



# OUTWARD BOUND®

## International Newsletter

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July 2001

### Everybody's Uncle Kurt

By Liz Cunningham

*"When you're sixteen, you'll go to Outward Bound, Ya?" Uncle Kurt stoops down with a warm smile, ruffles my hair. "Promise?" he says, "You'll go?"*

That was my last memory of him. December, 1973. He was Uncle Kurt, my great-uncle, my grandfather's older brother. My grandfather, Franz Hahn, died long before I was born, when my mother was a child. No children of his own, Uncle Kurt stepped in to help his younger brother's widow and children. In exile in England, it was he who helped rescue them, Jews earmarked for the cattle cars to the concentration camps, from Nazi Germany. My memories of him are as a child. I remember his big bald head, the sparkle in his eyes. He liked butter cookies, puzzles, British suits with lots of buttons on the cuffs, and he was always up for a good joke. And, always going out for a run at night. Even in his early '80s, he arrived at our house in New York after a transatlantic flight and insisted on going out for a run before going to bed.

He died in December of 1974. That winter, a very sickly teenager, I began

running. I remembered how Uncle Kurt would run in the evenings, so I ran after school in the early, cold dusk of winter. Legs weak, short of breath, I could barely run a quarter mile. But his voice stayed with me, "When you are sixteen, you'll go to Outward Bound, Ya?"

A little over two years later I finished the final day of Outward Bound in North Carolina. With taped ankles, blistered feet, and a mile-wide grin, I climbed on the bus to go home, overwhelmed to think that this was what Uncle Kurt had wished for me. I had begun Outward Bound a fearful young girl, I returned a young woman, aware of her fears, but also now, her courage. I gained a fundamental trust in others and myself. My life had been unthinkably transformed. I had found the courage to do things I'd thought were impossible, to keep going when I thought I had nothing left to give, to trust others in a way I had never trusted before: to trust them with my life. I have been "Outward Bound" ever since.

Nearly twenty-five years later the meaning of that journey has only grown stronger. And my memories of Uncle Kurt are still so vivid:



*Photo taken by Mark Zelinsky for The Inward Odyssey 2*

The stairway to Uncle Kurt's apartment at the Hermansberg in Germany winds upward. Uncle Kurt is almost at the top

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## Calendar of Events

### AUGUST, 2001:

**1** **Deadline** for Innovative Program Award

### SEPTEMBER, 2001:

**28** **Deadline** for Workshop Presenters to send proposals for the Field Staff Symposium in January, 2002

### OCTOBER, 2001:

**1-5** African Regional Conference in Zambia and Kurt Hahn Training Series.

**15-20** Kurt Hahn Training Series at OB Brunei

### OCTOBER, 2001:

**31** ANNUAL GENERAL MEETING, Ullswater, UK

### JANUARY, 2002:

**22-24** FIELD STAFF SYMPOSIUM, OB Australia

### SPRING, 2002:

**TBA** Safety Review Leader Training, Europe

### OCTOBER, 2002:

**14-17** INTERNATIONAL CONFERENCE, OB

Singapore

*continued from page 1*  
 floor, he looks down, yelling greetings. . . In the morning my brother and I get up before anyone else and explore a makeshift stairway that leads to a small door to the floor above. We hide, perched at the top, ready to surprise Uncle Kurt when he gets up. Just as he passes by, we squeal "Good Morning, Uncle Kurt!" Caught him totally by surprise. And it's a fabulous view - Uncle Kurt is over six feet tall, but perched on the stairway we are finally at eye level with him! He shares our mirth, his huge owl-like head just inches way from our giddy faces, his eyes suddenly filled with a happy twinkle.

There are so many memories, but one stays with me the most: I'm eight years old. Uncle Kurt has been visiting at our house in New York. He's leaving, we've said goodbye and he's gone out to the car. I'm sobbing uncontrollably. Uncle Kurt turns around and comes back. I'm standing at the top of our stairs. From the bottom of the stairway he looks up at me. "What's wrong?" he asks, "Why are you so sad?" I stop crying, but I'm so choked up, I can't talk. For a moment we both stand in silence. His throat tightens, his eyes well up. "Listen," he says, "I'll come back. I promise."

Only later, as an adult, did I learn that his wish for me to go to Outward Bound was something he wished for every young person. He wished that as strongly for everyone as he did for me. It was the grounding passion of his life and his life's work: to help as many people as he could to fulfill their own promise, to become the best they can be, to live with greater courage, compassion and love. So many people have said that Kurt Hahn was truly a global citizen, a man of broad vision who reached across the boundaries of nationality and race. Looking back now, I see how he strove through his work, however much from a distance, to help everyone realize their potential, to be in some ways, everyone's "Uncle Kurt."

*Look for more at [www.kurthahn.org](http://www.kurthahn.org), a website created by Liz Cunningham which is devoted to Hahn's educational philosophy.*

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# Annual General Meeting of the OBI Council October 31, 2001

On October 31 the Annual General Meeting will be held in Ullswater, UK. All schools are welcome and encouraged to come to the meeting. If you are unable to attend, information will be sent to you prior to the meeting and you may assign a proxy to vote for you.

### Topics to be discussed include:

- The Field Staff Symposium in Australia, January 22-24, 2002.
- The International Conference October 14-16, 2002 in Singapore.
- Safety Review Leader Training Program in Europe in 2002.

### Topics that may be voted on include:

- Issuance of Provisional License to Brazil, and perhaps Korea and Mexico.
- Approval of the re-incorporation of OBI as a non-profit corporation in the USA.
- A possible change in dues policy based on recommendations of the taskforce established last year.
- Ratification of an OBI Awards Policy.
- A working group on the Minimum Standards Project.

There will be no workshops or events other than a half-day business meeting. This is being done to minimize expenses this year and to encourage attendance at the Singapore AGM in 2002.



*Photo taken by Mark Zelinsky for The Inward Odyssey*

# Executive Director's Report

The first half of 2001 has moved at a busy pace for OBI. We've tried to provide more service to OB Centers around the world. Here are some of the results:

## Safety

- ◆ First Safety Review Leader Training conducted by OBI for 14 senior staff from 12 countries.
- ◆ Safety reviews of 5 Centers.
- ◆ Assistance to two existing Centers on program quality concerns.
- ◆ Plans for safety reviews of 5 African Centers in July and August.
- ◆ Publication of Safety Review Handbook.
- ◆ Publication of many safety resources in the password protected area of OBI website.

## Licensing

- ◆ Published criteria for granting Provisional and Full Licenses.
- ◆ Published and distributed a summary of Licensing Agreements of OB Centers.
- ◆ Conducted review of Korea before forming OB Exploratory Committee.
- ◆ Registering Trademark in Brazil, Mexico, Nepal.
- ◆ Completing License agreements in Hungary, Belgium, and Singapore.
- ◆ Reviewing OB Brunei Darussalam prior to getting full license.

