



# NORTH CAROLINA **OUTWARD BOUND SCHOOL**

## **2013 ANNUAL REPORT**

Fiscal Year Ending March 31, 2013





## 2013 Board of Directors

Deb Follo Caughron, *Board Chair*  
Susan R. Buckley, *Vice Chair*  
R. Gordon Caudle, *Vice Chair*  
J. Kenton Richards, *Board Treasurer*  
Michèle Taylor, *Board Secretary*

Aram Attarian  
Heather Baldino  
Ann R. Baruch  
Amos N. Beason  
Marjorie B. Buckley  
Robert S. Cox  
Rufus M. Dalton  
Henry W. Flint  
Matthew J. Gould  
David P. Hardy  
Stephen C. Hassenfelt  
Thomas James  
Darian C. Jones  
Melissa Kienbaum

W. States Lee, IV  
Edward G. Lilly, III  
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Andrew Tyler Mink  
Scott B. Perper  
William Sanborn Pfeiffer  
Scott Puritz  
L. Kent Satterfield  
Richard K. Schell  
David R. Sibilsky  
Benjamin Smeal  
Steven L. Solnick  
Jeffrey A. Yost

## Lifetime Directors

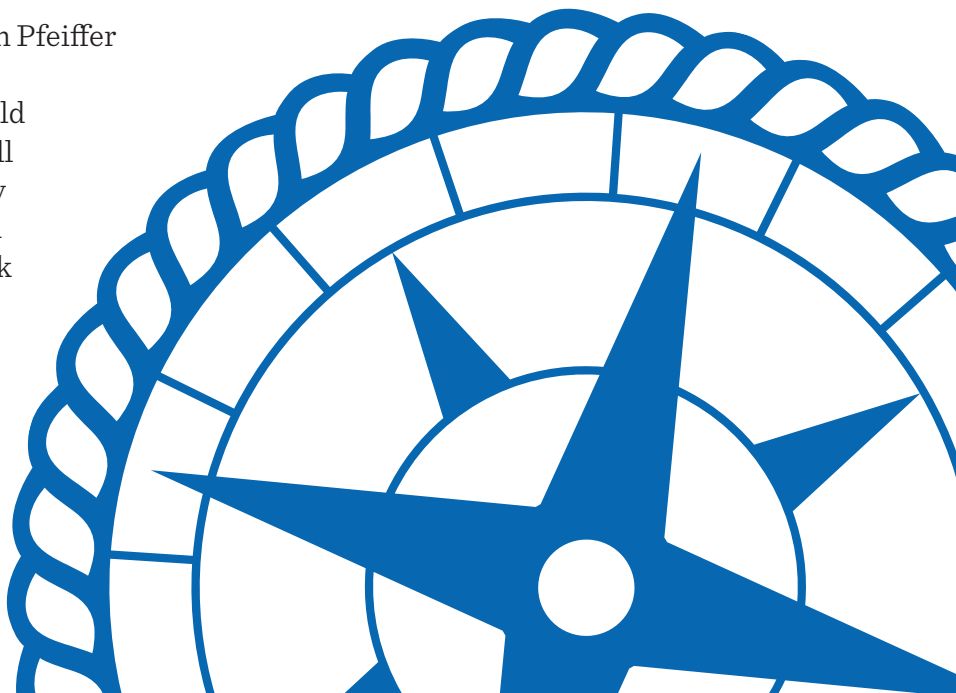
Arthur M. Blank  
Marjorie H. Whittaker

## Honorary Directors

John C. Huie  
Dan Meyer

## 2013 Management Team

Lynda Brackett, *Director of Student Services*  
Pete Hampson, *Program Resource Manager*  
William Melton, *Controller*  
Whitney H. Montgomery, *Executive Director*  
Bill Murray, *Associate Director and Director of Outward Bound Professional*  
Annie O'Leary, *Director of Advancement*  
Alyse Ostreicher, *Human Resource Director*



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# Changing Lives Through Challenge and Discovery

North Carolina Outward Bound School (NCOBS) has had a remarkable and inspiring year. Our annual report highlights financial and program successes of the 2013 fiscal year (April 1st to March 31st) and illustrates our commitment to delivering the Outward Bound mission. We have a great deal to celebrate, and we are truly thankful that your continued support allows us “To serve, to strive and not to yield” regardless of our opportunities and challenges.

The NCOBS staff and Board of Directors recently completed an aspirational and wide-ranging visioning process, resulting in a strategic plan that will lead our School to its 50th anniversary in 2017. The plan recognizes current strengths and identifies priorities moving forward as we seek to secure our future. NCOBS has been resilient over the years, and our desire to “change lives through challenge and discovery” remains as true today as it did in 1967 when we served our first students.

As the report indicates, NCOBS served 4,508 students—representing a total of 30,522 student program days—in the past year. Our programs resulted in high-level outcomes while maintaining the superb safety record for which we are recognized in the outdoor education industry. Thirty-nine percent of our students received scholarships and we experienced significant growth in our tuition-free Veterans Programs.

NCOBS continues to be a leader in the educational reform movement through our innovative educator programs. Our strong partnership with the UNC-Chapel Hill School of Education and the growing Educator Initiative program are positively impacting classroom culture and curriculum in public and private schools from New York to North Carolina. To ensure that these programs will continue, the Thomas James Educators Endowment was established in 2012 with an extraordinary gift of \$2,000,000.

Proudly serving those who serve, NCOBS’ tuition-free veterans courses represent a deeply rewarding component of our program offerings. NCOBS delivered powerful, life-changing courses for 201 veterans representing a total of 1,212 program days. Recent research confirms the positive impact of these wilderness-based veterans courses.

NCOBS now operates in seven wilderness program areas—Table Rock and Cedar Rock in Pisgah National Forest, the Outer Banks, the central rivers of Florida, the Ten Thousand Islands and Key Largo in Everglades National Park, and Patagonia. Thanks to the generosity of many donors, and the volunteers who conduct routine maintenance and significant projects, our permanent basecamps are undergoing increased capital improvements. These basecamps, which provide housing for field staff and support our wilderness courses, are the heart and soul of NCOBS. A long-term facilities plan is being created to preserve these important assets.

