward Bound was the most rewarding event in my life." The fund awards scholarships to United States citizens under the age of 21 who have a deceased parent or divorced parents.

## **The Ellie Reynolds Memorial Endowment Fund**

Founded by John Reynolds, former President of Outward Bound USA, in 1994 in memory of his wife, Ellie Reynolds, a former trustee of Outward Bound USA. The fund provides scholarships to "Women of Promise," ages 16-21.

## **The RDI Endowment Fund**

Established in 1975 by the Readers Digest DeWitt Wallace Foundation and administered through Outward Bound USA. The fund provides unrestricted scholarship assistance.

## **The RDIII Endowment Fund**

This endowment was offered in 1975 as a challenge grant. Each Outward Bound School in the United States was challenged to raise up to \$165,000 in endowment funding. As the money was raised, equal amounts were credited to the School's "account" at Outward Bound USA. North Carolina Outward Bound receives income each year for unrestricted scholarship assistance.

## **The Schell Endowment Fund**

Established in 1999 by the Schell family and the Kenan Family Foundation in memory of Gray Schell. The fund provides scholarship assistance.

## **The Stetson Endowment Fund**

This fund was established by Charles P. Stetson, a former member of the North Carolina Outward Bound Board of Directors, to be used at the discretion of the Executive Director. Currently, the fund is used for unrestricted operating expenses of the school.

## **The Sulzberger Endowment**

Established by Arthur O. Sulzberger Jr., former member of North Carolina Outward Bound Board of Directors, to provide scholarship assistance.

## **The Unity Endowment**

Established in 2007 by Master Instructor and Unity Project founder Dave Genova to provide financial support for the North Carolina Outward Bound Unity Project.

## **The John Webster Endowment**

This need-based scholarship will be awarded to an OBA participant in the 9th, 10th or 11th grades, and will provide all the funds necessary to send them on a 21-day NCOBs wilderness course.

# OUR PROGRAMS

## WILDERNESS EDUCATION



*North Carolina Outward Bound would like to thank the many land-use agencies who allow us to use their lands.*

North Carolina Outward Bound operates under permits from the following agencies:

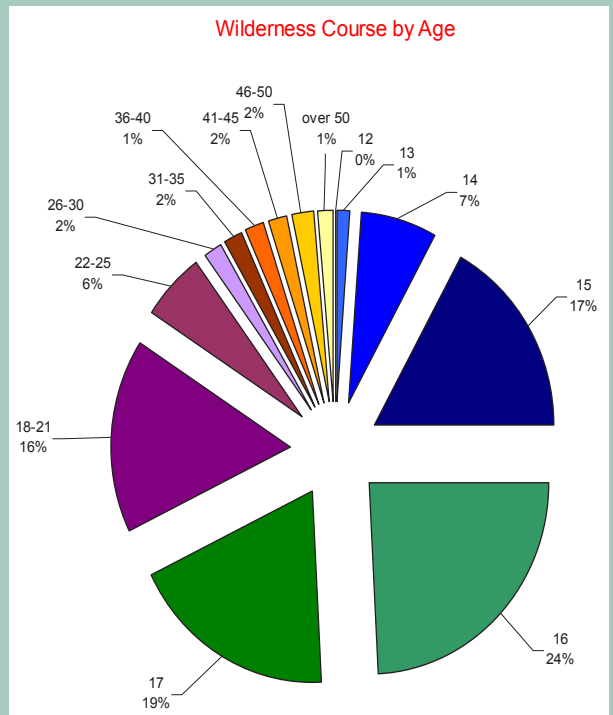
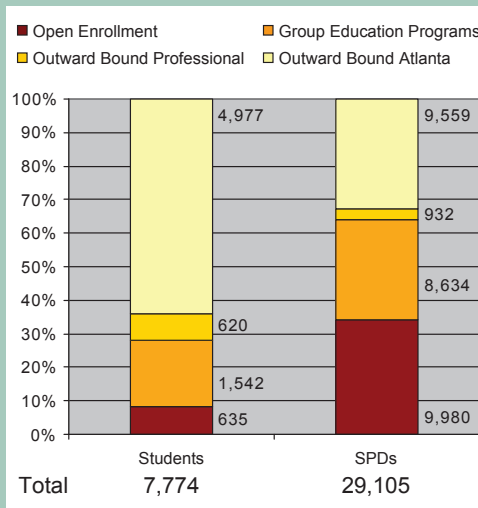
- Chattahoochee National Forest, GA
- Cherokee National Forest, TN
- Nantahala National Forest, NC
- Pisgah National Forest, NC
- Cedar Island National Wildlife Refuge, NC
- Ten Thousand Islands National Wildlife Refuge, FL
- Cape Lookout National Seashore, NC
- Everglades National Park, FL
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- Sumter National Forest, SC

