

Green Lotus Yoga & Healing Center

Updated Institutional Plan, August 2018

No changes to Mission, Market, Management and Strengths.

Weakness (page 3-4)

- Train the Trainers program in place and utilized starting Fall 2017.
- Process for graduates to apply for apprenticeship and teaching positions communicated at graduation.
- Wellness to the Workplace program placed several graduates in 2017

Opportunities (page 5)

- 120 online video segments added to a password-protected portal available to registered students to assist in their learning

Institutional Planning

In lieu of Form EAB 1.10

School: Green Lotus Yoga & Healing Center

MISSION

The mission of Green Lotus's school is to train yoga teachers who can work with diverse populations to deliver classes safely and confidently in their authentic voice. Supported by an experienced and dedicated faculty, students form personal relationships with their teachers and have regular access to them. Because the school places a high value on small class sizes, students also form important and supportive relationships with others in their class. Students must complete a rigorous and clearly defined curriculum that requires them not only to successfully complete the coursework but also to examine their motives, intentions, and approaches to teaching yoga to a wide variety of students. Because of its commitment to train in core competencies, students who complete Green Lotus's curriculum leave prepared to adapt what they have learned to the needs of a wide spectrum of people in different age groups and with divergent physical abilities, learning styles, and goals. The training allows Green Lotus's alumni to go into schools, businesses, non-profits, yoga centers, gyms, and clubs prepared to meet their students where they are not where the teacher wishes they were.

MARKET

Green Lotus's school is anchored in an environment of integrative healing and wellness services of which yoga is an important modality. Other services offered in this integrative environment include acupuncture, holistic chiropractic, therapeutic massage, mental health and life-coaching counseling, nutrition counseling, and many forms of energy work, all delivered by credentialed experienced providers. Green Lotus's yoga teachers must have completed a minimum of 200 hours of training and be a member in good standing of Yoga Alliance, certified in CPR, and current in industry-wide continuing-education requirements.

Because of it is part of a pioneering integrative wellness business, Green Lotus students have access to many knowledgeable professionals in the broader integrative environment, a key difference from other yoga schools. Our existing and potential customers come from a large geographic area, predominantly in the Midwest, for our 200-hour program and from around the country for our library of continuing-education courses, and our advanced 300-hour program. They are drawn by our small class sizes, dedicated and experienced faculty, and the ability to form supportive personal relationships with faculty and fellow students, by the school's intention to help them find their authentic voices to deliver yoga safely and confidently. They respond to our curriculum and appreciate its high standards, pacing, and delivery. Our intention is not to train thousands of teachers who are bound to one style or script of yoga but to recruit, invest in, and train an elite alumni with the skills, sensibilities, and sincerity of kindness to work with a broad cross-section of people who will benefit from yoga's healing attributes.

Students find Green Lotus often through word-of-mouth; from attending classes, workshops, and events at Green Lotus; from our website and social media marketing, and from personal recruitment on the

part of faculty. Green Lotus also uses various channels to market its continuing-education courses and advanced 300-hour program throughout the United States.

Green Lotus's school stands apart from its competitors in these primary ways:

- (a) it firmly limits enrollment to ensure personal attention;
- (b) its students have access to additional faculty and professionals because the school is incorporated into a larger integrative healing center;
- (c) it sets the intention to have the student develop their unique voice with confidence,
- (d) the school and its faculty provides on-going support and encouragement to the students after they receive their certification; and
- (e) because of its number of delivery channels, students can make up coursework when life's events create the need.

MANAGEMENT

Green Lotus's school is managed by its senior faculty, two of whom are business partners in Green Lotus Group, which incubates the school in the larger business. Merry Beth Freienmuth, co-CEO of Green Lotus Group, serves as the school's director to ensure that it meets the company's mission and also to integrate its standards and disciplines with those of the company. She tracks the school's performance and delivery standards and is the final arbiter to make sure the school meets the standards of the states in which it operates and those of Yoga Alliance. Her dual role provides consistency of leadership and financial stewardship at the highest senior levels. Marcia Appel, co-CEO, supports Ms. Freienmuth in management of the school, with particular focus on communications, operations, and strategy. Rounding out the senior management team is Gwen-Linden Bruzek, a longtime yoga teacher with Green Lotus and other entities, who experience with thousands of students over the years, as well as her advanced studies in Ayurveda, the sister science of yoga, lends credibility and depth to our curriculum's offerings. Together, these three leaders primarily recruit, interview, make admissions decisions, provide steady and personal guidance to students, update the curriculum to meet the demands and needs of an ever-broader range of people who practice yoga, and deliver the coursework directly to students. The faculty is rounded out by qualified teachers the senior faculty handpicks, trains, and supervises to provide certainly specialties or to aid in alternative delivery methods of the standard curriculum. This ensures that content is delivered with the same stringent oversight. The school does not have an advisory board. Rather, it has developed an evaluation process that is made available to students who completed the program, encourages the use of the evaluative process provided by Yoga Alliance, and routinely polls its graduates for feedback and discovery as they take their place as teachers. Green Lotus tracks its graduates, inviting them back for various activities, events, and meetings, and in this way also receives new ideas for and ongoing feedback of its training programs.

