



The Educational Approval Program (EAP) 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 EAP requires schools to submit evidence that appropriate planning has been conducted. Although similar to a strategic or business plan, this information will enable the EAP and school officials to engage in a dialogue over time about the effectiveness and 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 EAP 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:

The Wellness School

II. PLANNING ELEMENTS

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

Vision: The Wellness School will be a national leader in Wellness education.

Mission: The Wellness School empowers individuals to thrive by providing transformational experiences.

Values: Honesty, Integrity, Authenticity, Transparency, Respect, Consistency, Love

The Mission of The Wellness School is to empower individuals to thrive by providing transformational experiences. The Wellness School does this by creating and delivering exceptional academic and hands-on educational programs. Currently, the school awards Diplomas in Clinical Massage Therapy.

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.

The Wellness School prepares students to be WI Licensed Massage Therapists (LMT). Graduates receive diplomas and (after confirmed passing of MBLEx & State exams), a WI LMT license. Potential customers are anyone desiring to become an LMT including: new high school graduates; career changers; people working in massage related fields who wish to obtain their license to increase pay and/or position; and people oriented toward health & wellness careers that ascribe to complementary medicine principles. We will let these customers know we are in business by advertising & marketing through: social media channels (YouTube ads, Instagram, LinkedIn, Facebook, etc.); traditional media channels (print, radio, static website, etc.); communicating our program to The Wellness Spa's 18,000+ active customers; staff and Board of Advisors promote via word of mouth. Competitors include: Massage Therapy schools in WI (FV Tech College, East-West Healing Arts Inst., Blue Sky, Serenity Now, etc.) We are different because: a strong clinical focus (150 hours), integrated partnership with The Wellness Spa & UWSP, focus on "the why" of techniques.

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.

David Scheer serves as the President, Chief Administrator, Compliance Officer and Registered Agent. Deborah Adams Serves as the Program Director, Master Instructor and Facilities Director. Ella Adams Serves as the School Administrator and Instructor. The Wellness School has a Board of Advisors that provides both strategic and tactical review and guidance and also serves as professional advisors to program content review and school operations. Each member of the Board is chosen for their expertise in separate but complementary areas. For example, Don Madelung is a seasoned for-profit and not-for-profit school President and CEO. He has held multiple school leadership positions over 30 years and he helps advise on our school strategy, recruitment and operations. Multiple Chiropractors advise us on curriculum, market needs and content review, members of the UW-Stevens Point Wellness Program serve as instructors and advisors to curriculum efficiencies and effectiveness. We seek counsel from members of the community to ensure the school is partnering with the right organizations and are meeting the needs of the broader society. We also confer with alternative medicine practitioners to ensure that the content and delivery remains fresh and holistic.

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 refer to the attached SWOT.

D. SWOT ANALYSIS *(continued)*

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

5 years from now the school will have graduated at least 9 classes of Massage Therapists and have a very high placement rate. The school will have a reputation as a "World Class" Massage Therapy school, and will have a waiting list of students clamoring to be accepted into our program(s). We will be known for uniquely rigorous massage and other wellness programs, and for our programs delivering exceptionally high quality. Those graduating from our school will be highly sought after by top businesses including spas, clinics, hospitals, resorts, sports medicine, therapists and others. Students graduating from our school will be known for their exceptional "day-1" readiness at their employers and they will have a deep understanding of both theoretical and applied principles. They will be intensely strong advocates for Wellness and Sustainability and will foster those principles wherever they go. Our school will be accredited by COMTA and other broader Accrediting Agencies and we will be a successful, ethically principled steward of the Federal Financial Aid that comes to us. We will attract the best and most qualified instructors in the industry - all of whom will have the heart of teacher. We will develop strong partnerships with other schools and Universities including UW-Stevens Point and UW-Madison. We will develop just as strong partnerships with businesses and the community, ensuring that our continued vision and practices serve social needs. We will develop strong financial principles and be financially successful.

