



BALTIMORE CHESAPEAKE BAY
OUTWARD BOUND SCHOOL



APPLY FOR THE OPPORTUNITIES OF:

DEPUTY DIRECTOR



DIRECTOR OF DEVELOPMENT

Baltimore Chesapeake Bay Outward Bound School has partnered with Higher Talent Executive Search to identify their next Deputy Director and Director of Development.

This document provides an overview of Baltimore Chesapeake Bay Outward Bound School, information and details about the opportunity, and desired qualifications and characteristics of candidates.

Throughout the document, [blue text passages](#) provide hyperlinks to document pages and online resources with more detailed information.

Higher Talent is pleased to discuss these exciting opportunities with qualified professionals who seek career advancement and the opportunity to play a pivotal role in an organization that builds character one ropes course at a time.

TABLE OF CONTENTS

03	Outward Bound
04	Baltimore Chesapeake Bay Outward Bound School
06	The Opportunity: Deputy Director
08	The Opportunity: Director of Development
10	Organizational Leadership and Governance
11	Benefits
12	How to Apply

Outward Bound



By living in a group in a wilderness setting and facing authentic challenges, participants realize what they are truly capable of and develop compassionate, courageous leadership skills needed for actively engaging in their lives back home.”

-Kurt Hahn

Outward Bound is a non-profit educational organization and expedition school that serves people of all ages and backgrounds through experiential learning expeditions that inspire character development, self-discovery and service both in and out of the classroom.

Originally designed by educator Kurt Hahn in 1941 to prepare young Britons to face the challenges of World War II, whether on the home front or in the uniformed services, the program fostered leadership qualities that were especially needed for those in the Merchant Marine whose ships were “Outward Bound,” headed to the high seas on the treacherous North Atlantic run. Now, all around the world, Outward Bound schools prepare people to take on challenges and achieve more than they ever thought possible.

Hahn was adamant that human potential should be harnessed for the well-being of all people. As a Jewish educator living in Nazi Germany, he had witnessed the horror of human power unchecked by compassion and moral courage. Hahn fled Germany and pioneered educational programs that inspired young people to embrace their common humanity, engage in service and become active citizens. He developed a curriculum focused not only on academics, but also on embracing challenge and valuing reflection time, which was dedicated to impelling students to realize their full potential. It took only a few years for this ground-breaking educational program to begin its international expansion. Now, more than 70 years since its inception, Outward Bound has schools in over 30 countries on six continents.

Amid the shifting economic landscape of 1986, a group of business and education leaders recognized the need for better opportunities and higher achievement for the young people of Baltimore City. Their mission was to improve society—one individual at a time—by challenging young people to discover their strength, resilience, capacity for leadership and collaboration, and their drive to serve others.





The Baltimore Chesapeake Bay Outward Bound School (BCBOBS) was founded in 1986 as a program of the Parks and People Foundation. BCBOBS operated under the Hurricane Island Outward Bound School and as a part of Outward Bound USA. BCBOBS became an independent, charter of Outward Bound USA in January 2012. The organization has seen significant success since that time – doubling the number of students served and doubling the organizational budget.

Today, BCBOBS provides access to critical social-emotional learning (SEL) and the wonder of the wilderness to students from across Maryland. With 98 educational partners and 80,000 alumni since its inception—and expanding their reach to Washington, DC, the organization’s mission is more relevant than ever. Outward Bound in the U.S. is part of an international network of Outward Bound entities that collectively serve around a quarter of a million people a year in over 30 countries and has reached over seven million people in its 70-year history. Today in the United States, Outward Bound USA expeditions and programs bring the organization’s mission to life throughout the year for roughly 35,000 students annually with 11 chartered Outward Bound schools across the country and over 1,000 courses offered, regardless of age or circumstances.

Baltimore Chesapeake Bay Outward Bound School seeks a talented and experienced senior leader to serve as its Deputy Director, spearheading the inaugural DC campus. BCBOBS also seeks a dynamic fundraising leader to serve as its Director of Development, leading fundraising efforts for the region. Both positions will play key roles in the organization’s expansion into the Washington, DC area and will be incredible opportunities for distinguished professionals to position the organization for success as they continue to grow and change thousands of lives for decades to come.

