



OUTWARD BOUND®
INTERNATIONAL

**OUTWARD BOUND INTERNATIONAL
STRATEGIC VISION 2022-2024**

**MORE ALIGNMENT IN OUR
DIVERSE COMMUNITY**





MISSION

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

VISION

- An effective worldwide network of high performing Outward Bound Schools.
- Outward Bound Schools that increasingly make a real difference to the lives of participants through adventure and learning in the natural environment.



OUR BELIEF

“

We are all better than we know.
If only we can be brought to realise
this, we may never again be prepared
to settle for anything else.

”

Kurt Hahn, co-founder of Outward Bound.

OUR VALUES

Adventurous Learning

A belief in the power and intensity of learning through adventure in the outdoors - as a means of bringing out the best in our participants.

Transformational Change

A deep appreciation of the balance between risk, reward and responsibility. We facilitate authentic learning through purposeful and intense experiences with real consequences and powerful, positive and memorable outcomes.

Respect and Compassion.

Our Schools aim to stretch people both physically and mentally. In doing so they act with care, concern and generosity towards people and the natural environment.



WHAT ARE OUR PRIORITIES?

Over the three years of this strategy we will build a stronger worldwide network of more effective and resilient Outward Bound Schools by focussing on the following key priorities:



WORLD LEADERS IN OUTDOOR ADVENTUROUS LEARNING

We will **promote and protect** the brand name of Outward Bound around the world and in doing so, we will ensure that Outward Bound is recognised as a world leader in high quality adventurous, outdoor learning.



INVESTMENT IN FUNDRAISING CAPABILITY

We will increase OBI's **capacity** so that we can provide more direct support to our members. We will do this through investment in our fundraising capability.



SCHOOL COLLABORATION

We will facilitate **collaboration** between member Schools so that they can more effectively serve their target populations.



COLLECT EVIDENCE TO PROVE EFFECTIVENESS OF OUTWARD BOUND

We will work with our members to collect evidence that **proves** the effectiveness of Outward Bound programs. We will use research and impact studies to help Schools demonstrate the effectiveness of their programs to clients, funders and stakeholders.



REVISION OF OUR LICENSING SYSTEM TO ENCOURAGE NEW SCHOOLS

We will improve our **licensing** model to ensure that we can continue to develop our network. We will support new Schools through to full licence status so that they deliver top quality Outward Bound programs to more people in more areas of the world.



TRADEMARK PROTECTION - OUR OBLIGATION TO OUTWARD BOUND GLOBAL



We will protect and support the brand name of Outward Bound around the world and in doing so, we will ensure that Outward Bound is recognised as a world leader in high quality adventurous, outdoor learning.

- Monitor trademark use
- Promote quality and safety of program delivery
- Support development of program innovation to increase relevancy of OB programs

WHAT WILL SUCCESS LOOK LIKE?



- We will promote and protect the brand name of Outward Bound around the world
- Outward Bound will be recognised as a world leader in high quality adventurous, outdoor learning
- We will not tolerate trademark infringements and will work tirelessly to protect the good name of Outward Bound
- With our support, Schools will deliver core Outward Bound programs that meet our brand promise
- We will work with our Schools to:
 - Improve staff retention levels
 - Benchmark staff training and competence
 - Recognise key attributes of an Outward Bound Instructor



ORGANISATIONAL RESILIENCE



BUILD RESILIENCE AND IMPROVE SUSTAINABILITY IN OUR MEMBER SCHOOLS

- Improve business practices
- Collect data that proves OB's impact and effectiveness and that provides us with information about which parts of our delivery are most effective
- Assist Schools with fundraising and the development of diverse income streams
- Support staff recruitment, training, development and exchanges

WHAT WILL SUCCESS LOOK LIKE?



- We will develop and share digital business solutions
- Schools will engage with Microsoft 365
- Schools will use the OB Outcomes Survey tool and will collect data that demonstrates the effectiveness and impact of OB programs
- Use results from evaluation project to further shape "What it Means to be Outward Bound" and identify aspects of the OB delivery model that are producing best results and areas where further work is required.
- We will produce biennial Global Impact Reports
- We will share fundraising case studies and support Schools who want to develop fundraising strategies
- More Schools will engage in effective fundraising
- Schools will recruit more experienced staff and they will stay for longer



FACILITATE IMPACTFUL COLLABORATION

- Further development of IT support
- Create opportunities for developing and sharing digital solutions across the network
- Develop School staffing capacity
- Support communication across the network through implementation of our Communication Strategy.



WHAT WILL SUCCESS LOOK LIKE?