The School produced positive financial results in fiscal year 2013 as we continued to grow revenue while wisely managing our expenses. On an operating basis, we maintained a 3% surplus, and our endowments grew by 41%—generating earnings and interest of \$1,255,004 to support scholarships, operating expenses and facility maintenance.

The expansion of our offerings, the growing network of partnerships in various regions on the east coast, and the exponential increase in our Veterans Program attest to the fact that NCOBS continues to move in the right direction.

Until our paths cross again,

Whitney H. Montgomery  
*NCOBS Executive Director*

Deborah F. Caughron  
*Chair, NCOBS Board of Directors*



# Veterans Course Impacts Lives



People often refer to their Outward Bound experience as “life-changing” or “life-lasting,” but many of the military veterans who go on NCOBS courses often call them “life-saving.”

NCOBS delivered these unique courses to 201 veterans last year, which is a significant increase from the nine we served in 2009. Through generous funding and individual donations, we are able to offer this tremendous one-of-a-kind opportunity for adventure, challenge and self-discovery at no cost to veterans

While the Outward Bound Veterans Program is not considered “therapy,” the wilderness environment, the professional facilitation, and the opportunity for veterans to openly discuss their experiences and challenges with fellow veterans can be very therapeutic. These courses support their efforts to readjust to civilian life in healthy ways.

*“I served during both Operation Enduring Freedom and Operation Iraqi Freedom and had a difficult time transitioning back to life stateside. Being on this course has afforded me the opportunity to see that I still have a lot of life to live and that there are other ways I can be of service to my country. This course was very challenging but great things come from adverse situations. I now believe in myself. I believe that I am capable of accomplishing great things and I return home ready to put my plans into action. The words thank you are not enough, but thank you! Thank you for this great, rewarding and life-changing opportunity.”*

*—Peyton Boyd, 75th Ranger Regiment, OEF/OIF, Charles George VAMC Coastal Canoeing Course*



## Advancing North Carolina

NCOBS draws far beyond the state’s boundaries for participants and financial support. Our School is well-represented by the volunteers of the Regional Advisory Boards in Asheville, Atlanta, Charlotte, Philadelphia and Washington, DC. These boards raise awareness about NCOBS’ offerings and fund scholarships for young people, teachers and military veterans, thus broadening our reach, strengthening our programs, increasing financial support and—most importantly—transforming lives.

The positive effect of this effort is far-reaching. NCOBS student alumni return to their schools and communities with a new fortitude





# NCOBS Marks a Milestone



After 47 years of service to the North Carolina Outward Bound School our founder, Marjorie Buckley, has retired from the Board of Directors. Her unwavering and indefatigable leadership, support and friendship embody the enduring tenets of Outward Bound – “to serve, to strive, and not to yield.”

We are inspired every day by Marjorie’s abiding faith in the power of Outward Bound to create good. With grace, tenacity, and fortitude she crafted a vision of North Carolina Outward Bound School and continues to nurture it steadfastly to this day. We imagine her many years ago, hiking through Forest Service land, searching for the perfect spot for the School’s iconic Table Rock basecamp and saying, “this is the place.” We reflect now, 50,000 alumni later, on the power of individuals to create abundant, positive good.

It is with deep respect and gratitude for Marjorie Buckley’s visionary leadership that we have developed our own strategy for adjusting to her passage off the Board. We honor Marjorie each day by doing what she would do - striving with our very best to keep North Carolina Outward Bound School a strong and vibrant force for positive change.

*“One thought has struck me over again. We only have our life one moment at a time. It’s the way we answer the challenge of each moment, face the fear and live the joy and love possible in each moment that enables us to live each moment to the fullest. Only then can we really live our lives.”*

*—Outward Bound Student*

## Outward Bound School

grounded in self-esteem, self-awareness, communication and leadership. The teachers who participate in our courses learn skills and experiential methodology which positively impact classroom community, curriculum and student outcomes.

### River Bound Race Series

With the help of the Asheville and Charlotte Regional Advisory Boards NCOBS augmented its fundraising efforts by hosting two trail running series. The River Bound Race in Asheville and Charlotte hosted 2,100 runners and raised \$71,000 for student scholarships. Corporate sponsors, including Merrill Lynch, Coca-Cola, Dixon Hughes Goodman, Pardee Hospital and Blue Ridge Bone and Joint, made the races possible in 2012. The River Bound Race Series helps to spread the word about NCOBS and encourages people to participate in healthy, outdoor activities while raising funds for scholarships.



*"There is more in us than we know.  
If we can be made to see it perhaps  
for the rest of our lives we will be  
unwilling to settle for less."*

*—Kurt Hahn  
Outward Bound Founder*



# Program Offerings

**Wilderness Expedition Courses:** Wilderness expeditions integrated with activities that build confidence, trust, cooperation, communication, and leadership for students of all ages and backgrounds.

**Group Education Programs:** Short courses for intact groups from public and independent secondary schools, colleges and universities.

**Military Veterans Courses:** Expeditions designed specifically for veterans and active service members transitioning into civilian lives; tuition and transportation are free.

**Educators Initiative:** A year-long professional development program for public, charter and independent school teachers that positively impacts classroom culture and curriculum through wilderness, classroom and online components.

**Semester and Gap Year Courses:** Long courses offered in remote, rugged settings that broaden our students' world view while building skills in teamwork and leadership.

**Outward Bound Atlanta:** A wide range of character-building programs delivered to groups of elementary, middle and high school students by Outward Bound Atlanta.

**The Unity Project:** High school-based program designed to empower young people of diverse backgrounds to become compassionate leaders of social change.

