



HURRICANE ISLAND
OUTWARD BOUND SCHOOL

2016 ANNUAL REPORT

CREW NOT PASSENGERS



Outward Bound made me believe in myself.

—Sunny, HWTS-641



Dear HIOBS Community,

This past year I had the opportunity to watch vintage, homemade movies from 1967 that showed pulling boats under sail up and down the coast of Maine. The viewing was made much sweeter because watching them with me were Peter Willauer, the Founder and Trustee Emeritus of HIOBS and Rafe Parker, HIOBS first Program Director. For me, it brought into focus how much vision, risk, and leadership was needed by these two men to build not just the physical and programmatic foundations of an Outward Bound sea school, but also to build the community of support that would allow it to prosper.

That same vision, risk-taking and leadership, was demonstrated by the HIOBS Board this past year as they enthusiastically affirmed a 5-year strategic plan which will establish the foundation for the school for the coming decades. HIOBS strives to become "best in class" in the field of wilderness-based, character education through a powerful combination of having the best educators, state-of-the-art fleet and facilities, and one of the strongest scholarship programs in the United States. And we are not starting from scratch. We will build upon the strength of the Outward Bound system as a whole and leverage the great work and community support of the past. To wit, in 2016, for the first time in our history, HIOBS met every need for financial support that was asked of us. Or more simply put, no student was turned away because they couldn't afford it.

The efforts of our school are now, more than ever, focused on the future. We must summon new energy, passion and tenacity to reach our goals. And we will, because that is what makes us Outward Bound.

Serving with you.



Eric Denny
Executive Director

2016 Oar Award



In recognition and appreciation of their enormous contributions to HIOBS, Stu and Ellen Dawson received the 2016 Distinguished Service Oar Award at the Annual General Meeting on August 27, 2016.

PROGRAM REPORT

In 2016, **2,755** students of all ages completed a Hurricane Island Outward Bound School course.

That is a total of **14,674** days of life-changing sailing, backpacking, paddling, climbing and so much more—through the wilderness classrooms of Maine, Florida, New Hampshire, the Bahamas, Brazil, Panama and Costa Rica.

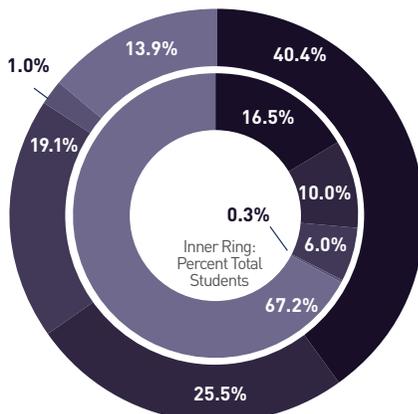
What is one highlight that stands out in your mind from your course?

The final Personal Challenge Event.

Why?

The entire trip I was saying “I can’t,” but in the PCE, I said “I can.”

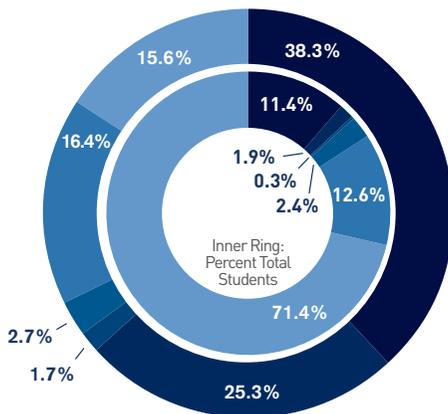
—Richard, HWYS-642



Outer Ring: Percent Student Program Days

Basecamp Location

- Newry, ME
- Wheeler Bay, ME
- Florida
- Bahamas
- Offsite



Outer Ring: Percent Student Program Days

Program Type

- Open Enrollment
- Semester
- Intercept
- Veterans
- Groups
- Outward Bound Professional

**At the end of their
Outward Bound
course...**



of our students report
feeling more prepared
to take on challenges
in the future.



of our students report
feeling more
committed to serving
their community.

Would you recommend an Outward Bound course to a friend?
Yes, I would because it has been so difficult—but also so



of our students report feeling more motivated to accomplish their goals.



of our students report having a greater understanding and appreciation for the natural world.



of our students feel more likely to take responsibility for the consequences of their choices and actions.