III. SUBMISSION

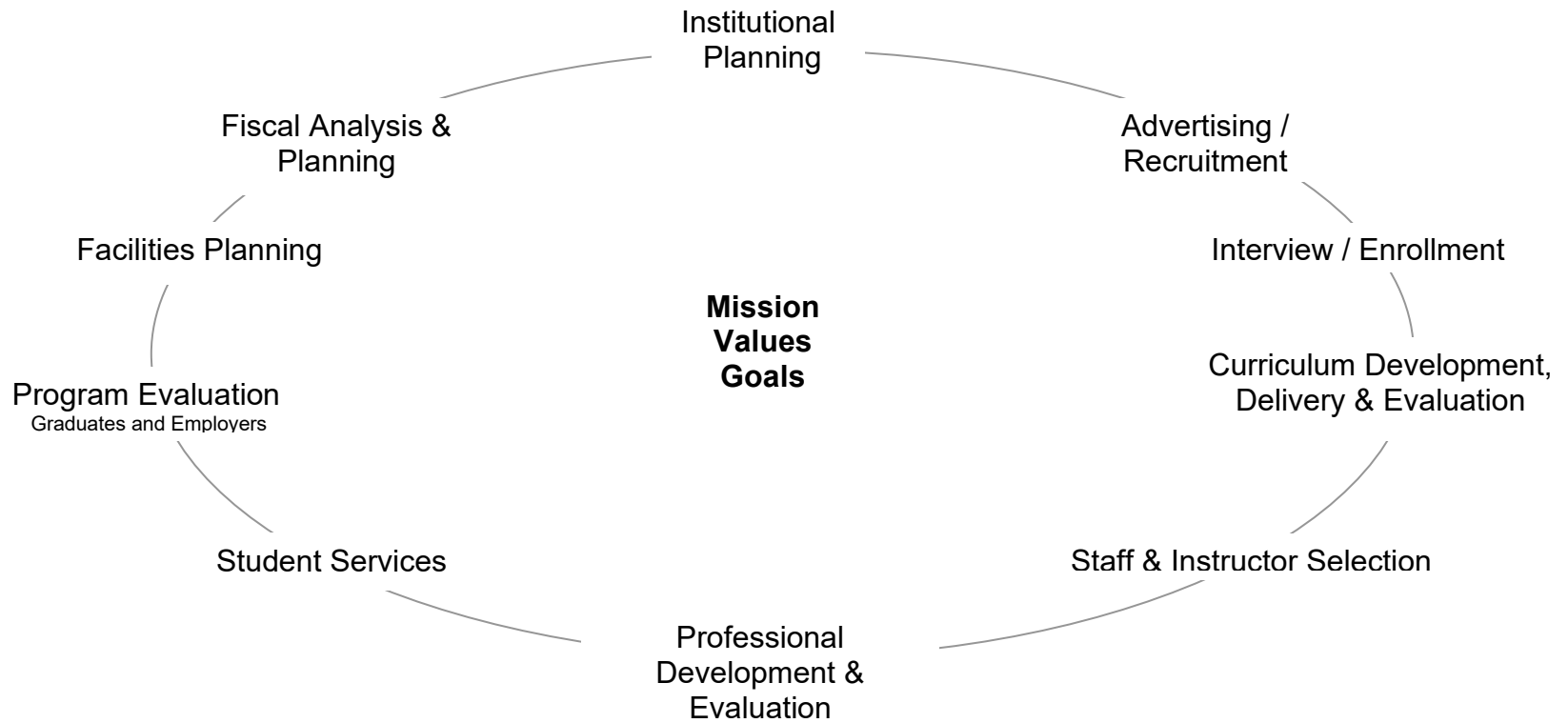
I hereby certify that the information contained on this form and any attachments to the form is true and correct to the best of my knowledge.

