



**OUTWARD BOUND**  
INTERNATIONAL

# ANNUAL REPORT

2018



# CHAIR'S REPORT



Andrew Smith receives the Distinguished Service Award in Hong Kong  
(L to R: David Kong, Andrew Smith, Iain Peter, Colin Maund)

It is my privilege, on behalf of the Board, to report on the activities of Outward Bound International (OBI) in 2018.

OBI was created to oversee i) licensing of new Outward Bound Schools, ii) risk management and program quality standards for all Outward Bound Schools across the network, iii) brand management, and iv) the promotion of communications and networking amongst OBI members. Our mandate states that OBI exists:

***To promote and protect the good name of Outward Bound throughout the world, and to assist in the establishment, development, and support of Outward Bound Centers able to provide safe, high-quality programs that fulfill the Mission of Outward Bound.***

2018 was a busy year for OBI:

- We held two Board meetings: in Romania (where we helped celebrate OB Romania's 25th anniversary) and in Hong Kong.
- Andrew Smith's time on the OBI Board came to an end and we presented him with a Distinguished Service Award at our meeting in Hong Kong.

Executive Directors from Schools around the world met together for three days just before our Board meeting, hosted by OB Romania. This had been requested by the network at the 2017 World Conference and OBI was delighted to facilitate the meeting. Attendees had great discussions, formed friendships,

and had time to experience the wonderful Romanian hospitality. It has been agreed that OBI will host a gathering of Executive Directors in the years between our Biennial World Conferences. The next gathering will be hosted by OB Brazil in April 2020.

The OBI Board also had a very productive time in Romania. As part of our Strategic Planning work, we held a day of facilitated discussion that was instrumental in producing the 2019–2021 Strategic Plan that was adopted in Oman earlier this year.



## Work Programs

Following on from our World Conference in North Carolina in 2016, OBI has been moving forward with the following projects:

- Development of our Global Portal platform for sharing ideas and knowledge between members
- On-going collaboration between Schools
- What does “Good Governance” look like in Outward Bound?

2018 also saw the conclusion of our work on the seminal “What it Means to be Outward Bound” document which has been warmly received by Schools around the world.

## Licensing Matters

A central part of OBI's core activities, along with brand management and risk management, is the provision of oversight for licensing activities across the network.

The OBI Board agreed, at our Hong Kong meeting, to recommend that Outward Bound Vietnam be awarded a Full License, after operating under a Provisional License since 2016.

Outward Bound Wuhan presented to the Board in Hong Kong and we were delighted to award them Exploratory

Status. We are very grateful to OB Hong Kong for the work they have done in helping identify such a good partner for us to work with in China.

Outward Bound UAE and Outward Bound Netherlands continue with their Provisional Licences. We will continue to provide ongoing support to these Schools as they progress with their Outward Bound journey towards licensure.

## CONCLUSION

Special thanks to Iain Peter, our Executive Director, and Rob Chatfield, our Associate Director, for their countless hours of travel and dedication. Thanks also to our Board and the members of the committees responsible for Operations (Sarah Wiley), Risk Management (Tim Medhurst), Finance (Colin Maund), and Nominations & Governance (John Atkin).



**David Kong**  
*Chair, Outward Bound International*

# MISSION & SCOPE OF OUTWARD BOUND

## Mission statement of Outward Bound International:

We enable our member Schools to be more effective and more resilient and we promote and protect the name and trademark Outward Bound.

Outward Bound International is on a global mission to help improve the effectiveness and fitness of its network of schools through a variety of ongoing and special initiatives. The following five priorities guide the organization's efforts in supporting Outward Bound worldwide.

### 1. Protecting & promoting the Outward Bound brand.

Outward Bound International ensures registration of the trademark in any country with current or potential Outward Bound activity, and manages the organization's reputation by monitoring infringements on names, marks, logos, and designs related to Outward Bound. In recent years, domain name protection has received increased focus. To strengthen brand visibility, a website is maintained that serves as a global portal for those seeking information about Outward Bound.

### 2. Maintaining a focus on quality & innovation.

In the last decade, Outward Bound International has developed Risk Management and Quality Review systems. Every two years a detailed risk management assessment is made in each country in which Outward Bound operates, by teams of experienced Outward Bound staff trained by Outward Bound International. While this system is unparalleled in the adventure program field, Outward Bound International has developed a complementary process that systematically examines ways to improve the quality of service development and delivery processes.

