



## **Three-Year Strategic Plan**

**January 2023-December 2025<sup>i</sup>**

### **VISION**

Awakening hearts, illuminating minds, strengthening bodies –  
from the roots of yoga and in recognition of the sacred in all beings

### **MISSION**

To sustain a vibrant educational hub that is guided by  
our life-affirming Tantric Yoga philosophy and the tradition of self-inquiry.  
We seek to promote the realization of human potential on all levels  
and to elevate health and well-being around the world.

### **CORE VALUES**

- We recognize the sacred in the heart of all beings.
- We accept that growth is an ongoing process, supported by humility and a spirit of innovation.
- We recognize the power of collaboration, supported by mutual respect and responsibility.
- We celebrate the tremendous force for good and harmony by cultivating unity within diversity.
- We seek refinement and excellence, defined by high standards, professionalism, and a desire to learn and provide service to others.
- We believe in integrity and accountability, as characterized by fairness, honesty, and transparency.
- We seek to be in right relationship with all life on a sustainable earth.



## INTRODUCTION

This Strategic Plan serves as a way of ensuring that:

- the Board of Directors and staff are all pulling in the same direction
- programming decisions are based on a shared understanding of where the organization is headed
- activities work cohesively to advance stated goals.

This plan reflects what is already happening within the Anusara School of Hatha Yoga, as well as our aspirations. In other words, it includes a combination of current and future strategies and activities.

## DEFINITIONS

**Goal:** The ultimate desired changes or results. Typically, goals are beyond what a single program can achieve. Goals are useful to provide direction and focus for a program or a comprehensive strategy and should be consistent and aligned with the mission and vision of the organization or partnership implementing programs or strategies. However, because goals may be influenced by many factors, some of which are outside of the program's or implementer's control, it is very rare that achievement of goals is the basis for determining accountability.

**Strategy:** A set of combined or aligned programs, activities or events that focus on common outcomes or goals. Typically, strategies are aimed at multiple end-results, including changes among individuals or families, changes in systems or policy, and changes in resources or investments.

**Activity:** The actions, processes or events that are required to implement a program, deliver a service or carry out planned strategies. Activities typically describe what staff must do to achieve intended outcomes or results. Related terms: processes, strategies, action steps.



**Key Performance Measures (KPM):** A measure that describes the *combined* effectiveness of strategies and activities, such as program service delivery or other activities. Measures include data that describe how well an activity, program, service, or strategy is being implemented or data that indicate whether an activity, program, service, or strategy is achieving its intended results. These indicators pertain to our *goals*, not individual strategies.

Source: [ORS Impact](#)



## OVERVIEW

**GOAL #1 (EXTERNAL): Increase the number and diversity of anusara teachers and practitioners worldwide**

- A. Promote events
- B. Increase benefits and services
- C. Foster professional development
- D. Increase Anusara's exposure, including but not limited to yoga and wellness circles
- E. Enhance Anusara's online presence as an educational hub for teachers and students

**GOAL #2 (INTERNAL): Ensure long-term organizational sustainability and growth**

- A. Increase and diversify the School's revenue sources
- B. Further develop the Country Coordinator network
- C. Streamline additional administrative processes
- D. Continue to professionalize the staff



## GOAL #1 (EXTERNAL): INCREASE THE NUMBER AND DIVERSITY OF ANUSARA TEACHERS AND PRACTITIONERS WORLDWIDE

### Strategies<sup>ii</sup>

- A. Promote **events** for members *and* non-members (other than workshops or trainings)
- B. Increase the number and scope of **benefits and services** the School offers to its *members*
- C. Foster **professional development** with a particular focus on increasing the number of *teacher trainers* and maintaining the highest professional *standards* inherent in Anusara's teacher trainings
- D. Increase Anusara's **exposure** in yoga and wellness circles through outreach, merchandise sales, and other activities
- E. Enhance Anusara's **online** presence as an *educational hub* for teachers and students

