

INSTITUTIONAL PLANNING

Wis. Stats. 38.50 (10) (a)
Form EAB 1.10 (Rev. 11/15)



STATE OF WISCONSIN
EDUCATIONAL APPROVAL BOARD
431 CHARMANY DRIVE, SUITE 102
MADISON, WI 53719
(608) 266-1996

The Educational Approval Board (EAB) is a postsecondary education agency that employs a regulatory model focused not only on compliance, but also institutional effectiveness. To facilitate an environment in which schools seek to be effective organizations that improve over time, the EAB requires schools to submit evidence appropriate planning has been conducted. Although similar to a strategic or business plan, this information will enable the EAB and school officials to engage in a dialogue over time about the future of the school.

Schools that already have some type of strategic or business plan (e.g., schools that have either a corporate or accreditation plan) must adapt these documents to the following requirements and focus on Wisconsin operations and students. The EAB does not expect any school to divulge any sensitive, proprietary business information. The information must address the five elements identified below and provide the information requested.

I. SCHOOL INFORMATION

Name of School:

East-West Healing Arts Institute

II. PLANNING ELEMENTS

A. MISSION. Describe your school's mission and vision, which identifies its purpose and its core values.

Through the commitment and extraordinary experiences of highly qualified faculty and through techniques that have been proven effective over the millennia, this school is dedicated to training each student to integrate and utilize his or her entire being in helping others throughout their community.

The Asian Bodywork and Therapeutic Massage Diploma Program prepares students in the analysis and synthesis of knowledge and skills of Western and Eastern science and bodywork. Our interdisciplinary program includes thorough instruction in Eastern and Western modalities of therapeutic massage, as well as a rigorous course of study in Western science Eastern Theory.

B. MARKET. Discuss the nature of your school and the business in which it is engaged. Describe who your existing and/or potential customers are and what motivates them to enroll in your school. Explain how you let these customers know you are in business. Finally, identify who your competitors are and how you are different from them.

Please see attached document

C. MANAGEMENT. Describe your management team and how it functions to lead, administer and position the school. If your school has advisory boards, describe how the school uses them for program and school improvement.
Please see attached document

D. SWOT ANALYSIS. Identify your school's strengths, weaknesses, opportunities and threats (SWOT). Based on the results of this SWOT analysis, provide the following:

- 3 to 5 goals for strengths/weaknesses and how they will be addressed by your school.
- 3 to 5 goals for opportunities/threats and how they will be addressed by your school.

The goals should have specific objectives, defined results, a timeline for completion and metrics (some type of evaluation or measurement) by which the institution can evaluate/measure their success. In developing its goals, the school may wish to refer to the Elements of Effective Institutions graphic that is included on the back page of this form.

Please see attached document

D. SWOT ANALYSIS *(continued)*

Please see attached document

E. FUTURE THINK. Describe your school 5 years from now. What will it look like and how it will be positioned in the market place.