BCBOBS is uniquely positioned within the adventure and experiential education market in the Baltimore-Washington Metropolitan area. There are 26 “adventure education” providers within a sixty-mile radius of BCBOBS. Many provide one day ropes course experiences or overnight camping, but none provide a true expedition experience—with expeditions ranging from rock climbing the Appalachian Trail, canoeing in the Potomac River, backpacking the Dolly Sods Wilderness, and kayaking in the Chesapeake Bay.

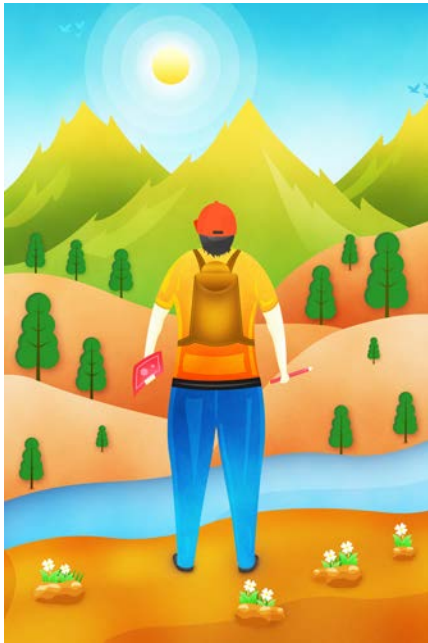
What BCBOBS students say:

<https://outwardboundbaltimore.org/stories/>



The school's Character Curriculum product further differentiates itself from the competitive landscape. This in-school component further drives SEL skill retention and transference for students participating in BCBOBS's school-based expeditions. Many partners also combine the [Character Curriculum](#) with one-day programming for their students and even educators, which ultimately drives change in school culture. BCBOBS takes this one step further by using survey data to prove the measurable outcomes for every educational partner. These additional programs, amongst others, provide a strong foundation for entering a new market.

Baltimore Chesapeake Bay Outward Bound School's Programs:



1. [School/Group Leadership Expeditions](#)
2. [For Veterans](#)
3. [Professionals](#)
4. [Classic Summer Expeditions](#)

Baltimore

Baltimore Chesapeake Bay Outward Bound School's campus is located in Baltimore's Leakin Park. As one of the country's largest urban parks, it provides nearly unlimited space for discovery. Baltimore is the largest city in the U.S. state of Maryland, and the 29th-most populous city in the country. The city has more public monuments per capita than any other city in the country and is home to some of the earliest

National Register historic districts in the nation, including Fell's Point (1969), Federal Hill (1970) and Mount Vernon Place (1971). More than 65,000 properties, or roughly one in three buildings in the city, are listed on the National Register, more than any other city in the nation.

Future Plans: "One School, Two Campuses" in Washington, DC

Drawing on more than 30 years of practice with a finely-honed model in Baltimore, BCBOBS is poised to capitalize on an exceptional set of conditions: a growing city actively seeking outdoor education for its children and a supporter with the vision and strength to make it happen. The D.C. Department of Parks and Recreation has been fully supportive of an Outward Bound base and challenge course (including high and low ropes, climbing wall, and other elements) located within the city and another to be built on a property owned by the city in southern Maryland. Backed by the D.C. Department of Parks and Recreation and the Clark Foundation, Baltimore Chesapeake Bay Outward Bound School will extend their reach to the Nation's Capital, building upon its programs to provide both measurable and transferrable benefits to the Washington, DC community.

THE OPPORTUNITIES



Deputy Director

Reporting to the Executive Director, the Deputy Director has overall responsibility for the leadership and delivery of the day-to-day operations of the new DC campus of Baltimore Chesapeake Bay Outward Bound School. The Deputy Director will have the exciting opportunity to build a legacy with a nationally-recognized brand, bringing the Outward Bound flag to DC. Guided by the Strategic Plan, the Deputy Director will be tasked with organizational strategy, financial management, staff mentoring and management, and guiding philanthropic efforts in support of the execution of BCBOBS's mission. The Deputy Director will build and lead the DC team.