## Services

- ◆ Made OBI Awards to Charlie Stetson and Hal Miller.
- ◆ Published OB International Readings and distributed on CD.
- ◆ Planning for next OBI Conference in Singapore, October 14-16, 2002.
- ◆ Planning for Staff Symposium in Australia, January 22-24, 2002.



*Executive Director, Ian Wade, with Rebecca Bear and Ruby Best*

- ◆ Hired Program Manager for OB Nepal to assist in startup.

## Fund Raising

- ◆ Organizing "Cowboy" Expedition for Board members and new donors in October in Utah.
- ◆ Raised travel funds for OB Romania staff member to go to Australia for training.
- ◆ Undertaking feasibility study of potential for global fund raising.
- ◆ Working on getting non-profit status for OBI in USA.

## Board

- ◆ Hosted two visits to USA by HRH Duke of York.
- ◆ Held the first meeting of Advisors to the Board with lots of assistance resulting to OBI.
- ◆ Board meeting in New York hosted by OB USA.
- ◆ Planning for AGM and October Board meeting in UK.

The number and diversity of tasks that OBI undertakes with about 2 full-time staff continue to amaze me. The support of many of the senior staff and OB Centers around the world is what makes this kind of work for OBI possible and enjoyable.

## 60<sup>th</sup> Anniversary Outward Bound<sup>®</sup> UK Roll of Honour

As many of you will know, this October Outward Bound<sup>®</sup> UK celebrates its 60<sup>th</sup> Anniversary. As part of the celebrations we are trying to create the Outward Bound<sup>®</sup> Roll of Honour which will be made up of ex-UK Outward Bound<sup>®</sup> participants, ex-UK staff and friends over the last 60 years. Can you help?

We need the names and addresses of people to add to the Roll of Honour so that we can invite them to events and share their stories about Outward Bound<sup>®</sup> UK over the last 60 years. We are particularly keen to contact course participants and staff from the early days, so all names will be gratefully received.

We have already started this process and are being delighted by the responses we have been getting and the fondness and enthusiasm by which people remember their Outward Bound<sup>®</sup> UK course.

Please help us to make this project a success by contacting us with as many names and addresses as you can find of ex-Outward Bound<sup>®</sup> UK contacts. Contact information: **Kate Jones, The Outward Bound Trust, Watermillock, Penrith, Cumbria CA11 0JL; E-mail [katejones@outwardbound-uk.org](mailto:katejones@outwardbound-uk.org).**

# Distinguished Service Award for Charles Stetson

At its Board meeting on May 4<sup>th</sup> OBI was delighted to have the opportunity to honor Charles P. Stetson. Charlie has been a supporter of OB in North Carolina, of the USA National Board and has taken a great interest in international OB Centers. His greatest legacy will be founding OB South Africa and assisting with every aspect of promoting, organizing and funding the Center. Charlie has been inspired by the philosophy of Kurt Hahn and asked himself the question, "Where would Kurt Hahn be active were he still alive?" His answer was in South Africa where reconciliation was taking place and peace could be fostered through Outward Bound.

At an outside lunch at the Garrison headquarters of OB USA, OBI Chairman, Peter Kyle, gave a moving talk on Charlie's varied accomplishments. HRH Duke of York presented the Distinguished Service Award. It reads:

*In appreciation of outstanding service that in dedication, quality and boldness exemplifies the ideals of Outward Bound.*

The Distinguished Service Award has only been awarded twice before to William E. Phillips, founding Chairman of OBI, and to Outward Bound Singapore.



*HRH Prince Andrew presenting the Distinguished Service Award to Charles Stetson*

## Best Practices Project gets a Name Change to The Minimum Standards Project

After the Advisors to the Board meeting in New York this May, the Best Practices Project has received a new name that more accurately reflects the project: **The Minimum Standards Project**.

Rebecca Bear is working on collecting minimum safety standards for all Outward Bound activities worldwide and then bringing them together to be the "bottom line" for safety at OBI. If your centre has not yet sent her your safety standards and you would like to ensure that they are included, please send them to her via e-mail:

[rebeccabear@globalserve.net](mailto:rebeccabear@globalserve.net), or by mail: *Rebecca Bear, Program Consultant, Outward Bound International, 830 30<sup>th</sup> Avenue, Seattle, WA 98122 USA; Phone: 206-323-8176.*

She will be contacting those people who have volunteered to be a part of a task force on these standards in July with a rough draft of the standards. If you would like to participate in this process or have particular expertise in an activity area, please contact Rebecca.

*With your support we can ensure all of our existing and new schools operate at the safe, safer and safest levels of conduct!*

## OBI Board Proclamation

Hal White Miller retired last year as Chairman of OB South Africa. His steady support helped the Center grow and find a solid strategic direction. Hal served as Chief Executive of the Argus Newspaper Group during the apartheid era: when the government was introducing draconian laws to curtail human rights. He was also President of the National Press Union at the same time, and therefore met the wrath of the government full on.

HRH Duke of York awarded the Board proclamation at a dinner at the New York Yacht Club hosted by Charlie Stetson. The text reads:

*For outstanding leadership rendered to the cause of Outward Bound in South Africa. For distinguished service and generosity that enabled Outward Bound South Africa to expand and reach out effectively to the marginalized youth of that nation desperately in need of self-reliance and leadership skills. For following in the footsteps of Kurt Hahn, and acting in the highest tradition of Outward Bound. For "Serving, Striving and Never Yielding."*

# Outward Bound International Quality and Safety Review Training Program – March 2001

In 1998 the governing body of Outward Bound International passed a resolution to require quality and safety reviews of Outward Bound schools worldwide every two years.

Implementation of this resolution has been difficult, in part because the pool of people available to lead reviews has been small. To broaden the pool and to set a high standard for conducting reviews, OBI conducted a 2-week training program in March.

The Safety Review Leader Training was open to experienced OB staff from anywhere in the world, willing and able to volunteer their time to participate in future safety and quality reviews. Countries represented included:

|           |             |              |          |
|-----------|-------------|--------------|----------|
| Australia | Hong Kong   | Sabah        | Thailand |
| Bermuda   | Indonesia   | Singapore    | USA      |
| Brunei    | Malaysia    | South Africa |          |
| Finland   | New Zealand | Sri Lanka    |          |

The program began at OB Singapore, where 4 days were spent discussing safety review technique and how to set standards for OB International. The next week was spent doing a safety review of OB Malaysia with regular check-ins to share observations. The group wrote a detailed report on their observations and crafted recommendations on ways to strengthen safety systems.