Please see attached document

III. SUBMISSION

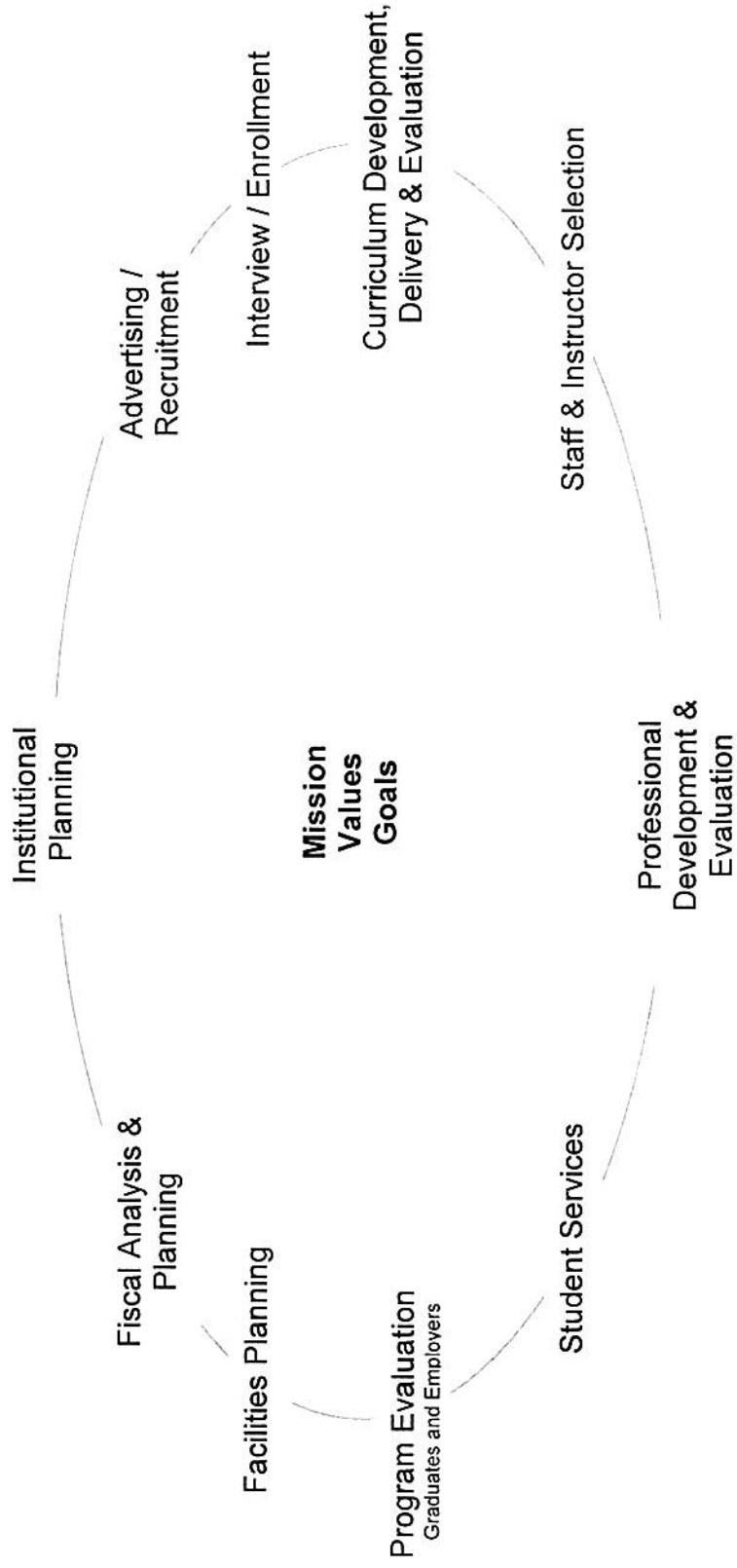
I hereby certify that the information contained on this form and any attachments to the form is true and correct to the best of my knowledge.

Signature of Authorized School Official:

Print or Type Name and Title of Authorized School Official:
Terri D Gomez, PhD School Administrator

Date:
10/21/2018

INSTITUTIONAL SYSTEMS



East-West Healing Arts Institute 2017-2018 Institutional Plan

Market

East-West Healing Arts Institute (EWHAI) provides comprehensive career-based education for students seeking to enter the field of Massage Therapy. EWHAI has traditionally catered to adult learners entering their second or third career consistent with the massage education industry. Our student body consists primarily of female attendees, coming from diverse backgrounds and actively seeking this career change. The average student falls between the ages of 30-40 years old.

With locations in both Madison and Milwaukee, EWHAI has a strong presence in Wisconsin amidst a landscape of competitor programs that continues to change. Madison area competitors includes the MATC Massage Program, and the Aveda Massage Program, while our Milwaukee school serves the same market as Everyday Bliss Yoga & Massage School (formally MKE School of Massage), Wisconsin School of Massage therapy, and Aveda Institute for Beauty & Wellness.

Regardless of location, however, EWHAI strongly differentiates within each market through the in-depth Eastern training module integrated with more standard Western instruction. Though other schools may provide an introduction to such Eastern-based techniques, they often fall short in devoting sufficient time to advanced learning or full incorporation of these principles with the Western techniques emphasized. Furthermore, EWHAI is the only school in either region to teach the theories of *Tui Na*, Chinese medical massage. Many students enroll in East-West due to this unique component, finding the combined curriculum to be challenging and rewarding. EWHAI typically draws students looking for a more rigorous educational program, including increased clinical hours and hands-on instruction.

EWHAI runs a comprehensive marketing campaign including articles in local magazines and newspapers, a routinely updated professional website, listings on industry web pages, social media marketing, and search engine optimization efforts. EWHAI also participates in a variety of community outreach events throughout the year. This year, President and Founder Dr Xiping Zhou will do a series of health and wellness shows on a local TV network, which will provide exposure and interest in East-West Healing Arts Institute. In the Madison area, word of mouth remains the school's most powerful marketing tool, with efforts underway to establish the same presence and reputation for the newest campus in Milwaukee.

Management

The Team at EWHAI works together to ensure consistent complete compliance of all local, state, and federal regulations as well as all applicable ABHES and US Dept Education standards. The Administrative Team ensures that educational activities, admissions, student financial aid, plant and equipment, and student services are conducted in compliance with applicable

accreditation standards. All members of the Administrative team have attended an Institutional Accreditation Workshop and are abreast of the need for and methods of compliance to all standards.