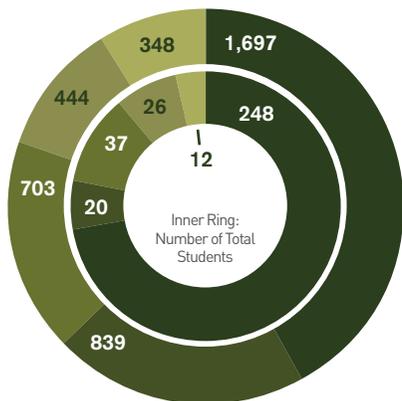
nd? Why or why not?

character building—that I actually don't want to leave.

—Iris, HWYS-642

SCHOLARSHIP REPORT

In 2016, **343 students** completed **4,031 student program days** of Outward Bound through the Hurricane Island Outward Bound School Scholarship Program. Only with the generous donors who make our scholarship program possible were we able to fulfill every scholarship request from student applicants, ensuring all students seeking an Outward Bound experience were able to pursue one.



Outer Ring: Number of Total Student Program Days

Scholarship Awards

- School and Community Groups
- Discovery Awards
- Pinnacle Scholars Program
- Leadership Awards
- Memorial Scholarships

School & Community Group Programs

These award programs include a wide variety of means to bring Outward Bound to students across the country, including programs for Grieving Teens, Veterans, college prep programs and programs for high-achieving youth. Awards may be provided to students to attend a Classic Outward Bound course at HIOBS, or a custom built course to best fit key learning objectives for a participating group.

Discovery Award Program

Discovery Awards are merit-based and need-based awards that provide partial-tuition scholarships for students on our Classic and Intercept courses. Discovery Awards are based on financial need, student motivation, and the individual's potential to excel on a wilderness expedition.

Pinnacle Scholars Program

The Pinnacle Scholars Program allows high-achieving students, many from economically

disadvantaged backgrounds, to attend an Outward Bound course free of charge to the student or their family. This program represents a partnership between HIOBS and youth-serving organizations across the country.

Leadership Awards

The Leadership Award program consists of merit-based scholarships at select schools and youth-serving organizations. These awards were created to provide young men and women with demonstrated leadership potential the opportunity to attend a 15- or 22-day course in the summer after their sophomore or junior year of high school. Each participating organization determines the criteria by which they select their Award recipient.

Memorial Scholarships

Memorial Scholarships are annual awards that have been created in honor or memory of a loved one.

The Hurricane Island Outward Bound School Scholarship Program is guided by a single principle: every person, regardless of means, should have the opportunity to discover more about themselves, through the adventure and challenge of an Outward Bound course.



2016 School & Community Group Programs

American Explorers
Atlanta, GA

Collier County Spring Break
Leadership Course

Detroit Youth Scholarship
Fund

Donegal High School

The Learning Collaborative

Morehead-Cain Scholars

New York City Outward Bound
Schools

North Country School &
Treetops

Outward Bound Veterans
Programs

Outward Bound for Grieving
Teens

Stamps Scholars

2016 Pinnacle Scholars Program Partners

Christodora, Inc.
New York City, NY

Hesburgh-Yusko Scholars
Univ. of Notre Dame, IN

Minds Matter NYC
New York City, NY

River Rats Baseball
Portland, ME

Summer Search
Boston, New York City,

Philadelphia

Tang Institute at Phillips
Academy Andover
Andover, MA

Teak Fellowship
New York City, NY

Wishbone
San Francisco, CA

UVM DREAM Program
Burlington, VT

2016 Leadership Award Partner Schools

Berkshire School

Bolles School

Boys & Girls Club of
Southern Maine

Casco Bay High School

Chaminade High School

Choate Rosemary Hall

Deering High School

Episcopal School of
Jacksonville

Foxcroft Academy

Freeport High School

Kennebunk High School

Kent School

Martin County Public Schools

Medomak Valley High School

Moses Brown School

Noble and Greenough School

Ponte Vedra High School

Portland High School

Poughkeepsie High School

Scarborough High School

St. John's Country Day School

St. Luke's School

Tabor Academy

Wellesley High School

2016 Memorial Scholarships

Michael J. Culver Memorial
Scholarship

Bruce J. Haddow Memorial
Scholarship

Geoffrey Isaac
Memorial Scholarship

John Robert Jones IV
Memorial Scholarship

Golden McDonald
Scholarship

Paul Miller Memorial
Scholarship

Michael Muley Memorial
Scholarship

Thomas R. Snare
Memorial Scholarship

Tia Sullivan Memorial
Scholarship

Connor Uniacke
Memorial Scholarship

Todd Williams
Memorial Scholarship

Betty Willauer
Memorial Scholarship

DONOR REPORT

Your generosity allows us to bring life-changing Outward Bound experiences to all students who enroll on a course. Thank you for your continued support and for being a vital part of our community.

