



Outward Bound

I N T E R N A T I O N A L

2012 Edition

Journal

Our Social Future

Paddling across the
Maelström

Outward Bound Photographer

Establishing Corporate
Social Projects

Outward Bound on Hudson Bay

Teaching Compassion
and Gratitude

\$15.00 US



www.outwardbound.net

Remembering
John Hasell
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**HOWEVER FAR YOU THINK
YOU CAN GO, YOU ARE
UNDERESTIMATING.**

OUTWARD BOUND

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From the Editor



It is likely neither Kurt Hahn nor Lawrence Holt, Outward Bound's two founders, ever envisaged a global educational organization resulting from their early efforts at educating young people through the great wilderness classrooms of

the sea and the mountains. But that's exactly what's happened. More than 70 years after its launch in 1941, Outward Bound operates in close to 35 countries, serving hundreds of thousands of students each year.

Outward Bound has spread throughout much of the world not by design or intent, but by example. Igniting in young people what George Trevelyan, the celebrated English historian, called, "the instinct of adventure." New schools emerge in the name of adventure from within the imaginations and passions of groups of individuals who care deeply about making the world a better place, and who then act locally to draw Outward Bound into their communities. But it is chiefly because Outward Bound is able to invest its students with self-esteem, self-confidence, resilience, and the importance of compassion for others that it is of lasting value to the many communities it serves.

There are perhaps few better examples of Outward Bound at the service of its communities than Outward Bound New Zealand and Outward Bound Singapore. Both celebrate anniversaries this year. OB New Zealand was founded 50 years ago and OB Singapore has been in operation for 45 years. These two schools are so well regarded in their respective countries that they are for all practical purposes national cultural institutions. Read about these influential schools in this issue.

And there are those who served Outward Bound. On December 13, 2011, the international Outward Bound community was saddened to learn that John Hasell had passed away. John, a frequent contributor to *OBI Journal* and a long-time Outward Bound International volunteer, leaves behind a truly amazing career inspired by his 1948 student experience on a 28-day Outward Bound Aberdovey course. We remember John on page 57.

Outward Bound has clearly become much more remarkable in its scope and effect than Hahn and Holt envisaged, and *OBI Journal* once again has the enviable privilege of illuminating this richly diverse global educational organization through the writing and photography of its staff and supporters as they help to ignite in our readers, the instinct of adventure.

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Outward Bound INTERNATIONAL Journal

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Outward Bound

I N T E R N A T I O N A L

Journal

Contributors Wanted

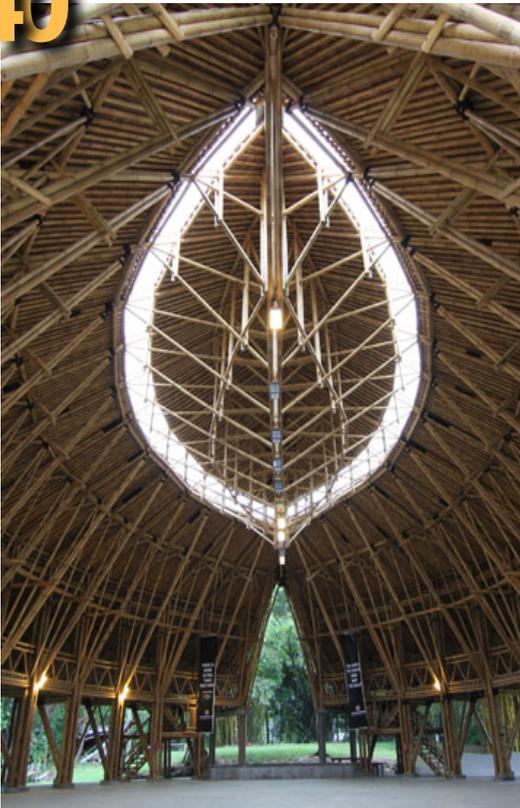
Outward Bound International Journal is an annual publication that aims to showcase the worldwide organization through a mixture of feature-length and sidebar articles that have a strong global emphasis, and reflect on the social impact and innovative nature of Outward Bound's programming.

Writers interested in submitting articles, especially those that illuminate Outward Bound's philosophy, central figures, and historical roots, may do so by contacting the editor at obijournal@outwardbound.net with a proposal for an article. Unsolicited material will not be returned.

Outward Bound Magazine is published annually in August, and the deadline for contributors is March 15.



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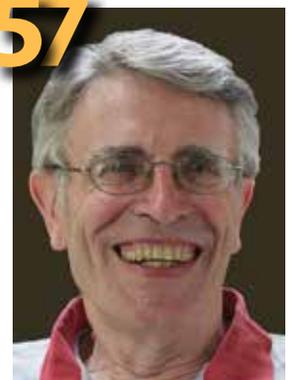
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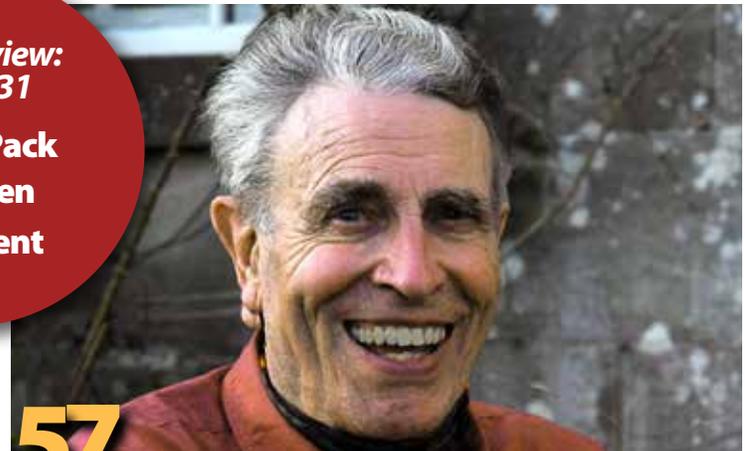
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Contributors



The Photographic Odyssey of Mark Zelinski

For 26 years Canadian photographer and publisher Mark Zelinski traveled to Outward Bound Schools, United World Colleges, and Round Square schools worldwide to capture the action-based programs portrayed in the new book *One Small Flame: Kurt Hahn's Vision Of Education*. He is best known for his internationally acclaimed books *Outward Bound: The Inward Odyssey*, volumes 1 and 2. In 2010 Zelinski launched the "Books That Heal" initiative, donating 7,000 copies of his three new books to charities that benefit children worldwide. Charities in more than 30 countries use the books to aid child abuse prevention, homeless youth, addiction counseling, literacy, crime prevention, and rescued victims of human trafficking. Mark makes his home in Hamilton, Ontario.

Eco Campus

Wendy Kusumowidagdo is the senior consultant for Outward Bound Indonesia. She has been with the center for 7 years. She has coached and trained various corporations as well as academic institutions. regular contributing writer to local Indonesian and international management and business publications. She is an avid blogger wendyindah.wordpress.com. Follow her on Twitter @wendykusumow.



Hudson Bay: Dogsledding in polar bear country

Annie Socci has been leading summer paddling and winter dogsled and ski courses for the Voyageur Outward Bound School in Ely, Minnesota for the last ten years. She has a Ph.D. in forest ecology and is also a facilitator at Cornell University's Team and

Leadership Center, where she helps groups of all types grow and succeed in the frontcountry. While life has taken her in many directions through the years, she always returns to Voyageur Outward Bound to continue adventuring, developing, and learning from fellow staff and students alike.

Battlefield Medical Responder: WMA introduces first aid for conflict-zone journalists

David Johnson is president and medical director of Wilderness Medical Associates International, the Portland, Maine-based provider of wilderness medical training for people who work in remote and difficult environments. In addition to his writing, teaching, and business responsibilities with Wilderness Medical Associates, David also works as an emergency physician at Central Maine Medical Center in Lewiston, Maine. His outdoor pursuits have included wilderness canoeing in Canada, climbing and hiking in North and South America, coastal kayaking in Georgia and Maine, and sailing around the Atlantic Ocean. David is passionate about curriculum development and teaching. His biggest challenge is to try and make apparently complicated concepts accessible and usable for people regardless of where they have to deliver care.



Our Social Future

Eduardo Balarezo is the founder and president of Lonesome George & Co., a social enterprise organization that combines branded apparel and experiential education to galvanize a mind shift of global interdependence. Eduardo has a background in finance, management, strategic thinking, and experiential education, and is also the co-founder and president of Outward Bound Ecuador. Back in 2006, the Last Giant Galapagos Pinta Tortoise, Lonesome George, inspired him to create Lonesome George & Co. On June 24, 2012 Lonesome George died. He was not only an icon but also the inspiration behind everything that Lonesome George & Co. does. As an Agent of Change, Eduardo Balarezo understands that there is an urgency to recognize issues in our communities before they get to the point that they are irreversible.



Wintertouch

Jana Kindlmannová is an instructor at the Outward Bound Vacation School Lipnice and Outward Bound Česká Cesta in the Czech Republic, where she has worked since she became a participant in her first OB winter course in February 2007. Since then she has instructed four other courses, each with a specific theme, including Wintertouch.

Jana's biggest passion, since her childhood, is nature. She has been working in the field of environmental education for 13 years, focused especially on the education of children from 7 to 15 years old. She is currently developing projects which should connect the best from the Czech tradition of environmental education and experiential learning.

Freelancing in Oman: Experiential Learning Redefined

Gary Lyon began his OB career with Outward Bound South Africa, where he worked for several years as an instructor and course coordinator. He then worked for ten years as a wildlife safari guide in southern Africa before moving to the USA, where he worked at the Bronx Zoo, the New York Botanical Gardens, and a school in New Jersey as a Director of Environmental Education. After a brief sojourn at Thompson Island Outward Bound, where he completed a kayak instructor's course, he joined OB Oman as a senior outdoor instructor.



Crisis, Trauma, and the Walking Worried

Will Marling, D.Min, is executive director of the national Organization for Victim Assistance. Dr. Marling has been involved professionally with victim assistance and crisis intervention since 1990 when he began working with law enforcement in Columbus, Ohio. Since then, he has responded to a range of domestic and international events including violent crimes to natural disasters.

A private, non-profit organization, NOVA's mission is to champion dignity and compassion for victims of crime and crisis. NOVA is the oldest national organization of its kind in the worldwide victims movement.

Outward Bound International

- An Overview

Outward Bound International (OBI) was formed to oversee licensing of new centers, risk management and quality standards and to promote communications and networking amongst members. Our mission is:

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

Some highlights of our 15 years of operation include:

- Licensing Outward Bound in 12 countries, bringing the total to 33
- Serving one quarter of a million participants last year
- Delivering an average of 24 onsite risk management reviews each year
- Holding a conference or symposium annually

Risk Management and Quality

The OBI system of Program Reviews, established almost a decade ago, is unique in the industry. Teams of senior staff visit each school every two years to review risk management practices. In the last two years, program quality issues have been added to the reviews, using a process aligned with the Baldrige Award criteria for organizational effectiveness.

Reviews typically last five days and involve two senior staff who have been trained by OBI. Follow-up is undertaken on recommendations made.

Licensing Matters

New OB centers go through a three-stage licensing process. After an Exploratory Status phase, a Provisional License is given until the new centre can show that its business and educational model is sustainable. At that point, a full license is confirmed. OBI has developed support and evaluation processes to assist new centers as they go through the licensing process.

A great challenge has been managing the high demand from new countries to become engaged in the Outward Bound network. We are pleased to have new centers in India and the Middle East.

Financial

Fees from OBI members account for much of OBI's operating revenue. The balance comes from charitable contributions including Board gifts, supporter donations, and guest expeditions. Expeditions visit phenomenal places, such as Croatia, Bhutan, Kilimanjaro, Swiss Alps, Amazon, Oman, and Patagonia. The travelers come from among the Board members and friends of Outward Bound worldwide. These expeditions are a powerful way to introduce people to the OBI experience. They also help OBI financially (www.outward-bound.org/expeditions).

Network Communications

The OBI Board is made up of volunteers from different parts of the globe who have served Outward Bound in their country. We have a balanced representation of Board members from Asia, Europe, Africa, Australasia, and the Americas. In addition to a very lean and efficient headquarters staff led by Executive Director Ian Wade, the network relies on many staff and Board volunteers in Singapore, Hong Kong, UK, New Zealand, USA, South Africa, Canada, Costa Rica, and elsewhere, who undertake various initiatives that keep us vital.

OBI has arranged conferences or symposia almost every year in the last decade aimed at sharing expertise. We have also made increasing use of websites and of a wiki to share resources and to communicate with our 3,200 staff worldwide on topics that improve our best practices.

As we look ahead, Outward Bound continues to enjoy good momentum along with significant opportunities and challenges. The need continues to remain relevant to youth around the world who, as ever in the past, look to develop their own highest capabilities and find a way to serve others.



Mary Thomson
OBI Board Chairman



Ian Wade
OBI Executive Director



The 2011 Outward Bound International Staff Symposium Singapore



Organized around the theme “Outward Bound Making a Difference in the Community,” the symposium welcomed over 300 delegates from 32 countries to its tropical venue on Outward Bound Singapore’s Pulau Ubin Island from **October 2–4.**



Blue Peter Challenge, a multi-hour exercise that tested multinational teams with a series of stimulating adventure activities such as “caving” in a maze of concrete tunnels, a 240-meter zip line, and a host of



initiative games. Tours of Outward Bound Singapore’s impressive Pulau Ubin campus were offered several times each day and the evenings were filled with structured and unstructured time, **which included networking and**



Balarezo, head of United World College Singapore Julian Whitley; International Olympic Committee member Barry Maister; and Julie Hoo, principal of Raffles Girls’ School, addressed the international audience with stimulating ideas



The symposium’s grand finale began with an impressive dinner that included a banquet of culinary delights from Singapore’s main cultural influences: Chinese, Indian, and Malay. The Evening Spectacular **comprised an impressively**



choreographed interactive cultural event performed by groups from the People’s Association Cultural Talents, and performances by staff from Outward Bound Sabah, **Korea, Taiwan, and Singapore.**

A Photo Essay

The symposium was a resounding success. With program design by OBI and hosting by Outward Bound Singapore, the symposium was supported by over 25 workshops and activities delivered by individuals representing 14 countries. This was



an exciting evening sea kayaking activity, illuminated by the sky-glow of Singapore's nearby central business district.

Keynote and dinner speakers, such as OB Oman general manager Mark Evans; social entrepreneur Eduardo

about how Outward Bound can make a lasting difference in the communities and cultures it serves. Among the many highlights of this year's gathering was the recognition of Outward Bound Oman as a fully licensed



Several attendees shared their personal appreciation and learning outcomes during the closing reflections. The event concluded with a presentation of a token of appreciation to Outward Bound Singapore and their extraordinary staff for hosting the symposium. 🗺️



the 19th in the series of staff symposia that began in Anakiwa, New Zealand in 1983.

In addition to workshops, delegates took part in a wide range of events including the



member of the Outward Bound International community. His Highness Sayyid Faisal bin Turki Al Said, Outward Bound Oman's patron, attended the opening ceremony where he was presented the full Outward Bound license certificate.





Wintertouch

Instructor development in the mountains of the Czech Republic

By Jana Kindlmannová

It is about 3:40 in the morning and one of the instructors of the Wintertouch course gets up to clean one of the gers, where a previous program was run — a play about Austrian princess Anna, who fell in love with an Arctic explorer named Marco, organized a rescue mission to the North Pole, did not save her lover's life, but did experience an amazing story.

After cleaning up the ger from the theatre costumes, Tibetan flags appear around the wall of the tent and yogi tea starts smelling good on the stove.

At 5:00 a.m. all the participants are woken up and a program called the Tibetan Run starts. Somewhere between dreaming and being awake, participants write their dreams on improvised Tibetan flags that can fly in the air. Wood cracks in the stove, the Tibetan bowl sounds, and the only light comes from the candles.

After this ritual, everybody meets in the circle in front of the ger and everyone is called upon to find the right place for their flag and to run, in accordance with their desire to fulfill their dreams. Some run as far and as fast as they can. Some walk calmly. The dawn is breaking and the first rays of morning light are starting to kiss the snowy peak of Rabbit Mountain. The new beautiful day and the eleventh day of the Wintertouch course has just started.

Wintertouch was a two-week-long international winter instructor development course organized by Vacation School Lipnice (Outward Bound Czech Republic) for participants from OB schools and similar organizations from all over the world. The course ran for two weeks in February, 2011, in Rychlebske Mountains on the border of Czech Republic and Poland. It combined a five-day snow-shoeing expedition, seven days of camping in gers (Mongolian yurts) pitched by participants themselves in the middle of a remote and pristine mountain meadow, and a two-day methodology seminar in a classic Czech mountain chalet.

The idea to design and run a Wintertouch course was born in the head of Boris Janca, who proposed it at a Vacation School annual staff meeting in 2009 and later became the lead course instructor. Every year Vacation School calls on its staff of volunteers to propose and run new experimental courses. All proposals are scrutinized by experienced instructors and upon their approval the new courses become part of the official Vacation School offering for a given year. The courses are then run entirely by the volunteers themselves. Wintertouch followed in the footsteps of the previous successful Vacation School project called Intertouch, several installments of which ran during several summers of the past decade in the Czech Republic, Australia, and Singapore. It took the proven concept of a successful international instructor development course focused on the specifics of the Czech method of Experiential

Education and transferred the experiences into the winter environment. While doing that, it utilized a lot of knowledge from the rich tradition of Vacation School's own history of winter courses.

The program of the course revolved around the theme of "Borders and Boundaries" and its many meanings, specifically borders between countries and nations, borders in interpersonal relationships, and personal boundaries.

Wintertouch itinerary:

Day 1 – A meeting of all participants in Prague.

Day 2 to 5 – A train ride to the Rychlebske Mountains and a snowshoeing expedition, covering around 10 kilometres of off-the-trail terrain a day, crossing the border between Czech Republic and Poland several times back and forth, and sleeping in small expedition tents.

Day 5 to 6 – The building of the gers and campground on a mountain meadow.

Day 7 to 11 – The last frontier quest, a wild party in a "foul den of broken dreams saloon" in one of the newly-erected gers to celebrate the completion of the new home, filled with costumes, a live band, piano, and dancing, followed by a grueling five-hour mushers' race through the mountain trails in the middle of the night. A Solo, an OB classic. The Love of Life course, a Jack London-inspired exploration of personal boundaries and contemplation on one's path in life, all while exposed to the trying realities of the winter environment. An evening discussion with guests, famous Czech and Polish dissidents from the era of communism (the campground has been



erected close to a place where the Czech dissidents led by Vaclav Havel used to meet with their Polish counterparts from the Solidarity movement). The play *An Untold Story of an Austrian Princess*, a full production originally written for the course and its outdoor winter setting, acted by the participants for themselves, with period costumes and live piano music in the middle of the dark, silent, frozen meadow. The Tibetan Run.

Day 12 – A day and night expedition of all participants unsupervised by the instructors, culminating with a dawn climb to greet the sunrise at the top of the mountain Kralicky Sneznik (1424 meters above sea level).

Day 13 to 14 – A methodology seminar about the Vacation School method. ❄️



Wintertouch by the numbers:

Instructors: 9

Cooks: 2

Volunteers who helped to prepare the course: 20

Countries of origin of the participants:

Belgium (1), Brazil (1), Canada (1),
England (2), Finland (3), Germany (2),
Hungary (2), New Zealand (1), Poland (3),
Romania (2), Singapore (3), Slovakia (2),
Spain (3), USA (1)

Length of the course: 14 days
(January 28 to February 13, 2011)

Yurts: 4

Stoves: 6

Snowshoes: 45

Temperature range:
- 20 °C to 12 °C

P a d d l i n g

a c r o s s t h e M a e l s t r ö m



A Finnish Kayaking

Adventure in Norway

By Kaisa Jännes

Kayaker Antti Jore took part in Outward Bound Finland's 2011 adventure expedition in Norway. The expedition was full of wonders and unforgettable experiences.