## GOAL #2 (INTERNAL): ENSURE LONG-TERM ORGANIZATIONAL SUSTAINABILITY AND GROWTH

### Strategies

- A. **Diversify** the School's revenue sources
- B. Further develop the **Country Coordinator** network
- C. **Streamline** additional administrative processes
- D. Continue to **professionalize** the staff



## DETAILED PLAN

GOALS (Vision: <u>where</u> we want to go)	KEY PERFORMANCE MEASURES (KPM) <sup>iii</sup> ( <u>How</u> we know we are making progress towards our goals)	STRATEGIES (Mission: <u>how</u> we will reach our goals)	KEY ACTIVITIES <sup>iv</sup> ( <u>What</u> we will do within each strategy)
<p><b>#1: INCREASE THE <u>NUMBER AND DIVERSITY</u> OF ANUSARA TEACHERS AND PRACTITIONERS WORLDWIDE</b></p>	<p>The following KPMs reflect progress with <u>all</u> goal #1 strategies in mind.</p> <p>#1: Each global region (USA &amp; Canada combined) holds at least 1 regional or country-wide <u>event</u> annually with participation of at least 20% of the licensed teachers in that region <i>[This assumes that the Director of Operations has been able to hire an Event Planner on commission and the Board of Directors has raised sufficient funds to be able to hire a part-time Community Development and Outreach Coordinator.]</i></p> <ul style="list-style-type: none"> <li>● Europe</li> </ul>	<p>A) Promote <b>events</b> for members <i>and</i> non-members (other than workshops or trainings)</p>	<ol style="list-style-type: none"> <li>1. Continue to hold <u>Samavesha</u> annually, following the rotation schedule established by the Board of Directors</li> <li>2. Approve and disseminate a revised <u>Event Policy</u> that incentivizes teachers to organize and host local, country-wide and regional events</li> <li>3. Hire a part-time <u>Event Planner</u> to encourage and support teachers interested in hosting an event &amp; help with even promotion</li> <li>4. Hire a part-time <u>Community Development and Outreach</u></li> </ol>



<b>GOALS</b> (Vision: <u>where</u> we want to go)	<b>KEY PERFORMANCE MEASURES (KPM)<sup>iii</sup></b> ( <u>How</u> we know we are making progress towards our goals)	<b>STRATEGIES</b> (Mission: <u>how</u> we will reach our goals)	<b>KEY ACTIVITIES<sup>iv</sup></b> ( <u>What</u> we will do within each strategy)
	<ul style="list-style-type: none"> <li>● USA/Canada</li> <li>● Latin America</li> <li>● Asia-Pacific</li> </ul> <p><b>#2:</b> 1 additional <u>benefit or service</u> offered each year to our members<sup>v</sup></p> <p><b>#3:</b> 15% increase in the number and diversity of <u>offerings</u> worldwide<sup>vi</sup> over this 3-year period</p> <p><b>#4:</b> 80% annual retention rate</p> <p><b>#5:</b> 20% attrition rate</p>		<p><u>Coordinator</u> (or regional coordinators)</p> <p><b>WHEN EVENT PLANNER AND COMMUNITY DEVELOPMENT AND OUTREACH COORDINATOR ARE HIRED:</b></p> <ol style="list-style-type: none"> <li>5. Identify and do outreach to teachers about <u>hosting an annual event</u></li> <li>6. Support <u>Country Coordinators</u> in planning and producing events (build a stipend into event budgets)</li> <li>7. Forge <u>new relationships with Black, Indigenous and Latinx teachers</u> in the USA yoga “world”</li> <li>8. Develop <u>event templates</u></li> </ol>