| | | |
|---------------------------------|--|---|
| Martin H. Aaron | Bettie M. Bedell | James D. Bristol |
| William J. Abelow | Michael Beebe | Arthur and Mary Brown |
| David M. Agger | Fred W. Beesley, Jr. | Bill and Nancy Brown |
| Jennifer Ahern | James S. Belikove, CLU | Douglas P. Brown |
| Nancy Albertson | Robert Bennett | Andra Brumberg |
| Catherine and Todd Alexander | Lissa F. Bentley | Chris Brurtis |
| Douglas E. Alexander | Irwin Michael Bernstein | Carol Butler |
| Christopher Allen | M. Sandra & Edward Bettis | Elizabeth Cabot |
| Michael Allen | Angela L. Biel | Jim and Suzanne Cabot |
| Thomas and Mary Amory | Alfred B. Bigelow | The Edmund & Betsy Cabot Charitable Foundation |
| Lt. Eric Hall Anderson | Andrew K. Brown | Virginia Wellington Cabot Foundation |
| Bruce Andre | Cindy Makin Brown | John and Linda Callan |
| Rosie Andrews and Peter Thomas | Caroline Blair-Smith | Bob and Roberta Callanan |
| Anonymous | Julia Blake | Julia Carleton and Jared Cumming |
| Applied Textiles, Inc. | The Arthur M. Blank Family Foundation | Patricia Carleton |
| Nancy Archibald | Barbara Blisko | Jean-Jacques L. Carnal |
| James A. Arnold | Joanne and Daniel Bliss | Deborah Carr |
| Marcia G. Arnold | Field D. Boatwright | Laura Cabot and Christopher J. Carrigan |
| Eliza C Bailey | Catherine C. Bodurow | Richard and Patricia Cavanagh |
| Robert H. Barker Jr. | Christina Bodurow | Thomas Celli |
| Bill and Sally Barnett | Constance C. Bodurow | Martha B. Chabinsky |
| The Barra Foundation, Inc. | Eleanor Bodurow | Theresa M. Chase |
| Tom and Tosh Barron | Michael Boland | Sarah Chesnutt & Kelsy Morganwalp |
| Roland Barth and Barbara Bauman | Margaret J. Braatz | The Chicago Community Trust |
| Andrew Bartleet | Brame Foundation, Inc. | Christodora, Inc. |
| John and Joan Bartley | Jeffrey Brandenburg | Anthony M. Cieri |
| Margaret Barton | Alexandria Brasili | Theresa and Paul Ciulla |
| James W. Bash | Ann and Rick Bresnahan | Edward J. Clear |
| L. Clay Beall | Marjorie M. Bride and Terry McEnany | Liz and John Cleverly |
| George Beard | Brimstone Consulting Group, LLC | Margaret Alford Cloud |
| Allison T. Beasley | | Barbara R. Cobb |
| | | Peter Coburn |
| | | Susan Coco |
| | | Alan Coe |
| | | Julie Cohen |
| | | Andrew Cohn |



Clifford B. Cole
Martha C. Congdon
Nathaniel S. Coolidge
Betsey Cooper
Barry D. Copp
Joshua N. Corbin
Tom and Nancy Corindia
Ginny Corsi
Merle Cosgrove
Thomas S. Cowles
Carol and Carlton Craig
Wendy H. Crandall
Erica Crane
Kennedy and Susan Crane
Josephine and Louise Crane
Foundation
Pete and Catherine Creighton
Eugene and Christina Cronin
Emily Cullen
L. John and Mary Lynn Culver
Jim and Janet Cumming
Austin and Alison Curwen
Susan Cutler
Agnes E. Danciger
Judith and Murray Danforth
Michael Darga
Davis Conservation Foundation
Davis Family Foundation
Sergei and Dieuwke Davydov
Stu & Ellen Dawson
Jeanne Dellamarco
and Thomas Lyman
Richard deMello
Lauraine Denault
Eric Denny
M. Kenyon Densley
Judith Dickinson
James R. Doane
Ann Donner
Dorothy Donohoe
John Donovan
Hal A. Dorfman
Susan J. Doubler
John J. Dougan
Sandra J. Downie
Cooper Dragonette
and Jill Skrabalak
Leslie K. Drexelius
Cynthia Dutton
Eleanor A. Dwight
Dyan and Tom Dyer
Burton P. Edwards
Linda R. Edwards
Patricia Egan
Lisa and David Ellovich
Paige and Harding Erwin
Christopher F. Erskine
Benjamin C. Esty
Eversource Energy Foundation
Lori Fakler
Rich Faller
Carol and Roger Fallon
Jef Fellows
William V. Ferdinand
Fidelity Charitable Gift Fund
Mary Finegan
Dr. and Mrs. Jerry Ford Fotiades
Clayton and Margaret Fowler
Elena Fracassa
Linos Frantzeskakis
Donald Fuentes
B.W. Furness
Robert L. Gable
Beth Gadbois
Sarah and Christopher Gant
David B. Gardner
William L. and Wendy H. Gaunt
Lavern N. Gaynor
GE Foundation
GE United Way Campaign
Maureen A. Geiser
Brooks H. Giles
Walter and Eleanor Goddard
Alexander and Kimberly Goldfarb
Doug Goldhirsch and Family
Barbara M. Goodbody
Amanda Goodwin
Bob and Maureen Gordon
Lewis and Remle Gordon
Mr. and Mrs. Michael C. Gorton
William Gottlin
Nancy Gouthier
Elizabeth Graham
Helen I. Graham Charitable
Foundation
Danielle Grindle
Francis Grunow
John and Jeanne Gurchin
Randall and Mark Hack
Foundation
Richard J. & Ruth E. Hale
Marion McCollom Hampton