Signature of Authorized School Official:

Print or Type Name and Title of Authorized School Official:
David Scheer, President

Date:

INSTITUTIONAL SYSTEMS



The Wellness School - SWOT Analysis – Updated 10/09/2024

INTERNAL FACTORS (Attributes of the Organization)	
Strengths (+) – Helpful to achieving the objectives	Weaknesses (-) Harmful to achieving the objectives
<ul style="list-style-type: none"> • <u>The school is partnered with The Wellness Spa, which has a 30-year brand with exceptional regional recognition.</u> <p>The Wellness Spa has a 30-year track record of hiring massage therapists and training graduates from other schools because new-hires often lack sufficient massage therapy skills. School staff that are also employees of The Wellness Spa will be able to teach and reinforce high standards and train our students to perform technical, musculoskeletal soft tissue repair, maintenance, stress management, relaxation, and health enhancement. Our graduates will be able to work in occupational environments performing techniques to assist clients with restricted range of motion, muscular adhesions, muscle/tendon/ligament injuries, scar tissue and a variety of other conditions. Clients experience many benefits from this style of therapy, including: increased circulation, increased immune strength, stress reduction, anxiety and depression relief, muscle and tissue repair and recovery and feelings of overall wellness. From this three decades of experience in hiring a variety of different types of therapists, our staff can identify and deliver the skills necessary to prepare new therapists to be thoroughly trained therapists, and new entrants to the workforce ready for multiple career types on day one after graduation.</p> <ul style="list-style-type: none"> • <u>The school has access to The Wellness Spa’s active client list of over 18,000 people.</u> <p>We will co-market and advertise to these people and use this strength to quickly raise awareness about our programs and use it to recruit students, instructors, staff and educational partners.</p> <ul style="list-style-type: none"> • <u>The school has an exceptionally experienced ownership/leadership team in content and entrepreneurship (30 years in running a Massage Therapy practice).</u> <p>This strength helps us “cut to the chase” to focus our program, curriculum, instruction and clinics on things that matter most to the clients of Massage Therapy and their needs and desires.</p>	<ul style="list-style-type: none"> • <u>The school is not yet accredited</u> <p>The school is currently seeking accreditation from the Commission on Massage Therapy Accreditation (COMTA). We are currently completing the Self-Study Report (SSR) with a target submission of Nov 1, 2024. Once submitted the school plans to host an onsite visit by the accreditor in early 2025 and final accreditation somewhere between March and June of 2025.</p> <ul style="list-style-type: none"> • <u>The school is not yet eligible for Title IV funds</u> <p>For the first few groups of students, the school could seek alternative tuition assistance for students in the form of possible sponsors, The Wellness Spa scholarships, and other methods to creatively assist students in meeting the financial requirements of the school. In addition, once accreditation is proved to be imminent, the school will complete the appropriate application process to achieve eligibility for Title IV funds. The school will target completion for the minimum wait time (the program is running for at least 2 years) or a target of September, 2025. In addition, the school has applied for the Wisconsin Fast Forward Grant, and, if awarded, those funds could mitigate operational school startup expenses, which in turn, could provide greater flexibility for funds that could (if approved by the EAP) be directed toward need based scholarships.</p> <ul style="list-style-type: none"> • <u>The organization, as of yet, has no brand recognition or market presence in the Wisconsin educational market.</u> <p>The school will leverage the established market presence of The Wellness Spa (18,000+ active clients) and the Qi Garden Salt Spa to co-market the school’s educational programs. In addition, the school will leverage the growing partnership with UW-Stevens Point (Administrators have already said they will market our school to their students) as well as market to high schools and professional organizations. The Wellness School will leverage The Wellness Spa’s 30-year experience and its partnerships with local and regional advertisers, marketers, and media channels. The school successfully graduated Cohort 1 in June of 2024, and word of mouth is gaining traction.</p>