The “graduation exercise” was to go in pairs and conduct actual safety reviews of OB Centers in Brunei, Hong Kong, Indonesia and Sri Lanka. In the intense period of 3 weeks a



*Jon D’Almeida, Jyrki Hamalainen, Mark Norman, James Madeja*

record five reviews were accomplished and a unique working session of senior OB staff concluded. Many thanks are due to OB Singapore for hosting much of the training and to Hisham Ranny and the Outdoor Leadership staff for assistance with every aspect of the program.

In review of the program the success appears to be due to having highly experienced staff, fluency in English and resources available for those trained to travel (at their own cost) to the training. Suggestions made afterwards for improvement are to have a more formal “apprenticeship” review with an experienced leader prior to operating independently. Another Safety Review Leader Training is under consideration for 2002, perhaps in Europe.

## Outward Bound International Introduces: *The Kurt Hahn Training Series*

This year Outward Bound International will be providing three trainings on the philosophy and practices of Kurt Hahn. The trainings will be lead by Dr. Tony Richards, a scholar on the work of Kurt Hahn.

Dr. Richards recently retired from Dalhousie University, Nova Scotia, where he taught and researched experiential learning within the school of Health and Human Performance. He specialized in adventure-based experiential learning for youth at risk and also developed a service learning initiative.

He completed his doctorate at the University of Colorado and his thesis was entitled *Kurt Hahn: the Midwife of Educational Ideas*. He has continued to follow the progress of

Kurt Hahn’s innovative educational endeavors. Recently he toured the United World Colleges and consulted on their service learning programs and how they may mesh with the International Baccalaureate curriculum. He also has assisted Outward Bound in North Carolina and Indonesia.

With the Kurt Hahn Training series, Dr. Richards will help participants rediscover the spirit of Kurt Hahn’s work and philosophy. In addition, one of the goals of the workshop is for participants to return to their schools with concrete ideas of how to improve the quality of their programs. Each participant will return with a book of program exercises and ideas to share with his/her colleagues.

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After a preliminary workshop in New York, program directors from the USA and Canada said:

*“After all the years in Outward Bound, I finally received a detailed in-depth discussion on Kurt Hahn... This workshop showed me to take notice of the ever widening gap between intent and what is being delivered.”*

*“Not only as a system, but down to individual courses, we should take a look at what is being delivered through the lens of principles and core values. My intent is to do just that with that which I am responsible for.”*

Thanks to generous funding from OBI Director Bill Phillips, Outward Bound International will be able to fund three training series:

■ Africa: During the African Regional Conference **October 1-5, 2001** Dr. Richards will do a two-day workshop. For more information on this workshop, contact **Outward Bound Zambia, PO Box 50478, Lusaka 10101, Zambia; E-mail: [edpsec@zamnet.zm](mailto:edpsec@zamnet.zm).**

■ Asia: The Brunei School will be offering a five-day experience in their country **October 15-20, 2001**. To make the training cost effective, housing, food and transportation to and

from bases has been paid for by a generous grant from the Ministry of Brunei (enrollment limited to 10 people). In addition, participants will get a chance to experience some of OBBD's course elements. If you are interested in attending this workshop, please contact: **Major (Rtd) Mohammad bin Dollah, Operation Officer, Outward Bound Brunei Darussalam, Outward Bound Brunei Darussalam, c/o Ministry of Culture, Youth and Sports, Simpang 336 Jalan Kebangsaan, Bandar Seri Begawan BS4415, Negara Brunei Darussalam; Phone: 673-2-382970/382971, Fax: 673-2-382972, E-mail: [obbd@brunet.bn](mailto:obbd@brunet.bn)**

■ Australia: In **January 2002** Dr. Richards will offer his workshop prior to the field staff symposium in Australia. The workshop will be held at the Outward Bound Australia Basecamp. Application to the workshop will be available with Symposium registration information. Inquiries regarding registration for this workshop and the symposium should be directed to: **Sarah Holmes, Symposium Coordinator Naas Rd. Tharwa ACT 2620 Australia**  
E-mail: [Symposium2002@outwardbound.com.au](mailto:Symposium2002@outwardbound.com.au)  
or **Rebecca Bear, Program Consultant, Outward Bound International; Phone: 206-323-8176 E-mail: [rebeccabear@globalserve.net](mailto:rebeccabear@globalserve.net)**

## The Inward Odyssey Volume 2

### Explore the Outward Bound Experience Worldwide

Award-Winning Photographer Mark Zelinski's first book *Outward Bound: The Inward Odyssey* was launched in 1991 in honor of the 50th Anniversary of Outward Bound's founding. Since 1991, however, the Outward Bound family has grown and programs have changed with the times. The *Inward Odyssey Volume 2* is a new hardcover, photographic book detailing the scope and depth of the Outward Bound experience worldwide.

The book will have a foreword by Prince Andrew and an introduction by Dr. Tony Richards. Each school will have its own chapter and if your school desires to have your chapter printed in another language besides English, this possibility is available. The official book launch will be at the International Conference in Singapore in 2002. All advance purchasers will receive their books at the conference or at least one month before retail availability.

#### ADVANCE BOOK ORDERS

In order to successfully complete *The Inward Odyssey Volume 2* the author must receive support through advance book sales from the Outward Bound community. Considerable savings can be attained through advance book orders of this full colour hard-cover book.

OB Canada has committed to an advance purchase of 1,000 copies of *Inward Odyssey Volume 2*. At least 1,400 more books must now be pre-sold to guarantee the print run. Please contact Mark Zelinski to inquire about a Special Language

Edition for your school. Each school will be featured in three to five photographs for a total of 200 photos in the book. Here are some of the details:

- ◆ The *Inward Odyssey Volume 2* will retail for \$39.95 US each. Outward Bound schools can purchase the book for a 50% discount in this early offering. There is a limited amount of financial assistance available through a generous donation to OBI. The book will contain a listing of all Outward Bound schools and contact information.
- ◆ Promotional events for the book and Outward Bound will be conducted in television, radio and print media, book signings and lectures.
- ◆ The *Inward Odyssey Volume 2* will make a quality, long-lasting gift for Outward Bound sponsors, and a keepsake for participants and instructors.

#### TO ORDER

To secure an advance order of *The Inward Odyssey Volume 2* at \$20.00 US plus shipping for your school, please write a letter of your intent to purchase to:  
Mark Zelinski Photographic Design, 119 Duncairn Crescent, Hamilton, Ontario, Canada L9C 6E9; or e-mail your letter to: [fromtheheart@interlog.com](mailto:fromtheheart@interlog.com); Phone: 905-630-2556.

A 50% deposit for advance orders (\$10. US per book) must be paid by November 1, 2001.

# Remedial Genius

*An interview with alum, instructor, author and consultant, Derek Cabrera*

*By Peter Mason, Director of Marketing, Colorado Outward Bound School (petem@cobs.edu)*

Outward Bound Instructor (10 years) and alum Derek Cabrera ([derek@projectn.com](mailto:derek@projectn.com)), at the tender age of 15, became hooked for life to learning and education through Outward Bound.