A group of eight experienced kayakers with their guide Petri Sutinen set off towards the westernmost island of Norway. The entry requirements for the expedition were the ability to do an Eskimo roll and some experience paddling the high seas. Jore knew he would be okay because of his paddling skills and adventurous personality, even if he might not have paddled that many more miles than rest of the group.

The destination of the expedition was very interesting. Not a single Finnish group had crossed the Maelström before. The Maelström (or Moskenstraumen, as it locally known) is one of the world's largest tidal systems and therefore at times extremely dangerous. The window for a safe crossing is short so the timing needs to be perfect or things will turn ugly. However, knowing the expedition would be led by Petri Sutinen, Jore did not need to think twice whether to join in or not.

"The nature in Norway is stunning. The trip exceeded all expectations and was one of the absolute highlights of my summer," Jore said.

EMOTIONS OUT

Jore praised the group. All paddlers were experienced, which ensured a sense of security, and even if most of the group knew each other from the past it was easy to get into this talkative and social group.

"The requirements for the expedition: the ability to do an Eskimo roll and experience paddling the high seas."

"I am an introvert," Jore said. "For me it is easy to be in a group where everybody else takes care of talking and I can just listen and learn."

Even though the course was more of a training program and not so much an experiential learning course, all emotions were said out loud and processed together with the group. At first this quiet man was not sure what to think about this method but eventually these sharing moments became one of the best parts of the expedition for him.

"Sharing moments were great," he said. "You could realize that everybody else was as excited and nervous about the same things and we shared the challenges as a group."

NEW CHALLENGE EVERY DAY

Excitement makes even the most talkative group quiet. Jore explained that, "On that morning when we were supposed to cross



Moskenstraumen, everyone was quiet and seemed somehow ‘petrified’. Luckily that anxiety disappeared when the action started.”

The day before, Sutinen had described the conditions at Moskenstraumen at their worst: “You can see the bottom of the sea between waves and you can hear the rumbling of the huge rock boulders moving on the sea bed from miles away.” He had been studying the place from land before his successful first crossing of Moskenstraumen.

Moskenstraumen is a dangerous place and the timing for crossing needs to be perfect, but luckily the Finnish kayakers didn’t have much trouble. As Jore said later, “Very little remained to be desired. We did not see Moskenstraumen as its worst. To me it felt like paddling in boiling water with some small swirls and bubbles reaching the surface. As for Moskenstraumen, it was just a ripple.”

The day after Maelström held a long open-sea crossing. For some in the group it felt more like a necessary evil, but for Jore the crossing at Røst Havet was perhaps even more exciting than

crossing Moskenstraumen. “There was 15 miles of open sea in front of us. For a long time, all we could see was the sea.” On the last day Jore got to experience something completely new again. There are a lot of tidal rapid locations around Røst Island which are excellent for kayak surfing, so the group headed out to the sea again to try some big wave surfing.

Knowing the area is still essential because of strong currents and tides, which change the sea from a calm swell to a big sharp wave in no time.

“Surfing was really hard,” Jore said. “If you made a little mistake the kayak went sideways and capsized easily. During those moments a solid Eskimo roll felt really rewarding. In the end when everything went well you could surf long distances with good speed.”

The expedition met and even exceeded Jore’s expectations. Logistics worked, the destination was exotic, and the group was amazing. To Jore, the top three highlights of the Moskenstraumen expedition were the leader of the group, Petri Sutinen; Norway’s stunning nature; and those moments welding the group together. 🌟



New Safety Award



A new safety award is available to Outward Bound instructors and course directors in the US. The Doug Mahon “Catcher in the Rye Award” for Excellence in Safety and Instruction was announced in July. This peer-nominated award, established in memory of Doug Mahon by his family, is inspired by Doug’s decades of devotion and leadership to Outward Bound in the US. Privately funded and administered, the award will be presented to the field staff person who best exemplifies the following:

“The absolute safety of those entrusted to Outward Bound, the highest quality of experiential education to be provided to them, and the provision of character-building experiences that will enable them to grow to their maximum potential.”

Doug Mahon was a highly-regarded field practitioner who later in his career served as program administrator for Outward Bound in the US. He was also the 2004 recipient of Outward Bound USA’s John McGrory Award for “Unique contributions that enhance safe Outward Bound participation for students and staff.”

The award winner also receives \$1,000 cash, and will be honored at a ceremony held during an end-of-season field staff event.



Outward Bound on

HUDSON BAY

Instructors go dogsledding in polar bear country

By Annie Socci

During my early years as a wilderness instructor, my boss used to always say, "Have your epics on your own time!" In other words, she wanted us to have adventures in the wilderness, strengthen our skills, make mistakes, and learn important lessons without necessarily bringing our students along for the ride! Last month, it was in the spirit of having adventures on our own that a group of Outward Bound instructors traveled from Homeplace, a basecamp of the Voyageur Outward Bound School in Ely, Minnesota, to Churchill, Manitoba. We were a roving circus of nine people, twenty-two dogs, and a ton of food and equipment. Two-and-a-half days of driving and a nine-hour train ride later, we began a dogsledding and skiing expedition on historic Hudson Bay.

We departed for our trip in late March, at the end of our regular winter season in the Boundary Water Canoe Area Wilderness of northern Minnesota. There we lead dogsledding and cross-country ski courses

for young adults and adults, including courses for military veterans. And, although the modes of travel on the Big Bay would largely be the same, we were unaccustomed to travel on the Barren Lands and sea ice, and to general life in polar bear territory.

Over the next 16 days, we covered 200 miles, traveling north of the tree line and reaching Nunalla, an abandoned Hudson Bay trading post just a few miles south of the Manitoba-Nunavat border. Our early days were defined by big wind, big miles, and heightened dog care to keep them in shape for the whole of the expedition. Once we turned back towards Churchill, we traveled up the Seal River, a classic paddling route in northern Canada in the summertime, for a chance to see the wildlife and experience big river ice conditions. In the true spirit of adventure we even ventured due east to understand how the sea ice behaved as we moved away from shore. Five and half miles later, when an open-water lead opened up in front of us, we turned around.

Lastly, to embrace the tourist spirit as we arrived back in Churchill, we explored Prince-of-Wales Fort, built by the Hudson's Bay Company in the mid-1700s. The fort was still fortified with cannons and featured the stonework that originally took 40 years to complete in the harsh conditions of the bay.

Every Outward Bound course we lead is a chance to provide adventure, challenge and discovery to our participants. As such, I think that it is important for us to seek the same experiences for our own personal growth. Now that we are back in the United States and shifting towards the summer season, we look forward to discovering how our experiences on this expedition will inform the expeditions we lead with our students. We are grateful to have had this opportunity to go "Outward Bound" ourselves, and look forward to the adventures ahead! 



"We practiced nightly 'vet checks' for our dogs to massage their sore muscles and check for injuries."



Team Notes:

- One of our tents was buried on Easter Sunday and we learned where not to put our tent when the snow is drifting.

- We met a man in sealskin pants. He was happy to pause in his journey to take a smoke break and chat with us, and made a point of saying as he left, "I'm going to cover my face so I don't burn it like you!"

- We stepped back from our usual routines to embrace new systems — trading tarps for tents, northwoods fires for cookstoves, and practicing nightly "vet checks" for our dogs to massage their sore muscles and check for injuries.

- We mused on leadership, and how best to tackle the challenges of leadership amongst peers.



Outward Bound Taiwan's Innovative Youth On-Light Project



By Joanne Yin

Since 2008, Outward Bound Taiwan has been committed to promoting its educational philosophy. Led by Outward Bound Taiwan, the country's teenagers will be able to once again experience the natural beauty of their island, which was long forgotten and unappreciated.

In 2011, OB Taiwan decided to undertake, for the first time, the Youth On-Light Project, which was considerably different from earlier youth projects. The participant profile of those enrolled in Youth On-Light is a student who graduated from junior high school yet did not complete further studies or commit to full-time occupation. This is often due to family issues which resulted in the student running away from home and ending up on the streets.

These youth are mainly treated as "at risk" and tend to have destructive behaviors, as they are lost in their transition into adulthood. Understanding well the needs of these teenagers, OB Taiwan was able to help them to challenge their own limits through adventure education; by providing opportunities to discover their individual talents and potential as well as building up and nurturing self-confidence, communication skills, and hands-on abilities; and by leading a group of these lost teenagers step by step in exploring and setting a direction for their future.

自2008成立OB Taiwan後，OB Taiwan致力推廣 Outward Bound的教育理念進入台灣。帶領台灣的青少年朋友們，走進被遺忘的大自然中，再次感受台灣的山水之美以及與自然對話的震撼。

2011年OB Taiwan首次承接由中華民國青輔會所策畫的「少年On Light計畫」，此次計劃與以往的學生課程有相當的差異；On Light計畫的參與學員皆為國中畢業後未就業、未就學的高關懷青少年；這群孩子中，有部分孩子因家庭功能失調，導致他們淪落街頭，整天無所事事，不是打假，就是鬧事，迷失在自己的未來中。有鑑於此，OB Taiwan期待要藉由冒險體驗教育的方式了，循序漸進得帶領這群迷失的青少年，探索自己需要具備的能力，尋找及訂定未來方向，在活動中逐步建立青少年們的自信心及溝通與就業能力的培養。

計畫的執行期間約1年，共分為四階段，分別為培訓階段、工作體驗、職場見習及後續追蹤關懷。以第一屆「少年On Light計畫」為例，在培訓階段，除了一般的教育講座外，OB Taiwan的指導員群帶領著學員們進行一連串的戶外體驗課程，如潮溪、繩索、

The Youth On-Light Project lasted for a year and was divided into four different phases—training, work experience, internship, and follow-up care. In the training phase, along with general education seminars led by a group of OB Taiwan facilitators, the teenagers also got to experience outdoor adventures such as river tracing, rope courses, and kayaking sessions. Characteristic of outdoor adventure, teamwork was required of the teens, resulting in much needed group cohesion. The group of lost teenagers was also able to find self-actualization through the process of team development, as well as self-confidence through the encouragement of their peers when they worked together to meet challenges.

The end of the training phase marked the start of the second and third phase of the project, the work experience and internship phases. In a collaboration and coordination between OB Taiwan and Hualien's Parkview Hotel, students received an opportunity to participate in an internship at the hotel. As a five-star resort hotel, the Hualien Parkview has high expectations of its employees. In the two weeks of the internship program, the youth learned about basic hotel management, room cleaning, and

獨木舟等元素。藉由一次又一次的戶外課程，讓學員們更加地了解自己，加強自我認同，逐步建立個人自信心；也由於戶外課程大多建立在團隊合作，需要大家一同努力才能達成目標，使得這群畫地自限青少年，不得不打破彼此藩籬，進行對話並培養默契，進而建立起團隊凝聚力與團隊認同感。

在培訓階段告一段落的同時，第二、三階段的工作體驗及職場體驗緊接著登場了。透過計畫專員的聯繫、協調下，「On Light計畫」的學員們獲得了花蓮美侖大飯店的工作實習機會。身為台灣五星級的渡假休憩飯店，花蓮美侖大飯店對於員工工作表現的要求自然不在話下。一個禮拜的工作體驗中，除了最基本的飯店業務—客房清潔外，學員們透過與客人們的應對進退，讓這群迷途的青少年們透過職場體驗循序漸進的與現實工作環境接軌。續接工作體驗為職場體驗，學員們在合作企業所釋出的有限職缺中，依照興趣、未來規劃選擇期望從事的工作。藉由350小時的職場體驗，讓學員們清楚明瞭工作性質及未來工作時可能遭遇到的問題或困難。待體驗結束後，學員們彼此分享在工作上所遭遇的困境，透





customer-related services. OB Taiwan made use of this internship opportunity to help the group of teenagers discover their strengths and weaknesses while preparing them for a productive future as adults. Also, in the 350 hours of the internship phase, students were able to experience and become aware of the possible problems they would encounter while working in the future. After the experience phase came to an end, the students shared with each other the different problems they faced during their work experience, and then brainstormed various ideas to solve the problems. Through the team sharing and discussion session, the group of teenagers began to clarify their aims and goals for their future.

Near the end of the program, in order to allow this short-term plan to be a springboard. OB Taiwan planned the “Unpowered Sailing – Ocean Adventure” program with OB Hong Kong. The participants first flew to Hong Kong to receive basic seamanship training. The 966 kilometer sail from Hong Kong to Kaohsiung, Taiwan—an adventurous voyage facing the unknown—tested the adaptability of each person. Unfortunately, the participants met a typhoon along the way! Even with eight-meter-high waves, the students stuck to their posts without flinching and showed dedication to complete the task right to the last minute. This group of lost kids ultimately found the courage to chase after their dreams even amid the wind and waves. With the vessel docked and the students’ confidence enhanced, the goals of life seemed no longer so distant.

過指導員的引導下，大家一同集思廣益，找出解決與應變的方式。經由一次次的分享討論，學員們越來越清楚自己要的是什麼，有些學員甚至為自己訂下短期的學習及工作目標。學員們的努力與成長，看在與他們朝夕相處的指導員們的眼裡，也是一種無形鼓勵與激勵。

計畫即將尾聲，為了讓這短暫的計畫成為他們人生旅程的躍進跳板，於是我們策畫了「無動力帆船-海上冒險計畫」。學員們先搭乘飛機至香港，接受基本航海知識與技能的訓練後，隨即從香港駕駛著無動力帆船回到台灣高雄；72小時、966公里的航程中，除了要面對海上未知的冒險，身體的不適應以外，更幸運的是，學員們首次航程中就碰上了颱風。八米高的浪，毫不退縮，即使在海中，載浮載沉，學員們仍堅守在自己的崗位上，盡忠職守地完成任務到最後一分一秒。迷途的孩子，在航行中找到追夢的勇氣，在一次次的乘風破浪，堅定自己的信心，隨著船隻的靠岸，人生的目標似乎也不再是那麼的遙不可及。

近一年的「少年On Light計畫」隨著時間的飛逝，在2011年的11月「形式上」的畫下了句點。學員們的蛻變是無法用隻字片語描繪出來的；計畫執行過程中，雖然有幾位學員因為適應不良、個人行為無法配合規範而退出計畫，但令我們欣慰的是大多數的學員們在計畫結束後，對自己的人生有了不同以往的見解；不



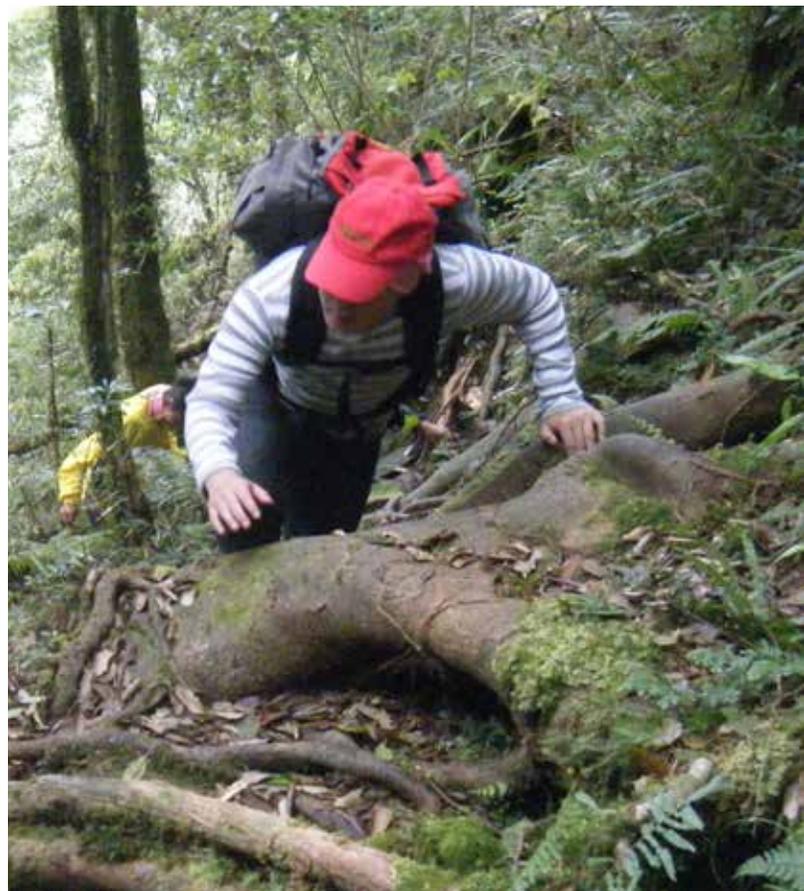
再只是漫無目的的過日子，取而代之的積極尋找自我人生的方向。在結訓後，有部分學員又重新回到學校開始嶄新的學生生活，有些學員則選擇進入職場，開始獨立自主的人生旅程，其中一位學員目前正在OB Taiwan服務，一般行政文書工作已經難不倒他了，目前他正帶著第二屆「On Light計畫」的孩子們完成為期14天單車環島之旅。

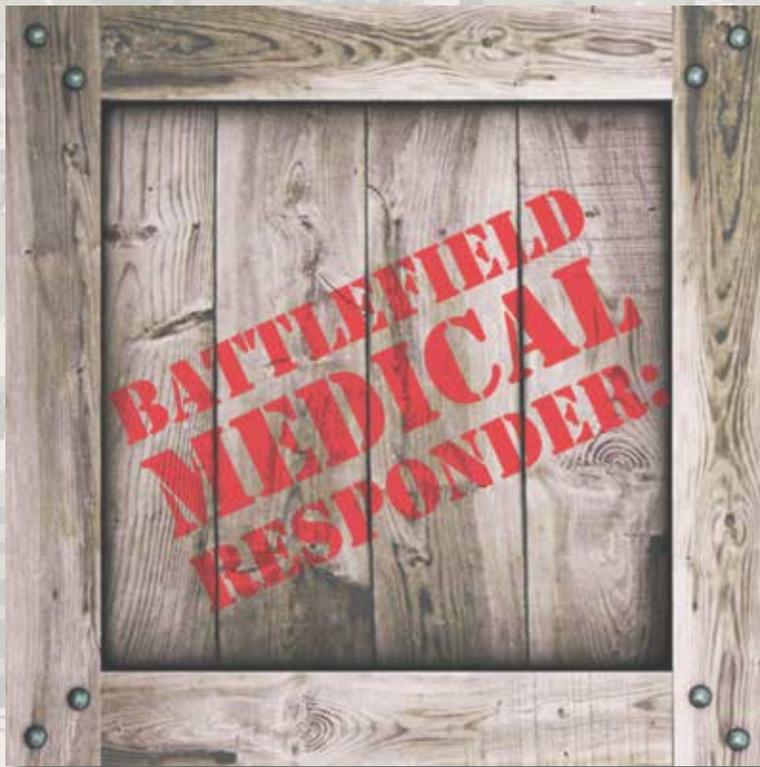
對OB Taiwan而言，體驗教育範圍是不分國界，不分年齡，不分種族，不分語言，帶著青少年走出教室，貼近大自然、培養野外求生、團隊合作、領導能力之餘，我們更希望協助在我們熱愛土地上較弱勢的一群。藉教育引導他們走向正確的道路，用體驗教育之方式，戶外教育之經驗，減少錯誤的重複發生率，提升問題的解決能力；補全他們所缺少的，加強他們所擁有的生活能力。「On Light計畫」執行的同時也豐富OB Taiwan對於這個社會的認識，讓我們看到許多過去不曾認真去思考或注意的細微末節。所以我們也要謝謝這群孩子們，讓我們看到生命的韌性及塑性，這些對我們來說都是無形的鼓勵，支持我們繼續做對的事！

Time flies and the first Youth On-Light Project came to a “formal” end in November, 2011. The transformation of the students cannot be described with words alone. Unfortunately, some students had to leave the program because of various motivational and behavioral challenges. We were very happy, however, that the majority of the students were able to look at their life in a different manner after the end of the program.