<b>GOALS</b> (Vision: <u>where</u> we want to go)	<b>KEY PERFORMANCE MEASURES (KPM)<sup>iii</sup></b> ( <u>How</u> we know we are making progress towards our goals)	<b>STRATEGIES</b> (Mission: <u>how</u> we will reach our goals)	<b>KEY ACTIVITIES<sup>iv</sup></b> ( <u>What</u> we will do within each strategy)
	<b>#6:</b> 10% growth rate as indicated by applications, advances, teacher training registrations, and new Friends of Anusara members		
		B) Increase the number and scope of <b>benefits, programs and services</b> the School offers to its members	1. Implement the <u>Friends of Anusara</u> membership category 2. Develop and implement a 3-year <u>plan</u> of new benefits, programs, and services
		C) Foster <b>professional development</b> with a particular focus on increasing the number and diversity of <u>teacher trainers</u> (Certified and ECATs) and maintaining the highest professional <u>standards</u> inherent in Anusara's teacher trainings	1) Actively encourage and support teachers' professional development especially Certified teachers interested in becoming ECATS 2) Recruit experts from underrepresented communities to become SMS <sup>vii</sup> 3) Support the China Teacher Growth Council





<b>GOALS</b> (Vision: <u>where</u> we want to go)	<b>KEY PERFORMANCE MEASURES (KPM)<sup>iii</sup></b> ( <u>How</u> we know we are making progress towards our goals)	<b>STRATEGIES</b> (Mission: <u>how</u> we will reach our goals)	<b>KEY ACTIVITIES<sup>iv</sup></b> ( <u>What</u> we will do within each strategy)
			4) Support implementation of the D.I.G. Committee's recommendations
		D) Increase Anusara's <b>exposure</b> in yoga and wellness circles, including populations currently underrepresented in Anusara communities worldwide	1) Promote teacher trainings especially 200-Hour and Bridge Program 2) Promote workshops and teacher trainings that grow out of the Fundamentals & Innovation Policy 3) Identify and promote teachers who already serve or are interesting in serving <u>specific populations</u> (e.g., children,



<b>GOALS</b> (Vision: <u>where</u> we want to go)	<b>KEY PERFORMANCE MEASURES (KPM)<sup>iii</sup></b> ( <u>How</u> we know we are making progress towards our goals)	<b>STRATEGIES</b> (Mission: <u>how</u> we will reach our goals)	<b>KEY ACTIVITIES<sup>iv</sup></b> ( <u>What</u> we will do within each strategy)
			<p>prenatal yoga, people who are incarcerated, people with mature bodies, people with a disability) under the School's umbrella (this also links to the Fundamentals and Innovation Policy)</p> <p>4) Launch and expand Anusara's new merchandise, including sales in affiliated studios</p> <p>5) Maintain our contract with our Social Media Manager</p> <p>6) Hire a Communications Manager</p> <p><b>ONCE A COMMUNICATIONS MANAGER IS HIRED:</b></p> <p>7) Offer a program annually at 1 <u>high-visibility venue</u> in <i>each region</i> (e.g., Yoga Journal conference in USA, <a href="#">Yoga</a></p>



<b>GOALS</b> (Vision: <u>where</u> we want to go)	<b>KEY PERFORMANCE MEASURES (KPM)<sup>iii</sup></b> ( <u>How</u> we know we are making progress towards our goals)	<b>STRATEGIES</b> (Mission: <u>how</u> we will reach our goals)	<b>KEY ACTIVITIES<sup>iv</sup></b> ( <u>What</u> we will do within each strategy)
			<p><a href="#">International conference, Asia Annual Conference</a>)</p> <p>8) Write at least 1 <u>article</u> annually for a yoga journal or any other health, wellness and fitness magazine in each global region</p>
		<p>E) Enhance Anusara’s <b>online presence</b> as an <i>educational hub</i> for existing students, new teachers, and existing teachers</p>	<p>1) Develop an <u>educational platform</u> (e.g, <a href="#">Schoology</a> or move from Wordpress to a different website hosting service)</p> <p>2) Build funds for ads/promotion on the School’s social media channels into the School’s annual budget</p> <p>3) Engage influencers and experts outside Anusara to conduct interviews, offer a workshop, write a blog post, etc. (relates to Fundamental and Innovation Policy)</p>



