



HURRICANE ISLAND
OUTWARD BOUND SCHOOL

*"There is more
in us than we
know."*

-Kurt Hahn

FUTURE STATE 2017 - 2025



EXECUTIVE SUMMARY

HIOBS has been the leader in character education for 60 years. Using the wilderness as our classroom, our pedagogical model has used long expedition formats to serve as an active and conscious metaphor for lessons on self-discovery, confidence, and compassion. So powerful are these educational experiences, tens of thousands of alumni, some having had their HIOBS expedition experience 40 years ago, recall their hard-won lessons daily to assist them in navigating through life.

In 2017 the HIOBS Board of Directors took time to reflect on the future of our school and overlaid those societal and educational trends which we would need to embrace in order to expand the impact of our mission. Several key themes emerged. First, character education has renewed and significant resonance within our traditional educational model in the US yet it still needs “shape” on how to successfully integrate it into traditional classrooms. HIOBS has the experience, reputation and focus to lead in creating that shape. Second, as a society, we are overbooked, and time is a commodity. The ability for a student of any age – teen to septuagenarian – to unplug for 3-4 weeks to engage on a classic HIOBS course is limited. Therefore, HIOBS must adapt it’s programming model to meet a new set of societal realities while ensuring the depth of impact that we have on our students lives remained paramount. To do this we needed a plan.

Three tenets will guide us in the coming years. HIOBS must:

1. Continue to hone and refine our traditional Wilderness Programs through staffing and basecamp modernization and improvements.
2. Expand our network of community partnerships which will broaden and deepen the impact of our mission through collaborative, longitudinal relationships.
3. Stay true to HIOBS roots around maintaining access to all students who seek character growth through challenge and adventure, including a strengthened focus on students who have not traditionally had access HIOBS opportunities due to economic status, or social and racial inequity.

At its core a strategic plan is an expression that weaves together organizational confidence in its mission, a commitment to vitality and change, and a strong vision for the future. At its best, a strategic plan lays out a focused blueprint that turns that expression into reality. The following pages contain that blueprint.

With support from our community, and a renewed and collective focus, HIOBS will endure and continue to be a leader in character education for another 60 years.



FUTURE STATE – 2025

Mission: Change lives through challenge and discovery.

Vision: Setting the Standard for Outdoor Character Education.

HIOBS will undertake ambitious growth both in student population and fundraising to further our impact on society and ensure the long-term viability of our school.

To do this, we must:

- Ensure our program offerings are relevant and meaningful to students and their communities.
- Leverage and expand our partnerships with other organizations to grow national and custom programs.
- Build, develop and increase the diversity of our board, management and field staff to best serve our students.
- Develop facilities, boats and gear in the most cost efficient manner to deliver the highest aquality courses.
- Secure the resources required to fulfill HIOBS’ strategic goals through active engagement of alumni and parents, comprehensive fundraising and outstanding stewardship.
- Effectively manage marketing investments both by Outward Bound Services Group (OBSG) and internally to enhance execution and increase enrollment results.



GOALS

A.	National Programs: Improve the value of course outcomes and increase enrollment.	5
B.	Custom Programs: Significantly increase and diversify offerings.	6
C.	Human Resources: Implement a comprehensive staffing plan to meet growing and changing program demands.	7
D.	Facilities and Fleet: Invest in and upgrade facilities, boats, equipment and gear that ensure the highest quality program experiences.	8
E.	Development and Institutional Advancement: Increase philanthropic support.	9
F.	Organizational Development and Governance: Align governance and management to achieve strategic goals and long-range organizational sustainability.	10

A. NATIONAL PROGRAMS GOAL

Improve the value of course outcomes and increase enrollment.

National Programs are HIOBS course offerings for individuals that are marketed through the national efforts of the Outward Bound Services Group (OBSG). Primarily considered “Open Enrollment”, National Program course categories include Classic, Intercept, Pathfinder, Semester and Gap Year, and Veterans.

HIOBS is dependent on the performance of OBSG to successfully market and enroll students in National Programs. Per policies established by the OBSG Board, HIOBS can increase course offerings or create new National Programs with approval by the OBSG Executive Director.