**To Make A Financial
Contribution:**

Checks can be mailed to:

HIOBS

PO Box 800

Camden, ME 04843

Credit card donations can be
made online at:

www.hiobs.org/donate

Gifts of stock are always
welcome and appreciated.

Please call Chris Rokous,
Development Director
(207) 706-5057

Edward O. Handy, Jr.
J. Peter and Dorothy Hare
Nancy E. Harrington
Jay Harris, HIOBS Alumni (1970)
Doug P. Hayward
Mike Heaney
Polly and Thomas Heath
Roger A. Heider
Bryan Hekemian
Robert and Chum Mei Hellerson
Karen and Dave Hinchon

Anne O. Jackson
Douglas and Jean Marie Jamieson
Chris Janeway
Susanne Javorski
Diane and Richard Johnson
Celia Jones
Cynthia Joseph
Lisa Kaneb
Jeffrey and Kuniko Katz
Jan Kearce
Joseph F. Kebartas
Daniel C. Keleher, Jr.

Walter Klores and Emily White
Janice W. Knight
A. Lynn Koester
Peter C. Krone
Karl and Anne Kuhn
Joyce Kulig
Mark and Deirdre Lacambra
Richard Lancaster
Shapleigh LaPointe
John R. Larsen
Donald C. Larson
Lisa Lattes

Jasper J. Lawson
J. Stephen Lee
Jack and Laura Lee
David Lefkovitz
Daniel A. Levine
Bob Levins, "Grampa" of the late
Michael Culver
Jeffrey and Susan Lewis
Cam Lewis
Catherine S. Link
Thomas Lloyd
The Lookout Foundation
Loring, Wolcott & Coolidge Office
Kathleen A. Luvisi



Rachel Homer
and David Makowski
Stephen and Nancy Homer
Fiona and Tony Hooper
Benjamin Hoops
Charlotte Horovitz
Gary Howard, Cumberland
Dental Arts, P.A.
David G. Hoyt
Mark Hughes
David Huntington
Donald and Wendy Hyman
Andrew Isaac
René Isaac

Rusty and Betsy Kellogg
Peter and Cynthia Kellogg
J.C. Kellogg Foundation
Peter R. & Cynthia K. Kellogg
Foundation
Peter and Alice Kent
Paul J. Kiltinen
William and Ann Kirill
Sarah L. Kirn
Louis and Pauline Kislik
Frazierita Klasen
Bradford L. Klein
Lee P. Klingenstein
Klingenstein Fund

R. Bruce MacAdam
and Kochava Duschenes
Pamela MacBrayne
and Denis Moonan
Fred and Laurie MacInnes
Ingham and Marilyn Mack
William Mackey
Emily D. MacNaught
David Maeding
Neil E. Mahoney
Maine Community Foundation
Julia Makowski
Joseph and Beverly Maksin
Andrew Manus
Charles and Meredith Manning