Instead of living aimlessly, they are now actively looking for the right path to take in their life. After the end of the program, some of the students went back to school to start a new chapter of their student life. Another group of students decided to be independent and continue working. In that group of students, there is one who is now working for OB Taiwan and administrative work no longer poses a big problem for him. Currently, he is leading the second Youth On-Light Project on a journey to bicycle around Taiwan in 14 days.

In the eyes of OB Taiwan, experiential learning knows no boundaries, regardless of age, race, or language, and brings youth out of the classroom, closer to the nature. It allows culture to survive in the wild, and promotes teamwork and leadership. And, of course, it teaches participants to help and love the less-privileged. Using experiential learning and outdoor education, we guide students onto their right path so as to minimize the chances of them repeating their mistakes, and to improve their problem solving skills. We teach them what they are lacking and help them strengthen the life skills that they have. The Youth On-Light Project also allowed OB Taiwan to understand more about our society, letting us see what we never used to take seriously. The On-Light students have helped us to better appreciate the potential of our country's youth to overcome adversity when offered challenge, encouragement, and support. We thank them! 🌟





Wilderness Medical Associates introduces first aid for conflict-zone journalists

By David Johnson, MD, WEMT

Our definition of wilderness includes remoteness from definitive medical care, harsh environments, and limited supplies. When thinking about wilderness medicine, most people visualize people working in isolated places with mountains, forests, water or ice, or, perhaps, the desert. Urban environments don't usually come to mind. And yet that's exactly the environment where we conducted a recent medical training session. The fact is that the conditions described above can exist equally well inside of and far beyond urban centers. The students in the course, conflict-zone reporters, work in all of them.

A little over a year ago, noted journalist Sebastian Junger founded the not-for-profit Reporters Instructed in Saving Colleagues (RISC). He did this in honor of his late friend and award-winning journalist Tim Hetherington. Tim died from a potentially survivable injury he sustained in Libya in April 2011. Sebastian envisioned an emergency medicine training course specifically designed for journalists who work in some of the most dangerous conflict zones around the world. He hoped that RISC could cover the cost of tuition and a specially designed response kit for each graduate. He came to us this past autumn for help in designing and teaching the course.

Thus was born the Battlefield Medical Responder (BMR). Most of our students, freelance reporters, had never received the kinds

of first aid training that is offered by some of the big networks and print media. In fact, few even had current CPR.

We built the course on our Wilderness First Aid curriculum, adding supplements for special field challenges. Sawyer Alberi was the real visionary and choreographer. Her background as a seasoned instructor and experienced, frontline combat medic made her well qualified for the task. In particular, she contributed first-hand expertise for our combat-under-fire section. Bill Frederick of Lodestone Safety International lent his international safety and risk management experience to the "travel and overseas" component.

The course was run over three days at the Bronx Documentary Center, housed in a beautiful restored building on 151st Street in the Bronx. Each day was packed with didactic sessions, skill labs, and simulated rescuer/patient interactions.

We supplemented our usual class materials with body armor and some specialized tools. Of course we also used our usual staple of smoke flares, sound effects, and simulated wounds and blood.

On the final day the students had to pack a large, bleeding wound (fake blood hand-pumped from the hollowed-out innards of a dead chicken) and rescue an unconscious, bleeding patient



(80 kg dummy) in a simulated street scene complete with smoke and loud sound effects. It was a lot of work for everyone involved.

Twenty-four seasoned and critically acclaimed photographers, writers, camera operators, and documentarians attended the first class. These are the people who put everything on the line to tell us the stories we may not want to see or hear but need to know about. It was an honor to work with them. We feel confident that if called upon to respond under fire, they will acquit themselves admirably. Future BMR courses are scheduled for London in October and Beirut sometime in early 2013.

Wilderness Medical Associates traces its beginnings to the late 1970s when founder Peter Goth, MD combined emergency medicine with a passion for the outdoors by volunteering for the Hurricane Island Outward Bound School in Maine. In 1980, Hurricane Island OB asked him to teach a wilderness first aid course to their instructors. The course was a huge success and by 1984 OB asked for another. To ensure a professional standard of teaching, and the capacity to maintain an up-to-date curriculum, he established WMA in 1984. He then established a collaborative group of professionals at WMA that included Jim Morrissey,

NREMT-P, and David Johnson, MD. Dr. Johnson purchased WMA in 1998. In the years that followed WMA and Outward Bound in the US worked to develop various wilderness medical protocols, including in the area of standards for participant medical screening.

WMA has since grown to be the world's leading wilderness medicine training company and its curriculum has been taught on all seven continents. WMA annually trains over 8,000 medically and non-medically trained students around the world. 



RISC website: <http://risctraining.org>

Media coverage:

Capital: www.capitalnewyork.com/article/media/2012/04/5734184/sebastian-junger-done-war-reporting-convenes-journalists-bronx-learn-s

The New York Times: <http://lens.blogs.nytimes.com/2012/04/18/life-saving-training-for-reporters>



Establishing Corporate Social Projects

By Dieter Reinig & Tanja Oppawsky

Several years ago, Outward Bound Pro Germany identified two situations that needed attention. The first was a lack of donation culture in our region of Germany, resulting in a lack of companies giving back to their communities. The second was the small budget given to social institutions to maintain their facilities and grounds, resulting in gardens being overgrown, outdoor facilities in poor condition, and unattractive playgrounds that go widely unused. Our goal was to motivate the employees of companies to help hands-on in social organizations in their

spare time on weekends. In 2011, we successfully initiated and carried out a number of social projects along these lines that have worked well in the German culture.

After the decision for the project was made the main part of our work lay in the preparation of the project, the organization of the craftsmen, the hotel, and the catering. We also, naturally, had the role of identifying companies which could be inspired for a social project and contact social organizations in need.





As an OB Pro Germany course, about 70 managers and executives from four major German companies worked for two days as craftsmen, landscape gardeners, and carpenters in a housing project for people with disabilities. Most days they work with computers, but for a good cause, they rolled up their sleeves and worked with hammers, saws, and shovels. The participating companies supported the commitment of their employees through a significant cash donation of €66,000 and €28,000 each. From these donations, large equipment such as excavators could be rented, materials such as wood could be bought, and some professional craftsmen could be hired to instruct the volunteers.

At the start of the event we gave a big picture of the work process and initiated the self-organization of the group. During the project we stayed on site to ease any bottlenecks and to guarantee that at the end the building projects would be realized.

“Establishing Corporate Social Projects: supported the commitment of their employees through a significant cash donation.”

At the end of this unusual construction project there were a lot of smiling faces and both the managers and the residents of the housing project could be proud of the outcome. In a very short time a nice garden had been created where before there was nothing but grassland. Through the hands-on volunteer work a huge shady wooden pavilion, twenty benches and tables, and two flowerbeds were built. In addition the managers constructed a fire place for barbecue, built flower beds, an herb spiral, and paved paths. The participating employees made new and unusual experiences and the disabled people now have an even more beautiful home.

A festive handing-over celebration at the end of the building period was very important. Through positive reporting in the local media (newspaper, local TV, and radio) it became a real win-win event for all participants. 



Teaching Compassion And Gratitude To Young Leaders

By Wendy Kusumowidagdo

Outward Bound Indonesia engages participants in walking the talk on community service

“Compassion is sometimes the fatal capacity for feeling what it is like to live inside somebody else’s skin. It is the knowledge that there can never really be any peace and joy for me until there is peace and joy finally for you too.”

– Frederick Buechner

They say that to really understand a person, one needs to walk in their shoes for a day. In 2011 Outward Bound Indonesia established cooperation with a major private bank in Indonesia that deals mainly in pensions and microbusiness. Bank Tabungan Pensiunan Nasional (BTPN) is a 54-year-old banking institution.

Two years ago they placed tenth in market capital, fifth in number of branch offices, and sixth in number of employees in Indonesia. BTPN has offices and branches across the country throughout big cities to small townships. Their Learning Center has set up a Management Trainee (MT) program, which is a specialized fast-track program to recruit, select, and develop young, bright, and talented fresh graduates from reputable universities across Indonesia to become mid-level managers within a year. These MT participants range in age 22 to 28 years old and they come from metropolitan cities. Upon graduating from the six-month MT development program, they will be assigned to different regions across the country to develop their businesses.

Mt Program Needs Assessment and Trainee Profiles

BTPN launched their six-month MT program with a five-day Outward Bound course, preceding other banking and manage-

ment training modules. Our program needed to address BTPN’s main concern, the development of the trainee’s attitude and communication skills. The young, inexperienced bankers’ lack of both hard and soft skills, as well as knowledge, poses a prominent challenge for the organization. Their post-graduation assignment may not be as comfortable and accommodating as their hometown or a major city, so the trainees’ positive outlook and ability to acclimatize in new environments is critical.

These trainees will also be assigned to various offices whose staff have already served the company for 15 or more years. The pension customers’ demographic is also quite specific, as clients are in the middle- to low-bracket income. Therefore the trainees’ relationship-building skills must be able to bridge gaps in a professional, respectful, and effective manner. Essentially, it’s imperative that these young future leaders have the integrity to do the job, and that they have the leadership qualities to move the company forward, a winning attitude to adapt, and thrive in new environments.

Community Development and Cultural Immersion Program

We combined our classic Outward Bound expedition program with a live-in program. Live-in is a cultural immersion activity in which participants get to live in local people’s homes and engage in their daily life and activities. We selected host families that live in rural areas in Jatiluhur, West Java, and who are in the low-income strata. Their primary profession is fishing and farming, and they live with a number of their family members in their 3x5



square-meter wooden houses. Education is a major issue for most people, as only the younger generation has graduated from high school and the older generation has little to no education. Infrastructure such as roads is also limited in the area.

The most powerful take-away from the live-in is the opportunity for the participants to walk in these people's shoes for a day, and the interaction they had with their hosts' family and neighbors.

The MT participants get to eat the food their hosts eat, sleep in their homes, go to work with them, and go to prayer service together. Needless to say, adapting to an unfamiliar environment was a big learning curve for these MT participants, who also learned about empathy and compassion. Outward Bound Indonesia also assigned the trainees to design a sustainable community project in areas such as health, education, and commerce. The ideas the participants generated were fresh and brilliant. Some proposed a learning group to help the

children in education. Some proposed a business model to help the villagers generate a more sustainable income. Others proposed a medical center for affordable health service.

"He is a wise man who does not grieve for the things which he has not, but rejoices for those which he has." – Epictetus

Empathy and Appreciation of Life

The entire program opened the trainees' horizon, pushing them to think and do the unthinkable. They came back as renewed young leaders, ready to take on challenges. When we debriefed and evaluated the program with BTPN's human resource director and managers, they were positively surprised with the outcomes. Based on prior experiences with other trainees, the managers had anticipated the MT participants would find fault when they returned to the bank's humble training center facilities after our program. On the contrary, the managers reported that the trainees had not made any complaints about the facility, food, or sleeping arrangements.

"We combined our classic Outward Bound expedition program with a live-in program. Outward Bound Indonesia will be a positive story in these young leaders' lives."



Another powerful outcome was their camaraderie. The managers shared with us that over the training sessions, the participants were asked to eat the food in moderation, considering the amount of food and number of participants, to ensure that everyone got their share. One of the managers said, “At the end of the lunch break, we found there was so much food still untouched on the buffet table. We were surprised with the way these trainees took heed of the instructions, and how considerate they were of their friends. This is very new to us.”

The director and managers also noticed the positive mental attitude the participants carried with them: “They were ready to take on challenges we give them. They took an appreciative attitude for the job [location] assignments.”

One of the managers shared, “Outward Bound Indonesia will be a positive story in these young leaders’ lives. The challenges in the program gave them a glimpse of what will come in real world. This program is a positive start for their mental attitude, confi-

dence, adaptability, trust, and ability to communicate effectively. We believe this relatively short program is able to build their character, managerial skills, maturity, compassion, and attitude.”

A participant shared: “I’ve become more appreciative and cherish life and what I have. I was able to discover my potentials that I never realized before. This program enabled me to become closer with God. I felt a sense of togetherness and a complete ease being in a new environment. I appreciate others fully. And realized that life is a battle.”

OB Indonesia integrates these community development and cultural immersion activities in many of our Corporate, Youth, and International programs. To learn more about this program, please contact info@outwardboundindo.org. 

“Go to foreign countries and you will get to know the good things one possesses at home.”

— Johann Wolfgang Von Goethe



Crisis, Trauma, and the Walking Worried

By Will Marling, Executive Director, National Organization for Victim Assistance

During my college days, one of my classmates, Jay, and his friend, went for a drive in the country, not far from campus. When they didn't return, a search eventually discovered their overturned car down an embankment of a river. The driver was injured but still in his seatbelt. Jay was missing.

Over the next hours and days, a search ensued. There was a cloud over the entire campus, a relatively small community, where faculty, staff, and students knew most everyone. It was agonizing. As I sat in class one afternoon, the college president came in and told us that Jay's body had been found. He was going room by room to make the notification personally. Jay's body had been discovered in the river not far from the car, pinned underwater by a rock.

That death of one person thirty years ago showed me how far-reaching one traumatic incident could be. The pall over the campus lasted for days as students, many who didn't even know Jay, supported one another, spoke of the brevity of life, and expressed the sadness of his traumatic passing. Today, we call all of those people the "walking worried".

It is important to recognize that trauma radiates from the center of an incident and those impacted by it are connected by the nature of the trauma, particularly as it relates to loss and the sensorial dimensions in and around the event. In trauma mitigation work, we call this the "control/loss continuum".

There can be many different kinds of traumatic losses that range from the loss of life and physical function (e.g., injury) to the loss of emotional control (e.g., traumatic disorders). Commonly, one of the most profound losses a person can experience is the loss of innocence. The cognitive understanding of something painful happening is replaced by an experiential knowledge.

Western culture tends to define the impact of a loss for others who are experiencing it. At the very least, we might presume to rate losses one worse than another. More obvious are laws

and policies that put a "price" on such losses. In opposition to this, and investigations and litigation aside, an effective crisis manager works hard to affirm losses while seeking to avoid deciding the full impact of a given loss. At least for ourselves, it is our right to determine the impact of any given loss.

As trauma works its way out from the epicenter of an event, those who have a similar type of connection to the event are part of what we call "risk/affinity (R/A) groups". For example, the loved ones of those injured are a R/A group, even though they were not present during the incident. Individuals who observed the event, though not physically impacted, are also their own R/A group.

"Taking appropriate and manageable risks is part of the outdoor wilderness experience."

Jay's death had a direct impact on many people. His family and friends felt that loss differently than others, as the circles of trauma spiraled out. And yet that doesn't mean others weren't affected traumatically or didn't experience other types of loss. And

there was another group that had a profound experience: those who were searching for Jay and found his body. Those individuals had sensorial data that gave them their own affinity to one another.

Taking appropriate and manageable risks is part of the outdoor wilderness experience. Inherent in the opportunities that catalyze learning and growing for adventure education participants are challenges to stretch their capacity and imbue a sense of accomplishment. But what happens when control isn't maintained in a situation, resulting in a traumatic loss to the participant or the loss of the individual herself? The resulting crisis typically impacts far more people than are initially perceived.

The idea of risk management, of course, is to manage risks. And when risks aren't maintained, for whatever reason, the need for crisis management becomes necessary. Given that crises are going to occur, what are some considerations for responding adequately? If your responsibilities require that you engage people who are going or have gone through a

crisis, even if that duty involves a wide range of losses on the control/loss continuum, you might need to support various R/A groups in meaningful ways. How do you do that?

Certainly, the starting point is well before an incident occurs. A crisis management and response plan needs to be devised, containing strategic benchmarks that prioritize needs and tactical considerations for serving those impacted by the crisis. My purpose here is not to detail such planning. What I will do is provide a framework for engaging the traumatic dimensions of an incident.

Since 1986, when NOVA sent out the first crisis response team, we've trained thousands of people in trauma mitigation protocols that we developed. These methods reflect an understanding of the trauma's impact on human physiology, function, and reaction, and also practical steps for supporting someone in trauma.

The first thing a crisis manager should do is to diagram the risk/affinity groups affected by the traumatic incident. The value to this is found in the validation that group members can provide to one other by affirming the common reactions each R/A group experiences. These diagrams will also allow you to identify all those affected, preventing a focus solely on a subset of them.

If you are going to engage the various R/A groups in supportive ways, there are key elements that help to mitigate trauma, affirm affinity, and provide an opportunity for education. For people who often deal with reactions that they have not faced previously, trauma education alone can be quite comforting. The basic elements for trauma mitigation are Safety & Security, Ventilation & Validation, and Prediction & Preparation.

Safety and Security reinforces the physical needs and perceptions of needs that we have as human beings. For example, being thirsty or cold reflects basic safety needs that should be addressed if possible. Security recognizes that perception is reality and unless someone "feels" safe at some level, it is commonly harder for her to hear what you are saying. Ventilation and Validation are intuitive to trauma in

"Whatever your official or unofficial role might be in assisting those going through a crisis, being ready is job one."



many ways and events like funerals are 'approved' places for people to discuss their reactions (ventilation) and for others to affirm and support (validation) those responses. But what about when the funeral is over?

Asking appropriate and careful questions (hint: not "How are you feeling?") about a person's reactions to the situation is an opportunity for airing a variety of concerns and frustrations in a safe and productive way. Validation is the opportunity to normalize those experiences. A traumatized individual can wonder if he is abnormal in his internal struggle. Normalization isn't telling someone, "You shouldn't feel that way." It is affirming that while not her fault, guilt is a common reaction.

Prediction and Preparation provide an educational component to people in crisis. A natural reaction to a loss is for an individual to ask the question, "What will happen next?" While it can be an overwhelming thought, a person in crisis asking that question intuitively expects that there is a future to consider, which can provide a form of hope. That notion of talking about the future presumes that we plan to experience it.

Helping people prepare for that future can be as basic as addressing tangible needs. Creating realistic expectations for them can also be a gift as processes, procedures, and timelines can be quite different from what uniformed people, believe they should be.

Whatever your official or unofficial roll might be in assisting those going through a crisis, being ready is job one. Recognizing traumatic dimensions like loss, control, and affinity can be crucial to your (and your organizational) effectiveness, along with a process for trauma mitigation.

No doubt there are many needs at the epicenter of a traumatic event and the most crucial ones need attention. But don't forget about the "walking worried". 

www.trynova.org/help-crisis-victim/overview.

Inka Pen



Many Outward Bound instructors enthusiastically set aside their day jobs—often complete with offices, desks, computers, and the paperwork that stubbornly inheres even in our digital age—to pursue, perhaps for only a few weeks each year, teaching opportunities in Outward Bound’s countless wilderness and urban outdoor classrooms. In so doing, they largely abandon the written word in favor of the oral tradition—one of the key benefits of experiential education.

But not so fast! The oh-so-quick retreat from the great indoors can’t wholly escape the need to put pen to paper. Even OB instructors have bosses who expect the occasional report! Enter the Inka Pen.

Created by Greg Adelman, an engineer-entrepreneur who designed instrumentation for the Scripps Institution of Oceanography and engineering projects for NATO and the US Armed Forces, the Inka Pen is intended for use in extreme environments. Lightweight, watertight, and fabricated from high-strength aerospace-grade materials, the pressurized ink cartridge ensures the pen will write when it is wet or dry, cold or hot, and at any angle or altitude. But there’s more . . . the pen is only 7 cm (2.75 in.) long and can be reassembled as a full-length writing instrument. It features a built-in touch screen stylus, and comes with a quick-release neck lanyard and key ring to ensure it is available to write up (or in) a storm at a moment’s notice. \$17.79 US.



 **inka**TM
www.writeanywhere.com



Ghost Pack

Perfect for those hot and humid days on the trail when even the clothes on your back feel too much to bear, this lightweight pack offers a cool respite for a sultry climate. Weighing in at a mere 1.78 kg (3 lbs. 15 oz.), Mountainsmith’s Ghost 50 backpack features a distinctive Off-the-back Breezeway™ “trampoline” style suspension system that provides 8 cm (3 in.) of breezy separation between your back and the pack. The pack is comfortable to carry while negotiating uneven ground because of its pivoting waist belt, fixable padded lumbar support pad, and the easily adjustable 3-position shoulder strap system.