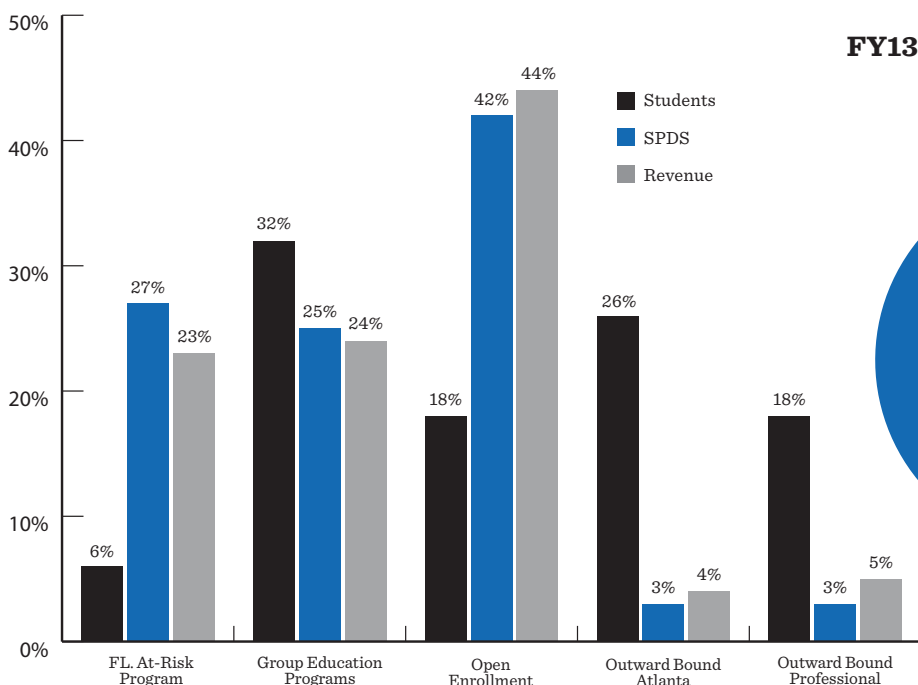
**Outward Bound Professional:** Custom-designed programs that augment leadership training and team development at the workplace for business professionals.

**School Partnerships:** Multi-faceted partnerships with public, charter and independent schools and community organizations that foster analytical thinking, effective communication and responsible citizenship for students, staff and administrators.

**Intercept:** Programs for struggling youth that teach conflict resolution, goal-setting, communication and decision-making skills.

**Families in Need of Services (FINS):** Prevention program delivered in Florida for at-risk youth and status offenders emphasizing character development, academic achievement and social responsibility.

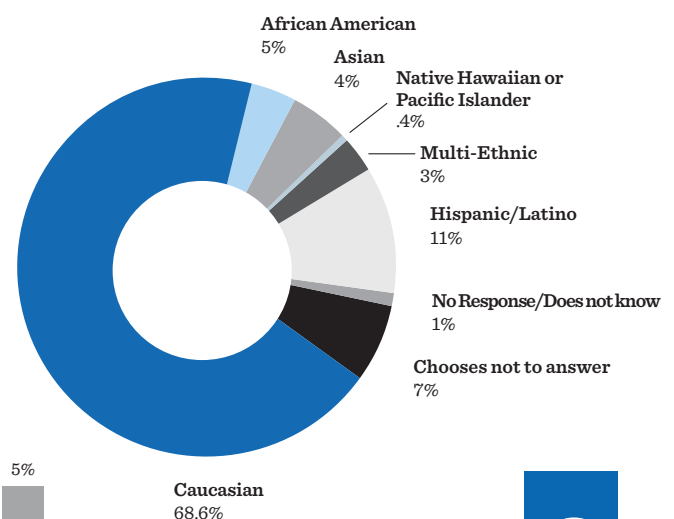
**FY13 Percentage of Total Students, Student Program Days and Revenue**



# Program Locations

- Appalachian Mountains, North Carolina
- Outer Banks, North Carolina
- Everglades/Ten Thousand Islands, Florida
- Rivers of central Florida
- Patagonia, South America
- Metro Atlanta, Georgia

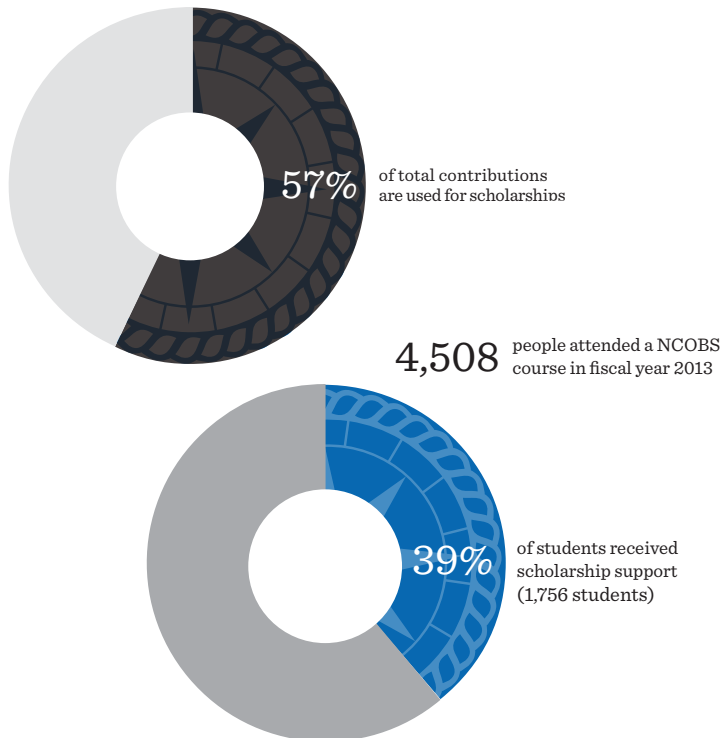
**FY13 Ethnicity of Open Enrollment Students**



# Financials

Thanks to the generosity of our donors in fiscal year 2013, our contributions totaled \$1,288,580 with \$740,261, or 57%, going to support student scholarships.