| | | |
|---|---|--|
| Bob Marcus | Jerry Murphy | Harriet F. Phillips |
| Casper Martin | Jacki Murphy and Zaf Bludevich | Becky Pierce |
| Michael Mattson | Elise W. Murray | Michael and Deborah Pikulin |
| Lewis B. Maul | Mark L. Myatt | David A. Pilla |
| John McBride and Jana Herbener | James E. Navran | Nancy Pivrotto-Barbe and Lorraine Corso |
| Susan McBride and Christopher Richmond | Grace S. Nelson | Jen Porter and John Dietter |
| Brian McCabe | Gary Newfield | Judith G. Pott |
| Betsy B. McCann | Jack and Kimberly Nicolet | Paul H. Potter, M.D. |
| William and Nelda McClellan | Dennis W. Nixon | Michael D. Powden, USN (Ret) H-8 |
| George McCown | Eliza C. Nolan | Philip Preston |
| Norman E. McCulloch | Paige Rense Noland | Nancy Pugh |
| Randy McDow | Dellora A. and Lester J. Norris Foundation | Cindy and Buddy Purcell |
| Neil McEachern | Daniel O'Brien | Anthony Pusateri |
| Jammer McElroy | Thomas and Judith O'Donnell | Carol Putansu |
| Peter McEntee | Luke O'Neill | The Quaker Hill Foundation |
| Henry and Edith McHenry, Jr. | James Olam | Alan Rabinowitz |
| Daniel J. McKenney | Janet Olivier | Jeannette Ranucci |
| John and Cathy McKenney | Gretchen Ostherr | Ruth Raphael |
| James R. Meditz | Violetta L. Otis | Louis and Katherine Rawden |
| David H. Menges | Outward Bound, Inc. | Charles and Patricia Reade |
| Miles M. Merwin | Geoff Page and Marylou Frazier | Daren Rhoades |
| Erin & Seth Meyer | Bettie C. Paradis | Charlotte Riley |
| Middlecott Foundation | Park Avenue Charitable Fund | Dorothy Riley |
| Bill Miller | Anna Parker | C. Brooks Robertson, IV |
| Holly Miller | John Van C. Parker | Rock & Snow |
| Edward M. Miller | Laurie (Lee) Easton Parker '84 | Rockport Automotive |
| Mrs. Paul L. Miller | Rafe and Kate Parker | Paul and Martha Rogers |
| Chris and Cathy Milton | David Passoff | Carol Rohl and Gordon Bok |
| Daniel Miner | Susan and Larry Patrick | Chris and Judy Rokous |
| Joshua L. and Mary Minor, IV | Robert and Lynn Patron | Joseph Rokous |
| Stefanie Mojonnier | Derry Patterson | Peter Rosenthal |
| Mary L. Moran and Bruce Haffner | Carol Pauli | Michael and Flynn Ross |
| John Morin | Claudia J. Pavlak | Jerry Ross and Holly Heller-Ross |
| John B. Morris, Jr. | John Pepper | Christopher Rowley and Jennifer Boyle |
| Sheila Mossman | Jim Percival | Daniel and Hallie Rugg |
| Richard W. Muise | Henry B. Perry, III | Mark S. Russo |
| Nejdat and Andrea Mulla | Marilyn E. Peters | C. Thomas Sawyer |
| Amanda and Peter Murphy | Brian D. Peterson | Ford and Sarah Sayre |
| | Donald & Kathleen Philbrook | |

Molly P. Scheu
William Schildt
Ron Schiller and Alan Fletcher
Scott J. Schlissel
Ted Schmidt
Nancy K. Schult
Schwab Charitable Fund
Robert Schwartzberg
Geoffrey Scott
and Anita Brosius-Scott
S. Spencer Scott Fund, Inc.
Curtis and Nina Scribner
Stephen and Nancy Sedensky
Richard E. See
Robert B. Segal
Agung Setiawan
Ricki D. Shapiro
Michael Sheehan
Ross and Kathleen Sherbrooke
Adam Shrier
Siemens Caring Hands
Giving Campaign
Bob and Julianne Sills
Lawrence M. Silverman
Chip and Mary Liz Simons
Barbara Y. Sipp
David and Jane Smith
J.P. and Kaki Smith
Jeff Smith
Kimberly Smith
Mish Sommers
Erling and Susie Speer
John and Margaret Spicer
Spinnaker Trust
Debra Squires
Anne Seymour St. John
Dagney St. John
Susan St. John
St. Luke's Foundation, Inc.
Melvyn J. Stark

