

ANNUAL REPORT 2017

COMPASSIONATE
LEADERSHIP



OUTWARD BOUND
CALIFORNIA

Dear friends and community,

2017 was another year of growth for Outward Bound California, putting our staff, equipment and bases to the test as we hosted more courses and spent more days in the field than ever before. Our hearts and facilities we put to the test as we faced natural disasters and navigated the change and challenge of these new experiences.

Kurt Hahn, one of the founders of Outward Bound, believed that through teaching compassion we can shift how we lead, learn, and navigate the world. Our staff and instructors return year after year to teach these lessons to our students, unlocking the compassion we believe lies within all of us. Leading with compassion means guiding students through their first outdoor experience with empathy and respect. It is 8th graders from a public school in Oakland sharing the weight of a classmate's backpack in order to get to camp before dark. We see examples of this every day and are emboldened by the lasting impact of students exercising this type of leadership in an increasingly divisive world.

Our programs cultivate, activate, and transform students and staff, building confidence and an ethic of service, promoting self-discovery, and ultimately developing compassionate leaders. We are committed to growing alongside our community members. Join us as we share our 2017 successes and learnings.

Warm Regards,

Josh Brankman | Executive Director

365 DAYS OF DISCOVERY

Joshua Tree

7	COURSES
95	STUDENTS
809	STUDENT PROGRAM DAYS

High Sierra

41	COURSES
429	STUDENTS
5,842	STUDENT PROGRAM DAYS

Bay Area

84	COURSES
1,297	STUDENTS
3,697	STUDENT PROGRAM DAYS

Los Angeles

12	COURSES
261	STUDENTS
438	STUDENT PROGRAM DAYS

LIVES CHANGED ONE COURSE AT A TIME

Below you can see the percentage of student program days that take place in our different program types. "Group programs" meet the needs of students at our partner schools and nonprofit organizations around

the state. "Open enrollment" courses serve a mix of individuals from across the country. And our veteran programs offer full scholarships to veterans and active service members.