<ul style="list-style-type: none"> • <u>The school is small which allows great flexibility and agility in operations.</u> <p>We will use our agility to pivot any operations that we learn is needed and to create new programs as our students and demand indicate. In addition, we are able to take the lessons learned from Cohort 1 and in a very agile way, make appropriate modifications to delivery that help Cohort 2 students learn the curriculum better.</p>	<ul style="list-style-type: none"> • <u>The school is still young and currently has immature recruiting processes.</u> <p>Like the marketing mitigation above, the school will leverage the existing client lists and partnerships of The Wellness Spa and all other resources referenced above to recruit students. As we continue to recruit, we are learning what works, what does not, and the timelines required for each. The school has automated processes in place to capture leads and registrations. The school needs to increase the volume of recruits.</p> <ul style="list-style-type: none"> • <u>The school's Clinical Massage Therapy Program has a heavy emphasis on clinical hours. Because of this requirement, the school may periodically have a shortage of willing clients for the clinicals, or those clients may have scheduling conflicts that challenge timely fulfillment of all clinicals.</u> <p>Thus far, this weakness has been mitigated using the resources, experience, and scheduling tools of The Wellness Spa to schedule clients for the student clinical work. Cohort 1 experienced an overwhelmingly positive response from clients and students had little to no issue getting the number of clients they needed for graduation. The Wellness Spa is very accustomed to high volume transactions, and it is anticipated that each cohort will continue to benefit from the partnership. The school will remain diligent, however, to ensure clients for student clinics are steady and plentiful.</p>
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EXTERNAL FACTORS (Attributes of the Environment)

<p>Opportunities (+) – Helpful to achieving the objectives</p>	<p>Threats (-) Harmful to achieving the objectives</p>
<ul style="list-style-type: none"> • <u>The school submitted an application for the Wisconsin Fast Forward Grant (a reimbursement grant), and if won, could be a source startup funds.</u> <p>While this grant was, indeed, won, the school had to turn down the grant because the grant committee required the school to not charge tuition if it accepted the grant. While this was unfortunate, the school then received an unexpected source of funds in a grant from the Northcentral Wisconsin Workforce Development Board and from CAP Services of Portage County. While the money from NWWDB is no longer available, the CAP Services programs continue and are on a rolling acceptance to qualifying students.</p>	<ul style="list-style-type: none"> • <u>The presence of Fox Valley Technical College's Massage Program that has a high end and well-funded (state assisted) massage therapy facility.</u> <p>We will mitigate this threat by building a high-end add on to The Wellness Spa that will have the look and feel of The Wellness Spa which has been a highly desirable and capable environment for decades. As we entered Cohort #2 in September of 2024, we are discovering our differentiators in the market against lower cost competitors. We plan to continue developing these differentiators by being the more advanced, expert offering for potential students.</p>

- There is already a significant shortage of Massage Therapists, ensuring high demand for the school's graduates for years to come.

This school will directly address a Licensed Massage Therapist shortage locally (Stevens Point area), in Wisconsin, and nationally if our students choose to pursue opportunities out of state. The following data illustrate this shortage:

1) According to the US Bureau of Labor Statistics, the Occupational Outlook for Massage Therapists is: "Employment of massage therapists is projected to grow 20 percent from 2021 to 2031, much faster than the average for all occupations. About 25,200 openings for massage therapists are projected each year, on average, over the decade. Many of those openings are expected to result from the need to replace workers who transfer to different occupations or exit the labor force, such as to retire." This demonstrates the continuous growth in the field for the next 8 years.

2) In Wisconsin, data from <https://jobcenterofwisconsin.com/wisconomy/pub/occupation>, shows the following long-term state data for SOC Code 31-9011: Employment for Massage Therapists =2,649(2020), 3,223(for 2030), net increase of 574 positions, with annual growth of 57 positions and total annual openings=382.