Objectives:

1. Run courses with full crews on all Maine Summer Open Enrollment courses.
 - a. Adjust long and short course mix to meet market interest and demand.
2. Pilot a new 3 – 4 week course combining field-based marine science and expedition skills in partnership with a Maine-based educational organization.
3. Refine and expand new program offerings:
 - a. In the Bahamas in partnership with a local educational partner.
 - b. With Outward Bound International Schools including, but not limited to, Costa Rica and Brazil.
4. Enhance the value of course outcomes and increase enrollment in Semester, Gap Year and Winter Open Enrollment courses.
 - a. Revisit the value of course outcomes and strengthen marketing of courses for adults.
 - b. Capitalize on current national trend for meaningful, structured, gap year opportunities.
 - c. Enhance the value of courses for college-age students by providing transferrable academic credit in partnership with University of New Hampshire, University of Southern Maine and others.
 - d. Offer certification courses or CEUs in Wilderness First Responder, Wilderness First Aid and other professional credentials.
5. Participate in the national Bechtel character education initiatives to enhance educator skills and develop outcomes measurement tools.
6. Work with OBSG to maximize marketing results for HIOBS national programs.
 - a. Contribute highest quality HIOBS photography, videography, published content and social media features.
 - b. Focus attention on increasing the conversion rate of site visitors to course enrollees.



B. CUSTOM PROGRAMS GOAL

Significantly increase and diversify offerings.

Custom Program courses are specifically designed for intact teams and groups from schools, community organizations, for profit and non-profit companies and government entities. They are marketed under two “sub-brands”: Outward Bound Professional and Group Education Programs.

HIOBS is solely responsible for the marketing and sales of Custom Program courses and has seen year over year growth of between 10-15% in the last three years.

Objectives:

1. Increase enrollment in school year (September – May) Group Education Courses in New England, Florida and the Bahamas for middle and high schools, colleges and universities and youth-serving organizations.
 - a. Develop a flexible range of models including expedition formats, in-school formats and customized courses for groups such as sports teams.
 - b. Enhance the value of courses by providing academic credit, proficiency-based learning and character education.
 - c. Develop methods to identify and measure program outcomes.
2. Grow the depth and number of Outward Bound Professional (OBP) programs at program bases and off-site.
 - a. Deepen the design of OBP courses to deliver clients’ desired learning results.
 - b. Work with existing clients to expand programs and sustain impact.
3. Increase the number and diversity of OBP clients.
 - a. Invest in expanded sales and marketing budget and personnel.

C. HUMAN RESOURCES GOAL

Implement a comprehensive staffing plan to meet growing and changing program demands.

In order to assure ongoing program quality and to meet projected growth we must educate and retain additional high-quality Lead Instructors and Course Directors. This will require investments in recruitment and retention strategies, employment benefits and professional opportunities. This will also require an improved and strengthened culture of inclusion and diversity at HIOBS so we are better able to enroll and enlist diverse student and staff populations and better educate our overall student base.

Objectives:

1. Foster teamwork and flexibility to fulfill ongoing programmatic commitments, respond to seasonal surges and seize short-notice opportunities.
2. Increase field staff at lead instructor and course director levels who can be deployed across locations for summer programs.
3. Enhance professional development and retention of staff by providing:
 - a. Opportunities to expand months of seasonal employment for field staff across program locations.
 - b. Greater numbers of full-time year round positions that are varied and oriented toward career development.
 - c. Greater opportunities for professional development such as exchange programs with partnering institutions for full time and seasonal staff.
 - d. Incentives that reduce the challenge of entering the world of non-profit education right out of college, such as with a student-loan assistance program.
4. Ensure that administrative and management staff have the support they need to excel in their responsibilities and that they have appropriate work/life balance.
5. Invest in additional HR capacity to support the development and execution of recruitment strategies, staff professional development and succession plans.
6. Strengthen a culture of diversity and inclusion across all facets of HIOBS courses, outreach and operations.
 - a. Implement awareness and skills training with lead instructors and course directors.
 - b. Incorporate robust inclusion and diversity components to All Staff Training and pre-course briefs and make diversity educational resources available via the shared drive.
 - c. Develop partnerships with international Outward Bound Schools for staff exchanges.
 - d. Work with Pinnacle partners serving inner city and underserved youth to create pathways for alumni to become field staff.
 - e. Improve overall recruitment strategies for a more diverse staff.
 - f. Ensure that all internal and external communications reflect HIOBS’ commitment to diversity and inclusion.

D. FACILITIES AND FLEET GOAL

Invest in and upgrade facilities, boats, equipment and gear that ensure the highest quality program experiences.

There are several areas of needed capital investment in basecamp infrastructure and fleet. Basecamp improvements will be primarily focused in Newry, while at the same time we develop a long term lease or owned base site in the Florida Keys.

Our current US Coast Guard certificated Pulling Boat inventory stands at 11, which will serve program needs through the next 3-4 years, however we need to address the next generation fleet from a design and funding standpoint leading up to 2021.