SWOT ANALYSIS

The analysis follows with Green Lotus's response to address same in the numbers beneath each bullet.

STRENGTHS

Experienced senior faculty who still teach public classes (which serve as a living laboratory to our curriculum), who formed the school at its inception, and who provide excellent delivery, personal attention and integrity, and ongoing rejuvenation of the curriculum.

- Continue to provide support to senior faculty, both in terms of remuneration and other benefits, so that faculty remains stable.

Stable financial resources to support the school, grow the school, and renew the school. This includes being able to deliver the content in a wide variety of models to accommodate the demands of different lifestyles of students.

- Continue to recognize school as a vital part of our mission and support it accordingly, both in terms of strategic and financial support.

Integration of what our students are learning into onsite yoga studios where they can practice and observe as part of the curriculum. Our studios serve as living laboratories for our teacher training students.

- Continue to integrate students' presence in our studios with the requirements of the curriculum.

The housing of the school into a larger integrative healing/wellness environment gives our students a distinct advantage into how yoga, and the ability to teach yoga, can be part of a career path. Students are surrounded by professionals who deeply understand anatomy, mind/body connection, the energy of the body as well as the physiology of it, and how Eastern techniques, including yoga, can integrate with Western techniques to create well-being.

- Increase access of these trained professionals to our students by incorporating workshops/events with them as part of the curriculum.

WEAKNESSES

Primary faculty, who are admired and in demand, can be stretched across only a set number of modes of delivery. Some of the primary faculty will in 10 years achieve emeritus status.

- Train the trainers: Green Lotus has developed and is refining a recruitment, audition, and training process to develop experienced faculty who can deliver some clearly defined content in areas that best match their skills under the tutelage of the existing senior faculty. This process includes a review process. Completion date: Fall 2016

Graduates who want to teach for Green Lotus because they admire the mission, philosophy, and treatment of both students and teachers.

- We have a process for how teachers apply to Green Lotus and how they are hired. Now we are in process of having this clearly visible for graduates of our program in written as well as oral form. Completion: June 2016
- Expand Green Lotus's Wellness to the Workplace program by which we deliver highly trained and effective teachers off-site at companies, school systems, non-profits, and other venues. As with our own studios, we give preference to those teachers we have trained because we know, if they complete the rigorous selection process, that they will be prepared to work with students safely and with compassion. Completion: On-going.
- Continue to license Green Lotus, a primary growth strategy of Green Lotus Group, where there is need for rigorously trained teachers. Completion: On-going.

Connection with an ever-growing alumni base, a majority of which wants to stay connected.

- Budget for a non-faculty manager of alumni relations, preferably a graduate, and contract with same. Completion: Fall 2017.

OPPORTUNITIES/THREATS

Continued expansion of Green Lotus curriculum to other centers in Minnesota and Wisconsin and to other states.

- See #1 under first bullet point in Weaknesses section. In addition, develop and execute a marketing plan to targeted number of yoga centers in geographies adjacent to where Green Lotus currently operates. Completion: December 2016.

Saturation of market.

- Be prepared to replace existing competitive programs that are precariously funded or whose staff resources are too thin. Completion: On-going.

Be open to merging or partnering with other highly regarded schools. Completion: On-going.

- Continue to develop and market 300-hour program. Completion: On-going.

Expense of attending if geographical distance requires housing.

- Investigate building or leasing a facility that could provide temporary housing and price housing options accordingly. Completion: Fall 2018.
- Explore contracting with existing Green Lotus staff to see if they can provide housing for remuneration. Completion: January 2017.

Expand curriculum to online (web-based) learning model.

- Identify and contract the resources to deliver our curriculum with this channel. Completion: Fall 2017.

FUTURE THINK

In five years Green Lotus's school will:

- Have greater geographic reach
- Have greater demographic reach
- Have more channels of delivery: live and in person; online; in different time models (3-week, 6-month weekend; 9-month weekend; 30-week day part; 3- or 6-week retreat)
- Have greater demand than capacity
- Have an active alumni base that provides on-going feedback, informal research, and growth opportunities to Green Lotus
- Have a mechanism by which to provide affordable housing to out-of-state or out-of-geography students
- Have a partnership with a college or university to deliver the program as part of a department that focuses on wellness, healing, or spirituality
- Have multiple trained faculty sets that mirror the original one in terms of knowledge, delivery, and interpersonal relationships

It will be positioned in the marketplace as a beacon of learning, a place to find one's authentic voice, a school that bases its reputation on certifying teachers who are well-rounded, who can teach safely and with compassion, a school in which one can grow personally even if individuals don't want to teach but want to develop their inner strength and deepen their practices, a fair value for the investment, and a living laboratory.