He strove through his years at various jobs such as, Outward Bound, Conservation Corps, Harvard University, Silicon Graphics, Regis University as well as running his own consulting and marketing firm to find out what makes people learn and what makes them learn better. Cabrera's quest has finally led to his creation of his own learning theory, which he uses extensively in his consulting, teaching and OB courses. Along his journey he wrote down stories of his learning in addition to his theory, which has now been turned into a book called **Remedial Genius**.

## **Q : When and where did you instruct OB courses?**

I have worked for Outward Bound for 13 years and I've worked for Pacific Crest, Colorado and Voyageur's Montana Program. I've worked in Joshua Tree, Sierra Nevada, Oregon, Washington, Montana, Alaska, and Colorado. I started at PCOBS when I was 18 years old. I wanted to get my foot in the door so I volunteered as a "logi" – a logistics person. From there, I just begged and bothered people until they let me take an instructor training course. The rest is history. I've been involved with OB in some capacity or another – as an instructor, course director, consultant, director, instigator, change agent, kitchen renovator, "reconosseur," curriculum designer – since then. The thing I've enjoyed most about OB is getting to see it from every possible angle – from the field; from the office. I even was a student as a kid. I guess I would say OB is in my blood.

## **Q: What other similar things have you done?**

I've worked a lot of different jobs. As a knowledge and learning consultant and theorist, I've had the opportunity to try many different professions and things and call them work...Some people email me and ask why I do so many unrelated things. I tell them that when your job is to make connections between companies, people and knowledge, there is little that is unrelated. I think a lot of people are mislead to believe that Outward Bound is about mountains or rivers or canyons or nature. It's not. Outward Bound is about life. OB is about exploring every wilderness, inside and outside. So, in that sense, everything I've ever done, mountain climbing or otherwise, has been related. It's been a constant search for greater and greater meaning.

## **Q: What have you been doing the last 3 years?**

When I first dreamt about the idea for the book I was living in Cambridge, Massachusetts. I decided I needed to hole up

somewhere and think and write. I decided to move near friends in Colorado so they'd be able to make sure I showered every so often and bring by food and encourage me to leave the house. In a way, I planned for this journey the same way I have planned for any climbing expedition. I prepared for the long days and long nights, made sure my basic essentials were covered – food, water, heat. Made sure I had the right equipment – we covered every wall in the house with large 4- by 8-foot sheets of whiteboard and placed dry erase markers all over the house. I was able to think and jot down ideas and figure out equations in every room of the house.

I drove myself hard for three years, attempting to discover the basic building blocks of knowledge and learning and then, to write about them in a way that the average person could understand. There were times during this three-year period where I stayed up four and five days straight, my mind totally hijacked by some line of thought or reasoning. I remember times when I realized that the search for this theory was as hard as climbing at altitude. I got the same magnitude headaches, the same exhaustion, the same elation, the same frustration, even feeling sick to my stomach and going a little stir crazy like you would holed up in a tent on a far off ledge. In almost every way, this journey was analogous to climbing a big mountain.

## **Q: What's your vision for the world for the future?**

Personally, I would like to see schools – all schools, from Outward Bound to preschool to PhD programs – evolve into places where thinking, learning and being is paramount. In other words, I'd like to see schools, parents, teachers and society focus on developing young people's ability to think, to become efficient learners, and to be authentic people. I think OB is as good as it gets for teaching people to become their authentic selves – to seek and find what lies sleeping within them. I think my theory gives a blueprint for learning and thinking that we can use as a pedagogy (science of teaching) and an epistemology (science of knowing) in our schools. I focus on learning, thinking and being, rather than reading, writing and arithmetic (the "three R's") because thinking, learning and being are universal life needs even more so than the important three R's

## **Q: If you were going to run the "coolest" OB course ever what would you do as an instructor and where would you go?**

I would love to see some innovations take place on the standard OB course. As I said, OB is as good as it gets at developing the

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# News from Outward Bound Centres Around the World



## Australia

Australia will be host to the First Field Staff Symposium at their base in Tharwa, January 22-24, 2001. See insert for more details. Executive Director, Tim Medhurst, has joined a group of Advisors to the Board of Outward Bound International. He attended the New York Board meeting in May. Simone Carroll participated in the Safety Review Leader Training in Asia and afterwards led a safety review of OB Indonesia.



## Belgium

OB Belgium is now fully licensed under a European Community license.



## Bermuda

Mark Norman attended the Safety Review Leader Training in Asia and afterwards participated in a safety review of OB Hong Kong. Bermuda will be the site of the May 2002 OBI Board meeting.



## Brazil

Provisional Licensing is being completed. Fabio Raimo de Oliveira has been hired as Program Director and Derek Pritchard, former Executive Director of OBI, conducted a staff training session in May for 15 staff.



## Brunei

OB Brunei Darussalam completed a safety review with flying colors in March and subsequently received a full Outward Bound license. In October they will be hosting a workshop with Dr. Tony Richards on the principles and application of Kurt Hahn's philosophy. This is open to senior staff worldwide.



## Bulgaria

The Provisionally licensed school in Bulgaria will be having a safety review this October. Todor Todorov has replaced Harry Tanev as Program Director, and Katusha Pavlova is now Office Manager.



## Canada

Merger of Eastern and Western operations into OB Canada continues under the leadership of Executive Director Rudy

Massimo and new Board Chairman Jamie Anderson. OB Canada has been helpful in supporting Mark Zelinski in the publication of the second edition of Inward Odyssey.



## China

Kenneth Sek joined OB China as its new Director recently. Kenneth graduated from the Chinese University of Hong Kong with a major in business administration. He hopes to bring a steady growth and unique ideas for the China operations.



## Costa Rica

The new Chairman, John Brown, has taken an active role in restructuring the board and reviewing operations. A Program Director, fluent in Spanish and English, is being sought to join the staff management team. Costa Rica was also the site of a recent filming of the "Outward Bound" Discovery Kids TV show.



## Finland

Jyrki Hamalainen attended the Safety Review Leader Training in Asia and later went to Sri Lanka to do a safety review. OB Finland is planning to apply for a full license this year.



## France

Outward Bound operations have been suspended in France.



## Germany

Stefan Buckley has assumed the position of Executive Director supported by Annette Steinhaus. They are still dealing with financial difficulties and negotiating the sale of one or more properties to reduce long-term debt. A joint program with Hurricane Island OBS is under discussion. Harald Seeberg continues to provide strong leadership as Board Chairman.



## Hong Kong

OBHK is seeking a new Training and Operations Director. For detailed information and the job description see <http://www.outward-bound.org/HKad%2001.htm>. Applications close on July 10, 2001. Interviews will take place in late August.