**\$1,288,580** Total contributions in fiscal year 2013



## Statement of Financial Position

Year Ended March 31, 2013

### Assets

Cash and cash equivalents	\$	1,083,094
Accounts receivable		335,372
Grants receivable		16,902
Contributions and pledges receivable, net		88,191
Inventories		12,990
Prepaid expenses		67,078
Property and equipment, net		1,602,954
Long-term note receivable		125,822
Long-term investments		7,296,895
Cash value of life insurance		40,168
<b>Total assets</b>	<b>\$</b>	<b>10,669,466</b>

### Liabilities and Net Assets

#### Liabilities:

Line of credit payable	\$	100,000
Accounts payable		239,079
Accrued expenses		68,803
Deferred revenue		303,353
Bank notes payable		1,048,551
Capital leases		1,015
<b>Total liabilities</b>		<b>1,760,801</b>

#### Net assets:

<b>Unrestricted</b>	<b>1,109,788</b>
<b>Temporarily restricted</b>	<b>4,023,531</b>
<b>Permanently restricted</b>	<b>3,775,346</b>
<b>Total net assets</b>	<b>8,908,665</b>
<b>Total liabilities and net assets</b>	<b>\$ 10,669,466</b>

## Statement of Activities

Year Ended March 31, 2013

### Support and revenue:

	Unrestricted	Temporarily Restricted	Permanently Restricted	Totals
Tuition	\$ 4,022,863	\$ 129,878	\$ -	\$ 4,152,741
Contributions	401,301	794,473	2,014,240	3,210,014
Federal grants	912,273	-	-	912,273
Interest and dividends	101	296,562	-	296,663
Net gains (losses) on investments	908	957,433	-	958,341
Gain on sale of equipment	10,899	-	-	10,899
Other revenue	570,715	-	-	570,715

### Net assets released from restriction:

Building acquisition restrictions	34,813	(34,813)	-	-
Program and support restrictions	1,299,001	(1,299,001)	-	-

<b>Total support and revenue</b>	<b>\$ 7,252,874</b>	<b>\$ 844,532</b>	<b>\$ 2,014,240</b>	<b>\$ 10,111,646</b>
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### Expenses:

School program services:				
Program delivery	4,251,773	-	-	4,251,773
Atlanta programming	131,762	-	-	131,762
Program administrative	847,219	-	-	847,219

### Supporting services:

General and administrative	773,024	-	-	773,024
Marketing	456,626	-	-	456,626
Student services	435,203	-	-	435,203
Professional program sales	94,194	-	-	94,194
Development	310,573	-	-	310,573

<b>Total expenses</b>	<b>7,300,374</b>	<b>-</b>	<b>-</b>	<b>7,300,374</b>
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<b>Change in net assets</b>	<b>(47,500)</b>	<b>844,532</b>	<b>2,014,240</b>	<b>2,811,272</b>
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<b>Net assets, beginning of year</b>	<b>1,109,788</b>	<b>4,023,531</b>	<b>3,775,346</b>	<b>8,908,665</b>
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<b>Net assets, end of year</b>	<b>\$ 1,062,288</b>	<b>\$ 4,868,063</b>	<b>\$ 5,789,586</b>	<b>\$ 11,719,937</b>
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# Giving

## **Alpinist - \$10,000 +**

Anonymous (3)  
Ann R. Baruch  
John M. Belk Educational Foundation  
Arthur M. Blank  
The Arthur M. Blank Family Foundation  
Buck and Susan Buckley  
Marjorie B. Buckley  
Walter Buckley  
Steve and Gretchen Burke  
James M. Cox Foundation of Georgia, Inc.  
Rufus M. Dalton  
Mary Anne Dickson  
The Dickson Foundation  
Foundation for the Carolinas  
General Microcircuits  
Georgia-Pacific Foundation  
Ken and Nancy Glass  
The Glass Foundation Inc.  
The Home Depot Foundation  
The Lookout Foundation  
Bill and Katie McNabb  
Gary and Betsy Pilgrim  
Mary Claudia Belk Pilon  
The Gary Saltz Foundation, Inc.  
Kent and Linda Satterfield  
Frank and Ellen Svitek  
Kate Svitek Memorial Foundation

## **Explorer - \$5000 - 9999**

Bernie and Holly Arghiere  
Coca-Cola Bottling Company Consolidated  
Community Foundation of  
Western North Carolina  
Jim and Mary Helen Dalton  
Ecology Wildlife Foundation  
Anne and Hank Flint  
Sherrill and Mitchell Grant  
Roland G. Jarvis  
The Keys Children's Foundation  
Edward and Lillian Lilly  
Doug and Shawn Mackenzie  
McGuire Woods LLP  
Mountain Khakis  
Scott and Anne Perper  
Scott and Susan Puritz  
REI - Asheville  
Rich Schell  
Silicon Valley Community Foundation  
Todd A. Silverstein  
Lee and Peggy Skold  
Ben and Diana Smeal  
Guy Spriggs  
Brad Stanback and Shelli Lodge-Stanback  
Jeff and Janine Yass  
Caroline and Wade Young

## **Beyaler - \$2500 - 4,999**

Beach Builders, Inc.  
Amos and Kimberly Beason

John and Kim Belk  
Jesse Brown  
Robert E. F. Buckley  
Gordon and Sophia Caudle  
Community Foundation of New Jersey  
Frank and Margery Cooper  
William B. Dietrich Foundation  
Scot A. Fisher and Shelly Lotman-Fisher  
Friedman-French Foundation  
Boyd George  
George Foundation, Inc.  
Terry Hahn and Teresa Velasco  
David Hardy and Zina Oliver-Hardy  
Ulrich Hewer and Cheryl Kariya  
Nigel and Dianne Jones  
James A. Krumholtz  
Karen L. Krumholtz  
The Krumholtz Family Foundation  
Sarah Linn  
Richard V. Michaels  
Jane and Nelson Schwab  
Arthur O. Sulzberger, Jr.  
The Sulzberger Foundation, Inc.  
Robert J. Switzgale  
Meredith and James Thompson  
Geoff and Ginger Worden

## **Mountaineer - \$1000 - 2499**

Anonymous  
BB&T  
Charlie and Ann Baker  
John and Megan Barlow  
Peter and Amy Barry  
Amos T. Beason  
James and Vanessa Belikove  
Katherine Belk-Cook  
Tim and Sarah Belk  
Franklin and Jan Blackford  
Blue Point Capital Partners  
Blue Ridge Investment Partners, LLC  
Blue Ridge Outdoors Magazine  
The Blumenthal Foundation  
F. Cooper Brantley  
Bob and Susan Brown  
Robert and Geraldine Bryan  
Virginia Canipe  
Walter G. Canipe Foundation, Inc.  
Charlotte Running Company  
Clark Communications  
Annetta J. Coffelt  
Robert M. Coffelt Jr.  
William and Julie Coleman  
Justin Lord Coleman Foundation  
Community Foundation of the  
Chattahoochee Valley  
Rhea Elliott Cooper  
Sandy and Jean Costa  
Robert S. Cox  
William T. Crowder  
Richard J. Daileader  
David and Jill Dalton  
Harry and Becca Dalton  
Bob and Gwin Dalton