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Through challenging experiences using the wilderness as our classroom, Open Enrollment courses present students a journey of self-discovery that provides the basis for personal growth and development of life skills such as: decision-making, problem solving, self-reliance, leadership and teamwork. In 2008, these courses for individuals (teenagers and adults) took place in the wilderness of the Appalachian Mountains, North Carolina Outer Banks, Florida Ten Thousand Islands, Bahamas and Patagonia. Ranging from 4-72 days in length, North Carolina Outward Bound's wilderness courses are physically and mentally challenging. Our Four Pillars (Self-reliance, Craftsmanship, Fitness and Compassion) are integrated into every aspect of our courses to create an experience that encourages individuals to reach beyond their perceived abilities and discover their potential to care for themselves and to reach out to improve the world around them.

## GROUP EDUCATION PROGRAM

Our Group Education Program works in partnership with schools, colleges, and groups to offer powerful learning experiences that focus on their specific objectives and needs such as: service, leadership development, team building, diversity awareness, and environmental stewardship. These courses provide an opportunity for students from a school or organization to foster powerful connections to each other and the environment.



## GROUP EDUCATION PROGRAM PARTNERS

### Schools

- Asheville School, NC
- Atlanta Public Schools, GA
- Berkeley Preparatory School, FL
- Cannon School, NC
- Canterbury School, FL
- Cape Fear Academy, NC
- Creative Learning Academy, FL
- Donegal High School (DEEP Program), PA
- Episcopal Academy, PA
- Episcopal Day School, GA
- Evergreen Community Charter School, NC
- Exploris Community Charter School, NC
- Hammond School, SC
- Latin School of Chicago, IL
- Leadership Center for Sciences and Engineering at Norview High School, VA
- Palmer Trinity School, FL
- Pine School, FL
- Providence Day School, NC
- Ransom Everglades, FL
- Savannah Country Day School, FL
- St. Mary's School, NC
- St. Philips Academy, NJ
- Woodberry Forest School, VA

### Colleges & Universities

- Furman University, SC
- UNC Chapel Hill, NC
- Warren Wilson College, NC
- Wake Forest University, NC
- William Jewel College, MD

### Groups

- Camp Coleman, GA
- Camp Judaea, NC
- Charles George VA Medical Center – Veterans of War, NC
- Girl Scouts of the USA
- NC Teaching Fellows Program, NC



## OUTWARD BOUND PROFESSIONAL

Outward Bound Professional is specialized in providing high impact, high value leadership and team development programs and solutions to corporate, government and non-profit organizations. These customized programs are designed to meet specific client goals and outcomes. Outward Bound Professional conducts two-day to five-day wilderness programs to develop high potential leaders and leadership teams. Insight programs of four hours or longer are also conducted at locations convenient to the client and use group initiatives to explore characteristics of high-performing teams.

## OUTWARD BOUND PROFESSIONAL CLIENTS

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 Alston & Bird  
 Wofford College  
 Dixon Hughes  
 Boston Consulting Group  
 Haywood Regional Medical Center  
 Leadership Atlanta  
 Leadership Statesville  
 Consumer Education Services  
 Liberty Fellowship

## OUTWARD BOUND ATLANTA

Outward Bound Atlanta was established in 1990 as a program of North Carolina Outward Bound with a mission to inspire young people through challenging experiences to build confidence, compassion and community. Outward Bound Atlanta conducts a variety of programs in the Atlanta area for elementary, middle and high school students, including in-school programming, high and low ropes courses, and group initiatives. This continuum of experiential education programs at critical junctures in students' academic careers provides them with the tools and skills needed to succeed in and, ultimately, graduate from high school to pursue postsecondary education and employment opportunities. Outward Bound Atlanta also operates an AmeriCorps program, a ten-month National Service program that provides young adults with the opportunity to strengthen their leadership skills, to enhance their knowledge of community service components and to align themselves with their life goals.

## OUTWARD BOUND ATLANTA PARTNER SCHOOLS

Atlanta Public Schools  
 Fulton County Schools

## COMMUNITY ORGANIZATIONS AND NON-PROFITS

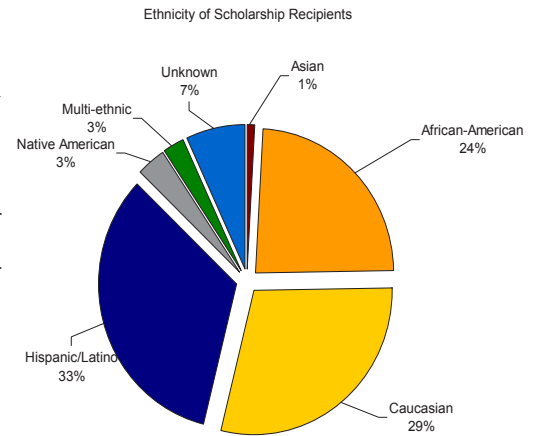
21<sup>st</sup> Century Atlanta Scholars  
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 Breakthrough Atlanta  
 Calvary Missionary Baptist Church  
 Georgia Commission for Service & Volunteerism  
 Global L.E.A.D.  
 Oakhurst Community Garden  
 Odyssey  
 Piedmont Park Conservancy  
 Posse Atlanta  
 Refugee Family Services  
 Spelman College  
 Zoo Atlanta