Mary C. Stevens
Nathaniel and Elizabeth P.
Stevens Foundation
Sandra L. Stone
W. Clement & Jessie V.
Stone Foundation
Christopher and Judy Stoner
Anthony Strauss
Barbara Taylor
J. Arthur and Jeannette Taylor
Saranne H. Taylor
Hugh Thompson
Carol and Gary Thurston
Tomic Foundation
Robert and Anita Toppin
Joan Turk
United Way of Rhode Island
University of Vermont
and State Agricultural College
Eugenia Vafiadis
Peter Van Alstine
Ollie Patton and Biz Van Gelder
Vanguard Charitable Endowment
David Voelker
Donna Voronovich
Daniel W. Walker
Carol T. Walsh
Kate Warner
Steven Wasko
James Watson
Mark Wawer
John F. Webre
Arnold A. Wegh
Bob and Wendy Weiler
Elizabeth Weiler
Walter Weinberg
Joan W. Welsh
WestWind Foundation
Dennis M. White
Raymond R. Williams
C. Pen and Beverly Williamson

Karen and Paul Willis
Jeremy Wintersteen
Gretchin Witman
Chris Wood
Victoria Woodhull
and John Cushing
Richard W. Woodville
Joan M. Worgan
David Worthen
F.P. Worthen Foundation
The Wyeth Foundation
Heather and Dan Wyman
YourCause, LLC

*What is one
highlight that
stands out in
your mind from
your course?*

**Sailing on the
final night.**

Why?

**We did it all
ourselves and
it was very
fulfilling.**

—Mac, HWTT-651

I felt like I was part of something bigger at the end of this course and I feel amazing! If only this course could be a bit longer so I could spend more time with these amazing people.

—Iris, HWYS-642

2016 STAFF RECOGNITION

300 Days of Service

Tucker Brown
Teresa Carey
Andy Clair
Dana Crane
Jared Cumming
Jamie Bowen
Craig Emmes
Steve Melamed
Carolyn Sauck
Amy Lones
Sam Eakle
Brad Waguespack

500 Days of Service

Janny Olivier
Norm Greenberg
Luke O'Neill
AJ Frithlof
Meredith Helfrich
Sheridon Ito

1000 Days of Service

Bart Blankenship
Julia Carleton
Beth Jackson

3 Years of Service

Anna Parker
Diane Barras
Jamie Bowen
Erika Hartman
Mike Miller
Josh Sturtevant

5 Years of Service

John Calogero
Andrew Paper
Eli Walker
Dana Crane

10 Years of Service

AJ Frithlof
Teresa Carey
Meredith Helfrich

15 Years of Service

Bart Blakenship

20 Years of Service

John McBride
Ben Hoops
Johnathan Goldberg

25 Years of Service

Caroline Blair-Smith

40 Years of Service

Peals Wrobel

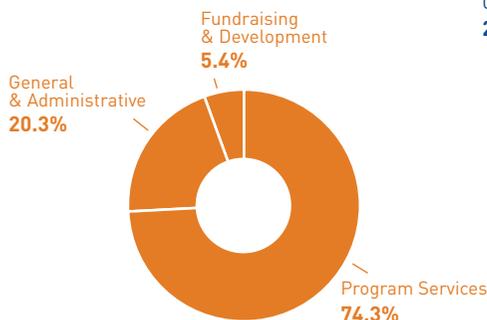
2016 KELLOGG AWARD

Cal McKnight & Nate Miller

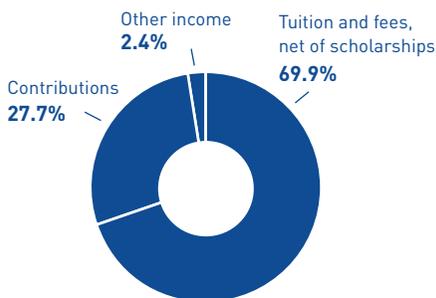
FINANCIAL REPORT

The full 2016 Financial Statement, prepared by Macpage, LLC is available on request.

Operating Expenses



Operating Support & Revenue



Statements of Financial Position

December 31, 2016

ASSETS

| | | |
|------------------------------|-----------|------------------|
| Cash and cash equivalents | \$ | 801,566 |
| Accounts receivable | | 7,410 |
| Prepaid expenses | | 136,511 |
| Property and equipment - net | | 3,141,851 |
| Investments | | 2,943,101 |
| Total Assets | \$ | 7,030,439 |

LIABILITIES AND NET ASSETS

Liabilities

| | | |
|----------------------------------|----|----------------|
| Accounts payable | \$ | 20,446 |
| Accrued expenses | | 258,856 |
| Deferred revenue | | 250,861 |
| Long-term debt, current portion | | 8,269 |
| Total Current Liabilities | | 538,432 |