Keith Choules, Executive Director, has been active on the Advisors to the Board of OBI and in the Safety Review Leader

# News from Outward Bound Centres Around the World

training in Asia. The schooner Ji Fung is being retired and resources used to offer new programs.



## Hungary

Formal licensing is now complete following a merger of two previously competing groups. See article on page 12.



## India

No licensed Outward Bound operations are now taking place in India.



## Indonesia

A safety review in March revealed a strong and enthusiastic OB presence in Indonesia despite difficult economic and political times. There is discussion of another center in Bali!



## Japan

OB Japan hosted a group of prospective instructors from Nepal earlier this year. Chairman, Koichi Inasawa, inspired the development of a Nepal OB Center.



## Kenya

OB Kenya will be participating in an Outward Bound International Safety Review in July.



## Korea

Formation of an Outward Bound Exploratory Committee in Korea was approved at the May OB Board meeting following submission of a strong business plan.



## Lesotho

After many years of silence we hear that OB Lesotho plans to offer courses to about 80 participants this year. The civil war has complicated operations in the past 3 years.



## Malaysia

An active board is planning significant changes in the facilities of the Lumut center. Associate Director, Robert James, participated in the Safety Review Leader Training in Asia and a safety review of OB Indonesia.



## Sabah

Preparations for an international program are being made; it is expected to occur from the third week of October through to November. We believe the spaces are free to one representative of every Outward Bound country. For details, contact Gabriel William, E-mail: [exesec@outwardbound.com.my](mailto:exesec@outwardbound.com.my)



## Mexico

The OB Exploratory Committee in Mexico has had 6 successful pilot programs (under the name IMEL, ABP) with Mexican youth and is now fundraising to hire full-time staff by September 2001. They have been working hard on building partnerships with national organizations in Mexico to ensure the success of their programs.



## Nepal

Program Manager, Doug Sandok, has worked since March doing a market survey and planning operations but will now be returning to the USA. The recent tragic loss of the Royal Family members and social unrest due to Maoist activity have forced postponement of plans for at least one year.



## New Zealand

A small operation in the Cook Islands is now being operated by OB New Zealand. The new School Director, Craig McDowell, has been touring various OB Centers in the USA and elsewhere.



## Romania

OB Romania will be hosting an eco-challenge event in August 1-8. Participants from around the world are invited to enter into this 4-stage race. For more information about participating in the challenge event, look at [www.outwardbound.ro](http://www.outwardbound.ro), or e-mail: [info@outwardbound.ro](mailto:info@outwardbound.ro).



## Singapore

Innovation continues at OB Singapore. The SPARKc center for youth aged 10-14 is opening soon with many new activities and safety systems. A Peak Ascent tower, designed for teams and using all new challenges, is under construction at the primary camp. Hisham Ranny continues to provide leadership in the

*continued on page 10*

# News from Outward Bound Centres Around the World continued

safety area through hosting the Safety Review Leader Training in March as well as coordinating ASEAN region training and reviews.

Winston Lim, Director and leader of the school is stepping aside as Director to assume broader responsibilities that will keep him still involved with Outward Bound. Please see article on page 14. OB Singapore will be hosting the International Conference October 14-16, 2002.



## Slovak Republic

Jan Odzgan, an instructor from the Slovak Republic, recently completed a year-long training with OB Australia. Both her English and her skills have increased dramatically. Tamara Greksakova, the Chairperson of the Slovak school sends her thanks to OBA by saying: "We sent to Australia a talented and creative instructor of our school, and, after a year, we got back an excellent and reliable senior instructor with lots of experiences and good practices."



## South Africa

The retiring Chairman, Hal Miller, received a proclamation from OBI Board that acknowledged his pivotal leadership role in developing the school. HRH Duke of York, the International Trustee of OBI, gave the award. Don McRobert has taken over as Chairman. Congratulations to the newly married Jon D'Almeida, Executive Director of OBSA.



## Sri Lanka

A safety review in March revealed a program oriented almost entirely on young business leaders using ropes course and other traditional OB activities.



## Thailand

OB Thailand has been partnering with the Wildlife Conservation Society to train Park Rangers in tracking skills and jungle travel in the wilds of Kaeng Krachan National Park. The rangers are learning how to survive in the jungle and monitor the health of endangered tigers. See story on page 11.



## United Kingdom

Considerable creativity was required for OB UK to surmount the challenges presented by the "foot and mouth" epidemic that

closed much of the countryside temporarily. A positive outcome was strengthening of a partnership with OB USA through visits by HRH Duke of York and Sir Michael Hobbs to New York and Boston this spring. Despite the challenges, OB UK is planning to celebrate its 60<sup>th</sup> anniversary in October.

Outward Bound UK will be having its first course based in Northern Ireland this summer. Students from the US, the Irish Republic, and different segments of Northern Ireland will come together for a 12-day adventure.



## USA

A new marketing coalition – "Outward Bound Wilderness" – is working to market programs more effectively from an office in Colorado that serves all 5 wilderness Centers. HIOBS has a new President, Galen Todd, who brings a strong business and leadership background to the Maine headquarters. A search is underway for a new national President of OB USA. Mrs. Frances Rubacha has taken over as Board Chairman of OB USA. Expeditionary Learning OB continues to flourish and now operates in 100 public schools around the country. They have just produced a valuable small book titled "Roots" that has several of the historically important papers on OB philosophical traditions.

Voyageur Outward Bound School are searching again for an Executive Director. **Contact: [wmmichaeljr@hotmail.com](mailto:wmmichaeljr@hotmail.com)**



## Zambia

Zambia will be the host of the first African Regional conference October 1-5. Dr. Tony Richards will be presenting his workshop for African staff during this conference.



## Zimbabwe

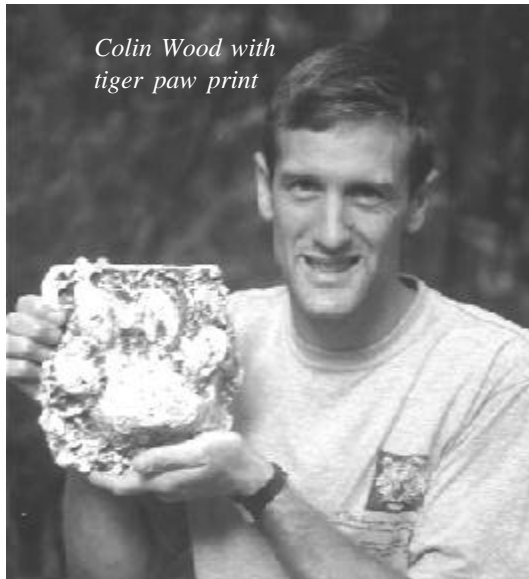
Guy Carey is OB Zimbabwe's new School Director.