Roddey and Pepper Dowd  
The Dowd Foundation  
Endurance Magazine  
Joe Esparraguera  
Fidelity Charitable Gift Fund  
Charlotte C. Fox  
Jared C. Fox Family Foundation  
Matt Gould and Jennifer Loehle  
Great Outdoor Provision Company  
Greenlife Grocery  
Frank and Laire Headen  
Harry and Louise Hill  
Jus' Running  
Matthew and Lee Keiser  
Henry B. & Jessie W. Keiser Foundation, Inc.  
Lee Klingenstein  
LandAmerica Financial Group, Inc. Foundation  
Linda L. Lawson  
Scott and Amy Leazer  
W. States and Alison Lee  
Shirlyn Ratcliff MacPherson  
C.H. and Laurie Maguire  
Mardi Gras Amusements, Inc.  
Peter and Dee Dee McKay  
Jim and Karen McKenzie  
Hal Meyer  
Ann W. Miller  
Reid and Martha Montgomery  
Whitney H. Montgomery  
J. Terrence Murray  
Philip Myerson  
David and Anne Oldham  
Performance Software Solutions  
Piedmont Club Foundation  
Peter and Karen Pierce  
Robert and Lenni Puritz  
REI - Charlotte  
Michael and Anne Rhoads  
Jeff and Nan Robertson  
Sally and Russ Robinson  
Peter and Molly Ross  
John and Nancy Sacci  
Allen and Sara Sampson  
David and Catalina Sibilsky  
Bob and Jen Simmons  
Bob and Julie Spahr  
Spartan Race  
Alex and Karen Stickney  
Sturner Murray, DDS  
Jean Sullivan  
Phil Swan  
Jeannine Teague  
Daniel J. Thomas  
Doc and Stella Thurston  
UBS Securities  
Matt West  
Peter and Tracy Wetzell  
WNC Magazine  
Jeffrey Yost and Susannah Frost

## **Adventurer - \$500 - 999**

David and Valerie Adams  
John and Ripple Alkire

Aram and Linda Attarian  
 Heather and Mark Baldino  
 Betsy L. Battle  
 Joe and Patti Beckham  
 Bettie M. Bedell  
 Carol Bell  
 Boys Arnold Company, Inc.  
 Walter and Ann Bridgeman  
 Brenda and Enno Camenzind  
 Cait Clements  
 The Community Foundation of Greater Greensboro, Inc.  
 Gene and Gay Cooke  
 Peter and Nancy Covington  
 Arthur Dasher and Frances Demetree-Dasher  
 J. B. and Winnie Doherty  
 Marc and Draga Dubick  
 Glenn and Leslie Duffy  
 Michael Follo and Deb Follo Caughron  
 Green Earth Development, LLC  
 Great Outdoor Provision Company  
 Ched and Gaby Haab  
 Mike and Pat Haake  
 Dale Halton  
 D. F. Halton Foundation  
 George and Berkeley Harris  
 Barnes and Cammie Hauptfuhrer  
 Robert and Suzanne Henderson  
 Robert Hess  
 Ken and Cathy Hines  
 Wallace and Jeanette Hyde  
 George and Stacy Ibrahim  
 Richard Jones  
 Maurice Laboz  
 Tommy and Ellen Marshall  
 Ray Martell  
 Karen McLaughlin  
 Dan and Diane Meyer  
 Ron and Jonni Miller  
 Sharon Mills  
 Katie B. Morris  
 Mary Norris Oglesby  
 Anne C. O'Leary  
 William G. Polk  
 Ken and Anne Powell  
 Lunsford R. Preyer Charitable Lead Unitrust  
 Eric and Anne Reenstierna  
 Ken and Elizabeth Richards  
 Mark and Jane Ritchie  
 James E. Samsel and Kimberly J. McGuire  
 Robert M. Schwartzberg  
 Second Gear  
 Steven Sheronas  
 Meghan and Jay Tatum  
 Mark and Judith Taylor  
 Josh and Ellen Thomas  
 Paul Thomas  
 Time Warner Inc.  
 Nathan Vish

Alexandra Buckley Voris and Michael Voris  
 Louis and Pat Ward  
 Jody Whitehurst and Anita DiNovo  
 John and Debbie Will  
 Mary Wilson  
 Karl Zachar and Kara Zachar-Buckley

#### **Backpacker - \$250-499**

Mark and Amanda Abrahm  
 Jay and Karen Ahuja  
 Jeff and Tisa Baena  
 William P. Bedard  
 Irwin and Carol Belk  
 Deyne Bentt and Christine Bugos  
 Ernest Blackwelder and Sheila Hennessey  
 Tim and Lynn Borstelmann  
 Jim and Joan Bromley  
 Jim and Lin Buck  
 David Charlton  
 Farnham and Anne Collins  
 Peter and Sandra Conway  
 Hugh and Regina Craft  
 Katie Dalbey  
 Linda Davis  
 Kevin and Beth Donlon  
 Tim and Margaret Drennan  
 Patrick Dunn  
 Frederick and Martha Eubank  
 Dan Flanagan  
 Thold and Ruth Gill  
 Joshua Harris  
 Peter and Marti Hazelrigg  
 James and Kathleen Jacobson  
 Thomas James and Regina Cortina  
 Betsy Kapiloff  
 Richard Kaufmann  
 Homi Kharas and Shelley Yerman  
 Frank Krenek  
 Janet Kuck and Carson Copeland  
 Linda Lemmon  
 Kendra Lizotte  
 Joshua Lyle  
 Erwin and Nancy Maddrey  
 Scott and Sherrey Makemson  
 Angus McBryde and Margaret Hogan  
 Scott McGovern and Peggy Brown  
 McKinney Ventures, LLC  
 Paul Meehan  
 Mike Miller  
 Phebe Miner  
 Jennifer Moore  
 Mary Rachel Moore  
 David and Jill Morganwalp  
 Motorola Mobility Foundation  
 John and Suzanne Nash  
 Ken and Alberta O'Brien  
 Optimist Club of Asheville, NC, Inc.  
 Doug and Darcy Orr  
 Amanda and Tom Osmer  
 Christine Phelps  
 Stuart Rakoff  
 Jim and Cindy Rasmussen