### 3. Strengthening risk management standards.

Outward Bound International produces an annual Global Risk Management Report on operations. Through its Program Review system, it also works with its member schools to continuously upgrade standards across the world.

### 4. Strengthening financial health.

Outward Bound International is continually trying to expand the number of sources from which charitable contributions are made to the organization. These efforts include offers of Guest Expeditions to interesting regions of the world for supporters who are willing to make a tax deductible contribution to Outward Bound beyond the trip cost; and the establishment of an endowment campaign to ensure the future of Outward Bound worldwide.

### 5. Fostering free & open communication and collaboration.

In partnership with the schools, Outward Bound International hosts events such as world conferences and staff symposia. Additionally, an annual journal, this one, is offered electronically and in print; and an expanding internal website, which offers many resources and ways for sharing them, is available to Board members and the network of schools.

Every year numerous requests are made to Outward Bound International from individuals and organizations interested in bringing Outward Bound to their country. This is a clear tribute to Kurt Hahn and those who have pressed on in service of his bandwagon.

## BOARD OF DIRECTORS



David Kong  
Chair (from Nov 2017)  
Hong Kong



Sarah Wiley  
Chair, OpsCom  
Canada



John Atkin  
Australia



Pamela Fralick  
Canada



Colin Maund  
UK



Hilal Al Mawali  
Oman



Tim Medhurst  
Australia



Henry Morse  
USA



Andrew Smith  
New Zealand

# SERVING OUTWARD BOUND



## OBI Boards Worldwide

Each country in which Outward Bound operates has a slightly different board structure depending on the cultural norms and government structure for charitable organizations. The essential element is that each Outward Bound school serves a diversity of young people with a governing board comprised of volunteer, non-paid community members who oversee its mission and operations.

## Governing Board

The Governing Board of Directors is given the legal corporate authority and responsibility for an organization's formation and operation, for its stability, and for providing links to other organizations and parts of the community. The board can mean the difference between public understanding and support of programs and public apathy or even antipathy. Boards that understand their role and fulfill their responsibility are essential to the well-being of not-for-profit organizations such as Outward Bound.

## Operations Committee

The Operations Committee (Ops Com) is made up of experienced executive directors from around the network. Membership, at the invitation of the chair, is of a fixed term and members are invited so that Ops Com is broadly representative of the network. Ops Com advises the OBI executive director, and provides technical guidance on operational matters to the board.

# TREASURER'S REPORT



I am pleased to be able to report again that the Outward Bound network has continued to thrive, with overall school revenue yet again exceeding \$100 million USD and signs of progress in a number of areas. Coordination within the network has improved dramatically in recent years and particularly since the advent of regular World Conferences.

Each Outward Bound school is financially independent and has responsibility for its own financial performance, so the accounts presented here are solely for Outward Bound International (OBI). OBI acts as a coordinator for the schools and awards, and maintains licences as the agent of Outward Bound Global, the ultimate trademark owner of the Outward Bound name and process.

In 2018 we saw OBI funding from schools rise again as our move to a new funding structure became established. Direct revenue increased to \$297,423 US from \$281,769 US in 2017. We do need to bear in mind that the new arrangements include OBI paying for all program reviewer travel expenses; whereas previously schools funded reviewer travel themselves. OBI also now covers the costs associated with trademark registration renewals within the new fee arrangements. Both of these arrangements greatly facilitate our schools' ability to budget and, at the same time, allow the associated costs to be transparently identified.

The core elements of OBI's service to the network remain in line with cost expectations. The areas that have been driving increased costs are threefold: the additional costs explained above caused by OBI taking on direct responsibility for funding travel by assessors, the costs of continuing legal fees associated with the company's move from the US to Canada, and work on the projects identified by the World Conference last year in North Carolina.

OBI benefited this year from a very generous donation from our out-going Vice Chair Andrew Smith. Andrew has been a key contributor to our Strategic Plan work and his donation will enable us to begin to realise the objectives outlined in the plan.

Without Andrew's donation, operating losses in the year amounted to \$49,325 US (\$42,154 US loss in 2017). With the benefit of the donation, net assets rose to \$859,297 compared to \$707,632 US in 2017. We expect 2019 to show a further reduction in the loss attributable to reserves. The Board believe that with the steps already in hand to maintain cost efficiency, together with new fundraising initiatives underway, the company will be able to balance expenditure against income in the long term and so will be able to meet the increasing requirements of our member schools and fulfil our contract with Outward Bound Global.