The Ghost 50 has zippers and pockets galore, and four quick-release side compression straps for lashing extra gear and ensuring load stability. Access to the backpack is aided by a U-shaped zipper that allows easy access to the main compartment without the need to remove and replace unneeded items to reach the ones you want. A smaller back panel and back pocket provide additional storage, and an internal hydration sleeve can house bladders up to 3L. Bring a rain cover, though, to help the easily accessible zippers repel the moisture.

This pack is ideally suited to short overnight trips where your load is less than 20 kg (45 lbs.). \$179.95 US.



www.mountainsmith.com



Jamie Anderson Receives OB Canada's Kurt Hahn Award

On Monday, June 11th Outward Bound Canada honored long time OB supporter and former OBC Chair and Outward Bound International (OBI) Chair Jamie Anderson with the Kurt Hahn Award for his leadership and commitment to the ideals of the Outward Bound movement in Canada and around the world. The event, which raised funds for OBC's Annual Fund, was held in Toronto and was hosted by Bart MacDougall, former OBI Board member and current OBC Board member. Mary Thomson, current chair of OBI, presented Jamie with the award. An excerpt from Mary's speech is here:

I first met Jamie in 1992 when we were both new (and young) Board members on Outward Bound Eastern Canada. When I first laid eyes on Jamie, it was clear that he was "a suit" with all that that entailed. Not long into our relationship on the Board, we were into a donnybrook.

Students have always been expected to abstain from smoking and drinking while on Outward Bound courses. Nonetheless, at an early Board meeting Jamie and I squared off on a marketing initiative that was before the Board for approval. A contest was to be conducted through a popular beer company. Into every case of 24 of beer would be placed a contest form, the prize to be an Outward Bound course in Northern Ontario. Jamie was all for this. I, however, had strong reservations about the content's subjects and whether they might consider the prize (and all that it would entail) to be misleading.

Jamie was transferred to New York shortly afterwards. Happily, it was not a long transfer and just as I was moving into the Chair's position at Outward Bound Ontario (OBO), Jamie returned to Toronto and re-joined our Board.

As I completed my role as Chair of OBO in 1999, Jamie took over and I became his past-Chair. In that capacity, I watched Jamie apply his remarkable professional skills in mergers and acquisitions to Outward Bound in Canada. Working with Karen Mercado in the west, Jamie assembled a team of like-minded individuals who merged the eastern and western schools into an operational entity called Outward Bound Canada. Leadership is Jamie's innate gift.

In due course, Jamie's sterling reputation came to the attention of then fledgling Outward Bound International Jamie quickly found his feet on the International Board and served for two terms, the prescribed period for Board membership at OBI. Jamie was a stable, wise, thoughtful voice on that Board—steadyng an organization that had not yet had its role defined within the international community.

After Jamie stood down his term on OBI, the Board hit a rocky patch. Nondescript fears of the litigation climate in the US caused those closely aligned with Outward Bound in Britain to push for the re-organization of OBI so as to protect assets of OBUK. As OBUK moved to the ramparts, concerns of a split within OBI became more and more likely. After a particularly difficult meeting in Belgium in March of 2008, it seemed likely that OBI would founder on those very shores that Outward Bounders always try to avoid.

That summer, there was a "draft Jamie" movement. There was a genuine sense that only Jamie could restore stability to OBI. He was clearly regarded as being the most honest broker imaginable to bring this all back together.

Jamie returned for a two-year period as Chair of OBI. He took over in Quito and left in Singapore. In between, he brought the world of Outward Bound back together. And as you would each expect, Jamie left his legacy on OBI:



UFO

T E N T

At the recent Outdoor Retailer event in Salt Lake City, Sierra Designs, the Boulder, Colorado-based purveyor of outdoor equipment, unveiled their newest concept tent, the Mojo UFO. Some people say that UFOs don't exist—but at fewer than 2 pounds (0.76 kg), the two-person Mojo UFO is so completely ethereal, it might as well not! And at more than \$900 a pound, the average outdoors person is far more likely to be beamed aboard an actual UFO than to see this backpacking tent on the trail.

\$1,799 US www.sierradesigns.com



- He addressed squarely the issue of funding for the organization.
- He empowered the operational side of OBI by engaging the top executive directors around the network, including our very own Sarah Wiley, who is a vital member of the Operations Committee of OBI.
- He addressed the legal and licensing structures within the international Outward Bound organization.
- He stabilized the Outward Bound community at an international level such that its future is now one of promise and hope rather than of dismay and discord.

His contributions have been invaluable. His judgment is impeccable. His clarity and vision is inspiring.

One of Kurt Hahn's founding statements is:

There is more in us than we know. If we can be made to see it, we will be unwilling to settle for less.

No one embraces that simple truth more than Jamie Anderson.

But, as I close, I want to take you to another quote, for Hahn said that we should all aim in the Outward Bound community to ensure the survival of the following qualities:

- an enterprising curiosity
- an indefatigable spirit
- tenacity in pursuit
- readiness for sensible self-denial
- and above all, compassion.

Jamie Anderson is surely the embodiment of all of these qualities and hence, of Outward Bound. He is a man of whom Kurt Hahn would be extraordinarily proud.

I can think of no better recipient of the Kurt Hahn Award.

Many former and current OBC board members were in attendance as well as supporters of OBC, current and former staff and alumni. Four alumni from both OBC's wilderness and urban programs spoke about the impact that their OB experience had had on their lives. The event brought together friends of OBC to honor Jamie's contribution and celebrate OBC's recent successes. Sarah Wiley, Executive Director of OBC, also shared with guests the key components of OBC's recently completed 5-year strategic plan. 

When Something

BAD Happens

By Skip King



Today's media landscape gives you one chance to get it right

Not long ago, bad news followed a very predictable arc. Something bad would happen. Local news media would find out. If the story was deemed important (or juicy) enough, it would jump to regional, national and international media outlets—pretty much in that order.

The advent of smartphones turned that process on its head. Today, bad news can break internationally before local reporters are even aware that something happened a few miles away.

How so? On rare occasions, a reporter will find him or herself on the scene of breaking news, and immediately call in—with stills and video—to their home outlet, which may be thousands of miles away.

More commonly, a bystander tips the media. And increasingly, eyewitnesses tweet or post text and images via social media channels without calling reporters. But the news media, well aware of the power of social media, keeps an eye on such channels. The Costa Concordia cruise ship disaster was hot on Twitter for several hours before the news media understood the significance of the story and stepped in.

Social media (and when we use that term, we're not just talking Facebook and Twitter; there are also online bulletin boards, YouTube, listservs, and response sections on news media websites) allows an interested public to discuss events long before important facts are made known. Anyone who regularly uses these tools knows that people often make spectacular jumps to conclusions.

All of this means that when something bad happens, we no longer have much time to prepare for a media onslaught. Successfully managing bad news today means being ready with plans, protocols, and assignments long before anything happens, because we have only one chance to get it right. That requires planning.

Understanding Reporters

Most of the public believes reporters inform the public, raise awareness of vital issues, and make the world a better place by exposing bad behavior and highlighting the good. Indeed, many reporters believe that themselves. But at the core, the primary responsibility of a journalist in free-market societies is to generate content that advertisers, underwriters, and consumers are willing to support financially. In other words, unless you live in an area in which the government controls the media, it's all about the money.

“Today, bad news can break internationally before local reporters are even aware that something happened a few miles away.”

The press generally knows what kinds of stories news consumers like (they like spectacle, the tawdry, to cluck their tongues), so it has a built-in incentive to serve up stories of this type.

With that as background, let's take a look at the most common types of news media and how they differ. There are differences among nations, but at least as far as the Anglophone news media is concerned, the following concepts are fairly common.

Television:

TV news is carefully constructed to create an emotional connection between the viewer and the story. Detail and nuance are secondary; TV news is so constrained by time that it doesn't lend itself to either.

Instead, it presents the most spectacular visuals it can offer, along with the reporter's banal recitation of the broadest facts. Those facts don't run particularly deep—they simply don't have the time. TV stories do often include an "actuality" or two by a spokesperson from the organization at the core of the story. In commercial English-language broadcasts, these typically last five to eight seconds. Good spokespeople understand this and enter these interviews with 20- to 25-word sound bites that are crafted to be sufficiently compelling as to be an obvious choice for broadcast.

Newspapers:

Newspapers are facing a double whammy. In the U.S., 75 percent of those under the age of 40 don't read them. Most never did. In other nations, newspaper readership is higher, but even so, a growing number of people go online to get news. Coupled with declines in ad purchases, we see smaller newsrooms, less institutional memory, and less space for stories—so the stories themselves tend to be shorter and contain less detail. Newspapers, noting emotional connections used by broadcasters, increasingly work emotional, rather than factual, story angles. This emphasis on emotion is common in UK and Trans-Tasman nations too. Newspaper stories usually include more content than TV stories do—although interestingly, effective quotes for newspaper stories still tend to fit in that 20- to 25-word span.

Radio:

Radio is an even more constrained medium than TV. Depending on the format of the news broadcast (and the station), news stories can range in length from as many as ten minutes to as little as ten seconds. In North America only a handful of stations run stories longer than 90 seconds (and these are generally public radio stations). This means that information must be provided to radio stations in small, easily-used chunks—and quotes from your spokesperson need to be even shorter than in other formats.

Online:

Most major news stories show up online before being broadcast or printed. Regardless of outlet type, all media outlets now have the exact same deadline: five minutes ago. That's because stories are typically posted online first. This means that they initially appear in their rawest, top-level form, and content is added as more is learned. So early passes of a story tend to include minimal detail or explanation, and tend to be rather sensational. On the plus side, it's easier to get a story corrected while it's still in an early online form than it is once it hits air or print. This means that someone needs to monitor news channels almost from the moment something happens.

Three Key Concepts for Bad News

Given the speed with which news breaks now, and the technical challenges in managing it, there are three key concepts to bear in mind:

“Good media training programs help spokespeople understand how reporters work and why they ask the questions they do.”

the “Buy Time” Statement, “Must Air Points”, and the “Killer Quote”. (The author fully admits to borrowing the first two terms from other practitioners, but coined the last one himself.)

The Buy Time Statement does just that: it provides you with a statement that buys you some time while you're in the early stages of learning about an incident. A Buy Time Statement boils down to this:

“Here's what we know happened, this is what we (and others) are doing about it, and this is when we expect to get back to you with more.”

Usually, three or four sentences is all you need. Buy Time Statements typically have a shelf life of about an hour; at the conclusion of that hour the media will assume, usually correctly, that you've learned more. So you need to put that hour to good use—planning your strategy, creating a press release, figuring out what reporters are likely to ask, and getting your spokesperson ready to interact with them.

When do we send this statement? If the situation is significant enough that there is no question that it will become a major news story, it's generally a good idea to issue the Buy Time Statement proactively and alert the media to the existence of the story. If that's not possible—either because you don't know enough yet, or because others in your organization prevent you from doing so, generate the statement anyway and sit on it until the first media outlet calls. Then send it to everyone. You want to maximize the efficiency of media encounters and do whatever you can to minimize the duration of the story.



Must Air Points are the three key items you want to ensure that reporters hear loud and clear. This generally means making these points several times in the course of an interview. In a situation involving serious injury or death, two of the three key points are already spoken for:

- 1) **An expression of concern and compassion**
- 2) **A statement about commitment to safety**

The third point is generally dependent upon the nature of the incident and the response, but it's generally a good idea to say something along the lines of "we're working closely with [appropriate agency] to determine the cause of the accident."

Try to avoid clichés such as "our thoughts and prayers are with the family" in that expression of compassion. It sounds insincere. If it comes from your heart, odds are that it will sound (and read) authentic.

The Killer Quote is the 20 to 25 words that you want to be quoted as saying in news stories. It needs to be tight, compelling, and relevant—and also the most interesting and usable thing that you say. (If it isn't, reporters will invariably use something else.) Ideally, it should reflect at least two of your three Must Air Points.

Planning to manage bad news

Obviously, the crafting of a Killer Quote isn't something that you can do on the fly. Nor should you enter interviews without solid understanding of what you're going to be asked and how you'll answer tough questions. In order to properly manage bad news in the current environment, you need three things.

First, media training is essential. Good media training programs help spokespeople understand how reporters work and why they ask the questions they do, and provide spokespeople with tools that allow them to pre-plan interviews for maximum effectiveness. You learn how to anticipate what you'll be asked and how to answer. You learn how to craft Buy Time Statements, Must Airs, and Killer Quotes. Most importantly, good media training provides ample opportunity to practice and review.

Media training helps with both promotional and defensive stories, and

every organization should have at least two—preferably three—individuals who have been trained to work with reporters. Further, the media has evolved so much in the past five years that even if you've been previously trained, it's a good idea to re-train—unless you deal with reporters on a frequent basis.

Next, you need an emergency communications plan (ECP). You'll have a ton of decisions to make in an emergency situation; a good ECP puts about half of them on autopilot. With a good plan, you'll already know who will fill key roles, and who their backups are. You'll know where to host press conferences, who the spokespersons for relevant government agencies are, and how to reach them. You'll have the resources to manage any type of bad story, regardless of what it is. A good ECP is a toolbox, not a cookbook.

An ECP helps you identify all of the major stakeholder groups impacted by an incident (Students? Their families? Your staff? Your community? Local agencies? Others?) and the best tools for communicating with each. It also provides you with a mechanism to determine how impactful a given situation might become.

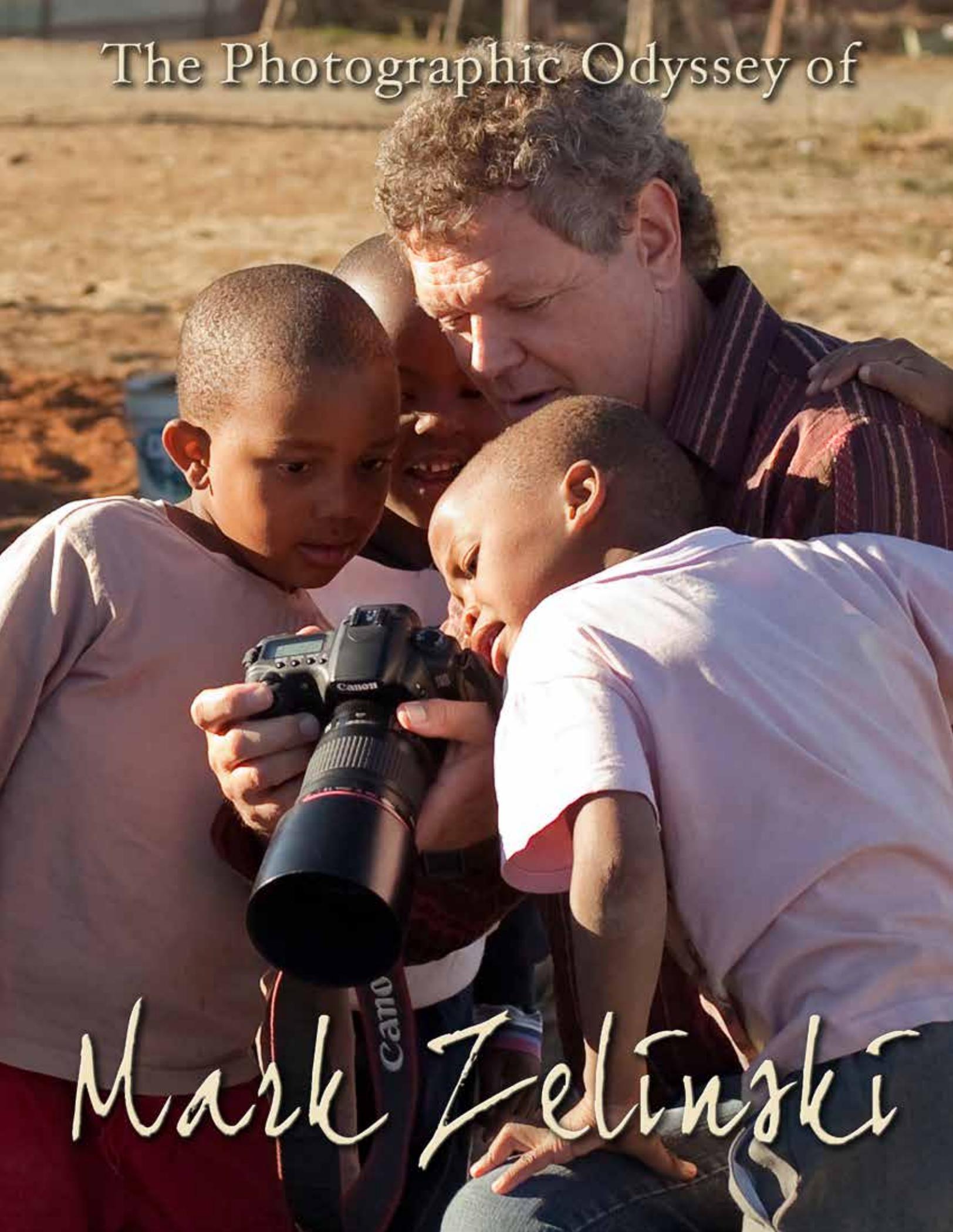
Creating a good ECP isn't easy, and few organizations have the internal resources to do so, but they're essential if you work in a risky environment. Keep this in mind: plans have to be written with the idea that your key team members will read it once (when they receive it) and won't open it again until they need it. It needs to be easy to use and easy to update.

Finally, annual practice is essential. Don't limit yourself to a handful of senior staff—in a crisis, everyone must wear additional hats. Make certain that people charged with operational management of a situation are right there with the communicators. The spokespeople need to understand what the operations people are facing, and the ops people need to understand the pressures the communicators are under.

Managing difficult news was never easy. Today, it's harder than ever, because technology has changed the game. Understand the changes and plan accordingly, and odds are you'll get a better result, regardless of what the fates throw at you. 



The Photographic Odyssey of



Mark Zelinski



As dawn breaks over the Western Hajar Mountains, the Outward Bound adventurers have an opportunity for quiet reflection. This is the cover photograph for my new book "ONE SMALL FLAME: Kurt Hahn's Vision of Education". Endorsed by UNESCO, Outward Bound Oman's CONNECTING CULTURES is identified by UN Alliance of Civilizations as one of the leading civil society initiatives in the world.



My first trip to New York was eventful: I bumped into Yoko Ono, was held at knifepoint by a gang in South Bronx, and photographed OB's new constructed climbing tower near JFK. Used on the cover of the book "OUTWARD BOUND USA".



Arriving at OB Kenya in the early morning gave me this spectacular first-view of "Kili", which became the cover for FROM THE FIELD. I hear the snow has receded to top...



One of many journeys with OB Canada was an expedition into the extraordinary alpine wilderness of British Columbia's Coast Mountains. Used on the cover of the book "Kurt Hahn: Inspirational, Visionary, Outdoor and Experiential Educator".



Outward Bound hikers surveying the Mediterranean Sea from Croatia's northern Velebit mountains.



Canoeing and trekking with OB through The Florida Everglades was an amazing opportunity to experience such diversity of wildlife up close and personal: snowy egrets, manatee, sasquatch, and one of the oldest creatures on the planet, the alligator.

In the summer of 1984, I found myself shooting for several days as a volunteer at the Canadian Outward Bound Wilderness School in Northern Ontario. It had rained heavily for the first two days of my visit to “Homeplace”, the base camp on Black Sturgeon Lake, and my frustration was building. Then, on the third morning, I was awakened by a brilliant sun gleaming across the lake through a white blanket of mist onto my sleeping bag. I raced to the lake to catch the sunrise, and was soon joined by a group about to embark on a canoe marathon. I clicked the shutter as the group paddled into the mist, and I felt a quantum shift — like a new door opening. I did not know it at the time, but my global odyssey with Outward Bound had begun.