Cynthia Rosky  
 Rodney Ross  
 Henry L. Savage  
 Joyce Siegel  
 Tom and Priscilla Siler  
 Sanford and Doris Slavin Foundation, Inc.  
 Skip and Mary Davis Smart  
 Alice Smyth  
 Snyder's-Lance  
 Bob Stout  
 THOR-LO, Inc.  
 Scott and Kathy Upton  
 Katherine and John Vogler  
 Michelle Vruwink and Kirk Vandersall  
 Michael and Rebekah Weisskopf  
 David and Roberta Wells  
 Velve and Thomas Woollen  
 David and Lauren Worth  
 Cathy Wright  
 Debra L. Zvanut

#### **Climber - \$100 -249**

Nick J. Adler  
 Mark and Patrice Aitken  
 Edwin Albino  
 Benjamin S. Alexander  
 Charles M. Anderson  
 Sheryl Ash and Edwin Sherman  
 Jacob and Tamar Bardin  
 William and Harriet Barnhardt  
 Peter and Mary Bearse  
 Abigail D. Beck  
 Wendell Begley  
 Jeff and Trisha Berg  
 Kelly Biasioli  
 Kenneth and Robin Boger  
 Andrew and Mary Bonacker  
 David Borsani  
 Kayla M. Briggs  
 Grady and Jean Britt  
 Greg and Stacie Brown  
 Jamie Brown  
 Joshua M. Brown  
 Brooks H. Browne  
 Thomas J. Buckley  
 Andrew and Hope Burness  
 McBee and Anne Butcher  
 Leslie Castaldi  
 Cathy Caughron  
 Phil Charron  
 William and Deirdre Christy  
 Tor Clark  
 Derek and Eileen Coen  
 Michael and Mollie Cohen  
 Tris and Ruth Colket  
 Kathleen Collins and Robert O'Connor  
 Maricoleman E. Cooper  
 Amy S. Costa  
 Ned Covington  
 Joseph and Kathy Cox  
 Thomas Cox  
 David E. Craig



Keith R. Cudworth  
 Bob and Barbara Dalton  
 Robert and Carol Deutsch  
 John and Jacqueline DeVIncent  
 Miriam A. Dixon  
 John Dutton  
 Ivan and Karen Engle  
 Eric W. Epstein  
 David and Rosemary Farnsworth  
 Thomas and Stephanie Favia  
 Susan Fedinec and Jay Rogers  
 Linda Ferguson  
 Alan and Michelle Finnegan  
 Margo Flood and Paul Bartels  
 Alex and Jan Floyd  
 J. A. Foster  
 Mary French  
 Leslie J. Frey  
 Allan Friedman  
 Carl Frisch  
 Brian Frosh  
 Frank F. Fry  
 Judy Futch and Paul Smith  
 Futch Foundation, Inc.  
 Fielding and Gally Gallivan  
 Ernest Galloway  
 Ed and Patsy Garino  
 Tina Geithner  
 Bingham M. Gilardi  
 Scott Golden  
 Jennifer Grady  
 Jon Graham and Elizabeth Ulmer  
 Frank J. Gribbin  
 Jean Gross  
 Harold Gruber  
 Doug and Toshiko Hadden  
 John and Laura Hardman  
 Marian Harkness  
 Peggy Harris  
 David and Christine Hartzell  
 James H. Hassinger  
 Michael J. Hauser  
 Becky Helms  
 Donald and Kathryn Heniff  
 Mary L. Hill  
 Hayne and Anna Kate Hipp  
 The W. Hayne Hipp Foundation  
 Pop and Marjie Hollandsworth  
 John and Dottie Howell  
 Robbie Howell  
 Charleen Hsuan  
 Joseph and Louise Huber  
 Bo Hughes  
 Bob and Joanne Huss  
 Meredith L. Infeld  
 Linwood and Harriet Inscoe  
 David and Robbie Irvin  
 Robert and Laura Jernigan  
 Harry W. Johnson  
 Timothy Johnston  
 Hugh H. Jones, Jr.  
 John and Valerie Kabelac

Julie A. Kehrli  
 Pat and Lele Kelly  
 Harold B. Kempson  
 Barrett Kennedy  
 John Kerrick and Lynn Palmer  
 Mary Kiewel  
 Dennis and Sharon Kimbleton  
 George and Lee Kite  
 Jo Ann Kitik  
 Scott Kitson  
 Frank B. Konhaus  
 Lisa Lark  
 Allen and Delores Lastinger  
 Jack and Laura Lee  
 Lance and Dorothy Lee  
 Blair and Patty Levin  
 Clare and Dan Lewis  
 Connie Lotz  
 James D. MacKenzie  
 Bill and Jerry McAninch  
 J.P. and Karen McBryde  
 Scott McElroy and Elizabeth Obenshain  
 Clifford Mendelson  
 Peg Minehart  
 Andy and Kim Mink  
 Daniel F. Mooney  
 Richard H. Moore  
 Bill Murray and Kim Melvin  
 Diana Najarian  
 Peter E. Neperud  
 Marla E. Nix  
 Perry Norris and Seana Doherty  
 Thomas Oxnard  
 Sharon J. Patton  
 Rebecca F. Paynter  
 Mark Peterson  
 Duane S. Pinnix  
 Randolph and Carolyn Powell  
 Patricia Puritz  
 David Pyles  
 Ray and Sheri Raymer  
 Phil and Sandy Ringo  
 Surry P. Roberts  
 Mark and Leslie Roberts  
 Betty Rogers  
 Joseph M. Ryan

Betsy Sason  
 William E. Sellars Jr. and Paula Connor Sellars  
 Ned Sergew  
 Paul and Jo Ann Sheler  
 David Silk and Lynne Crandall  
 Peter J. Silvester, Jr.  
 Leon Simpkins  
 Lila Snow  
 Jessie P. Snyder  
 Steve Solnick and Maeve O'Connor  
 Paul Sonneck  
 Stephen Streufert and Lisa Foisy  
 Jeanne L. Tannenbaum  
 Harry A. Taylor  
 Jocelyn Tinaya  
 Kevin Toevs  
 Dominick Tralli  
 Bernie Trudeau  
 Trudy-Dawn Skin Care, Inc.  
 Larry and Nancy Turner  
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 Stuart and Jennie Wallace  
 Larry and Beth Walters  
 Floyd and Linda Walters  
 Daniel and Carolyn Waterman  
 David T. Watson  
 Brenda F. Wensil  
 Arthur and Judy Werner  
 Marjorie H. Whittaker  
 Judy Widmer  
 David and Dina Wiggins  
 Jenney Wilder  
 Keithley Wilkinson  
 John and Lynne Williams  
 Steve Williams  
 Charles and Renee Wilson  
 Pam Wolfe  
 John and Rhonda Wolford  
 Clark Wright  
 Carolyn L. Wyatt  
 Ira K. Wydner  
 Jean Yarnall  
 David and Gloria Young  
 Price and Margaret Zimmermann