## CORPORATIONS

Black Box Productions  
 Cox Communications  
 Equifax

## THE UNITY PROJECT

The Unity Project is a school-based experiential education program designed to empower young people of diverse backgrounds to become compassionate leaders of social change. The year-long program consists of a wilderness expedition and community-based projects that explore social and diversity issues in the students' lives, their schools, and the extended community. The program promotes tolerance and understanding and strengthens connections between diverse individuals to build a stronger and more inclusive school and society.



## PARTNER SCHOOLS

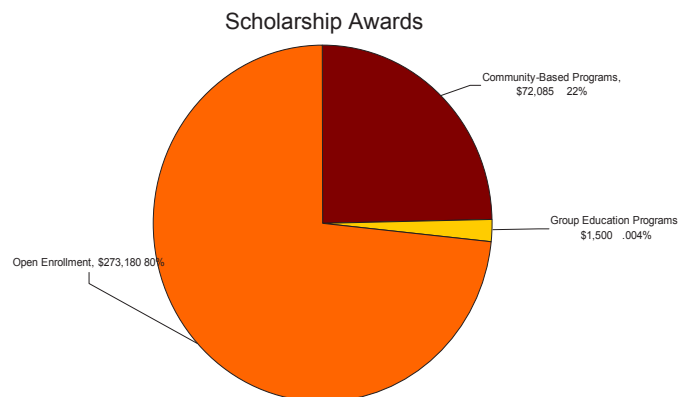
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 Chapel Hill High School, NC  
 Myers Park High School, NC  
 Phillip O. Berry Academy of Technology, NC  
 Vance High School, NC  
 Butler High School, NC

## EDUCATORS' INITIATIVE

The Educators' Initiative is an innovative program that began in 2007 to provide professional development for classroom teachers for an entire school year. Through a combination of wilderness expedition and ongoing individual coaching and group discussion, educators focus on how to incorporate experiential education into their classroom, while receiving the support of a network of colleagues to assist them in improving their teaching practices that can positively impact curriculum development and delivery, and student learning.

## PARTICIPATING EDUCATORS' INITIATIVE SCHOOLS

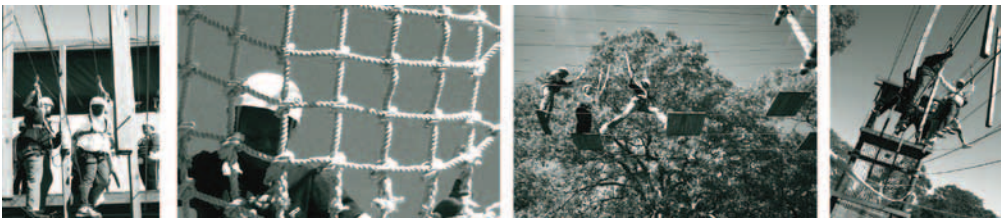
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 Art Space Charter School, NC  
 Galloway School, GA



North Carolina Outward Bound is a proud partner of Leave No Trace ([www.LNT.org](http://www.LNT.org)). We share in, practice and support Leave No Trace skills and ethics and believe in the stewardship of America's public lands. On our courses we introduce students to the Leave No Trace principles:

- Plan ahead and prepare
- Travel and camp on durable surfaces
- Dispose of waste properly
- Leave what you find
- Minimize campfire impacts
- Respect wildlife
- Be considerate of other visitors





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Rubina Malik, Norcross, GA  
 Ceasar C. Mitchell, Atlanta, GA  
 Lelia S. Pratt, Atlanta, GA  
 J. Ken Richards, Atlanta, GA  
 David Schmitt, Atlanta, GA  
 David R. Sibilsky, Atlanta, GA  
 William P. Stengel, Atlanta, GA  
 John W. Stephenson, Atlanta, GA  
 Alexander R. Stickney, Smyrna, GA  
 David Watson, Atlanta, GA  
 Robert J. Webb, Atlanta, GA  
 Jeffrey A. Yost, Atlanta, GA

## MANAGEMENT TEAM

Whitney H. Montgomery, Executive Director  
 Lynda Brackett, Director of Student Services  
 Pete Hampson, Program Resource Manger  
 William Melton, Controller  
 Bill Murray, Director Outward Bound Professional  
 Alyse Ostreicher, Human Resource Director  
 Ron Skeete, Executive Director Outward Bound Atlanta



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