Responsibilities:

Provide leadership, vision, oversight and direction for the DC operations of Baltimore Chesapeake Bay Outward Bound School's mission through organizational planning in fulfillment of the Strategic Plan.

- Establish Baltimore Chesapeake Bay Outward Bound School's DC presence and brand.
- Learn BCBOBS programs to effectively lead DC operations.
- Develop operating and program budgets for DC according to BCBOBS guidelines and the budget calendar.
- Monitor expenses/revenues and ensure budget expectations are met while meeting goals and ensuring program quality.
- Establish and measure, on a regular basis, quality and risk management standards, ensuring that all activities comply with established policies and procedures.
- Create, build, and manage a team to spearhead and expand DC office.
- Serve as chief spokesperson representing the organization in the community and with the media.
- Cultivate strong relationships with the DC community, building new and lasting partnerships with local community, institutions, and corporations.
- Collaborate with established Baltimore-based Development team to ensure mutually beneficial growth opportunities.
- Build DC Advisory Board.
- Optimize operational systems, processes and policies, management reporting, information flow, business process improvement and organizational planning.
- Support creation of financial reports and projects budgets as required.
- Foster coordination and communications across the organization to increase effectiveness and efficiency.

Candidate Qualifications:

The Deputy Director will be an experienced and mission-driven leader with an entrepreneurial, start-up mindset. The Deputy Director should have experience with or an interest in the outdoors and experiential learning as well as strong ties to the Washington, DC area and community. The Deputy Director will have an understanding of the DC wards, charter, and public school systems. The Deputy Director will be thoroughly committed to Baltimore Chesapeake Bay Outward Bound School's mission and have proven leadership and fund development experience. The Deputy Director will have the unique opportunity to build on the achievements of a highly-regarded organization, extending the scope of their reach to a new and dynamic area: Washington, DC. The Deputy Director will play an instrumental role in leading a valued organization with high regional visibility to the next level. He or she will create a DC-based team, while building upon the success and with the support of the Baltimore-based office.

The Deputy Director will have a demonstrated track record of excellence in the following areas:

- Operations management in a non-profit environment
- Fiscal management and budget development
- Management of vendor, government agencies, community groups and other organizations as necessary
- Leading an organization to meet goals
- Business process improvement
- Project management
- Fundraising and community outreach
- Written and interpersonal communications
- Staff supervision and performance accountability, managing cross-functional teams

Minimum Qualification/ Requirements:

- Minimum of 7 to 10 years of operations management experience and a graduate degree in business management, finance, human resources, or related field. MBA preferred.
- Management and leadership experience.
- Understand, and embrace mission-based, outdoor experiential learning organizations either by having worked in such organizations or supporting such initiatives.
- Strong executive leadership and organizational skills with a bias for action.
- Collaborative and confident, with an ability to unite and engage staff for performance.
- Visionary – able to communicate and work toward organization's vision.
- Must have experience implementing and using cloud-based fundraising software, preferably Salesforce, and experience using data-driven performance-based measures and outcomes.

Director of Development

The Director of Development is responsible for building and leading a team of fundraising professionals in the development, implementation, and monitoring of strategies to ensure funding for BCBOBS and the ongoing identification, cultivation, gift request, closing, and stewardship of new potential sources of philanthropic support. This position reports to the Executive Director and will be based at Baltimore Chesapeake Bay Outward Bound School's Baltimore office with remote work possible as well as travel to Washington, DC. The Director of Development will be familiar with the work, and impact of Baltimore Chesapeake Bay Outward Bound School and the types of programs they operate; possess proven leadership skills with the ability to lead a high-performing team, addressing performance deficiencies as needed and making changes as necessary.