# FINANCIAL REPORT

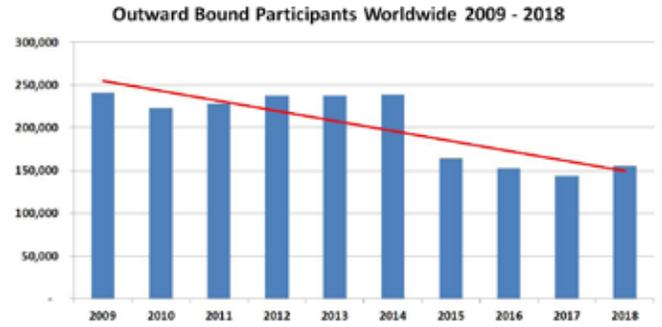
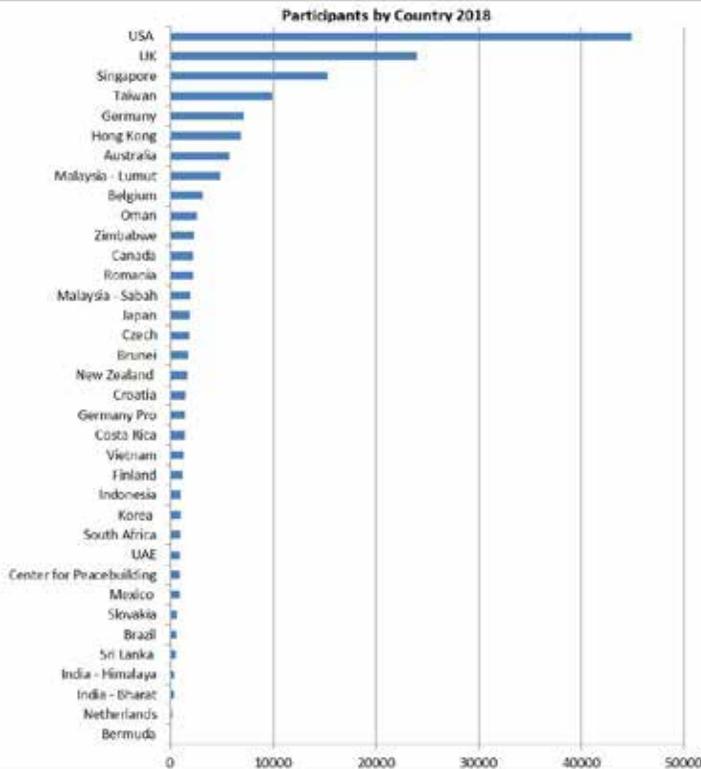
## Outward Bound International Inc. Comparative Statement of Financial Position As of December 31st, 2018 (Expressed in US\$)

	2018	2017
<b>Assets</b>		
<b>Current Assets:</b>		
Cash and cash equivalents - unrestricted	\$830,281	\$731,620
Prepaid expenses	5,234	5,240
Receivables from OBI Schools, less allowance for doubtful accounts of \$3,000 for 2018 and 2017	98,548	117,704
<b>Total Current Assets</b>	<b>934,063</b>	<b>854,564</b>
<b>Property and equipment</b>	5,869	3,759
Accumulated depreciation	(2,125)	(1,128)
<b>Property and equipment</b>	<b>3,744</b>	<b>2,631</b>
<b>Total Assets</b>	<b>\$937,807</b>	<b>857,195</b>
<b>Liabilities &amp; Net Assets</b>		
<b>Current Liabilities:</b>		
Accounts payable	\$78,510	135,237
Funds held for others	-	14,326
<b>Total Current Liabilities</b>	<b>78,510</b>	<b>149,563</b>
<b>Net Assets:</b>		
Unrestricted	859,297	707,632
<b>Total Net Assets</b>	<b>859,297</b>	<b>707,632</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$937,807</b>	<b>857,195</b>

## Outward Bound International Inc. Comparative Statement of Activities For the Year Ended December 31st, 2018 (Expressed in US\$)