The Administrative Team assumes full responsibility for the recruitment of staff and their actions in the execution of their job-related responsibilities and provides each individual with training, supervision, and evaluation. The School Administrator functions as Team Leader. Ms. Gomez, School Administrator, is responsible for the supervision and appropriate training and evaluation of staff. Terri Gomez has held the position of School Administrator since May of 2013.

EWHA! is led by an administrative team consisting of Dr. Xiping Zhou (Owner/Program Director), Terri Gomez (School Administrator), Rachel Rodgers (Educational Coordinator), Melanie Savidas (Financial Aid Officer), Bruce Sun (Milwaukee Campus Director), Stacey Pangratz (Educational Coordinator-Milwaukee), Justin Polka (Community Outreach Director – Madison) and LiPing Mu (Business Manager).

While the School Administrator is ultimately responsible for the successful operation and function of the school, the Administrative Team effectively handles the day-to-day operations. The core administrative team meets weekly to discuss progress and review status of various programs and institutional initiatives. Student feedback is shared and discussed weekly for potential responsive changes. The Administrative Team, under the direct supervision of the School Administrator, oversees all educational programs, the admissions process, student financial issues, student services, faculty services, and campus facility services.

The Advisory Board functions as panels for advice from a diverse group of members with varied experiences and areas of expertise. EWHA! seeks to continually solicit the participation of those with backgrounds relating to education and school administration, along with lawyers, LMTs, acupuncturists and other related health professionals. These bi-annual meetings serve to create a growing network for our alumni and current students, as well as providing insight on planning, direction and other guidance to the Administrative Team. Results from the EWHA! survey system are reviewed for input as well as identification of growth opportunities. Policy, curriculum, institutional and programmatic changes are discussed with each board for input and advisement. The Advisory Boards are responsible for an annual curriculum review in conjunction with the Administrative Team. Furthermore, East-West's Student Appeals Process directly involves the Advisory Board.

SWOT Analysis

Strengths

1. EWHA!'s Madison and Milwaukee campuses offer Title IV Federal Student Aid.

Offering Student Aid continues to drive growth at the Madison campus. This continues to set EWHA! apart and propel our success. The Milwaukee campus has recently been approved to offer Student Aid, and will be newly offering Student Aid for the Fall 2018

Program. This will provide a competitive edge for our Milwaukee campus over other Massage Schools such as Everyday Bliss Yoga & Massage School and Wisconsin School of Massage therapy that do not offer Student Aid.

2. **EWHAI features a well-rounded, exceptionally trained faculty demonstrating genuine care and commitment to the students and learning process.** EWHAI faculty's experience and dedication bring a unique richness to the program. Faculty performance plays a major role in the continual satisfaction of students. With the expansion of staff in 2015, EWHAI has a greater ability to support and educate our instructors as they continue to support and educate our students.
3. **EWHAI has a unique program and reputation featuring a rigorous, medically-based curriculum with an in-depth Eastern education. Most students who contact the school have already heard of this curriculum or seen it online and *specifically want EWHAI's unique training*.** Beyond coursework, the educational experience includes additional one-on-one instructional time in a student clinic setting, allowing students more hands-on experience than competing program graduates. Even as local massage school competition adds additional Eastern offerings to their programming, these pale in comparison to the breadth of training and practical application provided in the Asian Bodywork and Therapeutic Massage Program. EWHAI continues to monitor student satisfaction through our comprehensive survey program.
4. **EWHAI provides excellent preparation and exceptional, expedited support for students to achieve licensure.** Students have attained over a 95% pass rate on their first attempted state licensing exam through FSMTB. EWHAI provides a rigorous and effective massage therapy curriculum to students to fully prepare students for such exams. EWHAI requires that students take the licensing exam for massage therapy and bodywork therapy as a graduation requirement to ensure students are prepared to enter the field shortly after graduation thereby improving placement for all graduates.
5. **EWHAI's graduates are in high demand.** Many businesses ask EWHAI to refer students to them and to post employment ads on campus, and many students have had jobs in hand before graduation. In addition, many students have felt fully equipped, competent and confident enough to go into business for themselves, knowing their credentials will help them attract clients and their skills will enable them to retain these clients.

Weaknesses

1. **Title IV funding has greatly strengthened the Madison campus, while EWHAI's Milwaukee campus has to operate from a low profit margin driven by low enrollment numbers, largely due to a lack of Federal Student Aid.** EWHAI Milwaukee

has only recently become eligible offer Title IV Federal Student Aid, beginning Fall 2018. Without the availability of Student Aid for Milwaukee, EWHAI Milwaukee has recruited students with the capacity to fund their education independently, and the number of students that were able to enroll in the School has been limited. We anticipate that the addition of Student Aid at the Milwaukee campus will increase the number of students that would be able to enroll in our program.

- 2. EWHAI faculty, while experienced in their respective fields, often lack in formal education in teaching methodologies.** EWHAI intends to continue to provide in-service training to all instructors focusing on use of available technologies, organizational skills within the classroom, learning objective creation, and student feedback development. Instructor development is also addressed individually through classroom observation and annual reviews completed in the fall.