- We will hold biennial World Conferences
- We will support regional groups
- Continue to develop the Compass newsletter
- The network will meet quarterly via Teams
- We will continue to support and encourage School use of Microsoft 365 and associated business tools.
- Schools will develop and share solutions to common business challenges
- We will undertake a review of staffing at Schools
- We will work with our members to deliver
 - More experienced and trained staff
 - Staff who are skilled at meeting our brand promise
- Improved levels of staff retention
- Globally aligned and recognised staff training

ENVIRONMENTAL, SOCIAL AND GOVERNANCE



WE WILL STRENGTHEN THE GLOBAL BRAND

- Improve brand clarity and consistency
- Further define what makes OB “special and different” in the marketplace
- Foster global partnerships
- Instigate global messaging e.g. through various communication platforms
- Develop and implement opportunities to collaborate on global projects that will enhance the brand

WHAT WILL SUCCESS LOOK LIKE?



- We will refine our messaging and story telling to demonstrate OB's relevance to today's and future challenges
- We will build capacity at OBI through global partnerships
- The network will have a cohesive social media strategy coordinated by OBI

FACILITATE ADOPTION AND FULFILMENT OF THE ENVIRONMENTAL CHARTER

- Design tools to help Schools monitor environmental performance against the Charter objectives
- Develop a “Tread Lightly” strategy (standards, training resources etc.)
- Communicate Outward Bound’s environmental position more widely

WHAT WILL SUCCESS LOOK LIKE?



- Schools will adopt the Environmental Charter and will have in place systems and procedures that will demonstrate fulfilment
- We will have a global training resource for instructors
- Our environmental position will be clear and will be core to our work
- Globally aligned and recognised staff training



WE WILL CONTINUE TO DEFINE OBI'S ROLE

This will include:

- Improve the management of licensing
- Develop a strategy and vision for network growth
- Increase funding and capacity
- How we engage with members and how we manage license compliance
- Be clear on our position on diversity, equity and inclusion

WHAT WILL SUCCESS LOOK LIKE?



- Applicants will move through licensing smoothly and efficiently
- We will agree a growth strategy and identify the resources required for implementation
- OBI will develop a team of contractors that can deliver the objectives outlined in this plan.
- Our Reviews will ensure that Schools meet the brand promise and that we identify where OBI can add value.
- We will develop a strategy on diversity, equity and inclusion that is supported by members and relevant to our international role.



WHAT IS THE ROLE OF OBI?

Outward Bound International oversees the network of licensed member Outward Bound Schools that make up the worldwide Outward Bound community:

TRADEMARK PROTECTION

Protection, by Trademark Registration, of the Outward Bound name and Logo around the world.

LICENSING OF OUTWARD BOUND SCHOOLS

A three step licensing process helps new countries establish Outward Bound organisations that meet our agreed safety and quality standards.

When new countries start up, we make every effort to mobilise appropriate resources from the worldwide Outward Bound community to assist.

OBI also works with, and provides support to, established Schools to ensure licensing conditions continue to be met.

WHOLE SCHOOL REVIEWS

OBI undertakes Resilience, Safety and Quality Reviews at all of the member Schools.

This is a major task, involving coordination among 36 countries to assemble appropriately qualified teams that practically evaluate Outward Bound programs and systems of risk management and the overall resilience of the School.

Experienced and trained review leaders are critical to this effort. OBI both selects outstanding individuals as leaders and conducts training programs for senior staff worldwide to be review leaders.

COMMUNICATION BETWEEN OUTWARD BOUND SCHOOLS

Promoting communication among the global network of members is a critical function of OBI and is addressed with multiple strategies.

- The website www.outwardbound.net is a key first contact point for potential customers of Schools around the network
- The Global Portal is a modern and up to date platform for sharing ideas, resources, research and learning between members
- World Conferences are organised by OBI every 2 years around the world
- Training programs are offered periodically
- An annual Journal is produced



THE OUTWARD BOUND COMMUNITY

| | | | |
|----------------|---------------------|-----------------|-----------------|
| Australia | Finland | Korea | South Africa |
| Belgium | Germany and Austria | Malaysia–Lumut | Sri Lanka |
| Bermuda | Germany–Pro | Malaysia–Sabah | Taiwan |
| Brazil | Hong Kong | Mexico | UK |
| Brunei | India–Bharat | New Zealand | Vietnam |
| Canada | India–Himalaya | Oman | USA |
| Costa Rica | Indonesia | Romania | Zimbabwe |
| Croatia | Japan | Singapore | OBPeacebuilding |
| Czech Republic | | Slovak Republic | |



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