For the next 26 years I traveled to Outward Bound schools, United World Colleges, and Round Square schools to create the photographs in the book *One Small Flame: Kurt Hahn’s Vision Of Education*, launched in 2010 at the 90th anniversary ceremony of Hahn’s first school, Schule Schloss Salem. Photographing more than 100 Outward Bound courses worldwide has taken me across oceans and deserts, to many mountaintops and rainforests and cities. It’s also allowed the possibility for me to photograph wildlife, remote environments, and portraits of people of diverse cultures. In 2010, I published two additional photography books that span 35 years across 70 countries, *UNTITLED* and *From The Field*. Seven thousand of these books were printed specifically to donate to children’s charities globally.

The question I’m most often asked about my travels is about close encounters with dangerous animals in the wild. I usually explain that during my travels with OB I’ve come into close contact with a variety of poisonous snakes and spiders, sharks, alligators, and possibly even a sasquatch! Before plunging into any environment, however, some basic knowledge of the habits of local predators reduces a low risk to almost nil. My experiences with animals in the wild have been good! The real threat to personal safety comes from the creatures too small to see (parasites) or the most unpredictable of all animals — the ones who carry knives and guns. My real close calls occurred while traveling in cities on the way to OB courses. I encountered armed gangs both in Harare, Zimbabwe and in South Bronx, New York City. They were situations where I instinctively knew that if I acted frightened or like a victim, then I certainly would be a victim.

I have so many great travel memories, one of them an overnight drive in 2001 from Nairobi to Outward Bound Kenya in the “small rainy season”. The driver, Omari, arrived several hours late at the airport, having had some engine trouble. We slowly made our way across the Maasai plain in

the old Toyota truck, sometimes stopping to help push another driver out of the mud, sometimes being pushed out ourselves. After a few hours, I asked Omari if we would see Kilimamjaro soon. “Kili sleeping — straight ahead,” he told me, pointing at an overcast sky. Occasionally, a herd of giraffe would run across the snake-like mud road, and we would sometime see the eyes of lions reflected back into the truck lights. Eventually, a bright white shape appeared in the dark sky ahead. “Is that a cloud?” I asked. Omari replied, “No. Kili, comin’ out for de night. God is Great.” Once the sky had cleared completely, we stopped and I took a photo of the incredible domed mountain against a starry sky. The photo was printed in *Outward Bound: The Inward Odyssey* volume 2 and later became the cover for *From The Field*.

Three years later, with the help of a United World College graduate/anthropologist, I had the privilege of visiting an Ashaninka tribe in the upper Amazon of Peru. I had to sign a waiver agreeing that I was subject to their laws, which included capital punishment. It turned out quite well; in fact, after a few days they invited me into the tribe and gave me a tribal name. They also gave me land to build a hut on the river — but the biggest honour was to be taken to their sacred waterfall in a canyon within the rainforest. This was their temple, and no outsider had been invited here before.

But I ascended from the hot jungle lowlands to cold winter in the high Andes (1200+ ft.) much too quickly, and as a result I lay in a hotel room in Cuzco with a serious fever, unable to move, hallucinating for two days without food. On the third day my guide (head of the Inca Weaver’s Guild) collected me and we drove for hours to villages near the Bolivian border. Unable to walk, I crawled around on my knees for hours with my camera on a tripod, slowly taking photos of weavers sitting on the ground. The interesting thing was when I finally got home and processed the film I did not recognize the people in the photos or have any memory of them — and loved the pictures!

In 2009, I joined a powerful five-day program at Outward Bound Oman, where 15 young women from around the world shared a journey of cultural dialogue in the desert wilderness. One day we reached a small desert village where the group separated by gender to different houses to have lunch. Mark Evans and I ate in a small house with a few local men. For 35 years I had searched across the world for a specific face to complete my book *UNTITLED*. As I clicked the shutter to take a portrait of a thin, wrinkled old man in a frayed turban, I recognized his face as the one I had searched for. My search had ended, and this photo appears on the last page of *UNTITLED*. Within a year, three new books were printed, and “Books That Heal” was born.

At first the idea of “Books That Heal” was simply that I would bring all of the cultures of the world photographically to children and families who cannot flip through a National Geographic, switch on Discovery Channel, or Google any topic. While photographing a small village school in India, I noticed that the classrooms contained no books, let alone computers. As I moved through the joyful commotion of children I realized that one of my photography books would probably be considered a treasure at this school, and in the following weeks decided to print my 70-country “global family album” without a single word in it: that way the book would not be limited by language in a place like this village school, but contain only the universal language of photography which could be fully enjoyed by all, regardless of language or literacy level. I call that book *Untitled*.

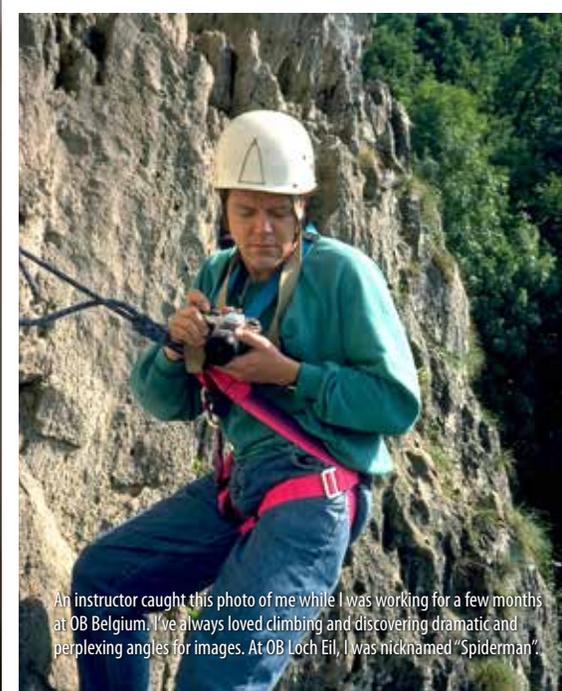
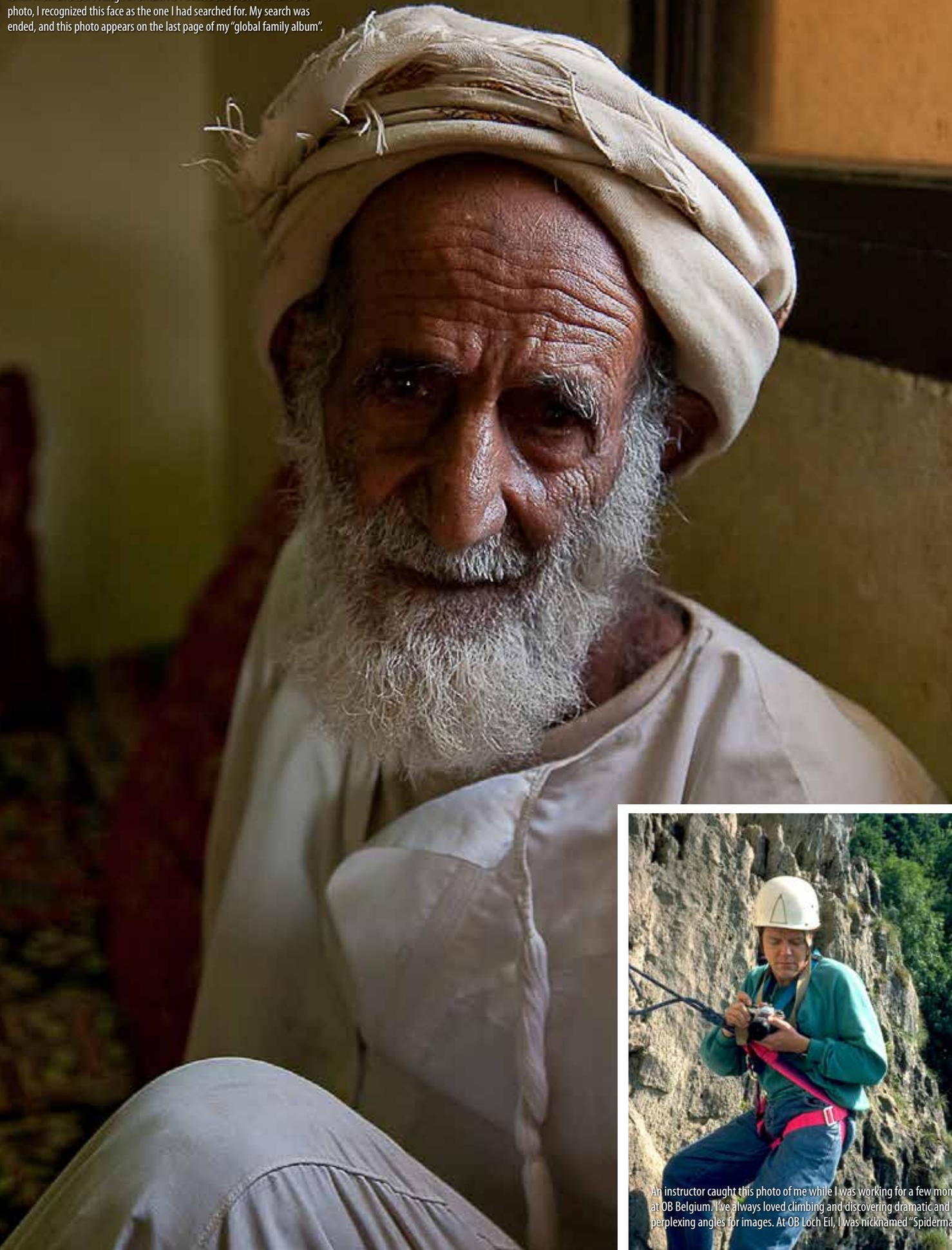
Its companion, *From The Field*, is an intimate visual story of the trees and rocks, the oceans and animals, and a document of the human condition, from nomadic culture to technological society. Much of the photography was captured in rural areas while visiting OB centres. Because both editions contain little or no words at all, charities worldwide are finding a surprisingly broad spectrum of uses for the new books. Children are improving literacy by writing their own stories for the cultural portraits in *Untitled*, recovering addicts are connecting on an emotional level to the imagery in *From The Field*, and teens are inspired to volunteerism by the compassionate service portrayed in *One Small Flame*. In Asia the books are used as gifts to rescued victims of human trafficking for the sexual slave trade. I’ve donated hundreds of books to Li Po Chun United World College in Hong Kong, used for a goodwill initiative with North Korean schools (the books without text easily pass the DPRK censors!). As a result of this project the grandson of Kim Jong Il has enrolled in the Bosnia United World College. For each book that I sell, I donate two more to charities. So far, I’ve donated about 4,000 books to more than 60 charities, schools, and orphanages worldwide.

I’ve seen hundreds of people experience life-changing growth within schools inspired by educator Kurt Hahn. To witness first-hand the power of these courses to transform adversity into triumph has long been a great inspiration for my art as well as a personal blessing.

My books are a tribute to the heroes of the world - the social workers, teachers, volunteers and charities that work every day to help others. I think we need to see the human race as a family, and it’s exciting for me to use my photography books as a gift for children and a tool for charities. ✨

www.MarkZelinski.com

For 35 years I searched across the world for a specific face to complete *Untitled*, my book without words. On an OB expedition, Mark Evans and I ate lunch in small desert village in Oman. As I clicked the shutter to take this photo, I recognized this face as the one I had searched for. My search was ended, and this photo appears on the last page of my "global family album".



An instructor caught this photo of me while I was working for a few months at OB Belgium. I've always loved climbing and discovering dramatic and perplexing angles for images. At OB Loch Eil, I was nicknamed "Spiderman".

ECO CAMPUS

Outward Bound Indonesia Opens Its New Home

By Wendy Kusumowidagdo

 outward Bound Indonesia began 2011 with a big bang. Our highly anticipated new center in West Java, OBI Eco Campus, has completed its first phase.

OBI Eco Campus is the first environmentally-sustainable Campus for Character Development using Outward Bound learning methodology in Indonesia. OBI co-founders Djoko Kusumowidagdo and Elly Tjahja spearheaded the OBI Eco Campus vision. The green campus provides Outward Bound courses focused on character development, as well as environment-centric programs, to individuals and organizations.

OB Indonesia, staying true to our principles, will continue to deliver training courses using experiential learning through challenge and adventure to develop attitude and leadership, as well as team power. The new campus also intends to become an agent of change and help the nation become more environmentally conscious. We will provide short and practical eco-programs for people at large, such as compost making, agriculture, and recycling projects.

Mr. Sarwono Kusumaatmadja, Indonesia's former Minister of Environment and our patron, stated, "OBI Eco Campus is a vanguard project for the nation's character education. It will set the bar high

as a comprehensive character development agent that will spark a deep sense of compassion and concern for humanity and the environment."

Aside from the 15-meter element tower, all the buildings, comprised of an expansive ballroom named "The Great Hall", office building, tree houses for accommodation, and shelters for debriefing sessions, are constructed from bamboo. Guests and training participants will experience a truly unique eco-friendly atmosphere.

ECO FRIENDLY PROJECT IN A STUNNING LOCATION

The green campus sprawls on a four-hectare naturally lush area of Jatiluhur, West Java, on the banks of Jatiluhur Lake and overlooks the picturesque surrounding mountains.

The main components of the buildings are bamboo, wood, and natural stone, with thatch roofs. The campus makes use of the many large trees already there to keep it shady and cool.

We relocated as many trees as possible if they were in the way when the buildings were being constructed, and incorporated them into the buildings themselves. The bamboos were acquired from nearby

areas to reduce energy for transporting the material. From the outset, we are making every effort to make the campus as environmentally friendly as possible. OBI Eco Campus is the extension of OBI's existing Jatiluhur, West Java Center, while our other campus is located in Payangan, Ubud Bali.

The Great Hall and office building were designed by a young lecturer from Institut Teknologi Bandung, who is now completing his doctoral degree in bamboo architecture. The master plan was designed by an Indonesian Harvard graduate master planner and architect, while local bamboo handcrafters built the interiors, such as walls and partitions.

THE MAGNIFICENT BAMBOO BUILDINGS

The Great Hall is a magnificent 1000 square-meter pillarless structure, built with superior craftsmanship, which uses more than 8000 bamboo and natural stone flooring. It can hold up to 800 people.

The hall is semi-open, with no doors and only columns surrounding the oval-shaped building, offering ample air flow. Its 17-meter-high dome ceiling is adorned with a unique 24 square-meter skylight in the shape of a ring, giving the space plenty of natural sun during the day. The skylight also provides a spectacular light spectrum on the ground. The intricate Great Hall serves as a multi-function ballroom, with a mezzanine floor around the perimeter, expanding the space and granting a different perspective of the ornate building.

The tree houses serve as simple yet elegant back-to-nature accommodations for our guests and participants. The entire constructions are made of renewable material, comprised of bamboo constructions, wicker doors, partitions and walls, thatched roofs, and flattened bamboo flooring. The tree houses are surrounded by plenty of windows for air circulation. Each building was designed with a loft interior and is elevated two-and-a-half meters above ground, which provides

space for shelters and briefing and debriefing sessions underneath. Each tree house and shelter can hold 14 people.

The three-story bamboo office building has an elaborate bamboo structure and interior, wood floors, a thatched roof, a cathedral ceiling, and floor-to-ceiling glass that encases the building's façade.

AVANT GARDE OUTWARD BOUND FACILITY

OBI is pioneering the very first height-element tower in Indonesia, reaching a height of 15 meters and perched on a 16-meter hill. The tower presents multi-purpose walls for various height activities, including individual challenges and team challenges. This avant-garde activity tower imposes a multi-dimension of adventures, good for individual development such as self-confidence and self-empowerment, and also team development such as teamwork, trust, and communication.

AN AWARD WINNING FACILITY

At the end of 2011, OBI Eco Campus received its first award from Indonesia's Ministry of Public Works for its achievement in architecture and construction of the Great Hall.

OUR CAMPUS OPEN HOUSE

On October 8, 2011 we opened our campus to the public with a Family Day with Bamboo event, a full-day event filled with eclectic activities from the cultural and musical to sports and adventure.

OBI Eco Campus has been an enormous but personal and meaningful process. We are confident that OBI Eco Campus can be a breakthrough for character development for Indonesia. On behalf of Outward Bound Indonesia's staff and management, we welcome you to our new home. Selamat Datang! 🌟





Our Social Future

By Eduardo Balarezo



The world is at a unique turning point. Its economic fundamentals have been severely shaken, generating an urge to redefine the existing paradigms. Governments are realizing that capitalism is not only stalling, but in dire need of new and more innovative angles to create wealth and improve the wellbeing of the people they serve.

Leaders of multinational corporations, along with smaller corporations and local organizations, are realizing their business models need to incorporate social principles if they are to achieve sustained growth in the future. In addition to this, a tsunami of social entrepreneurs is coming up with new solutions to fix old social problems that institutions have been struggling with for centuries.

Before starting my company, Lonesome George & Co.—a social enterprise organization that combines branded apparel and experiential education to ignite a mind shift towards global interdependence—I noticed we were living in discontinuity or what is better understood

as a period of disruptive change. In an effort to better understand the kind of change we were going through, I scanned the market and began picking up on events that were creating concise patterns of behavior. As a result, I identified three big global trends that would influence our future in a significant way:

- An increasing number of corporations looking at ways to implement multiple-bottom-line (people, profit, planet) as opposed to, single-bottom-line business models.
- The world's economic fundamentals being severely stretched and shaken as never before, generating an urge to redefine existing paradigms, amongst them capitalism.
- More and more social entrepreneurs coming up with new and very innovative solutions to very old social problems that neither governments nor corporations have been able to resolve for generations.

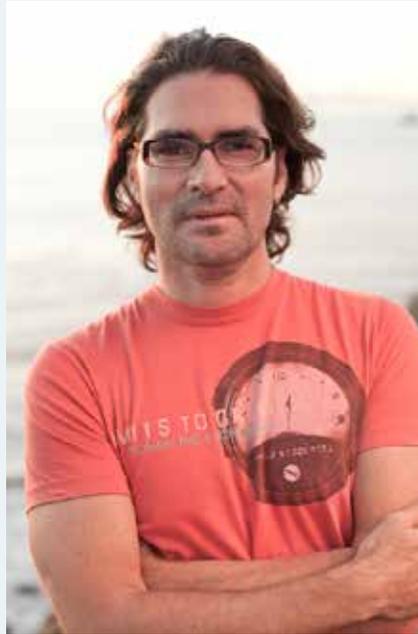
In general, these trends suggest that existing economic and business models are ill suited to take society to the next level of development. For the first time, social contribution is seriously being considered as a profitable component of the cost-benefit business equation, and it is clear that those who do not take action to help their community adapt to the quickly changing world will be left behind. The trait to succeed in this fast-paced environment is no longer market share or financial resources, but adaptation.

Capitalism needs more innovative angles to create wealth and improve the wellbeing of the people it serves. It is time to redefine the equation and look at innovation outside the traditional financial schemes to leverage social and environmental variables that will enhance our economic progress and expand the scope of our markets and the communities they serve. Creating Shared Value or CSV has emerged as a leading business model from this transition. As Mark R. Kramer said, “Shared value is created by policies and practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates.”

It is important to understand that both societal needs and conventional economic needs define markets. The opportunity lies in understanding and evaluating externalities, the social cost created by a firm without the responsibility to bear its costs. All externalities will have internal effects on company productivity from poor infrastructure to water use to quality of education and skills and so on.

We must urge corporations to openly look at externalities together with social entrepreneurs, who undoubtedly will come up with an angle to resolve them. Fostering this interchange will in turn generate profit with a social component and thus a higher version of capitalism. Government will then play a role in setting up conducive ways to reward mission-driven business models.

The real opportunity lies in corporations’ capacity to monetize, escalate, and replicate the innovation locked within a social entrepreneur’s mind to generate systemic change and a proactive government providing the necessary incentives to entice others to follow in a sustainable way.