3) Industry-based data cites (from the 2022 ISPA US Industry Study) the following: "A large majority of spas (86%) cited one or more issues in recruiting massage therapists in the last year (2021), including 87% of day spas and 92% of resort/hotel spas. Among day spas, lack of qualified candidates ranked first (53%) followed by therapists' concerns about close contact with guests (53%, down from 78% in 2020)" (p.40). Additionally, the study reports that "Massage therapists account for the largest number of unfilled positions that spas are currently trying to fill, a total of 30,000 representing 64% of unfilled service provider positions. The massage therapist share of unfilled positions is estimated at 66% in the day spa sector and 60% in the resort/hotel sector." (p.46) Of the 30,000 unfilled Massage Therapist positions, the study reports that 17,720 are full-time positions and 12,280 are part-time. (p.46). The ISPA Study: "This report presents the findings from the 2022 U.S. Spa Industry Study. The study was commissioned by the International SPA Association (ISPA) Foundation. Established in 1991, ISPA has been recognized worldwide as the professional organization and voice of the spa industry, representing health and wellness facilities and providers across the globe. Members encompass the full spectrum of the spa

- The school launch is on a very tight timeline to begin its first class. While this was an initial threat, we were successful in recruiting 7 students for our first cohort and we have 5 enrolled for our second. We also already have several lining-up for Cohort #3.

- The school has a dependency on Wisconsin state commercial architectural approvals and construction timelines to complete the 2nd half (new construction) of the facility.

The construction addition was completed in time and our students have the benefit of completing a good portion of their classroom, labs and clinics in a new space.

- High school graduates may be lured to other programs that are more online focused or have a remote component that Massage Therapy programs cannot match.

We will mitigate this threat by focusing our marketing and advertising on the things that we value most, and which are our strengths: deep applied focus, imbedded partnership with The Wellness Spa as an applied laboratory with long-standing, high quality Massage Therapy experience and community connections, and well established, exceptionally high massage delivery standards. These factors will combine to make The Wellness School a destination school to attend.

- The school is new, operating during a time of economic disruption and uncertainty.

We will mitigate this threat by leveraging our family of companies in such a way as to continue development of complementary multiple sources of revenue. As The Wellness Spa and existing lines of business for Qi Garden, Inc. continue to operate and grow, we will use those funds and the client relationships already established to first stabilize the new school, and then position it for growth and vitality. Additionally, we will continually seek partnerships with other organizations and opportunities that will be mutually advantageous and will increase the profitability and growth orientation of the school line of business. We also expect to add other educational programs in the near future.

experience, from resort/hotel, destination, mineral springs, medical, cruise ship, club, and day spas, to service providers such as physicians, wellness instructors, nutritionists, massage therapists and product suppliers.

4) For The Wellness Spa, anecdotal evidence shows that there has been an ongoing shortage of Massage Therapists for 15 years. Reservations for massage therapy book out far in advance, and qualified LMT candidate submits a resume approximately once per quarter or once per half-year.

- Proximity to the UW-Stevens Point, and its well-established Health Science and Wellness program provide a strong Administration and faculty partnership opportunity.

We have establish and are growing an academic partnership with the UWSP Health Science and Wellness program and the 2 professors that worked in our school last year from UWSP are teaching again in our courses for Cohort 2. In addition, we the Dean of the College of Professional Studies is aware of our school, takes an interest in it, and we look forward to continuing our partnership with her.. After accreditation, we will explore hours/credit reciprocity agreements (as allowed by the EAP) with UW-Stevens Point and other schools.

- The Wellness School's geographic location is in the center of the state.

Our central location provides us with the possibility of students that are in a bigger variety of life situations. Since the program is only 3 days/ week and the drive from Chicago, Twin Cities, Madison, Milwaukee, and Appleton/Fox Valley are all less than or equal than 3 hours, it provides us an opportunity to serve commuting students as well as those who live in surrounding areas. In fact, during Cohort 1, this advantage was on display as one of our students lived in Rhinelander but was able to work out her commute to Stevens Point.