*"This course has inspired me to stop wasting my potential. I have learned that if I push myself I am capable of much more than I realized. I haven't taken a shower in 20 days, my hair is greasy and my face is broken out, but I see more beauty in myself right now that I ever have before."*

*—Sarah P., NCOBS Student, 18 years old*

# Honor and Memorial Donations

**In memory of Stuart J. Abrahams**

Jeanne L. Tannenbaum

**In memory of Ronald M. Allen**

Marjorie R. Donnelly  
Lynn T. Hall  
Horace M. Kimel

**In honor of Davis P. Ambro**

Nick J. Adler

**In honor of Devin Armour**

Mary Rucht

**In honor of Ann R. Baruch**

Mark Aitken  
Frank & Margery Cooper

**In honor of Amos N. Beason**

Amos T. Beason  
Carol Bell  
Nicole Carosella

**In honor of James Belikove**

Richard Kaufmann

**In honor of Irwin Belk**

Rufus M. Dalton

**In memory of Richard W. Borden**

Edwin B. Borden  
Marjorie B. Buckley  
Rhea E. Cooper  
Mattie E. Gray  
Edwin Lee  
Dan Meyer  
Whitney H. Montgomery  
Melzer Morgan  
Newport Baptist Church  
Donna Parker  
Linwood Sinson

**In honor of Josh Brown**

Jamie Brown

**In honor of Marjorie B. Buckley**

Rhea E. Cooper  
Geoffrey F. Worden

**In memory of Randall Buford**

Jerome G. Barrett  
Whitney H. Montgomery  
James Schley

**In honor of Annetta J. Coffelt**

Robert M. Coffelt

**In honor of Rhea E. Cooper**

Maricoleman E. Cooper

**In honor of Merle Cosgrove**

Barrett Kennedy

**In honor of Anne H. Covington**

Peter J. Covington

**In honor of Rufus M. Dalton**

John R. Belk  
Sarah Belk  
Deb Follo Caughron  
Harry M. Dalton

**In memory of Dave Genova**

Perry Norris

**In honor of Corey Hadden**

Toshiko B. Hadden

**In honor of Adam S. Haigler**

Karl Haigler

**In honor of Nathaniel Harr**

Joyce Reingold

**In honor of Leslie H. Hitchens**

Rufus M. Dalton

**In honor of Laurel Horn**

Thomas Elgin

**In honor of Elliott Jernigan**

Robert Jernigan

**In memory of Travis Lizotte**

Kaki Arnaud  
Patty Lecht  
Kendra Lizotte  
Whitney H. Montgomery  
David Morganwalp  
Nicole Shanahan

**In memory of Karsten Lyngholm**

Edgar Lyngholm

**In memory of Travis Manion**

Edwin Albino

**In honor of R. T. McLaughlin**

Rufus M. Dalton

**In honor of Whitney H. Montgomery**

Cathy Caughron

**In honor of Sarah Olliges**

Cynthia Welch

**In memory of Clara A. Padfield**

Ralph Padfield

**In honor of James Page**

David Charlton

**In honor of Stephen Pandos**

Carol Bell

**In honor of Meryl Roth**

Nick J. Adler

**In memory of Katherine W. Schwartzberg**

Robert M. Schwartzberg

**In honor of Meera Shah**

Cynthia Welch

**In honor of Pat Sharpe**

Rufus M. Dalton

**In honor of MacKenzie Shields**

Deron Shields

**In honor of Michéle Taylor**

Judith G. Taylor

**In honor of Stella R. Thurston**

Rufus M. Dalton

**In honor of Elyse Will**

John G. Will





# Endowments

Endowments are wonderful ways to honor loved ones and help students who otherwise could not afford to go on a NCOBS course. You may create an endowment with a minimum of \$25,000 that can be paid over five years. To learn more, contact Elizabeth Whitten, Chief Financial Officer, at (828) 239-2115 or ewhitten@ncobs.org.

## **The Bettigole Endowment Fund**

Established in 2000 by Bruce and Bryan Bettigole, to fund a parent-child pair to attend a course together.

## **The Blank Enhancement Endowment**

Established in 1992, to support training for field staff and ensure that NCOBS recruits and retains experienced and talented staff.

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

Established by Laura Bowles Warren and Louise and Kelly Bowles in 1987 in memory of Richard Bowles, for men aged 16-20 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 to support students of Dobyns Bennet High School in Kingsport, TN in memory of Edgar R. Calloway III, it now also supports applicants from additional schools.

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

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

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

Established in 1992 by Gary and Brenda Chynoweth in memory of Kevin Chynoweth to provide a full scholarship to a qualifying student of Liberty Middle School in Madison, AL.

## **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 to primarily fund qualified educators and professionals who work with disadvantaged youth, and secondarily to support students.

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

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

## **GlaxoSmithKline Endowment**

Established in 1993, to provide funding for Chapel Hill, NC high school students to participate in the Unity Project.

## **The Hearst Endowment Fund**

Established by Austin Hearst, to support diversity efforts 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 to support North Carolina teens and students enrolling in Outward Bound instructor training courses.

## **The Thomas James Educational Endowment**

Established in 2012 to support NCOBS educators programs, including funding for participants of the Educators Initiative and our summer program with Masters students at the University of North Carolina at Chapel Hill School of Education.

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

Established in 1989 in memory of Andrew Jitkoff by the NCOBS Board of Directors and administered by Julia Jitkoff, a former board member, to fund scholarships for students and educators.