Lonesome George & Co. has found this method to be successful in creating sustainable, long-term change and invite others to follow our steps and become a MIND.SHIFT.IMPACT company. It is time to raise awareness, redefine parameters, and create social impact using our core competences as individuals, corporations, and governments. The era of market-share and financial resources as essential competitive advantages to succeed is coming to an end. Embrace the chaos because with it comes innovation where “...not the strongest, nor the most intelligent, but only the one that adapts will survive....”

Our MIND.SHIFT.IMPACT business model is unique in that it uses a for-profit arm to help achieve non-profit goals. We raise awareness with designs of how our choices can change the world on apparel (MIND), investing ten percent of every sale in sending participants through Outward Bound programming (SHIFT) followed by Ashoka Youth Venture (IMPACT) programming.

When I began creating the MIND.SHIFT.IMPACT model for how our company was going to influence change, Outward Bound became the fundamental pillar behind our mission. To truly become an Agent of Change, an individual must learn to recognize change, experiment with it, manage systems, and motivate people—all key principles in Outward Bound.

We have found that through rigorous Outward Bound programs, we are able to shift individuals’ thinking with a strong sense of compassion; and then, using Ashoka Youth Venture, give them the tools to create social business ventures that foster empathy in their communities.

It won’t be long before the market recognizes as a general rule that doing good pays off. As a mass of do-gooders venture into shaping this new trend, it is important to recognize where in this curve one stands. There are thousands of good causes to choose from but the ones that provide the most return are in your own backyard: your community. From housing needs to health issues there are hundreds of great projects that your community needs to develop. We need to look to the future, particularly when it’s as uncertain as it is today, and social entrepreneurship, giving back to and strengthening out communities, is the only way forward. 🌟



Freelancing in Oman:

By Gary Lyon **Experiential Learning Redefined**

In the late spring of 2011, I found myself jogging in Massachusetts on an island in Boston Bay. I was on a kayak instructors' course for Thompson Island Outward Bound Education Center. My companions were several other OB instructors, and we were discussing the possibility of working at OB Oman. The goal seemed unlikely but I had already made enquiries and the seed was sown for what would grow into an opportunity for a very rich experience.

Months later, in September 2011, I stepped out of a plane to be greeted by the oppressive heat of Oman, and so my adventure began. I was greeted by a new colleague, Juma, who handed me the keys and asked me to drive through the hectic traffic, as we made our way through to the OB Oman Office.

Juma turned out to be a real people's person intent on knowing and getting to know just about everyone he could. He would be a close ally in my quest to survive the first few days of a baptism of fire. I met the rest of the staff on entering the small office, located in Madinat As Sultan Qaboos, the Place of His Highness Sultan Qaboos, a local neighbourhood of Muscat,

adjoining the main roadway that runs the length of the city.

I immediately felt at home and recognised the familiar tropical vegetation found in every city of tropical climes, namely neem trees, banyan figs, date palms, bougainvilleas, vincas, thevetias, frangipanis, and the like. I met OB Oman's Director Mark Evans a short while later. A typical OB leader, kind, thoughtful, unassuming, and supportive, with more than 21 years of teaching experience and heaps of expeditionary experience, including a solo sea-kayaking trip along the 3000 km coast of Oman, he turned out to be very interesting to talk to. Mark had also led an expedition into the famous Empty Quarter, the haunt of Wilfred Thesiger, who lived with the Bedouin and travelled through this unforgiving desert filled with warring factions and hazards like slaking thirst and treacherous quicksands. Mark had dealt with those hazards, and at one stage the Saudi military, when he strayed a little close to the border.

Mark led the team creating the OB Oman school from the ground up in a region of the world where the concept of Outward Bound was about as alien as the camel is to the west.



Here the only Arabic word that comes close to describing what we do, without suggesting a range of other meanings, either not relevant or inappropriate, is *tahadi* or “challenge”—so that is what OB Oman is promoted as.

Through his charity, Connecting Cultures, Mark had begun building bridges between the cultures of the Arabian world and those of the Occidental world by organizing trips into the desert with cross-cultural groups. He continues this program to this day with course numbers growing as people learn about OB Oman and what it represents.

My first trip was to Jebel Akhbar, or “Green Mountain”, where we scouted one of the course areas, and went over the use of some of the equipment for my benefit and that of the Sultan. It was beautiful and interesting in the mountains, where wild olives, junipers, euphorbias, sand olives, jujubes, and a host of other interesting plants grow. Local settlements farmed roses for the extraction, or distillation, of rose water, and pomegranates hung from the walls at every household.

Soon after this trip I was off again, this time with my friend Juma, to travel across the country to our course area in Solala. This was an interesting trip, punctuated by a number of events. We stopped to help a man and his family trapped in the deep sand on the verge of the road, and managed with the help of a passing trucker to haul out his vehicle.

Then we ourselves became victims. We ran out of fuel only ten kilometers from the next fuel station. We sat for no more than 5 minutes before a trucker, from the same region as Juma, kindly stopped and towed us to the nearest garage. We offered him some money, which he graciously refused to take. I have

been struck many times by the kindness and hospitality of the Omanis.

We stopped at a small place called Qatbit, in the middle of nowhere, and were met by Awadh, a relative of the local regent, Sheikh Mahmoud. He led us into the desert at dusk, and we drove for about 75 km along the dirt tracks to Madinat Al Dibhyan, or Place of the Arabian Oryx. As we drove we passed a military fort and a checkpoint and headed to the edge of the Empty Quarter and the border with Saudi Arabia. The scenery changed from a kind of rocky and wind-scoured land to a softer, dunescape punctuated by acacia trees. The dunes were bathed in the golden rays of the gloaming and the full moon was just rising above the dunes to our right as we headed north.

“I immediately felt at home and recognised the familiar tropical vegetation: neem trees, banyan figs, date palms, bougainvilleas, vincas, thevetias, and frangipanis.”

Awadh, Mahmoud’s relative, met us and invited us into the compound where we enjoyed dates and camel milk with Esam, an Egyptian teacher, before we supped together on chicken and rice. The next morning we continued our trip, stopping briefly to meet the Sheikh and hand him some gifts, including Mark Evans’s books, which featured the Sheikh.

Coming into Solala, we were greeted by camels grazing on green hills, awash with fresh vegetation, as a consequence of the rains of the *Kharreef*, or monsoon, which had just finished. I was reminded of the sub-tropical vegetation of KwaZulu, in my homeland. Over the next few days we prepared for our first course together and got in a trip to Taiq Cave (a huge sinkhole in the area), before meeting Mark at the airport and setting off to the course area and take some coordinates on the GPS before the start of the course. On our way to a place called Tawi Attayr, in the course area, we passed a few lagoons or khawrs, with groves of mangrove trees and numbers of sooty gulls, terns,

ruffs, grey herons, whimbrels, oystercatchers, and other marine birds.

Our course was to be with the Port of Salalah Company, which runs the huge port at Salalah that had the record for volume of traffic and cargo loaded. Mark Evans did the introductions and framing the course expectations. We then drove to Tawi Attayr with the bus following us. We started the course beside the road at a camel watering place with long troughs filled with water supplied by a local government scheme, which is ironic since we were caught in a camel traffic jam two bends preceding the one where we stopped to begin the course. As we began the first initiative, we heard the report of a low calibre rifle and whistling or whizzing sounds. We soon realised that there were two vehicles parked not more than 100 meters from us and the occupants were having target practice on the rocks, not far from us. Juma went off to ask them diplomatically to refrain from firing while we were in the vicinity, or more to the point within range.

Once we had done our first few initiatives, we observed the afternoon call to prayer, and then had lunch, before doing the duffle shuffle and issuing equipment. Our first campsite was not far and we did our first exercise in navigation, following the GPS to the first camp. We were greeted by goats and camels along the way and a starlit Milky Way in the evening, the first I had seen in a long time. Some of the course participants came over to watch the stars with us, including Hamed, a Pakistani, and, Miguel, an Argentine national. Hamed had worked on ships before and was an excellent navigator, so he was the first to begin pointing out the constellations. I was to spend many more hours of my time in Oman searching the clear and light pollution-free skies for stars.

I slept under the stars and caught the eyes of a small predator in the early hours when I walked out to pee. Sand fox, I imagined, but not easy to tell. It turned out to be a black feral cat that I came to know as I returned to the same campsite for several more courses. The next morning the group was amazingly well organized, so the morning prayers, breakfast, and camp take-down had all been completed before eight o'clock, the agreed-upon time for leaving. We did a few initiative games, following a talk on leave-no-trace policy, which included the caterpillar race, an activity I like to call the mole race, and the Gordian knot. Our first destination was a set of white water tanks before we headed up a *wadi* (ravine), which ended in a rock face with a wild fig tree to its side, and climbed onto a plateau. It was pretty

hot by this time and we took frequent rest stops for water and to rest in the shade.

At each stop our group members played their roles, including Mohammed Al-Hardan, a vibrant, animated and go-getter kind of Omani, who was our environmental steward for the day. He collected a range of assorted items of old litter, admonishing any group member for their carelessness in littering and keeping the group spirit up with his banter. As the day progressed we descended again into another wadi where we took shelter from the scorching heat in the shade of four acacia trees that provided a convenient rest stop and a venue for some more activities.



We finally reached our camp site and had afternoon prayers before tucking into our lunch. After a brief siesta, we prepared to hike to the mountain summit of Jebel Samhan, our goal for the day being to climb to 4000 ft. as a group. Because topographic maps are not freely available in Oman, as a result of various restrictions, we used GPS waypoint, with the group navigator choosing his own suitable path from the myriad of possibilities.

Our first ascent was to a Dragon's Blood Tree, an interesting tree with a crown of strap-like leaves, almost like a yucca, and revered in the Arabian world as the source of cinnabar. Our next waypoint had us descending into a wadi again, where we used another prominent Dragon's Blood Tree to guide us in our descent. Then the slow ascent began again towards a prominent knoll and beyond that

the summit of Jebel Samhan at 4035 feet. The group cheered as they reached their altitude goal and were in awe at the view. The escarpment dropped dramatically towards a plain that ended abruptly on the Indian Ocean. One of our group members photographed the pink blossom of a desert rose that clung precariously to the rock face and helped frame a gap that revealed the view below. The group was ecstatic and we photographed one another with the OB Oman flag—a fitting end to a productive day. That night we had a mini solo and reflected on specific goals to address leadership and communication within the work place.

The third and last day for the Port of Salalah group was the conclusion for the course and a time to do one or two more activities to reinforce the concepts and learning that had been achieved. After a series of early morning communication initiatives, we set off to another coordinate on our GPS. This time the destination was a bottomless sinkhole. Hidden in one of the



wadis is a sinkhole that would be very easy to wander into in the middle of the night. We then made our final hike out to the extraction point, with the team showing some excellent team skills, remaining on time whilst ensuring the safety of their fellow teammates on the rocky and gully-riddled landscape.

The final debrief saw the award of OB Oman T-shirts and certificates of achievement before we packed up the gear and headed off to celebrate

a course well done. Now it was time for me to prepare the logistics for the next course, which I would be leading. I came to complete six courses in Salalah before heading back to Muscat to attend a star navigation course with my fellow instructors in the Sharqiya Sands dune field.

My next adventure was a couple of courses, one with a government school, Ahmed Al-Kahlili School, and another with Oman Air. Both courses were held in Wadi Al-Abbyad, which is also

“The dunes were bathed in the golden rays of the gloaming and the full moon was just rising above the dunes to our right as we headed north—there were camels everywhere”

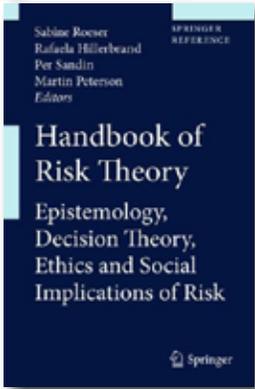
a dune field area, nestled among some rugged and rocky mountains, stained dark red by the high iron content of the rocks. We used the dunes to determine the predominant direction of the wind, and to help with navigation as we made our way down through wadis, observing the ubiquitous camel and goat tracks as we went along.

Before long I was heading back towards Salalah to take students to Labki, where they would join another OB expedition to travel

80 days from Salalah to Muscat, tracing Bertram Thomas’s route. It was a final opportunity for me to catch a last glimpse of Oman before returning home after a demanding but satisfying experience. My stay here in Oman has been experiential learning at its best, precipitated through challenge and adventure.

What a fitting way to expand my horizons and learn something new about myself and the wonderful people of Oman. 🗺️





Handbook of Risk Theory: Epistemology, Decision Theory, Ethics, and Social Implications of Risk

Springer, New York, USA; Dordrecht, Netherlands. Sabine Roeser, Rafaela Hillerbrand, Per Sandin, Martin Peterson (eds.), 2012. \$679.00 US. Hardcover. 1187 pages.

Risk—what it means and how to recognize it—has been a topic of significant interest to academics and lay people for generations. The word “risk” does not, however, have universal meaning. “I know it when I see it”, the famous quote attributed to Justice Potter Stewart in his concurring opinion regarding a 1964 pornography case decided by the U.S. Supreme Court, is as good an example as any to understand how most of us recognize risk. Risk theory is another.

If the meaning of risk exists in a definitional hinterland, then the *Handbook of Risk Theory* takes it to the big city, right downtown, and explicates it from the expansive perspectives of leading academics and theorists from a wide range of disciplines. This anthology attempts, admirably, to capture the boundlessness of risk—like trying to catch lightning in a bottle—through the lens of risk theory.

From the introduction:

Risk theory provides frameworks that can contribute to mitigating risks, coming to grips with uncertainty, and offering ways to organize society in such a way that the unexpected and unknown can be anticipated or at least dealt with in a reasonable and ethically acceptable way.

This book is not for the timid. Like an indefatigable professor, it takes the reader deep in the weeds of risk theory: What is the difference between risk and safety? Does gender matter? Does worldview change how risk is perceived? Is risk socially constructed? What about politics? Can the moral acceptability of risk be judged? What are intergenerational risks? How should risks be communicated? To take on this book’s nearly 1200 pages and 46 chapters—written by contributors from over a dozen countries and as many well-regarded institutes and universities—the reader has to *want* to know more. It is, fairly, a magnum opus in the field of risk theory.

Once you’ve read through the book’s 1187 pages, you’ll certainly know “risk” well before you see it.



Untitled

By Mark Zelinski

From The Heart Publishing, Hamilton, Ontario, Canada. 2010. Not for sale*. Hardcover. 120 pages.

Untitled has no title, includes no text, and is not for sale. It does, importantly, contain 140 striking photographs from over 70 countries.

According to Mark Zelinski: “My heroes are the social workers, volunteers and charities that work every day to help others. I think we need to see the human race as a family, and it’s exciting for me to use my photography books as a gift for children and a tool for charities around the world.”

In an interview with the *Sudbury Star*, Zelinski discussed the effect of his book: “In this case a gift of my book, *Untitled*, is not only a photographic introduction to the world; it’s the first thing these children have ever owned.”

Untitled offers diverse, intimate cultural portraits that comprise a global family album. The portraits were taken in 70 countries over a 35-year period. It has been created exclusively as a gift to children and illiterate adults in under-resourced areas of the world with little or no access to books or internet. Many charities are distributing the book internationally.

An interesting point about the book’s production: the recycled paper used for this first print run has created minor imperfections on each page, giving each book an individual organic code or “fingerprint”.

* Not for sale. Available to NGOs and schools by application to: fromtheheart@interlog.com



Outward Bound and National Service in **BRUNEI**

Late last year, the government of Brunei announced that Outward Bound had been selected to play a role in the newly announced National Service Scheme. The focus of the three-month program is on activities that promote national identity, religion, discipline, physical fitness, entrepreneurship, and community service. The participants, both boys and girls, are between the ages of 16 and 21. Pilot programs were offered in December 2011 and April 2012, according to Pehin Orang Kaya Pekerma Laila Diraja Dato Seri Setia Hj Hazair Hj Abdullah, the Minister of Culture, Youth and Sports.

Outward Bound Brunei Darussalam hosted participants at its Temburong location in eastern Brunei where the participants underwent an overnight solo camp in the jungle. The youths also spent nearly three months training in the Sports Village at the Hassanal Bolkiah National Stadium, a multi-purpose venue in Bandar Seri Begawan, the capital of the Sultanate of Brunei. His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam visited the Sports Village in February.

According to Outward Bound Brunei Darussalam director, Mohammad bin Dollah, “[The participants] go in wondering if they could even survive it, so when they come out of it, they have renewed confidence in themselves.” 



Outward Bound Singapore

Celebrates **45** Years of Strong Networks with
Outward Bound International



As Outward Bound Singapore (OBS) celebrates its 45th birthday, a significant part of its success undeniably stems from the support of the global Outward Bound (OB) centres. This is a great time to take stock of the robust win-win relationships within this dynamic network. Enjoy the vivid snapshots and join us in our celebration!

Global Partnerships for Overseas Youth

In 1993, OBS ventured overseas with its programmes to provide our local youths with experiences that would hone their planning, goal-setting, and decision-making skills in unfamiliar cultures and

terrains. OBS tapped the global network of OB centres for their exciting locales. Unique community involvement projects have become a regular feature of these programmes. OBS has been in regular collaborations with OB Taiwan, Lumut, Sabah, Korea, and even centres as far as Croatia and South Africa.

Host to 500 International Outward Bounders

In October 2002, OBS staff hosted 500 international Outward Bounders for the 10th Outward Bound World Conference, the conference's biggest gathering ever. The theme of 'Innovation and Learning' focussed on how OB can stay relevant in the 21st century



by innovating and strengthening the way it develops people through meaningful experiences. Talks included:

- **How OB programmes can impact student development in the education industry**
- **How OB can better complement companies in their organisation development efforts**
- **Innovations in adventure education**
- **Exploring and facilitating cross-border partnerships within the OBI network**

21-Day Courses for Global Partners

The world conference helped trigger many collaborations between various OB centres. One of them was the 21-Day Course for OBS Global Partners. The course became an annual feature at OBS in 2007. Trainers from all continents have shared knowledge, expertise, and best outdoor practices through challenging expeditions on land and sea. Our most recent course last October saw a good mix of Instructors from Romania, Croatia, Taiwan, India, and Singapore. The course has been instrumental in forging closer ties between OB centres.

OBS Trains Outward Bound International Safety Auditors
In May 2011, OBS hosted the OBI Programme Review Leader

Training. It was the third time OBS was the training venue for safety auditors. This time, ten staff from seven OB centres comprising an executive director, senior executives, and safety managers attended. OBS also tapped these experts to conduct its biannual safety and quality review. Such opportunities clearly enable members of the OBI network to leverage each other's strengths and know-how to maintain professionalism and credible safety standards.

OBS Hosts the OBI Staff Symposium 2011

The OBS Pulau Ubin Campus was abuzz last October with 160 delegates from 32 OB centres for the OBI Staff Symposium. The event was packed with workshops and presentations, team adventure challenges, and night getaway activities, which helped stimulate new learning and industry exchanges. The theme was 'Outward Bound Making a Difference in the Community'. Many centres learned from each other's experiences of impacting their own communities. One highlight was the recognition of OB Oman as a member of the OB community. His Highness Sayyid Faisal, patron of OB Oman, graced the occasion to receive the full license certificate. His Highness also toured the OBS campus with a delegation from Oman's consulate in Singapore. 🌐

Outward Bound Singapore



45 Milestones

1958 – 1966

British Army starts holiday-cum-adventure camps for students on Pulau Ubin.

1966 – 1967

Holiday camps lengthen to 17 days and are delivered more along Outward Bound lines.

1967 - 1968

Hamish Thomas and Al Cameron arrive in Singapore from New Zealand to help set up an OB center. The first course by Outward Bound Singapore is February 17, 1968.

1969

OBS conducts its first women's course. Female liaison officers from the Army and People's Association lead the female watch.

1971

OBS management moves from People's Association to the Ministry of Defence (Mindef). Army personnel replace OBS staff in their positions.

1991

After 20 years under Mindef, OBS management returns to the People's Association, to redevelop into a modern centre to offer youth exciting activities to develop their physical and mental ruggedness, self-belief, and leadership qualities.