JOSHUA TREE

7%
STUDENT PROGRAM DAYS

HIGH SIERRA

55%
STUDENT PROGRAM DAYS

VETERANS

1%
STUDENT PROGRAM DAYS

OPEN ENROLLMENT PROGRAMS

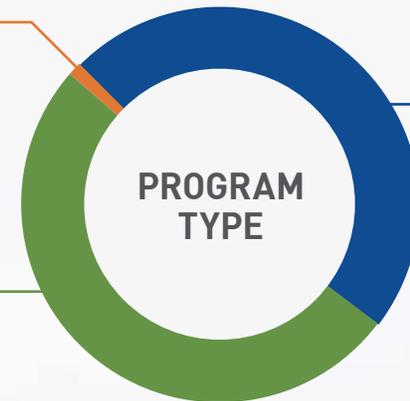
51%
STUDENT PROGRAM DAYS

BAY AREA

38%
STUDENT PROGRAM DAYS

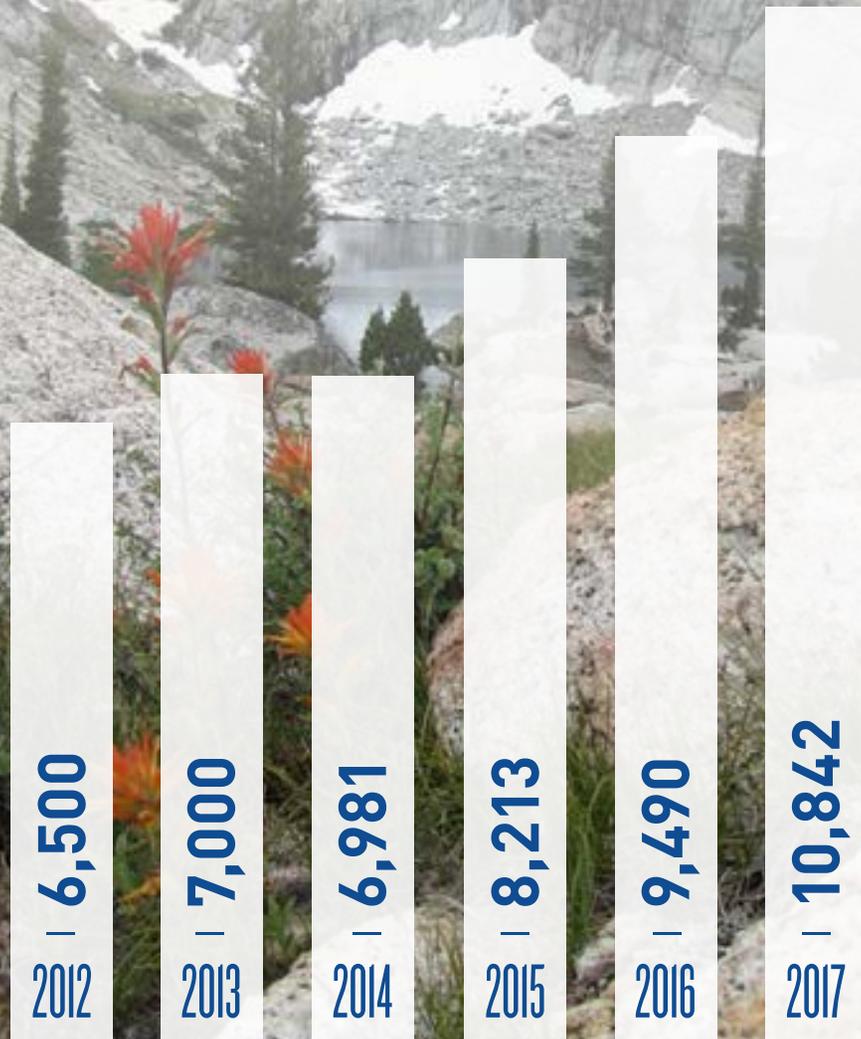
GROUP PROGRAMS

48%
STUDENT PROGRAM DAYS



GROWING COMPASSION

GROWTH IN DAYS IN THE FIELD SINCE 2012



SPOTLIGHT ON OUTCOMES:

In 2017, we launched our new evaluation tool. It focuses on outcomes relevant to our program types, student populations and course design. We added a significant demographics section that will inform how our programs impact different students and will allow us to study trends or themes in a population over time. It also helps us get to know our students better. As part of the evaluation improvement project, we designed and developed a “tracker” that allows us to assess the impact of our programs in real time! We can offer comprehensive reports to our instructors, admin staff, school partners and funders.

AFTER COURSE STUDENTS:

80%

ARE MORE MOTIVATED TO HELP OTHERS AFTER THEIR COURSE

88%

LEARNED TO WORK WITH OTHERS TO SOLVE PROBLEMS ON COURSE

78%

FEEL MORE CONFIDENT LEADING OTHERS AFTER A COURSE

DID YOU KNOW?

Outside Magazine recognized Outward Bound California for the second year in a row as one of their 100 Best Places to work in 2017

LEADING BY EXAMPLE

Outward Bound California teaches that compassion is a sign of strength, and that compassion can make the difference between an expedition that succeeds and one that fails. On course, participants become bonded by a shared purpose. The style of leadership adopted by a crew of students often determines the extent of their progress. There are no others more qualified to speak to compassionate leadership on course and within our team than our program leadership. Hear first-hand from the field!



Jeffery Podmayer

JOSHUA TREE BASE PROGRAM MANAGER

“Our staff show compassion by ensuring that every student and their co-instructor have their needs met while still promoting the true challenge and uniqueness of an Outward Bound course.

Compassionate leadership is when someone can meet another person's needs while at the same time encouraging and guiding that person to complete their own goals and visions, ensuring a true feeling of accomplishment from and for that person.



Shawn Forry

HIGH SIERRA BASE PROGRAM DIRECTOR

“One of my favorite aspects as Program Director is seeing the full circle moments. I see the care and attention put into preparing and designing every course to make it unique for each student. I see the excitement when staff return from course full of joy and fulfillment. Outward Bound Staff are some of the most experienced, dedicated and passionate educators. Time and time again, when I cross paths with an Outward Bound alumnus, even years after their course experience, their face lights up with memories and their eagerness to share about their course experience bubbles over.



Maggie Lyons Weller

BAY AREA BASE PROGRAM DIRECTOR

“We build compassionate leaders on our courses through an inclusive and positive group culture that kicks off in the very first moments students are together and carries through their time with us. The crew spends time establishing group agreements, sharing leadership, changing roles, and facing challenges together with an emphasis in debriefing what happens on course and how it affects the group. Students have multiple opportunities to try on different ways to lead and that experience stays with them once they head home.

95

Number of liters of water consumed in Joshua Tree

4,064

Collective hours staff spent designing their courses

218

Days of training for staff

THANK YOU 2017 DONORS!

We are pleased to recognize contributions of \$250 or more below. We are grateful to the following donors for their leadership support of our capital campaign, BOUNDLESS: A Campaign for Growth. Through this effort, Outward Bound

California will triple the number of students from 2016-2020, deepen program impact, and ensure that more students from across the state have access to what Outward Bound makes possible.

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2017 FINANCIAL RESULTS

2017 was the second year of Outward Bound California's 2016 to 2020 strategic growth plan to expand the geographic reach of programs and grow to 5,000 students served annually on 15,000 student days in the field. In 2017, a second year of 18% year over year growth in course tuition and fees coupled with slower campaign revenue growth led Outward Bound California to end the year with \$3.7 million in net assets compared with \$4.5 million the year prior. Setting aside charitable contributions

which will be paid in future years, operating revenue totaled \$4.1 million.

Operating expenses increased to \$4.1 million in 2017 from \$3.5 million in 2016. This reflects a 14% year over year increase in the number of student days in the field, and ongoing infrastructure investments as laid out in our 2016-2020 strategic plan. To view complete 2017 financial statements, please visit:

obca.org/donate/annual-reports.



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THANK YOU TO ALL OUR 2017 SPONSORS AND RAPPELLERS!



Join us this year October 12th and 13th. at the Hilton San Francisco Union Square. Help us raise over \$350,000 and rappel off their 46 floor tower! All funds raised go towards scholarships to support underrepresented youth and communities across California.



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