

# ANNUAL REPORT

2016



# Chair's Letter

It is my privilege, on behalf of the Board, to report on the activities of Outward Bound International (OBI) in 2016.

OBI was created to oversee i) licensing of new Outward Bound Schools; ii) risk management and programme 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.

2016 was a year of consolidation for OBI. Our priorities were:

1. the 2016 World Conference held in North Carolina in early November 2016;
2. ensuring the financial stability of OBI to allow for longer term planning in support of staff and schools;
3. undertaking Board planning and renewal, including strategic development, recruitment and succession planning;
4. engaging with local schools during our Board meetings in Scotland and North Carolina;
5. maintaining support for schools with provisional and exploratory licences.

## 1. 2016 OBI World Conference

OBI, with help and support from Outward Bound Germany, hosted a very successful World Conference in November 2014. The outcomes from that World Conference asked us to focus on:

- creating a central portal for the exchange of substantive information;
- building a stronger, consistent, and recognizable world-wide Outward Bound brand;
- facilitating thought-leadership on the impact of Outward Bound programs;
- supporting staff on a network-wide basis including a network skills audit, staff mentoring and shadowing, exchanges, staff training, and the creation of an expert fund;
- providing information and support of governance models to local boards.

The responsibility of the OBI Board, our Executive Director, and members of the Operations Committee throughout 2015 and 2016 was to advance the goals of 2014 so that we could report on projects developed and implemented when we all met again two years later.

At the 2016 World Conference held in November 2016 in North Carolina, USA, results were presented on:

- a central OBI portal based on SharePoint, which allows for collaborative hosting and sharing of precedents, delivery models, and learning across the OB network;
- inclusive branding for the Outward Bound network with a consistent look and feel while still allowing for individual variances that are reflective of local culture;
- sharing of 'impact reports' that confirm that Outward Bound changes lives positively, and while the descriptions of courses may change from school to school, the teachings of Kurt Hahn do not.

We also asked the delegates, who included representatives from 32 countries and all individual schools in the OBUSA network, what they hoped that OBI would deliver in the time leading up to the next World Conference. They stated clearly that:

- member schools continue to welcome greater involvement with the broader OB community;
- they see the OBI portal as a way to increase communications across the network and assign this very high priority;
- they are looking for more support from OBI although we noted the limited resources available to OBI given a staff of two individuals and that OBI's core emphasis continues to be risk management and program reviews.

We continue to work on systems for sharing knowledge, ideas, and training among OB school staff—indeed, for sharing staff. Plans for greater staff integration will be developed over the next two years. Our staff live globally. They want to be a part of a broad OBI network that allows them to contribute to Outward Bound Schools around the world.

There were five notable takeaways from the 2016 World Conference:

First, the network continues to be strong. Member schools want to be an integrated Outward Bound network facilitated and supported by OBI. OBI must be prepared to lead, guide, and support the developing network.

Second, bi-annual World Conferences are a strong vehicle for integration of the network. Before leaving North Carolina, delegates expressed clear enthusiasm for the next meeting. We are pleased therefore to announce that Outward Bound Oman has graciously offered to host the next OBI World Conference set for January 2019. Plans are already underway.

Third, we invited Board Chairs and former Chairs from around the network to meet together in North Carolina. This is a critical next







step for integrating the Outward Bound community worldwide. The focus of the meeting was on the leadership of OBI and its Board, including the introduction of governance models and conflict of interest goals, which with appropriate cultural modification may act as a guide for all Outward Bound Schools.

Fourth, OBI is exceedingly grateful for the generosity of our host schools when a World Conference is held. Although programming and presentations are generally set by OBI's Executive Director and the Operations Committee, the support from the local school and staff is immeasurable in terms of logistics—lodgings and food, transportation, and accessibility. Quite simply, we could not deliver this vital part of our mandate without our hosts welcoming us from around the world and celebrating in the successes of the Outward Bound network. Many individuals deserve our thanks for making the 2016 World Conference such a success, but we extend particular recognition to Whitney Montgomery and his team at Outward Bound North Carolina as well as to the Board of NCOBS for welcoming the Board of OBI in Asheville the evening after the World Conference.

Fifth, on the final evening of the 2016 World Conference, the entire community celebrated the 75th anniversary of Outward Bound at a dinner to conclude our meetings. The Chair of OBUSA, Laura Kohler, was on hand to join in the festivities before everyone departed the next morning for home. With the spirit well-ignited, we can all be assured that the health and stability of Outward Bound worldwide is robust, integrated, and forward-looking to the next 75 years.