1993

Overseas Youth Programme (OYP) is initiated after the government call to expose youth to the world and develop their adventurousness. OBS collaborates with centres in ASEAN and other continents.

1997

To accommodate growing demand for programmes, the world's first large OB centre is constructed, including innovative training facilities conceptualised by OBS staff.

1999

Leadership Development Centre (LDC) is set up to train those requiring specific outdoor skills like climbing, kayaking, and wilderness first-aid. It houses a sub-unit to provide customised programmes for corporate participants.

2000

OBS is accorded the Distinguished Service Award for its efforts in setting up OB centres around the world, and for its excellent facilities and operations. OBS also wins the Excellence for Singapore Award for developing Singapore's youth, and promoting goodwill through collaborations with international OB centres.

2001

OBS starts SPARK, a pioneering adventure training centre for children aged 10 – 13.

2002

OBS hosts the 10th Outward Bound World Conference.

2006

OBS becomes instrumental in training international OB staff through the 21-days course and other instructor competency training. OBS also mentors new OB centres, including Croatia, Korea, Taiwan, Bharat / Himalaya, and Oman.

2008

OBS starts a new unit for youth with special needs and those with at-risk behaviour. The unit also secures funds to widen such programmes' outreach.

2009

OBS is actively involved in programme reviews overseas and also hosts programme review leaders training. The pool of reviewers is significantly increased.

2010

OBS hosts over 1,000 athletes and 160 officials from the Youth Olympic Games international contingent. Athletes work together through challenges within the Island Adventure programme, designed to help them embrace the Olympic values of excellence, friendship, and respect.

2011

OBS sets up Community Outreach Programmes catering to training needs of community leaders. Within the year, the unit trains 860 leaders from 22 constituencies within Singapore and further strengthen their drive to serve the community. OBS hosts the OBI Staff Symposium 2011.

2012

OBS updates its mission statement to inspire youth to become active citizens by volunteering in community projects. The youth programmes are redesigned to include community service projects.

OBS launches the OBS Leadership and Service Award that provides successful applicants with a scholarship to attend the 21-Day Classic Challenge Course, after which they are required to take leadership roles in community service projects.

To mark OBS' 45th anniversary, staff will be embarking on an OBS-Lumut Sailing Expedition described as a 'baptism of fire.' Staff will be in sailing and support crews to navigate the world's busiest shipping lanes along the Singapore Straits, and then sail up the Malacca Straits.



Outward Bound

New Zealand

By Liz Slater—OB New Zealand

For 50 years



In his opening speech at Anakiwa on the first of September, 1962, Lord Cobham, then-Governor General of New Zealand said “Outward Bound is training for life; all the young people coming to Outward Bound schools are on a journey for life, and it is believed that the experience of an Outward Bound course will help them to cope confidently with the problems, worries and opportunities which they will meet on that journey.”

Now that Outward Bound New Zealand’s journey is 50 years on, our CEO, Trevor Taylor, has been asking the question: Has Outward Bound New Zealand achieved the dreams and aspirations of our founders?

- Over 50,000 New Zealanders from all walks of life have completed an Outward Bound course.

- Outward Bound is in strong financial health which will enable us to continue for another 50 years.

- The course outcomes for our students are exceptional and in some cases, life changing—you only have to speak to our alumni! “Truly amazing and rewarding experience. Take the challenge and be your best self.”

All people who have had involvement with Outward Bound over the past 50 years can say with a real sense of pride, “Yes we have made a difference to the lives of many New Zealanders and to New Zealand as a nation.”

A number of celebration events have taken place during our 50th Anniversary year, one of the standouts being the VIP screening of *Inside*



Outward Bound, The New Zealand Journey. Produced by Great Southern Television with internationally acclaimed director Pietra Brett Kelly, the documentary resonated with all who attended the screening. For 45 minutes, the culmination of months of planning, skilled camera work, and world-class production combined to create a moving portrait of Outward Bound in New Zealand.

Interpreting 50 years of history is a challenge, and Great Southern Television managing director Phil Smith addressed this in his introduction. Pietra trawled through hours of archived footage for an overview, before the film crew arrived at Anakiwa to follow Rebecca Laws and her Mind Body Soul watch, along with students attending other courses at the same time.

Recollections from past alumni were poignant, from Gary Whetton's initial struggle during the first ten days of his course, to Olympic rower Storm Uru's inability to "even make it halfway" with his watch in the cutter. Gary does finally stop counting down the days and the impact of his experience is clear: "I wouldn't have been an All Black (at that time), if it wasn't for Outward Bound." Storm also finds his direction clarified upon the completion of his course: "My goals now are to win Olympic gold at the 2012 Olympics and the year after that to graduate with an MBA from Oxford."

The documentary paints an intimate picture of our alumni's unique experiences. As Claire Yildis (née Glenister) expresses, Outward Bound gave her "the courage and the confidence to make that leap of faith", consequently going on to be crowned Miss New Zealand in 1985. Alumni Claire Anderson powerfully recalls her personal struggles and the impact Outward Bound had in "realising the type of life I wanted to live", recently having qualified for the world long distance triathlon championships in Las Vegas. Matthew Truman, a cancer survivor and past president of CanTeen, expresses the confidence and achievement in his abilities that transcended the personal challenges he had faced before his course.

Outward Bound New Zealand has also spent time catching up with its past presidents, executive directors, school directors, instructors and students—both past and present. The impact of their experience and their continuing belief in the Outward Bound philosophy is something that we cannot ignore as it was their drive and enthusiasm that has created the Outward Bound New Zealand we see today. To ignore one's history and roots is to court disaster.

Past President and past OBI Board Member Ron Faber's long period of association, both here and overseas, has convinced him of the inestimable value of the Outward Bound experience for both young and

not so young. In this day and age when people look more and more to governments to solve their problems, the knowledge of one's own abilities, gained from an Outward Bound course, give our students a substantial advantage in facing the challenges of life.

For Bruce Cardwell, current President of Outward Bound New Zealand, the defining vision of Outward Bound remains the same today as when he was school director (1990–1995). Society may have changed “but the core Outward Bound philosophy remains the same around challenge and adventure.” The memories that linger most for Bruce involve

getting amongst the staff and students, where he spent time “observing students grow and learn during their experiences.” He believes Outward Bound's values are just as important today as they were in 1990, especially for youth. “They have the ability to shape our nationhood and combine all cultures within New Zealand.”

One of the most significant finds in the history of Outward Bound, the rock climbing face, was made by John Hebron (instructor 1962–1964). This natural rockface sets the Outward Bound School in Anakiwa apart from many other outdoor organisations that rely on man-made rock climbing walls. John's faith in the purpose of Outward Bound is still clear: “It is important that the core objectives remain the same, as the need will still be there. ‘To serve, to strive and not to yield’ does not change whether it be 1962, 2012 or 2062.”

Since completing his course, Harry Scoltock (Outward Bound New Zealand's first course, October 1962) continued to be involved in outdoor activities, with a significant part of his life dedicated to specialist activities in sports. “I would like to think the confidence gained as an 18-year-old at OB assisted with some of the directions my life took.” As for where he sees Outward Bound heading in the next 50 years, he hopes “the courses do not get too specialised as to lose track of the original concept, to teach good basic common sense and teamwork.”

Moving to the future, for Malaika (current instructor), the course objectives are just as relevant today as they were 50 years ago, “to the point that I was surprised that the vision document wasn't new—I felt it fit with my values and I could identify with it immediately.” She has



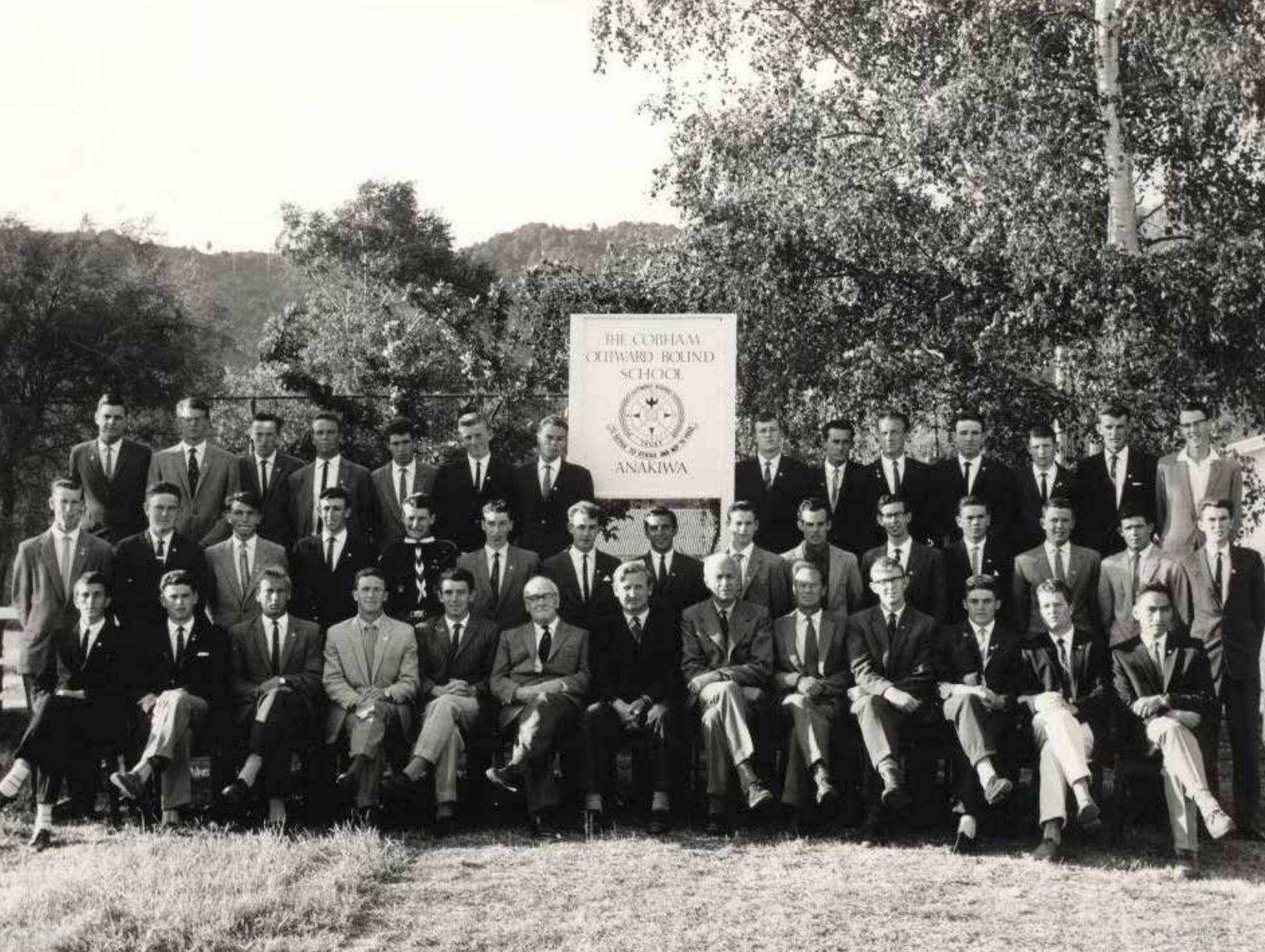
had a busy start to her role, experiencing a training manager change (the first in eight years) right on the cusp of the 50th Anniversary year.

In the next 50 years, she would like to see Outward Bound continue its role as a leading organisation in outdoor education and “continue to hold high standards and a high-calibre staff.”

When we asked Rob MacLean, current school director, if Outward Bound's purpose had stood the test of time, his belief is clear: “The objectives that Outward Bound aspires to deliver (self development, social development, values awareness, environmental awareness, and a service ethic) are timeless and universally relevant in any society at any stage in history”.

Over the next 50 years he sees multi-cultural initiatives, such as the Southern Cross and Aoraki Bound courses, taking greater effect due to New Zealand's increasingly diverse population. These courses “help foster a sense of cultural belonging and Kiwi citizenship to a far greater extent than in the previous 50 years”. As school director, Rob needs to keep on top of changing attitudes and cultures to ensure the needs of society are met. The raw physicality of the courses will remain intact, while delivery will be adapted to cater for a more “wired generation in an increasing complex and urban oriented world.”

For Rebecca Laws, a Mind Body Soul student in 2011, her experience at Outward Bound was a turning point in her life. “The whole time there was memorable. Through the low points my watch mates always seemed to pull out of it and turn something so dismal into something really funny.”



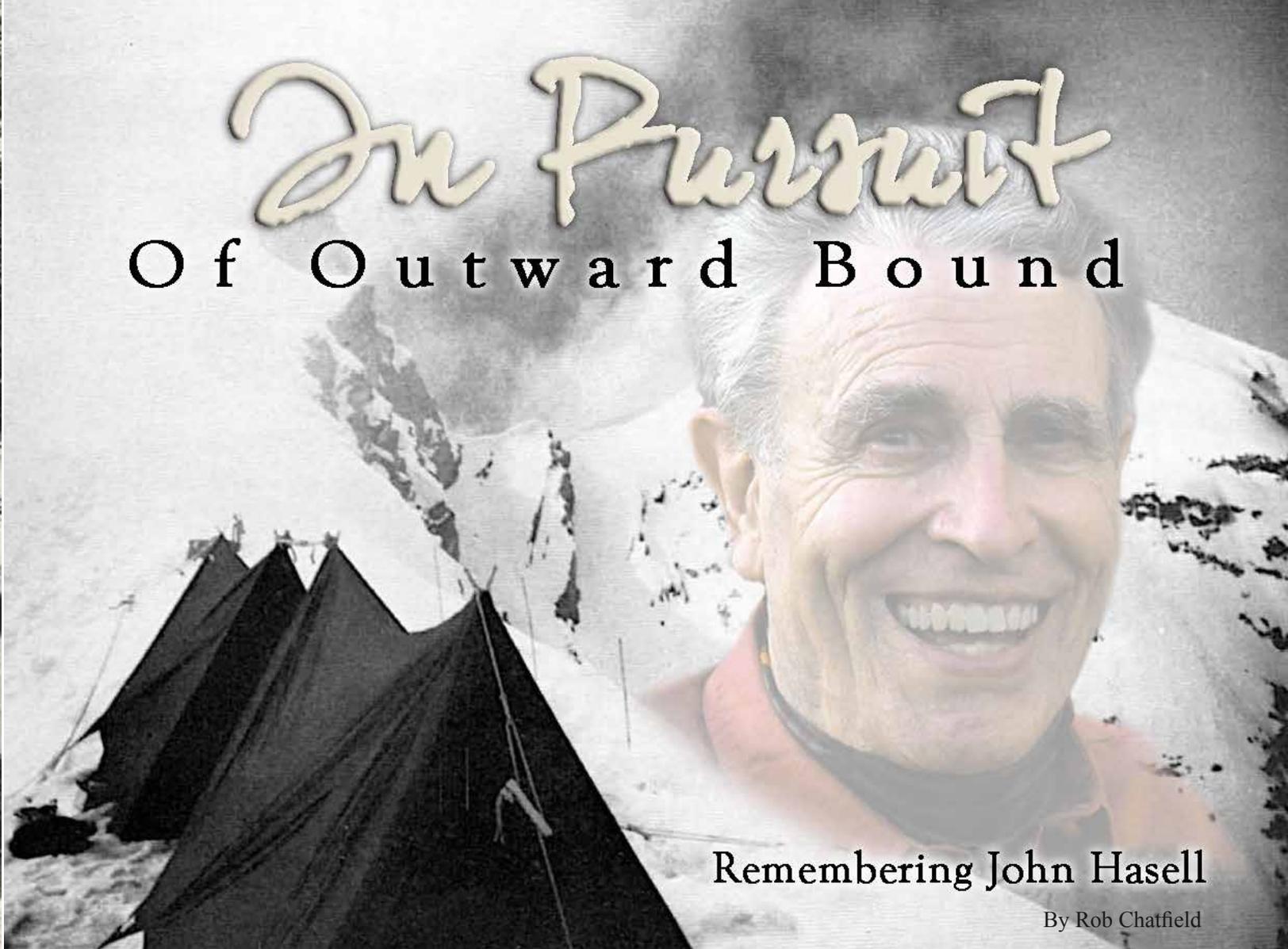
The values of Outward Bound and its “unique learning philosophy” encouraged Rebecca to develop strong relationships. It also offered new perspective on themselves and the world around them. She hopes Outward Bound will continue to further its presence in the classic market and promote funding options, so people realise it’s possible for anyone to attend. “I loved everything about OB and encourage others to try the experience and see what their level their own development can be pushed to!”

These stories from our alumni over the past 50 years are virtually similar to that of Harry Scoltock’s, who was on Outward Bound New Zealand’s first course way back in 1962. Harry’s take-home message from the course was “make the most of all the opportunities and challenges that come your way, don’t step back, face them head on

as they are the learning and growth moments in one’s life.” It is the same message that we are striving to impart to students today.

As we reflect on the past 50 years and the enormous amount of work and passion of those that have gone before us to make what Outward Bound what it is today, we acknowledge the real responsibility to ensure that Outward Bound continues to flourish for another 50 years and another 50,000 Kiwis can experience in the words of Kurt Hahn: “We are all better than we know. If only we can come to discover this we may never again settle for less.”

Outward Bound New Zealand’s passion for unlocking Kiwi potential is as strong as ever, and we are excited about the new possibilities for Outward Bound and its future students, ready to confidently take on the opportunities and challenges that life will undoubtedly throw at them. 



In Pursuit Of Outward Bound

Remembering John Hasell

By Rob Chatfield

At the age of 38, John Hasell left behind a promising career as an officer in the British Army to spend much of the rest of his life in the service of Outward Bound. He believed strongly in the development of character through challenge and adventure—not just as an abstract educational concept, but also as an everyday lived experience. A Himalayan mountaineer, backpacker, scuba diver, windsurfer, sailor, skier, pilot, and a Fellow of the Royal Geographical Society, he was an adventurer in the truest sense of the word. He was also a leader and educator of rare distinction.

Born in London, England in 1930, John was educated at Marlborough College—the well-regarded English boarding school—and at the Royal Military Academy Sandhurst, where he received his officer's commission and later returned as an instructor. John served in Britain, Germany, Korea, Hong

Kong, Malaya, and Borneo. He was promoted to the rank of major in the British Army at the age of 31.

Seven years later, in 1969, while in line for promotion to lieutenant colonel, John found himself confronted with an irresistible opportunity: the Outward Bound Trust in Vancouver, British Columbia was looking to start Canada's first Outward Bound school, and they needed a director. In many ways, John had been preparing for this job his entire life and now he had found it—a chance to help launch an Outward Bound school in a far-away land.

John dashed off a letter of interest to the executive director of the trust, Art Rogers: "The opportunities offered by your project appear so exactly to meet my aspirations that I would be prepared to resign my commission now and emigrate to Canada. . . ." Less than ten days later he received the job offer by airmail. John accepted immediately. He was released from his commission on May 23, 1969, ending a military career of 20 years.



John was later selected to lead the 1970 British Nepalese Army Annapurna Expedition to Annapurna I, the legendary 26,545 ft. Himalayan peak in northern Nepal. At the time, Annapurna I had only been climbed once before (by the epic 1950 French expedition that put two of its team on Annapurna's summit, becoming the first expedition to successfully reach the summit of an 8,000-metre peak) and a second ascent of such a challenging mountain would be an impressive accomplishment indeed, but John had higher aspirations.

John's remarkable journey toward leading an Outward Bound school began more than two decades earlier as an 18-year-old student on a 28-day course run by the Outward Bound Sea School Aberdovey, in Wales. Shortly thereafter, he joined the Army for his National Service and was then accepted into Sandhurst for his officer training.

During his 20-year military career, John found plenty of time for adventure, both professionally and personally. He commanded the 247 Gurkha Signal Squadron in Borneo, served as an instructor at Sandhurst, and was chief instructor at the Army Outward Bound School in North Wales.