Threats

- 1. Progression and growth of local schools has created intense competition in our respective markets. Direct competitors have accreditation as well as the ability to provide federal financial aid to their students.** In Madison, MATC and Aveda Institute are EWHAI's main competitors offering Federal Student Aid. With EWHAI-Milwaukee campus competes with Aveda Institute for Beauty & Wellness as a Title IV School. However, EWHAI's offerings remain unique in comparison to these programs.
- 2. In response to the growing interest in the Eastern modalities, some local schools have worked to expand their Eastern modality training.** EWHAI remains the sole program to offer an in-depth Eastern programming covering over 60 hours of instruction in Traditional Chinese Medicine (TCM). EWHAI continues to expand, develop, and enrich the curriculum offerings in order to remain competitive.
- 3. Opening a new campus in a market where East-West does not have brand recognition involves a fair amount of work and long-term planning to establish sufficient enrollment and qualified faculty placement.** Enrollment in the Milwaukee campus remains low. While training and word of mouth is gradually increasing, East-West is monitoring the situation and routinely meeting regarding marketing meetings and strategies for the Milwaukee campus.

Opportunities

- 1. The State of Wisconsin requirement of 24 hours of Continuing Education for license renewal provides an opportunity to expand our offerings and exposure.** EAB-

approved schools qualify as providers for these Continuing Education hours, and EWHAI's instructors have distinctive skills to share in this market. EWHAI's Continuing Education Program includes; 1) Introduction to Traditional Chinese Medicine, 2) TuiNa, 3) Acupressure, 3) Cupping, 4) Guasha, 5) Acustone, 6) Sotai, 7) Self-Care for Massage Therapists, 8) Postural and Gait Assessment, 9) Motor Vehicle Injuries, and 10) Ethics. These CE offerings are also NCBTMB Approved. We are also partnering with Elements Massage to provide CE classes for their Therapists. As brand recognition for our CE offerings increases, enrollment into our CE Courses will increase, and we will increase our CE offerings. The addition of our CE program constitutes a professional development opportunity for the faculty as well as an economic opportunity for EWHAI.

2. **The most common reason for potential students not attending EWHAI-Milwaukee has been the lack of Federal Student Aid. Now with the inclusion of the Milwaukee Campus in our Federal Student Aid Program we have the opportunity for expanding its market.** EWHAI Milwaukee has recently been approved to provide Federal Student Aid and is being offered for the first time for our Fall 2018 program. Offering Federal Student Aid at the Milwaukee campus will provide many students the opportunity to attend EWHAI that was not previously available, and bolster enrollment at our Milwaukee Campus.
3. **EWHAI is poised for continual growth. There is a measurable move in the careers of Americans to look for more flexible, fulfilling and lucrative employment—now being met by a growing demand for massage therapy as the U.S. population ages.** According to AMTA's 2018 Massage Therapy Industry Fact Sheet, Massage Therapy was a \$16 billion industry in the US in 2017, which exceeded the 2005 projection of \$6-\$11 billion/year industry. From 2012 to 2017, revenue from alternative/complementary health care providers, which includes massage therapists, increased 4%, and employment increased 3.3%. Revenue growth is projected to continue at an average rate of 4% per year through 2022. Furthermore, Between July 2016 and July 2017, surveys indicate that roughly 47.1- 59.5 million adult Americans (19 – 24%) had a massage at least once. All this adds up to increasing career opportunities.

EWHAI graduates possess training in unique, effective modalities, improving their positioning for job placement and successful entrepreneurship. The natural health movement continues to create a greater demand for natural health care providers and preventative health care solutions, and more people are aware of the value of Complementary and Alternative Medicine. The EWHAI Asian Bodywork and Therapeutic Massage Program provides integrated education in Eastern and Western modalities that allows graduates to capture a growing portion of this movement's interest due to the TCM knowledge base provided in conjunction with time-honored Eastern techniques.

Future Think

We look forward to offering our education to more students with the assistance of federal financial aid. The corresponding increase in student enrollment will allow EWHAI to offer additional programs and specialties for students to choose from, along with a greater array of student services and administrative support.

To meet the license-driven demand for Continuing Education, EWHAI looks forward to expanding our current continuing education program to by providing an increasing array of unique courses for alumni and other LMTs. The addition of the Milwaukee campus provides a new venue that is conveniently accessible and surrounded by lodging, restaurants and other resources for traveling attendees, making our Milwaukee location a prime location to offer advanced instruction to a greater national audience. The professional development involved in creating and offering these courses will also benefit and strengthen our faculty.

And, as always, EWHAI aspires to continue the creation of a national model of success in the massage therapy educational industry.