Responsibilities:

- Accountable for building, leading and managing a team of development professionals responsible for mission-driven annual campaigns, major gifts, corporate and foundation support, planned giving, grants, and an annual event.
- Lead and guide fundraising activities with the Deputy Director, Executive Director, and Board of Directors to develop sustainable funding model for implementing the Strategic Plan in Washington, DC and the ongoing programs in Baltimore.
- Build and maintain long-term relationships with individual, charitable foundation, and corporate donors and financial prospects.
- Develop and lead donor cultivation efforts and ensures readiness for and completion of comprehensive campaigns, strengthening donor giving, and increasing the stature of Baltimore Chesapeake Bay Outward Bound School as an outstanding, worthy, and impactful philanthropic cause in the community.
- Engage in the gift requests of higher-level donors and in identifying, cultivating, requesting, and stewarding high-level prospects.
- Participate in the strategic planning process, translating strategic initiatives into measurable, achievable goals for the Development Department.
- Build on the pipeline and development structure developed this past year to include prospect research, data analytics, and predictive modeling efforts to ensure a deeper, broader prospect pipeline among funders, donors, stakeholders, volunteers, employees, former employees, etc.
- Responsible for leading the Development staff including acquiring, developing, leveraging, engaging, and retaining Development employees. Provide ongoing counsel, support and supervision while encouraging career development. Provide performance management as appropriate.
- Ensure that Development staff collaborate effectively with staff across the organization on all development materials, ensuring timeliness, accuracy, and consistency of message in all activities.
- Provide support and guidance to the organization's Development Committee.
- Responsible for adapting, innovating, & challenging the status quo; understanding change paradigms; introducing fresh perspectives; guiding the department in new directions while identifying new opportunities for synergy and integration.

Minimum qualifications / requirements:

- Bachelor's degree required.
- Minimum of 7 to 10 years of development, sales, marketing, and/or business development experience, with at least 5 years of increasingly responsible management experience in overseeing multiple senior level staff.
- Understand, and embrace the mission-based, outdoor experiential learning organization either by having worked in such organizations or supporting such initiatives.
- Must have proven track record of successful development and campaign experience.
- Requires proven success in building and maintaining long-term relationships with individual, charitable foundation, and corporate donors and financial prospects.
- Experience or willingness to learn and use cloud-based fundraising software, preferably Salesforce, and experience using data-driven performance-based measures and outcomes.



ORGANIZATIONAL LEADERSHIP AND GOVERNANCE



Ginger Mihalik

Executive Director

“Our mission is to make sure every kid has access to character development. The outdoors is our classroom.”

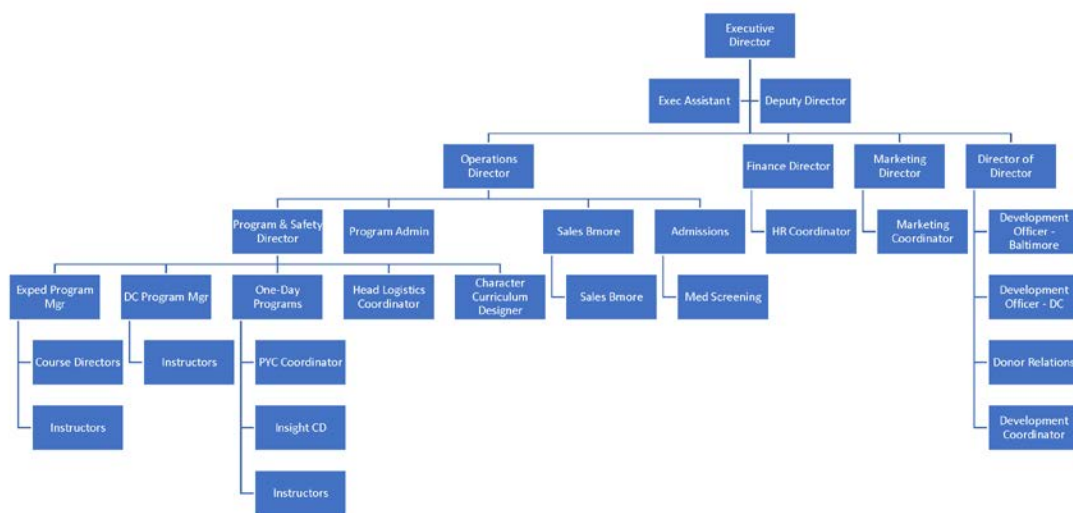
Like the leader of any thriving non-profit, Ginger moves a mile a minute. She has been the Executive Director of Outward Bound Baltimore since 2010. Her first experience with OB was as a student on a one-day, high ropes program. After being hired, Ginger went on a week-long dog sledding course in Boundary Waters of Minnesota. Ginger was born and raised in Florida where she developed a life-long love of the outdoors by horseback riding with her sister and fishing with her dad.