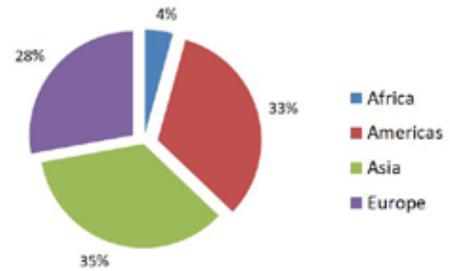
	2018	2017
<b>Revenue &amp; Support:</b>		
Fees from OBI Schools	\$297,423	281,769
Contributions	200,070	13,456
Other fees	15,302	17,185
<b>Total Revenue &amp; Support</b>	<b>512,795</b>	<b>312,410</b>
<b>Operating Expenses:</b>		
Bad debts	13,858	-
Bank charges	3,882	3,987
Depreciation	998	753
Insurance	12,349	11,279
Legal & professional	42,692	60,715
Office supplies and miscellaneous	1,423	4,798
Personnel	210,343	198,686
Printing and publications	10,653	14,076
Rent	7,339	8,010
Telephone and internet	2,393	1,790
Travel	56,190	50,470
<b>Total Operating Expenses</b>	<b>362,120</b>	<b>354,564</b>
Operating income (loss)	150,675	(42,154)
<b>OTHER INCOME (LOSS):</b>		
Investment income	990	634
<b>Total other income (loss)</b>	<b>990</b>	<b>634</b>
Increase (Decrease) in net assets	151,665	(41,520)
Net assets—beginning of year	707,632	749,152
Increase (Decrease) in net assets	151,665	(41,520)
<b>Net assets—end of year</b>	<b>\$859,297</b>	<b>707,632</b>

# PARTICIPATION



Participant numbers after 2014 reflect a reduction of 70,000 due to the withdrawal of Expeditionary Learning from OB USA

## Participants by Region 2018



# OUTWARD BOUND SCHOOLS WORLDWIDE

## Australia

[www.outwardbound.org.au](http://www.outwardbound.org.au)

## Belgium

[www.outwardbound.be](http://www.outwardbound.be)

## Bermuda

[www.outwardboundbermuda.org](http://www.outwardboundbermuda.org)

## Brazil

[www.obb.org.br](http://www.obb.org.br)

## Brunei Darussalam

## Canada

[www.outwardbound.ca](http://www.outwardbound.ca)

## Costa Rica

[www.outwardboundcostarica.org](http://www.outwardboundcostarica.org)

## Croatia

[www.outwardbound.hr](http://www.outwardbound.hr)

## Czech Republic

[www.outwardbound.cz](http://www.outwardbound.cz)

## Finland

[www.outwardbound.fi](http://www.outwardbound.fi)

## Germany

[www.outwardbound.de](http://www.outwardbound.de)

## Germany Professional

[www.outwardbound-professional.de](http://www.outwardbound-professional.de)

## Hong Kong

[www.outwardbound.org.hk](http://www.outwardbound.org.hk)

## India-Bharat

[www.outwardbound.org.in](http://www.outwardbound.org.in)

## India-Himalaya

[www.outwardboundindia.com](http://www.outwardboundindia.com)

## Indonesia

[www.outwardboundindo.org](http://www.outwardboundindo.org)

## Japan

[www.obs-japan.org](http://www.obs-japan.org)

## Korea

[www.outwardbound.co.kr](http://www.outwardbound.co.kr)

## Malaysia-Lumut

[www.outwardbound.my](http://www.outwardbound.my)

## Malaysia-Sabah

[www.outwardbound.my](http://www.outwardbound.my)

## Mexico

[www.obmexico.org](http://www.obmexico.org)

## Netherlands (Provisional License)

[www.outwardboundnetherlands.com](http://www.outwardboundnetherlands.com)

## New Zealand

[www.outwardbound.co.nz](http://www.outwardbound.co.nz)

## Oman

[www.outwardboundoman.com](http://www.outwardboundoman.com)

## Romania

[outwardbound.ro](http://outwardbound.ro)

## Sabah

[www.outwardbound.com.my](http://www.outwardbound.com.my)

## Singapore

[www.obs.nyc.gov.sg](http://www.obs.nyc.gov.sg)

## Slovak Republic

[www.outwardbound.sk](http://www.outwardbound.sk)

## South Africa

[www.outwardbound.co.za](http://www.outwardbound.co.za)

## Sri Lanka

[www.obs-lk.org](http://www.obs-lk.org)

## Taiwan

[www.obtaiwan.org](http://www.obtaiwan.org)

## UAE (Provisional License)

[www.outwardbound.ae](http://www.outwardbound.ae)

## UK

[www.outwardbound.org.uk](http://www.outwardbound.org.uk)

## USA

[www.outwardbound.org](http://www.outwardbound.org)

## Vietnam (Provisional License)

[www.ob.vn](http://www.ob.vn)

## Zimbabwe

[www.outwardbound.org.zw](http://www.outwardbound.org.zw)

## Outward Bound Peacebuilding

[www.outwardboundpeace.org](http://www.outwardboundpeace.org)

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