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

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

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

Established in 1987 by members of "Crew 5" in memory of their Outward Bound 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 scholarships 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; to support 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 NCOBS Board member, to provide financial aid to students and support the maintenance of "Ol' Sam's Trail," named for Baxter, located behind the NCOBS 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 to support teens and young adults who have lost a parent to death or divorce.

## **The Ellie Raynolds Memorial Endowment Fund**

Founded by John Raynolds, former President of Outward Bound USA, in 1994 in memory of his wife, Ellie Raynolds, a former trustee of Outward Bound USA, to provide scholarships to "Women of Promise," preferably aged 16-21.

## **The RDI Endowment Fund**

Established in 1975 by the Reader's Digest/DeWitt Wallace Foundation and administered through Outward Bound USA. The fund provides unrestricted scholarships divided among Outward Bound schools and centers throughout the United States.

## **The RDI Endowment Fund**

Established in 1975 as a challenge grant to all of the Outward Bound schools in the United States, equal amounts are distributed from Outward Bound USA for unrestricted scholarships.

## **The Schell Endowment Fund**

Established in 1999 by the Schell family and the Kenan Family Foundation in memory of Gray Schell to provide scholarship assistance to qualified students.

## **The Stetson Endowment Fund**

Established by Charles P. Stetson, former NCOBS Board member, to be used at the discretion of the Executive Director. Currently, the fund is used for unrestricted operating expenses.

## **The Sulzberger Endowment**

Established by Arthur O. Sulzberger Jr., a former NCOBS Board member, to provide scholarship assistance to qualified students.

## **The Unity Endowment**

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

## **The John Webster Endowment**

Established in honor of former chair of the NCOBS Board of Directors, this need-based scholarship funds high school students from Atlanta to attend a 21-day NCOBS wilderness course.

# Partners and Clients

## Group Education Program Clients

- Asheville School, NC
- Atlanta Public Schools, GA
- Camp Coleman, GA
- Camp Judaea, NC
- Cannon School, NC
- Cape Fear Academy, NC
- Chapel Hill Unity Schools: Carrboro High School, East Chapel Hill High School, Chapel Hill High School, NC
- Charlotte Latin School, NC
- Charlotte Unity Schools: Myers Park High School, Butler High School, Vance High School, Philip O. Berry Academy of Technology
- Creative Learning Academy, FL
- Donegal High School Experiential Education Program (DEEP), PA
- Episcopal Academy, PA
- Episcopal Day School, GA
- Evergreen Community Charter School, NC
- Exploris Middle School, NC
- Greensboro College Middle College, NC
- KIPP Charlotte, NC
- Mount Vernon Presbyterian School, GA
- NC Teaching Fellows Program, NC
- Palmer Trinity School, FL
- Performance Learning Center, NC
- Porter Gaud School, SC
- Ransom Everglades School, FL
- Savannah Country Day School, GA
- Saint Mary's School, NC
- Warren Wilson College, NC
- William Jewell College, MI
- University of North Carolina at Chapel Hill, NC

## Outward Bound Professional Clients

- Alston & Bird LLP
- American Leadership Forum – Charlotte, NC Chapter
- American Leadership Forum- Waccamaw, SC Chapter
- Atlanta Falcons Physical Therapy Centers
- AutoTrader Group
- BorgWarner Inc.
- Brightstar Corporation
- Centers for Disease Control and Prevention
- Concessions International
- Dixon Hughes Goodman LLP
- Instituto Tadashi Kadomoto
- Johns Hopkins University School of Nursing
- Leadership Atlanta
- Leadership Statesville
- Liberty Fellowship
- NTCA-The Rural Broadband Association
- University of North Carolina Kenan-Flagler Business School

## Educators Initiative Partner Schools

- Riverdale Country School, NY
- Lawrenceville School, NJ
- Episcopal Academy, NJ
- Boys' Latin Charter School, PA
- Multi-Cultural Academy, PA
- Community Academy of Philadelphia, PA
- Field School, DC
- Georgetown Day School, DC
- Saint Mary's School, NC
- Evergreen Community Charter School, NC

*The Outward Bound experience challenged me physically, stimulated me mentally and stirred me emotionally."*

*—Monica M., NCOBS Student*







# Get Connected and Stay Involved

There are a number of ways to support North Carolina Outward Bound School, here are just a few:

## Give

Nearly forty percent of students who go on an NCOBS course receive a scholarship to help offset the cost of tuition. Every gift made to NCOBS has a lasting impact on the organization and its participants. In addition to giving an unrestricted gift, you have the option to give in other ways as well:

- Make a monthly donation
- Make a bequest
- Hold a fundraising event
- Create an endowment in memory of a loved one
- Ask your employer to match your gift
- Make a stock gift
- Make an online gift: [www.ncobs.org/giving](http://www.ncobs.org/giving)

## Keep in Touch

- Update your mailing and email address or sign-up for our e-newsletter to stay up-to-date with School news. You can do so by emailing us at: [info@ncobs.org](mailto:info@ncobs.org).
- Follow us on Facebook, Twitter or YouTube
- Check out our website: [www.ncobs.org](http://www.ncobs.org)

## Go on Course

Remind yourself why you fell in love with Outward Bound in the first place and challenge yourself to another course or introduce a friend to the adventure of a lifetime.

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at 202-720-2600 (voice and TDD).

To file a complaint of discrimination write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call toll free (866) 632-9222 (voice). TDD users can contact USDA through local relay or the Federal relay at (800) 877-8339 (TDD) or (866) 377-8642 (relay voice). USDA is an equal opportunity provider and employer.

North Carolina Outward Bound School would like to thank the many state and federal agencies who manage the state and national forests and park systems as a resource. NCOBS operates under special use permits from the following federal agencies:

Big Cypress National Preserve, FL  
Blue Ridge Parkway, NC  
Cape Lookout National Seashore, NC  
Cedar Island National Wildlife Refuge, NC  
Chattahoochee National Forest, GA  
Cherokee National Forest, TN  
CONAF-Chile  
Everglades National Park, FL  
Nantahala National Forest, NC  
North Carolina State Parks  
Ocala National Forest, FL  
Pisgah National Forest, NC  
Sumter National Forest, SC  
Ten Thousand Islands National Wildlife Refuge, FL





**NORTH CAROLINA  
OUTWARD BOUND SCHOOL**

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Asheville, NC 28805

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