**When spiders unite,  
they can tie a lion.**

African proverb (from the forthcoming Outward Bound International Book of Readings).

# The Tigers of Thailand

By Colin Wood  
Deputy Director of Operations, OBThailand



*Colin Wood with  
tiger paw print*

At a new Outward Bound school it is amazing what you end up doing, two weeks ago I was painting the walls of the new stores - and last week I was searching for Tigers. This is not a new initiative exercise, or a team dynamic - these were real

tigers in real jungle.

Tigers are the biggest predators in the jungles of Asia - they are the top carnivores in a shrinking ecosystem and their continued existence depends on avoiding contact with mankind. Since the opening up of the Chinese markets, the poaching of Tigers has accelerated at a frightening rate. Their bones are dried and crushed as a traditional medicine. At the same time Thailand's development has led to a loss of habitat and a decline in the numbers of their prey. All this means that the Tiger is a species that is rapidly being driven to extinction.

So when Dr. Tony Lynam of the Wildlife Conservation Society asked Outward Bound Thailand to help to train park rangers in navigation so that they can survey and protect the Asian Tiger - we could not say no.

The training took place over two weeks with Rangers from all parts of Thailand. The Outward Bound section focused on providing skills training in map, compass and GPS (Global Positioning Systems). Once the rangers showed proficiency in the skills it was time for the participants to plan a training survey, and go into the jungle.

Outward Bound instructors joined two surveys groups. My group plunged deep into Kaeng Krachan National park, using inflatable rafts to get into rarely visited areas. This national park runs up to the border with Myanmar (Burma) and is mostly covered in deciduous rainforest. The area is incredibly steep and rugged with rivers and streams cutting the terrain into one of the wildest landscapes imaginable. The deep forests extend across the Myanmar border into Karen held areas that are no-

go zones for westerners. Nobody knows what is happening just across the border; whether the skirmishes and the battles are helping to keep the poachers away, or whether the landmines and the lawlessness have already wiped out the wildlife.

As we traveled down river, we watched for signs of animal life. At every sandbank or game trail we stopped to check for tracks. We soon established that there were Tigers present - fresh footprints in the mud. Alongside the Tiger tracks were the prints of bears, elephant, deer, porcupine, otters and a host of other animals. Clearly this area was still largely unaffected by the threats that surround it.

Everywhere we went there were trails pushed by the Elephants and used by the wildlife as the jungle highways. At the best places we stopped to fix camera traps that will hopefully photograph the the Asian Tiger in its natural habitat. Alongside the high tech cameras we used good old-fashioned plaster of Paris to make casts of the tiger prints. Each print had to be carefully measured and its position recorded, to provide the important evidence of Tiger density.

At a place that we dubbed "carnivore corner" - because of the number of carnivore tracks, we found the signs of a huge tiger. Only after the plaster cast has been removed could we truly appreciate the immensity of the animal that passed here less than a day before us. I spread my hand across his print - and could not cover it. Somewhere close by was a huge powerful predator with paws bigger than my hands. A sobering thought when you are sleeping in a hammock.

Each night hanging in our hammocks protected from the malarial mosquitoes and the bloodsucking leeches, we looked back on the day's adventure and on the privilege of being inside one of the few remaining sanctuaries of the Asian Tiger. From time to time I looked across at the park rangers of Thailand and wonder how long these men can protect the few remaining Tiger habitats - areas like Kaeng Krachan - and keep them remote from the most destructive animal of all: us.

Thankfully, organizations like the World Conservation Society are taking steps to educate, encourage and empower the National Park Rangers to preserve the Tigers and their habitat. The rangers who attend these courses go back to their own parks, with the knowledge and skills to make a difference. But more importantly they take back the knowledge that they are not alone and that it is not a hopeless task.

Outward Bound Thailand is proud to collaborate in this training, we hope that the skills and knowledge that we pass on to the rangers will make a difference, and that the rangers know that they are not alone— Outward Bound cares about their work. The last word goes to that big old tiger that left his mark at "carnivore corner". His footprints shout loudly that he is the lord of the jungle - long may it stay that way.

**It is better to make a positive decision than to do nothing. If the decision is wrong, it is regrettable, but action is far better than uncertain hesitation.**

Outward Bound Student (from the forthcoming Outward Bound International Book of Readings).

# The Challenge of Growing a School

## Outward Bound Hungary

By Roland Csaki, Executive Director  
OB Hungary

The story of Outward Bound Hungary could be likened to the twists and turns of a Shakespearian drama. The initial plot began with outsiders helping Hungarians connect with Outward Bound philosophy and practices. Then the drama of politics, infighting and conflicting interests within Hungary created a crescendo of events leading to the climax event that has since moved our organization towards a new path. Essentially, the story of Outward Bound Hungary is a good example of the challenge of starting a new school.

### Initiation – In the beginning

In 1990 a team of Hungarians, sponsored by Rainer Güttler (the managing director of the German Outward Bound School at the time), was gathered with the aim to found Outward Bound in Hungary. Over a period of two years, two separate teams of staff took instructor courses at the Colorado Outward Bound School to prepare for starting their school. This was a tremendous opportunity given the changes in Eastern Europe at that time. Unfortunately, these groups and their initiatives fell victim to the bustle of political change and after two years of preparation the teams dispersed and OB Hungary laid dormant for three years.

### New openings – Complication

In 1995 two separate groups decided to get Outward Bound afloat in Hungary at the same time. These two organisations offered similar programs but were independent from one another. Through mutual connection to Outward Bound Romania, the two groups in Hungary began to learn more about one another. Soon the two began to compete for the International licensing of Outward Bound Hungary and misunderstandings, aversions and jealousy ensued. Each hoped that they would be the stronger organization and receive the license.

Although the aspects of the two establishments could have complemented each other splendidly, the organizations did not see it at the time. One organization was founded by the Hungarian Nature-Lover Association and emphasized the training of children and adults; the other, founded by KVIF (College for Trade, Catering and Tourist Industry), specialized in programs for university students.

### Conflicts – Togetherness

Early in 2000 a turn for the better occurred when Ian Wade, the Executive Director of OBI, traveled to Hungary and met with



*Ian Wade with Roland Csaki and a caving instructor*

both parties to resolve the dispute. He gave the two parties five months to resolve their dispute. Two and a half months after this pivotal meeting the two parties decided to unite and become stronger together. On October 20, 2000, the holiday celebrating the Republic of Hungary, we announced a united Hungarian Outward Bound School. Since the merger, Outward Bound Hungary has been on an express train towards success.

Now, Outward Bound Hungary faces a new challenge: to build bridges between organizations and create a common culture with a united purpose.