As for mountaineering, John was a member of the 1962 joint Pakistan-British Forces Karakoram Expedition that attempted to climb Khinyang Chhish, a 25,762 ft. peak in Pakistan—a mountain so difficult it has since had only two ascents. One of

John's expedition responsibilities was to set up communications on the mountain. The team brought four miles of telephone cable to ensure communications among the various high-altitude camps. In his 1964 *Alpine Journal* article, "Communications on the Pakistan-British Karakoram Expedition, 1962," John described his biggest concern: "I was worried as to how [the cable] would survive the avalanches it

was subjected to, but it seemed to cut through them like a wire through cheese." His communications systems worked flawlessly, but the team was forced to abandon its attempt on Khinyang Chhish when an avalanche swept two expedition members from a high ridge to their deaths, 5,000 ft. down onto the Pumarikish glacier. Khinyang Chhish remained unclimbed until 1971.



In closing his February 25, 1969 letter of interest to Art Rogers of the Outward Bound Trust, he declared his willingness to give up leadership of the Annapurna expedition, referencing instead the 8,507 ft. Snowy Mountain, which had been suggested as an introductory climbing objective for Outward Bound students near the location of what would become Canada's first Outward Bound school: "I would of course be disappointed to miss this expedition but the challenge of Snowy Mountain exerts a stronger pull."

The pull of Outward Bound would not only alter the course of John's career, but also the lives of his family. He had met his future wife, Susan Gastrell, in Hong Kong in November 1956 and they were married there on June 1, 1957. In April 1958, they shipped their Land Rover to Madras to begin a two-and-a-half month overland drive through India, Pakistan, Afghanistan, Iran, Turkey, and Europe back to the United Kingdom.

Travel was not an unusual experience for Sue. Born in Iran, the daughter of a British diplomat father, she had worked as a personal secretary for Radio Hong Kong and for the Canadian Trade Commissioner in Bombay, India. However, John's military career would

ensure that she and their three daughters would continue to travel the world. Now Outward Bound would take them on yet another adventure: establishing an Outward Bound School in British Columbia, Canada.

John's Air Canada flight from London touched down in Vancou-

ver at 6:20 pm, May 26, 1969. Thirty-five days later, Canada's first Outward Bound course, K1, was scheduled to commence along the banks of the Similkameen River, seven miles west of the southern British Columbia orchard town of Keremeos. Sue and their three young daughters, Penny, Kit, and Merion would join him two months later in Keremeos, where they could enjoy the activities of the new school.

John had his work cut out for him getting a brand new Outward Bound school ready for its first course, as he noted in his detailed post-course School Director's report: "The water tank arrived on the Sunday and we had the showers and all working the next day just as the first students started to arrive. It had been a close run thing and even then not all the equipment or maps had arrived. It seemed that everything that we begged, borrowed or scrounged had arrived in time but that everything that we had ordered and paid for in good time was subject to delay, worry and frustration."

On July 26, Outward Bound Mountain School Keremeos wrapped up its first course. As John had hoped, service to the community was an important part of the course. The 26 students of K1 spent over 63 hours each, working 14–16-hour days, helping to fight a nearby forest fire. All but three students completed the course, including one young man who left just before the final expedition in order to watch the Apollo 11 moon landing.

John spent eight years with Outward Bound, including helping to launch a second Outward Bound school in the province of Ontario. When he became executive director, John turned to photography, a lifelong passion, as an aid to his recruiting and fundraising responsibilities. His many wonderful photographs of students taken during their courses would be used to powerfully illustrate the meaning of Outward Bound during his many fundraising appearances across Canada.

John left to pursue graduate studies in education at Simon Fraser University in 1976. In 1978 he and Sue moved to Victoria where he spent the next decade with the government of British Columbia working in the recreation and sport branch as chief of field services and assistant director of recreation.

John was also active as a volunteer, including serving terms as



chairman of the British Columbia Safety Council Water Safety Committee, president of the British Columbia Camping Association, director of the Canadian Camping Association, president of the Federation of Mountain Clubs of British Columbia, founding chairman of the British Columbia Outdoor Recreation Council, director of Sport BC, member of the Vancouver Foundation's Youth Advisory Committee, and board member of the British Columbia Recreation and Parks Association.

In 1988, he returned to Outward Bound as a volunteer, serving as chairman of Outward Bound Western Canada, and then turned his focus to the international Outward Bound community where he provided various consultative services to 31 Outward Bound schools under the auspices of Outward Bound International.

In July of 2009, John recounted a typical volunteer trip with Outward Bound International:

"I recently returned from six very productive weeks in Asia during which I did workshops, staff training and Board Development work with Outward Bound Korea and OB Taiwan, including being a keynote speaker at the International Outdoor Education Conference in Taipei as well as facilitating a workshop. I then flew to Singapore and made two visits to OB Malaysia which involved four nine-hour overnight bus trips.

The first was to help them with an Operational Quality Self-Assessment, a Strategic Plan and some Staff Training. I then was the opening speaker and a workshop leader at the first Singapore Wilderness Safety Symposium followed by the OBI Program Review Leaders Training week at OB Singapore. My second visit to Lumut was to lead a Program and Safety External Review with Vladimir (Dado) Mesaric, Sudhir Moharir and Becca Peixotto, the Executive Directors of OB Croatia and OB Barat in India, and the OBUSA Program Director from Joshua Tree. I had been helping Ian run the training of them and ten other



now doing an Opening Session on the Friday, “The Concepts of Safety in the Wilderness”, as well as the Workshop on “The Psychology and Ethics of Wilderness Safety.” Luckily I have a pretty good supply of wilderness photos to use as illustrations, including several from my latest hiking reports!

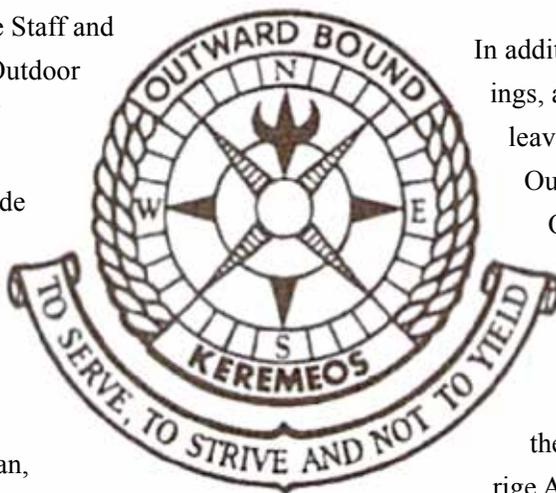
“I will continue working on my presentations during the four-hour train journey back to Taipei where I will be taken by car for the final hour back to OB Taiwan at Longtan where I should arrive by ten p.m. I will then have time to pack before leaving for the airport 10 hours later for the 21-hour journey by plane, car and bus to Lumut.”

senior staff from other OB Schools around the world who then set off in teams to do reviews of other OB Centers in South East Asia. On my return to Singapore I gave two more workshops, one for OB Singapore Staff and another for The Republic Polytechnic Outdoor and Adventure Education Department.”

“My trip was not all work. I climbed Jade Mountain in Taiwan, sailed off Penang in Malaysia and visited the Asian Arts Museum and the Zoo in Singapore.”

“...I am now back in the office in Taiwan, catching up on preparations for my Presentations at the Wilderness Safety Symposium in Singapore as I am

John was indefatigable.



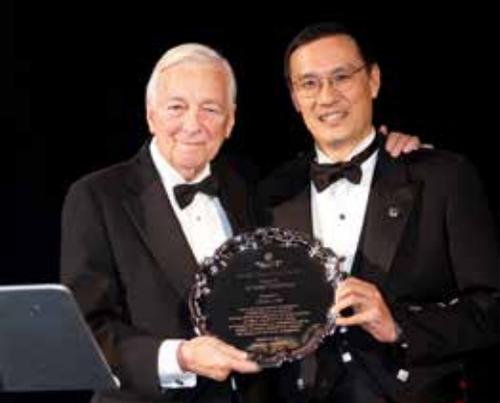
In addition to his program reviews, trainings, and strategic planning advice, John leaves another powerful legacy for Outward Bound International. With OBI executive director Ian Wade and OB Singapore leadership he helped craft the Quality Assessment Tool that is now part of each OBI program review. This tool takes the criteria of the international Baldrige Awards and applies them to the needs of Outward Bound schools striving for excellent performance.



Summit of Kilimanjaro, October 2006

In October 2011, Outward Bound International presented John with its Distinguished Service Award, “for his vision, leadership and outstanding volunteer service in pursuit of growth and quality of Outward Bound that in dedication, quality, and boldness exemplifies the highest ideals of the Outward Bound community worldwide.”

On December 13, 2011, John Antony Edward Hasell died at home in Victoria, British Columbia, after a courageous battle with cancer. He was two weeks short of his 81st birthday. He is survived by his wife Sue, daughters Penny, Kit, and Merion, and their families. 



Chien Lee: USA Kurt Hahn Award Recipient:

Chien Lee is a private investor based in Hong Kong who devotes most of his time to non-profit organizations. Chien has served on many prominent boards, including the Board of Trustees of Stanford University where he received his undergraduate and graduate degrees. He also served as vice chairman of Outward Bound International and chairman of Outward Bound Hong Kong. He currently sits on the board of the Outward Bound Center for Peacebuilding.

In 2011, Chien was the recipient of the Kurt Hahn Award at the 49th Annual Outward Bound National Benefit Dinner at the American Museum of Natural History in New York City. The award is presented to special individuals who serve Outward Bound with compassion and unwavering dedication, and who embody the moral character of our founder, Kurt Hahn.

An abridged version of Chien's acceptance speech on October 20, 2011:

Thank you, John, for your most generous introduction. I am so honored to be receiving this important award tonight.

Like many of you, my first encounter with Outward Bound was as a teenager but it was not because I went on a course. Instead, it was through Mr. U.S. Outward Bound himself, Josh Miner, that I learnt about the organization which he was starting during his sabbatical leave from Andover. Activities such as the early morning leap into the Atlantic Ocean and the solo in the wilderness impressed me with their potential.

Recently, the *New York Times* published an article with the rather intriguing title "What if the secret to success is failure?" The article highlighted two character traits which have been found to be better predictors of future academic success than IQ. One trait was best described as "grit" and the other was self-control. The way to develop these traits? Experiencing and overcoming failure—the experiential learning method which Outward Bound uses every day to develop in our course participants what the Kurt Hahn Award celebrates: an undefeatable spirit, tenacity in pursuit, sensible self-denial, and most importantly compassion.

My 30-year expedition with Outward Bound has been personally rewarding through my involvement with Outward Bound Hong Kong, Outward Bound China, and Outward Bound International. Five years ago, Beth Anglin came up with an idea to start an Outward Bound Center for Peacebuilding and recruited me to become chair. The center would use the transformative power of Outward Bound to cause young leaders living and working in situations

of conflict to develop a changed awareness and trust of "the other side". We hoped that this in turn would lead to more effective relationships between those who once considered each other enemies. Of course, bringing this concept into reality took a lot of grit, provided by Beth's leadership, as well as the critical early support of Outward Bound USA.

After three years of programming in the Middle East with an on-the-ground partner, we are excited about our initial results. We worked with small groups consisting of equal numbers of young leaders from Israel and Palestine in a one-year process and have observed the desired impact not only on the participants themselves but also on their families and communities. Among our alumni are the head of a Palestinian NGO who now considers one of the Israelis in her group her best friend; an Israeli politician who now acknowledges there is a Palestinian issue and is a participant in an exchange between Palestinian and Israeli politicians; and most amazingly, an Israeli who lost a family member to a suicide bomb attack and a Palestinian who knew the bomber. These two now work together on a project to facilitate medical treat

We look forward to expanding soon our programming beyond the Middle East to other countries in conflict such as Sri Lanka and Nepal. We are even considering a program for bipartisan members of the U.S. Congress! Wouldn't it be a breakthrough if we could get one

or more U.S. senators or congressmen to feel as one of our Middle East participants did who said, and I quote:



"In my solo time, I reflected a little bit on the riverside, and I saw a rock there in the middle of the water. The rock was standing there very still, very strong, probably there for ages. And the water just keeps going on and on and on. I always thought of myself as a rock: like something that is very stable, very in control, very strong. And while I was reflecting in my solo time, I thought, 'I don't want to be the rock. I want to be the water. The rock may be

strong and there the whole time, but it's going nowhere.' . . . I'm going to be the river, . . . to let go a little bit, . . . and find the strength inside to overcome all challenges that await me."

I would like to thank our Board members, our advisors, our staff, and our interns for all their valuable contributions to the work of the Outward Bound Center for Peacebuilding. We deeply appreciate the support of Outward Bound USA and other centers around the world with whom we have worked: Croatia, Finland, the Czech Republic, and Sri Lanka. And I particularly want to thank again Beth Anglin Knox for her grit!

Finally, I would like to thank my family for supporting my Outward Bound adventures. Our expedition as a family has been the most important of all. Thank you all. 

Nation Building in South Africa

townships, approximately 35 kilometres from downtown. The girls, drawn from a variety of socio-economic backgrounds, were invited to participate in the five-day program at Outward Bound South Africa's base in Hottentots Holland Nature Reserve, a rugged and mountainous area about 90 kilometres southeast of Cape Town.

In late March 2012, two Cape Town area schools, Rustenburg High School for Girls and Mfuleni High School, joined with Outward Bound South Africa in a Nation Building program aimed at redefining false perceptions and prejudice through developing mutual trust and respect.

"I've learnt to communicate and to value other people's culture and most importantly respect each other. I had a wonderful time and I also learnt I need to work hard so that I can achieve my goals in life. After all the activities I have done, I feel good, I overcame my fears and I learnt to trust."—Nation Building course participant

Students were encouraged to integrate, explore cultural diversity, and adapt to change through communication and group work.

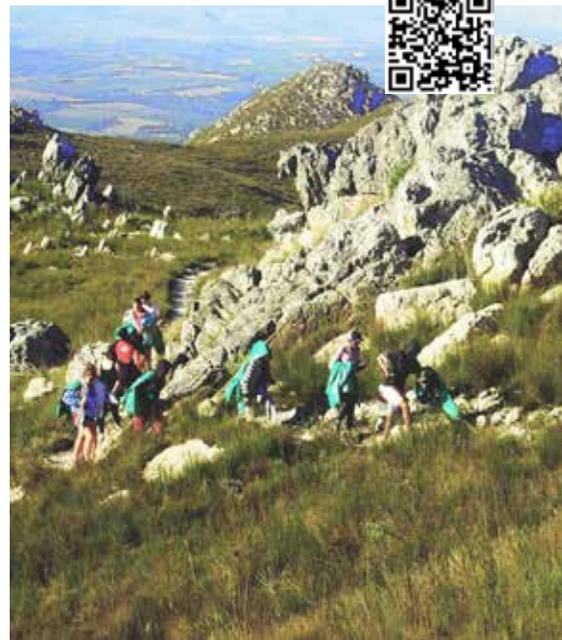
These outcomes were achieved with specialised workshops focused on defining misperceptions, identifying shared values, and creating their Vision 2020 for South Africa. This included

a comprehensive approach to conflict styles and conflict resolution.

Fourteen Grade 10 girls were selected from Rustenburg High School for Girls in Rondebosch, a residential suburb of Cape Town, and another fourteen from their twinning partner, Mfuleni Secondary School in Khayelitsha, one of Cape Town's biggest

This innovative program proved that cultural integration is an achievable outcome and has enormous value for South African youth.

The girls came to appreciate the diversity of their group, overcoming the misperceptions of each other's cultures and backgrounds. The language barrier proved challenging but the students overcame this obstacle and realized the role communication plays in achieving mutual goals. The girls expressed gratitude and appreciation for the opportunity to engage with their peers and learned an enormous amount from the experience. 🌟



My Vision & Aspirations for 2020

What are the positive and negative aspects of my country?

Which of the negative issues would you most like to see improve by 2020?

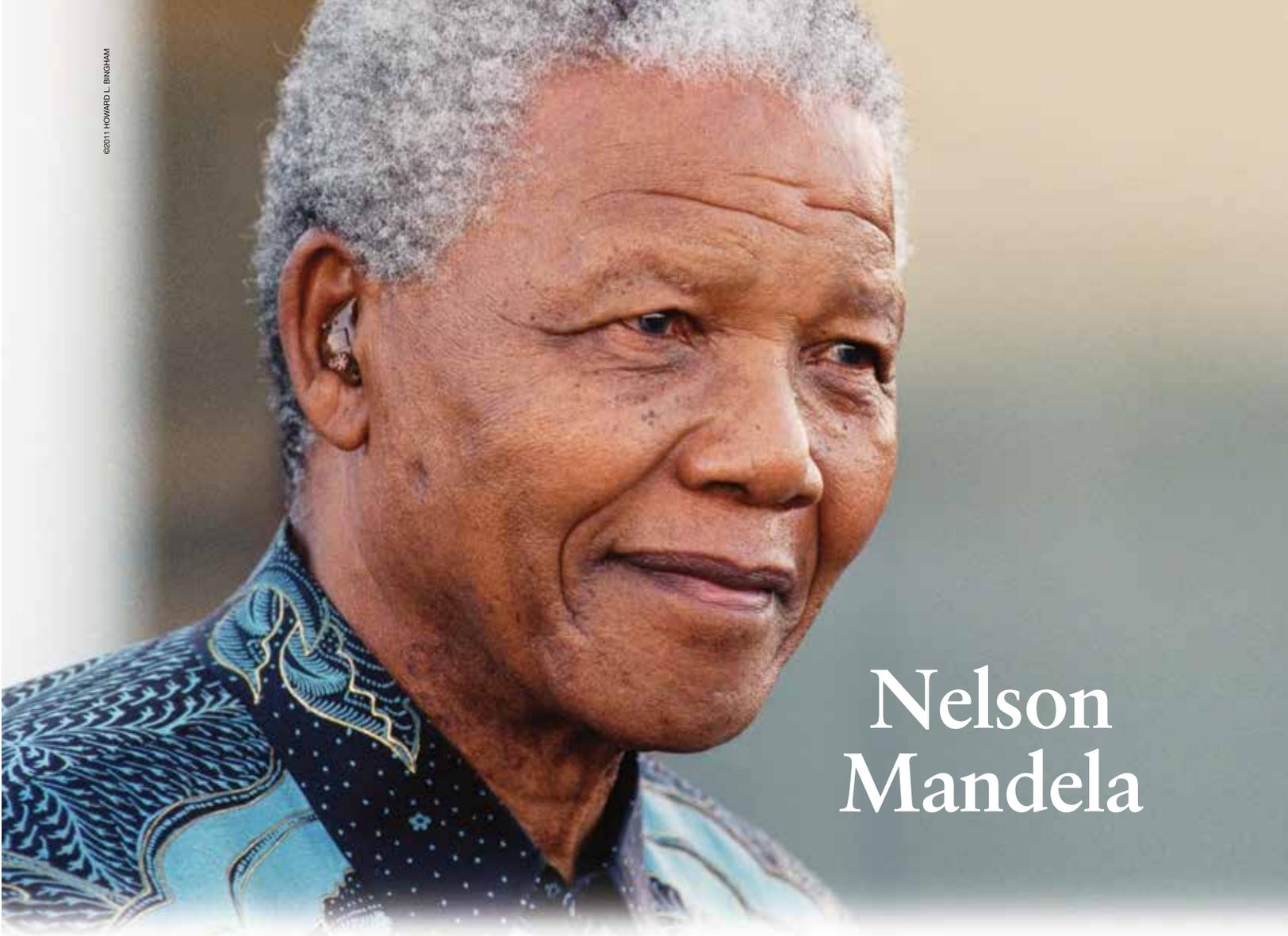
What are some of the obstacles?

Which of these would you most like to see improve?

What are some of the solutions?

What can I do to improve my country for 2020?

Signed Charter 2012



Nelson
Mandela

What can one
person do?

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