<b>GOALS</b> (Vision: <u>where</u> we want to go)	<b>KEY PERFORMANCE MEASURES (KPM)<sup>iii</sup></b> ( <u>How</u> we know we are making progress towards our goals)	<b>STRATEGIES</b> (Mission: <u>how</u> we will reach our goals)	<b>KEY ACTIVITIES<sup>iv</sup></b> ( <u>What</u> we will do within each strategy)
<b>#2: ENSURE LONG-TERM ORGANIZATIONAL SUSTAINABILITY &amp; GROWTH</b>	<p>The following KPMs reflect progress with <u>all</u> goal #2 strategies in mind.</p> <p><b>#1:</b> 25% increase in revenue from sources <u>other than</u> teachers (applications, membership fees and teacher training registration)</p> <p><b>#2:</b> \$100,00 USD raised to scale up staff capacity to meet programming goals<sup>viii</sup></p> <p><b>#3:</b> the increase in manual sales mirrors the increase in 200-Hour Teacher Training registration</p>	A) <b>Diversify</b> the School's revenue sources	Complete and fully implement the School's <u>Fundraising Plan</u>
		B) Further develop the <b>Country Coordinator</b> network	1. Offer compensation to <u>Country Coordinators</u>



<b>GOALS</b> (Vision: <u>where</u> we want to go)	<b>KEY PERFORMANCE MEASURES (KPM)<sup>iii</sup></b> ( <u>How</u> we know we are making progress towards our goals)	<b>STRATEGIES</b> (Mission: <u>how</u> we will reach our goals)	<b>KEY ACTIVITIES<sup>iv</sup></b> ( <u>What</u> we will do within each strategy)
			2. Hire a <u>part-time Community Development and Outreach Coordinator<sup>ix</sup></u>
		C) Streamline additional <b>administrative processes</b>	1. Improve and streamline our tracking of <u>teacher trainings</u> and <u>manual sales</u> 2. Move to a <i>custom designed</i> integrated <u>Customer Relationship Management (CRM) platform</u> (including a donor database)
		D) Continue to <b>professionalize</b> the staff	1. Establish and implement a collaborative <u>peer support framework</u> (including Individualized Professional Development Plan) 2. Structure the Director of Operations' position so it is <u>competitive</u> with the market <sup>x</sup>



- 
- <sup>i</sup> This time period assumes an annual review of the Plan and possible modifications based on current conditions.
  - <sup>ii</sup> These strategies are intended to leverage one another as well as stand alone.
  - <sup>iii</sup> The staff must have the capacity to track and analyze everything we say we're going to measure.
  - <sup>iv</sup> This plan only includes key activities. More detailed activities will be part of the staff's and committees' annual work plans. The Board of Directors will create a work plan template for each committee's annual work to 1) increase consistency; 2) provide a quantitative way of measuring committees' progress; 3) help ensure alignment between the Strategic Plan and committees' annual action plans.
  - <sup>v</sup> We currently offer 10 "hard" benefits and 3 "soft" benefits. We want to offer a scholarship program ("hard" benefit) by the end of this 3-year period.
  - <sup>vii</sup> This will require creating an inventory of Anusara teachers who currently teach yoga for people with a disability, people who are incarcerated, senior citizens, children with special needs, people suffering from trauma, people in recovery (from addiction), LGBTQ+ communities, etc.
  - <sup>viii</sup> The new Fundamentals and Innovation policy will support this.
  - <sup>ix</sup> This assumes approximately \$45,000 USD to expand Director of Operations position to full time + \$30,000 USD to hire a part time community development and outreach organizer.
  - <sup>x</sup> Responsibilities would include supporting teachers with event planning and production.
  - <sup>x</sup> This includes expanding the position to full time and adjusting the salary scale and benefits to ensure they are competitive with other international nonprofit organizations. This will be critical to developing a successful succession plan, with Kim Friedman's eventual departure in mind.