## 2. Financial Stability for OBI

Last year, we reported on an updated funding model for OBI. It provides a formula that will proportionately increase the funding received from larger schools over that from smaller schools. We are pleased to report that this new model was adopted at our Board meeting in April 2016 with support from all of the schools. Importantly, the all-inclusive fees structure covers OBI's core business and includes the costs related to all licensing, trademark protection and program reviews, the latter cost being a particularly difficult one for smaller schools to cover. Thanks to Colin Maund, our Treasurer, and his committee for shepherding this important initiative to conclusion. Ensuring the financial stability of OBI's core business allows for longer term planning in support of staff and schools.

## 3. Board Planning and Renewal

In early February 2016, we received the sad news that founding OBI Board member, Lorna Wendt, had died following a brief illness. We also said goodbye to Board members Nikhil Mundle, Krassimir Yanev and Georgina Marten, each of whom had completed their terms as Board directors in 2016. We anticipate the

completion of additional Board terms in 2017 in accordance with normal business. These expected transitions caused the Board to pause in 2016 to review Board composition, succession, and renewal. Initial discussions were held at our Board meetings in Scotland and refined in North Carolina. In addition, our meetings with current and past Chairs of Outward Bound Schools at the World Conference gave us renewed opportunities to recruit new Board members as we address the expectations of our increasingly diverse network of schools and new areas of growth and focus for Outward Bound. There will be further developments on this front in 2017 and 2018.

## 4. Scotland and North Carolina

We hold Board meetings in April and November along with a July conference call and additional conference calls as needed during the rest of the year. As is our pattern, Board meetings are held around the world in order that we have an opportunity to visit with local schools. The majority of Board members attend these meetings at their own expense. In 2016, we had the pleasure of visiting the Loch Eil Outward Bound School near Fort William, Scotland, as well as visiting the Table Rock Base Camp for the North Carolina Outward Bound School. We thank our hosts for these school visits with staff and students. There can be no greater reminder for the Board of why we volunteer in support of Outward Bound than to see the immediate and lasting impact that programming has on its participants.

## 5. Attending to 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 Board of OBI, on the recommendation of its Operations Committee and Executive Director, was pleased to support Full Licences for OB Germany and for OB Croatia in 2016. The granting of full licences to these two schools is reflective of the efforts of the Outward Bound community and in particular other member schools, as represented by the Board's Operations Committee, as well as by our Executive Director and Associate Director.

We were also pleased to receive the recommendation of the Operations Committee and ED to continue with a Provisional License to Vietnam as well as Exploratory Licences for Holland and the United Arab Emirates. We will provide support to these schools as they progress with their Outward Bound journey towards licensure.

## CONCLUSION

OBI maintained a strong course throughout 2016. The Board of OBI takes great pride in the role that it plays for the advancement of Outward Bound worldwide. We recognize in particular the endless work undertaken around the world by our Executive Director, Iain Peter, and our Associate Director, Rob Chatfield, as well as the countless hours of additional contributions from the members of our Operations Committee. All are to be celebrated for maintaining modest operational costs while exploring new initiatives. As OBI continues with its steady and stable growth around the world, there are too many helping hands to note. They are all deserving of celebration. It goes without saying that the collaborative and enthusiastic spirit guides best.



Mary M. Thomson  
Chair, Outward Bound International

# Mission & Scope of Outward Bound

## Mission statement of Outward Bound International:

*"To help people discover and develop their potential to care for themselves, others and the world around them through challenging experiences in unfamiliar settings."*

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 and 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 and 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 and 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 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



Tim Medhurst  
Australia



Krassimir Yanev  
Bulgaria



Eduardo Balarezo  
Ecuador



Georgina Marten  
Ecuador



David Kong  
Hong Kong



Nikhil Mundle  
India



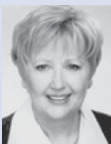
Andrew Smith  
New Zealand



Colin Maund  
UK



Mary Thomson  
Chairman  
Canada



Lorna Wendt  
Vice Chairman  
USA



Mike Perlis  
Treasurer  
USA



Jon D'Almeida  
Ops Com



Iain Peter  
Executive  
Director



G. Kelly O'Dea  
Chairman  
Emeritus



Peter Kyle  
Chairman  
Emeritus



Bill Phillips  
Chairman  
Emeritus



# 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 that 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.

## Advisory Board

An advisory board is designed to assist the Executive Director and Board in making informed decisions for the organization and generally promoting the organization to a larger constituency. Some of its duties include: promoting better understanding of the purposes of Outward Bound and the objective of its programs, maintaining standards consistent with accepted ones for similar agencies, and making useful recommendations on future direction to maintain the relevance of the organization.