Ginger reports to a 24-member Board of Directors that includes a Development Committee. All board members are required to participate in fundraising efforts either by making or soliciting donations. A list of the members of the board and their affiliations can be found here - [Board of Directors](#).

Revenue Sources and Development Program

BCBOBS has an annual operating budget of \$2.8 million. In addition to the \$1.2 million BCBOBS earns in tuition and \$400,000 in State government contracts, the organization raises \$1.2 million annually through individual, corporate sponsorships and foundations.

ORGANIZATIONAL STRUCTURE



BENEFITS



Baltimore Chesapeake Bay Outward Bound School offers a wide range of benefits to meet the ever-changing needs of their employees.

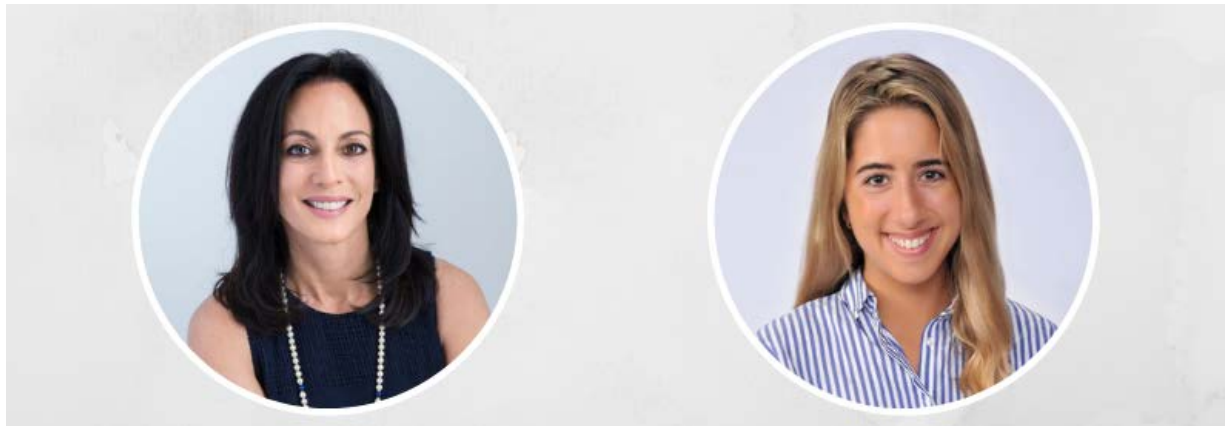
Benefits include:

- Employer contribution of 75% for Medical, Dental, & Vision insurance through CareFirst BlueChoice for the employee and their children, if applicable
- Twenty days of Paid Time Off (PTO) which accrue per pay period
- Ten paid holidays
- 401(k) with a match. Employees are eligible for participation after 1 year of employment. Current match is 6% of the employee's salary
- Long-term disability, short-term disability, AD&D insurance, as well as, a \$25,000 life insurance policy at no cost to the employee
- Pre-tax Saving Cafeteria Plan: Healthcare Flexible Spending Account (FSA), Dependent Care Flexible Spending Account (FSA), Health Savings Account (HAS)
- Pre-tax Commuter/Transit Benefits
- Employee Assistance Program (EAP)
- Aflac Supplemental Insurance
- Pro Deals: Discounts from outdoor industry vendors for outdoor professionals

HOW TO APPLY



Baltimore Chesapeake Bay Outward Bound School has retained Higher Talent, Inc. to manage the recruitment process. Candidates will complete comprehensive reference and background checking. Interested candidates should direct inquiries to:



Mindy Suissa Cohen

President

301.320.9007 ext.102

Alex Cohen

Executive Search Coordinator

347.685.5459

Baltimore Chesapeake Bay Outward Bound School is an equal opportunity employer.