### Solution – Today

To manage this challenge OB Hungary has utilized its skills in team building to build our own team. We could not have made this change without the support of our 20 enthusiastic instructors. In addition to our team building, we have connected our constitutional structures, and we are working on forming a common strategy for our programs.

Currently we can offer courses for up to 60-70 participants at a time. Our courses utilize the natural conditions of Hungary and include rock-climbing, caving, canoeing and raft-building. We also have a unique set of portable ropebridges that we use for a variety of courses. Today we service 1200 students annually mainly during 2-3 day long trainings. Our clients consist of 60% university students, 20% pupils and 20% adults.

*continued on page*

### Epilogue – Messages

In retrospect, I encourage those who would like to start an Outward Bound program to do so. Each and every challenge of the start up process is compensated by the rewards of recognizing you are providing a valuable service to others in your community. The challenge of starting a school can be likened to the challenge of raising a child: there are risks and rewards with every step and stage of life, but the satisfaction of watching your child succeed is a gift.

Many thanks go out to those whose voluntary work and support helped create and grow OBH. In particular, the instructors who created and run our programs; donors who gave both time, energy and money; and a special thanks to Rainer Güttler for encouraging us to start. In addition we could not have succeeded without the technical assistance of OB Romania, Jen Nold (OB Belgium) and Franz Van Boven (former Executive Director of OB Netherlands).

## Field Staff An Opportunity not to be Missed!

### The Outward Bound® International Innovative Programming Award (IPA)

OBI wants to recognize and encourage innovative programming so that we can all learn and become stronger organization. As a result OBI is holding a contest for the most innovative programmes at Outward Bound. The winner will receive the Innovative Programming Award (IPA), a \$1000 travel/development grant and a trip to the UK AGM and the Australian Symposium. The Second prize will be an all expenses paid trip to the UK AGM in October 2001.

The IPA is designed to encourage field staff to share programmes that are successful and could potentially be replicated throughout the OBI school system. Details on how to enter the contest are included with this newsletter and are on the OBI website: [www.outward-bound.org](http://www.outward-bound.org).

**DON'T DELAY!** If you have a great programme you want to showcase read the contest rules and send your application in electronically to Ian Wade and Rebecca Bear by August 1, 2001.

Their e-mail addresses are: [ianwade@globalserve.net](mailto:ianwade@globalserve.net) and [rebeccabear@globalserve.net](mailto:rebeccabear@globalserve.net).

All applications will be judged by a panel of Executive Directors from around the globe.

authentic self in people – at helping people to find out what's inside them. I would love to combine that powerful curriculum that exists on every OB course with a thinking/learning curriculum where students go away with a fine-tuned ability to think and learn at an optimal level.

The where-would-I-go part of this question is interesting. An old Outward Bound instructor and trainer (Doug Mahon) once told me, when I was just a wee assistant, "a great OB instructor can teach a course under the kitchen table." I think that most of my life since that day, I've been wanting to prove Doug right. I believed it on that day and I still believe it today. So, while you might think that I'd choose some far-off, exotic land in which to stage the course, I wouldn't. A great OB instructor can lead a great OB course anywhere and everywhere.

### Q: Where can you see Outward Bound going in the next 20 years?

I look at what occurs on an OB course and I think to myself, there is not a person in this country who couldn't use that. First, OB should be legislated as a rights-of-passage for all Americans.

Second, in the next 20 years I hope to see OB innovate. I'd like to see an Outward Bound equivalent of Xerox's Palo Alto Research Center (PARC). I'd like to see a privately funded think tank that takes OB's pillars and knowledge into every sector of society. Not only a center that promotes the OB paradigm, but a center that innovates, innovates, innovates. You know, Kurt Hahn was a pretty wise man and the pillars are timeless, but OB needs to continue the Hahnian spirit by being a learning leader. In short, I'd like to see OB create the next great innovation in learning and the next revolution in education.

*Derek Cabrera's journey through Outward Bound and beyond is documented in his book, Remedial Genius. Copies purchased through the COBS website will directly benefit the scholarship program for COBS students. Go to [www.cobs.org/remedialgenius](http://www.cobs.org/remedialgenius) to purchase this book and donate to COBS.*

## OBI Wish List

To increase our capacity to document our work we are looking for both of these items:

- digital camera
- video camera
- digital projector for use with computer presentation; ideally, lightweight and portable.

# Profile of an Outward Bound International Leader: Winston K.B. Lim



**Winston Lim**

By Ian Wade  
OBI Executive Director

I first met Winston Lim, Director of OB Singapore, at a friends' house in Connecticut and was immediately impressed by his breadth of knowledge of Outward Bound around the world and his strategic thinking. The glimpses he offered of the rebuilt

program in Singapore sounded like he'd made some minor improvements. However when I accepted Winston's invitation to visit and lead a safety review, I realized Winston had been excessively modest and understated his achievements.

After his appointment in 1990 Winston toured the world learning about Outward Bound. He then developed a new vision for OB Singapore replacing what an alumnus, who now leads OB Brunei, described as "the military camp from hell". Transforming an aging organization is perhaps more difficult than founding a new one. OB Singapore today has a fresh vision of serving education and developing leaders in education and business.

Inspired by that vision Winston has found funding for a Center that now serves about 15,000 participants and will increase to nearly 20,000 within a year as a second Center reaches capacity. While it is easy to say that this is only possible because of significant government support, that support only came because of a compelling vision and

shrewd lobbying for support. For the new SPARKc Center, significant corporate and private funding was raised.

Winston retired from the Singapore Armed Forces in 1990, where he held many key positions. Apart from his appointment as a brigade commander in charge of three operational units, he was a directing staff of the Singapore Command and Staff College and Commander of the prestigious SAF Officer Cadets' School in Singapore.

The influence of OB Singapore has spread to many other countries in the ASEAN region and worldwide through Winston's leadership as Chairman of the ASEAN Committee of OB Centers and as a Director of OBI. For example, he:

- initiated the ASEAN Leadership Development Course and launched the Overseas Youth Program, that brings youth leaders from the various ASEAN countries together;
- initiated the practice of bi-annual safety reviews within the region. Hosted the First OBI Safety Reviewers' Training in March 2001;
- led a team of totally homegrown Outward Bound staff and trainers to attain the Excellence for Singapore Award 2000 and the OBI Distinguished Service Award in year 2000.

From July 2001, Winston will be stepping down as the Executive Director of OBS. Fortunately he will continue to be involved in the work of Outward Bound in Singapore and at the International level. Prepare to be surprised when you visit Singapore for the 2002 International Outward Bound Conference at the impact of a clear vision and a tenacious leader.

## OBI Conference 2002

In preliminary discussions OBI and OB Singapore have set the dates for the next major International Conference and AGM for October 14-16, 2002. The AGM will be held the afternoon of October 16, 2002, with a closing dinner that night. There will be pre- and post-conference activities as well.