Serving on a nonprofit board has its rewards: Helping extend an organization's mission effectiveness and reaching out to underserved populations. The benefits, too, can be a powerful attraction: serving with a diversity of people toward a common goal and broadening your network of professional and social connections within your community. But what if your community is global? What if mission effectiveness means starting a school in another culture or on another continent? What if reaching out means crossing the international dateline? What if the underserved are school girls from the Sultanate of Oman, or street children from Johannesburg, or a group of corporate executives from Sri Lanka? What if your network includes people from every continent, except Antarctica? You'd be a board member at Outward Bound International, that's what.

Outward Bound International's 15-member board is responsible for ensuring OBI's mission and providing governance to its staff and volunteers. The mission of Outward Bound International is to help improve, promote, protect, and extend the good name of Outward Bound, worldwide.



# Treasurer's Report



The Outward Bound global network has again grown across the world and combined revenue has again exceeded US\$100m for the financial year ending 2016. Each Outward Bound School is financially independent and each accounts for, and has responsibility for, its own financial operations.

This report covers the operations of Outward Bound International (OBI) the coordinating body of which each school is a member and which awards licences to schools on behalf of Outward Bound Global who are the ultimate trademark owner.

Excluding exceptional items, funding for OBI has remained flat this year with income from schools almost at US\$226, 627 compared with \$223,245 in 2015. In 2015 there was an exceptional payment from a member school related to a fundraising initiative that has not reoccurred, so overall income has fallen from US\$399,603 to US\$244,350. Operating expenses have risen from US\$285,365 to US\$304,841, an increase of 7% largely caused by increased costs across a number of areas including an overdue staff bonus and the world conference costs.

The decreased income and increased costs have resulted in a loss of US\$60,491 for the year and a reduction of US\$60,833 in reserves. This is in line with expectations and better cash collection means that overall cash assets increased during the year from US\$826,670 to US\$843,375.

Despite the loss this year, management are confident that the long-term funding of OBI is clear and that we have budgeted for a neutral budget in 2017. Having put the long-term funding of OBI on a sound footing, the Company will be capable of fulfilling the remit of the member organisations and the conditions of our contract with OB Global.

# Financial Report

## Outward Bound International Inc. Comparative Statement of Financial Position As of December 31st, 2016 (Expressed in US\$)

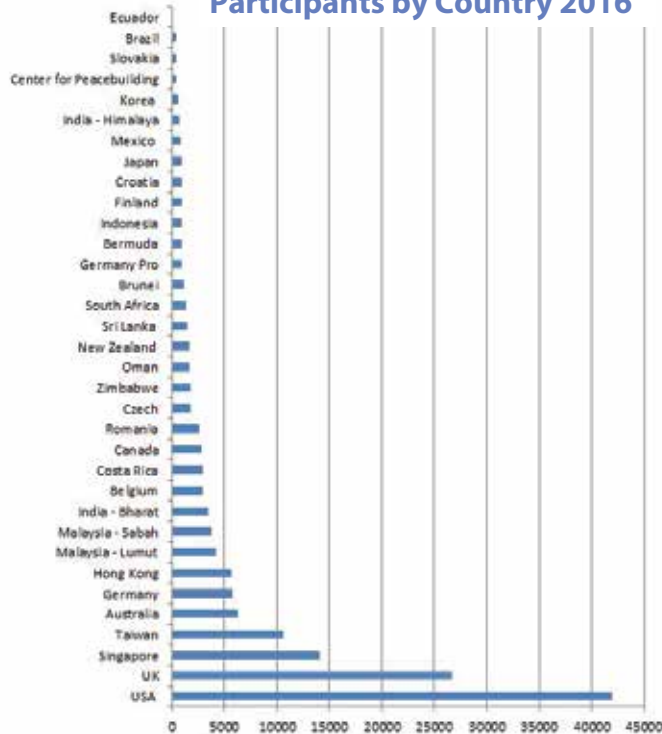
	2016	2015
<b>Assets</b>		
<b>Current Assets:</b>		
Cash and cash equivalents - unrestricted	\$843,375	826,670
Restricted cash – funds held for others	-	14,800
Prepaid Expenses	2,757	-
Receivables from OBI Schools, less allowance for doubtful accounts of \$12,017 and \$15,000 for 2016 and 2015, respectively.	77,440	39,356
<b>Total Current Assets</b>	<b>923,572</b>	<b>880,826</b>
<b>Property and equipment</b>	<b>3,759</b>	<b>-</b>
Accumulated depreciation	(375)	-
<b>Property and equipment</b>	<b>3,384</b>	<b>-</b>
<b>Total Assets</b>	<b>\$926,956</b>	<b>880,826</b>
<b>Liabilities &amp; Net Assets</b>		
<b>Current Liabilities:</b>		
Accounts Payable	\$163,004	56,041
Funds held for others	14,800	14,800
<b>Total Current Liabilities</b>	<b>177,804</b>	<b>70,841</b>
<b>Net Assets:</b>		
Unrestricted	749,152	809,985
<b>Total Net Assets</b>	<b>749,152</b>	<b>809,985</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$926,956</b>	<b>880,826</b>