Long-term Debt, Less Current Portion

491,731

Net Assets

| | | |
|------------------------|--|-----------|
| Unrestricted | | 3,119,088 |
| Temporarily restricted | | 657,731 |
| Permanently restricted | | 2,223,457 |
| | | 6,000,276 |

Total Liabilities and Net Assets

\$ 7,030,439

Statement of Activities

Year ended December 31, 2016

| | Unrestricted | Temporarily Restricted | Permanently Restricted | Total |
|---|---------------------|---------------------------|---------------------------|---------------------|
| Operating Support and Revenue | | | | |
| Tuition and fees | \$ 3,139,383 | | | \$ 3,139,383 |
| Scholarships | (635,706) | | | (635,706) |
| Tuition and fees, net of scholarships | 2,503,677 | | | 2,503,677 |
| Contributions | 179,553 | \$ 811,469 | | 991,002 |
| Other income | 86,266 | | | 86,266 |
| Net assets released from restrictions | 819,754 | (819,754) | | |
| Total Operating Support and Revenue | 3,589,230 | (8,285) | | 3,580,945 |
| Expenses | | | | |
| Program services | 2,656,892 | | | 2,656,892 |
| General and administrative | 725,433 | | | 725,433 |
| Fundraising and development | 192,491 | | | 192,491 |
| Total Operating Expenses | 3,574,816 | | | 3,574,816 |
| Gain from Operations and Changes in Temporarily Restricted | | | | |
| | 14,414 | (8,285) | | 6,129 |
| Non-Operating Support, Revenue and Gains and Losses | | | | |
| Contributions | 100,000 | | 7,816 | 107,816 |
| Investment Income | 7,791 | 63,036 | | 70,827 |
| Net loss on investments | 20,575 | 166,474 | | 187,049 |
| Total Non-Operating Support, Revenue Gains and Losses | 128,366 | 229,510 | 7,816 | 365,692 |
| Change in Net Assets | 142,780 | 221,225 | 7,816 | 371,821 |
| Net Assets, Beginning of Year | 2,976,308 | 436,506 | 2,215,641 | 5,628,455 |
| Net Assets, End of Year | \$ 3,119,088 | \$ 657,731 | \$ 2,223,457 | \$ 6,000,276 |