The theme is likely to be "Innovative Educational Approaches of Outward Bound."

The conference plans to have two workshop tracks for:

1. Board and Management
2. Field Staff

The location has yet to be selected but will certainly include some time at the superb OBS facility on Pulau Ubin. A variety of accommodation options will be available from hotel to bunkhouse.

More information will circulate soon but mark your calendars now!

# Thanks to Donors

OBI is most appreciative of gifts and services that it receives. Particularly we would like to thank:

- John Strickland for preparation of the Outward Bound International Book of Readings.
- Outward Bound USA for donation of a portable tape recorder.
- Charles Stetson and US Fund for Leadership Training for donation of booklets on Kurt Hahn.
- Expeditionary Learning Outward Bound for donation of the book "Roots."
- Ross Nichol for countless hours as Honorary Accountant for OBI.
- Willits Sawyer for donation of an airfare to OB Romania.
- Ian Wade and Willits Sawyer for donation of souvenir bags at Distinguished Service Award lunch.
- Brian Galloway for providing a sound system and recording services.
- OB Singapore for accommodating the Safety Review Leader Training group of 14.
- OB Australia and Chien Lee for housing OBI staff in New York.
- Charles Stetson and US Fund for Leadership & Training for 6 scholarships for young people to join the first OB course in Ireland this August.

Commitment is what transforms a promise into reality. It is the words that speak boldly of your intentions, and the actions that speak louder than words. It is making the time when there is none. Coming through time after time, year after year. Commitment is the stuff character is made of, the power to change the face of things. It is the triumph of integrity over skepticism.

Anonymous (from the forthcoming Outward Bound International Book of Readings).

## Outward Bound Products for Sale

If your school is looking for some added marketing and some tangible items to give students, Outward Bound International has a few items for you!

■ **Zipper Pulls:** We have pulls for zippers that work great on all kinds of garments and luggage. They come in black and blue and say "OUTWARD BOUND" on them. The zipper pulls cost US\$0.11 plus shipping and can be purchased by contacting OBI.

■ **Readings Books:** Thanks to the hard work of John Strickland, the Chair of Outward Bound Hong Kong, Outward Bound International now has an international readings book that will be published soon. If your school is interested in this compilation of readings from schools around the world, please contact OBI as soon as possible. Pre-publication orders will be discounted.

If you are interested in ordering zipper pulls, or readings books, please contact Ruby Best.

## The 6th Annual Women's Outdoor Leadership Conference

sponsored by Pacific Crest Outward Bound School

November 16-18, 2001

In the Beautiful Pacific Northwest United States

Please join our community of women outdoor educators as we "Weave the Balance Between People and Nature" at this year's conference. Highlights include workshops on current topics in Outdoor Education, women-only skills trainings, dynamic keynote speakers and an afternoon session including men interested in gender issues in outdoor education.

For more information contact: Phone: 206-323-6967  
[www.outdoorwomen.org](http://www.outdoorwomen.org) or [info@outdoorwomen.org](mailto:info@outdoorwomen.org).

# Make a contribution to Outward Bound International

Did you know over 60 per cent of the money needed to run Outward Bound International comes from donations? This year we need to raise over US \$100,000 to conduct Safety and Quality reviews, produce newsletters, organize trainings, and help new centres get started. If you are able to support this work, please send a donation of any amount to:

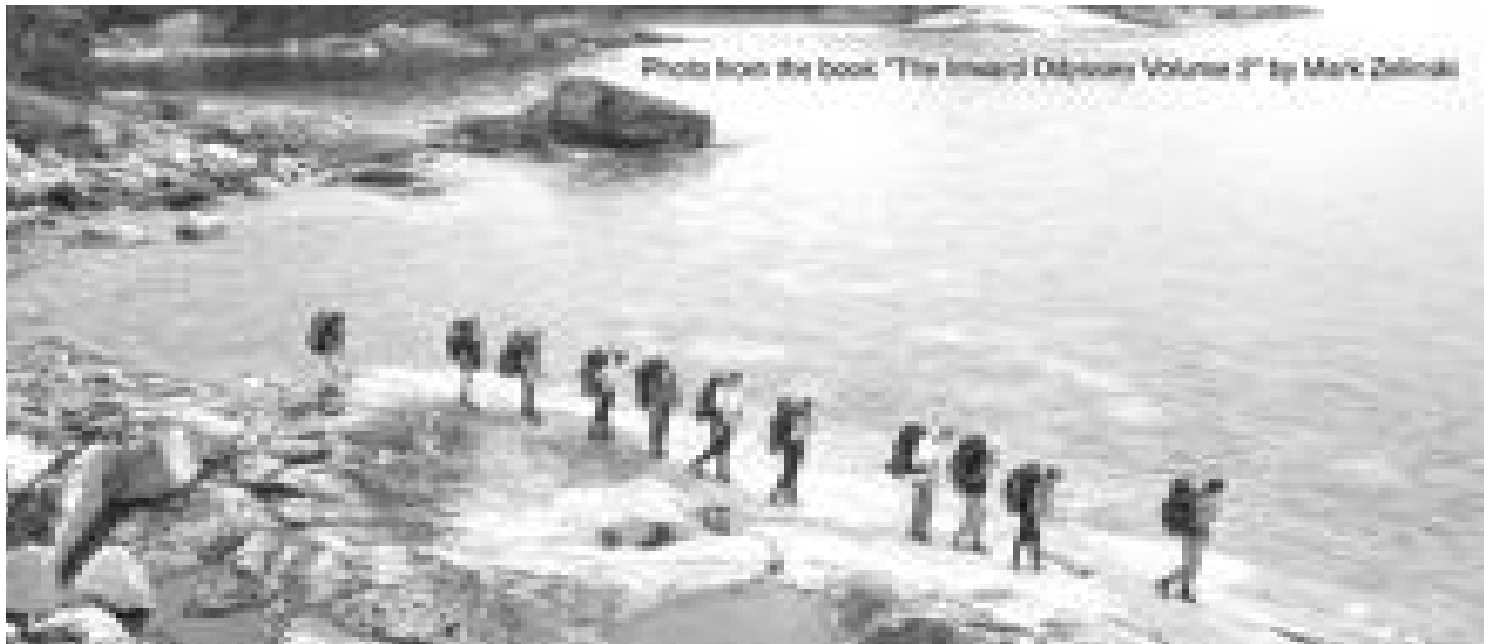
**Vancouver Foundation** at the Vancouver office address.

\$10,000     \$5,000     \$1,000     \$500     \$100     \$50     \$\_\_\_\_\_ Other

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Please consider including Outward Bound International in your Will, or setting up a Planned Gift. Contact our office for information on how to do this.



Photos from the book: "The Inward Journey Volume 3" by Mark Belloni



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