## Outward Bound International Inc. Comparative Statement of Activities For the Year Ended December 31st, 2016 (Expressed in US\$)

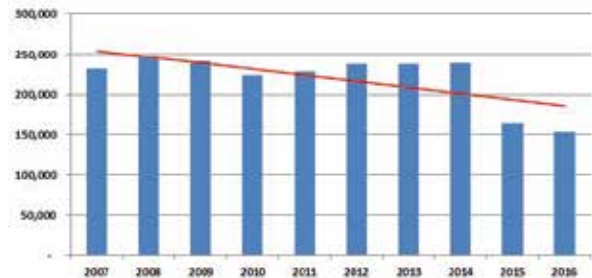
	2016	2015
<b>Revenue &amp; Support:</b>		
Fees from OBI Schools	\$226,627	223,245
Contributions	17,723	26,223
Special Events	-	150,135
<b>Total Revenue &amp; Support</b>	<b>244,350</b>	<b>399,603</b>
<b>Operating Expenses:</b>		
Bank charges	5,298	-
Bad debts	-	15,000
Depreciation	376	-
Legal & professional	49,746	46,183
Office supplies and miscellaneous	1,036	1,991
Personnel	189,110	171,391
Printing and publications	9,023	6,639
Rent	14,455	7,000
Software	4,568	-
Telephone and internet	3,039	1,512
Travel	14,537	35,649
World Conference	13,653	-
<b>Total Operating Expenses</b>	<b>304,841</b>	<b>285,365</b>
Operating income (loss)	(60,491)	114,238
<b>Other Income (Loss):</b>		
Other income	-	31,741
Investment income	357	2,776
Unrealized gain on investments	-	9,988
Loss on currency conversion	(699)	(3,039)
<b>Total other income (loss)</b>	<b>(342)</b>	<b>41,466</b>
Increase (Decrease) in net assets	(60,833)	155,704
Net assets - beginning of year	809,985	654,281
Increase (Decrease) in net assets	(60,833)	155,704
<b>NET ASSETS - END OF YEAR</b>	<b>\$749,152</b>	<b>809,985</b>

# Participation & Outward Bound Schools Worldwide

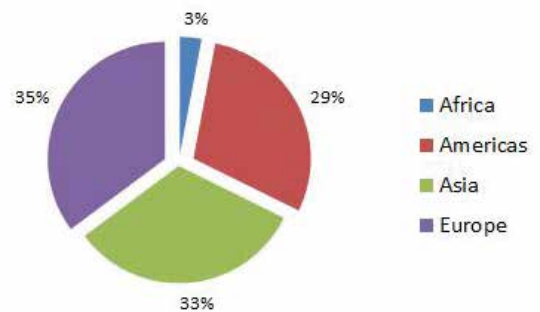
**Participants by Country 2016**



**Outward Bound Participants Worldwide 2007 - 2016**



**Participants by Region 2016**



## 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

[www.kkbs.gov.bn/program.htm](http://www.kkbs.gov.bn/program.htm)

## Canada

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

## Costa Rica

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

## Croatia

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

## Czech Republic

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

## Ecuador

## 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-Himalayan

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

## 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

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

## Mexico

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

## Netherlands (Exploratory Status)

## New Zealand

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

## Oman

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

## Romania

[www.outwardbound.ro](http://www.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 (Exploratory Status)

## UK

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

## USA

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

## Vietnam (Provisional)

## Zimbabwe

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

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Australia Belgium Bermuda Brazil Brunei Canada Costa Rica Croatia Czech Republic  
Ecuador Finland Germany Hong Kong India Indonesia Japan Korea Malaysia Mexico  
New Zealand Netherlands Oman Romania Sabah Singapore Slovak Republic  
South Africa Sri Lanka Taiwan UAE UK USA Vietnam Zimbabwe