Board of Directors

Eric Denny

*Executive Director,
Board President*

Catherine Alexander
Secretary

Jay Braatz

Jim Cabot
*Finance Committee Chair,
Treasurer*

Clay Fowler

Brooks Giles

Matthew Glass

Bradford Klein
Vice Chairman of the Board

Dan Miner, MD

Nejdat Mulla
Safety Committee Chair

Jack Nicolet, MD
Chairman of the Council

Larry Patrick
Development Committee Chair

Jen Porter

Victoria Woodhull
*Chairwoman of the Board,
Governance Committee Chair*

Members of the Council

Margaret Barton

Constance Bodurow

Marjorie M. Bride

John Callan

Austin "Gus" Curwen

Janny Olivier
Field Staff Representative

Stu and Ellen Dawson

John Donovan

Sarah Gant

Bob Gordon

Anne O. Jackson

Beth Jackson
Field Staff Representative

Jan Kearce

Nathaniel Kellogg

Rusty Kellogg

Jeff Lewis

Ken B. Marlin

Ed Miller

Mary Moran, MD

Gretchen Ostherr

Rick Palin

Cindy Purcell

John Remington

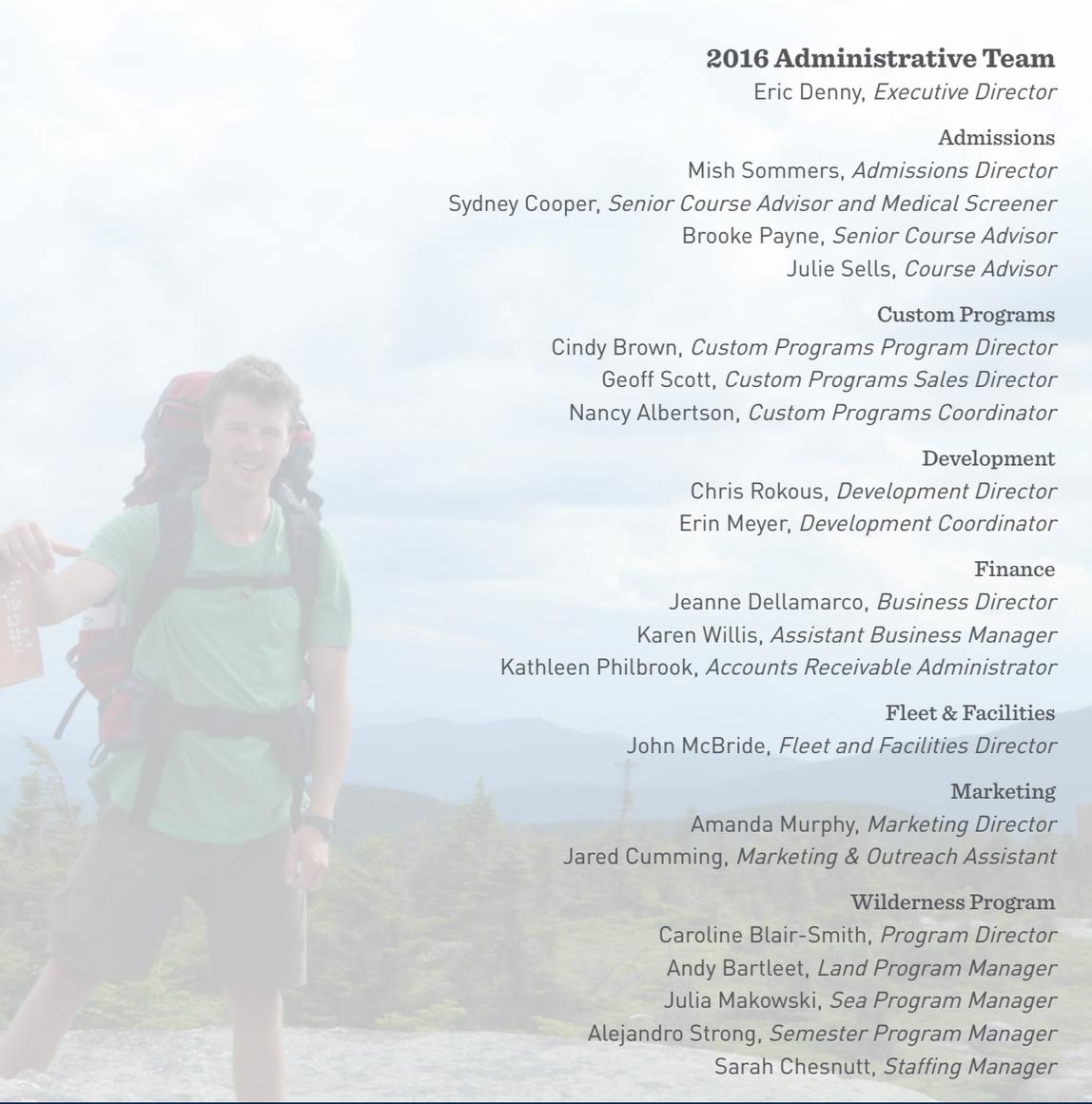
Kaki Smith

Mike Stanley

Sally Stetson

Sandy Stone

Dan Wyman



2016 Administrative Team

Eric Denny, *Executive Director*

Admissions

Mish Sommers, *Admissions Director*

Sydney Cooper, *Senior Course Advisor and Medical Screener*

Brooke Payne, *Senior Course Advisor*

Julie Sells, *Course Advisor*

Custom Programs

Cindy Brown, *Custom Programs Program Director*

Geoff Scott, *Custom Programs Sales Director*

Nancy Albertson, *Custom Programs Coordinator*

Development

Chris Rokous, *Development Director*

Erin Meyer, *Development Coordinator*

Finance

Jeanne Dellamarco, *Business Director*

Karen Willis, *Assistant Business Manager*

Kathleen Philbrook, *Accounts Receivable Administrator*

Fleet & Facilities

John McBride, *Fleet and Facilities Director*

Marketing

Amanda Murphy, *Marketing Director*

Jared Cumming, *Marketing & Outreach Assistant*

Wilderness Program

Caroline Blair-Smith, *Program Director*

Andy Bartleet, *Land Program Manager*

Julia Makowski, *Sea Program Manager*

Alejandro Strong, *Semester Program Manager*

Sarah Chesnutt, *Staffing Manager*

In what ways did this course exceed your expectations?

It exceeded my expectations in the challenge aspect, and really changed me as a person.

—Sophie, HWTT-651



HURRICANE ISLAND
OUTWARD BOUND SCHOOL

PO Box 800 | Camden, ME 04843

Change a life.

Call **855.802.0307**

or visit **www.hiobs.org** today.

NONPROFIT
AUTO
U.S. POSTAGE PAID
CAMDEN, ME
PERMIT NO. 4