Objectives:

1. Invest in staff living accommodations in Newry.
2. Realize a long-term base solution in the Florida Keys.
3. Determine the optimum location and facilities requirements for Maine sailing programs and administrative office.
 - a. Evaluate the current real estate holdings and facility commitments in the Sea Program and make a plan to either invest in or divest those assets.
4. Identify potential facility needs in the Bahamas and make investments, as determined.
5. Implement a fleet master plan.
 - a. Determine a maintenance/replacement plan for the Pulling Boat fleet.
 - b. Determine long-term utilization of Sharpies.
 - c. Address potential vessel needs in the Bahamas.
 - d. Confirm the size and scope of the escort fleet in light of program goals.
6. Implement plan for acquisition, maintenance and divestment of vehicles and other large program support equipment.
7. Implement rolling-three-year technology upgrade and replacement plans.
8. Implement a comprehensive sustainability audit and plan.
9. Assure the Sea Program endowment is at a level sufficient to offset ongoing costs of maintaining marine operations.

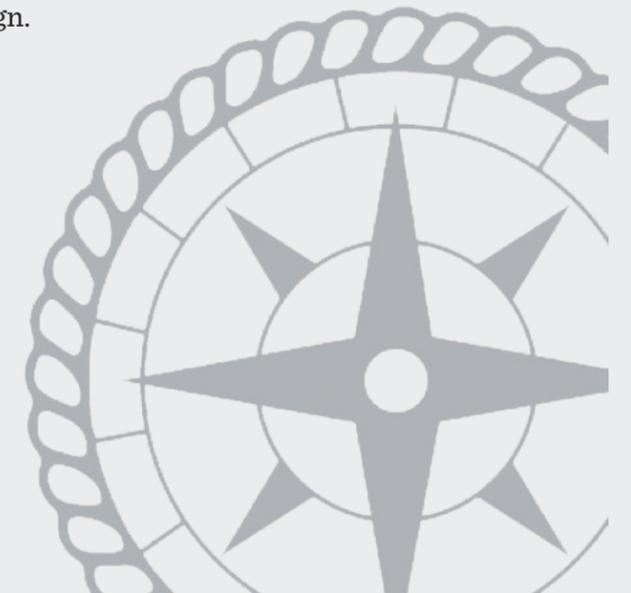
E. DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT GOAL

Increase philanthropic support

In 2016 the HIOBS Board invested in the fundraising capacity of the school and committed 2 years of investment capital in the salary of a full time development director. Advancement goals are to broaden the HIOBS donor base, increase temporarily restricted and unrestricted operating support, increase endowments and raise capital for improving the fleet and facilities.

Objectives:

1. Continue growth in the donor base, achieving 1) an increase in our current number of active donors (427 in 2015-16); and 2) an increase in our foundation and individual donors.
2. Implement cultivation plans to increase the number of donors at the major gifts level (\$5000 and above) from 35 to 70.
3. Maintain ongoing relationships and develop new relationships with alumni and other supporters of the School.
 - a. Develop the alumni-giving program.
 - b. Increase monthly donor program, Blue Peter.
 - c. Create and oversee special events.
4. Renew and increase participation in the Kurt Hahn Society planned giving program.
5. Accelerate research into foundation and corporate support, focusing on institutions whose mission aligns with HIOBS' mission and increase substantially the number of grant proposals submitted to foundations and corporations.
6. Launch a visionary operating, capital and endowment campaign.
 - a. Develop a case statement and conduct a feasibility study.
 - b. Set goals for a comprehensive campaign.
 - c. Engage campaign counsel, identify leadership, complete the design, and implement quiet and public phases of the campaign.





F. ORGANIZATIONAL DEVELOPMENT AND GOVERNANCE GOAL

Align governance and management to achieve strategic goals and long range organizational sustainability.

The HIOBS board is a dedicated, involved group of individuals who are committed to the health and success of the school. Moving forward, we must assure a highly engaged board with defined governance and fiduciary responsibilities, investment in the strategic plan and involvement in OB System in the US.

Objectives:

1. Ensure highly effective governance practices.
 - a. Continue active engagement with OBUSA to benefit HIOBS and the overall national network.
 - b. Confirm expectations for 100% board and council member giving and participation in fundraising.
 - c. Enhance the HIOBS board in areas of composition and recruitment, leadership development and governance procedures.
 - d. Implement HIOBS board self-assessments and participate in Executive Performance Reviews.

2. Implement annual governance plans based on strategic goals and objectives.
 - a. Determine year-over-year performance metrics.
 - b. Establish annual performance goals with the Executive Director.
 - c. Review progress and update strategic plan objectives and financial projections annually.

I HAVE LEARNED SO MUCH ABOUT MYSELF AND THE WORLD. I HAVE COME TO FIND THAT NO MATTER THE SITUATION IN THE WORLD, HUMAN KINDNESS AND COMPASSION WILL PREVAIL.

Gabi, Age 17





HURRICANE ISLAND
OUTWARD BOUND SCHOOL