

STRATEGIC PLAN 2021-2024

Contents

Introduction	2
Organizational Snapshot	
Background	
Current State of Yoga Therapy	5
Near-Term and Mid-Range Goals	
Priorities and Goals: 2021–2024	7
Strategic Plan Summary	11
Strategic Planning Team	15

Introduction

IAYT supports research and education in yoga and serves as a professional organization for yoga teachers and yoga therapists worldwide. Yoga therapy is defined as the professional application of the principles and practices of yoga to promote health and well-being within a therapeutic relationship that includes personalized assessment, goal setting, lifestyle management, and yoga practices for individuals or small groups.

IAYT is a 510(c)3 nonprofit organization. We strive to be a global leader in yoga therapy and work cooperatively with other yoga therapy organizations such as the World Health Organization and the Global Consortium for Yoga Therapy and U.S. organizations such as the Academic Consortium for Integrative Medicine and Health, the Academy of Integrative Health and Medicine, and Integrative Medicine for the Underserved.

The National Council of Nonprofits defines strategic planning as a process that allows the nonprofit to define the strategies that will "advance its mission." Through their participation, the IAYT board of directors, executive director, staff, and contractors are charting a path toward establishing yoga therapy as a healing discipline.

This plan provides a summary of the background of IAYT, an analysis of strengths, weaknesses, opportunities, and threats (SWOT) to the profession, and identifies priorities, goals, and objectives that are important for the organization to accomplish in order to continue movement toward more firmly establishing the field of yoga therapy. The strategy for 2021–2024 identifies priorities and actions required to accomplish each goal and respective objectives.

This strategic plan describes how IAYT is actively involved in shaping the future of yoga therapy. The plan broadly describes the leadership vision and direction for the staff and contractors. The staff and contractors, in turn, use this guidance to create implementation strategies to achieve the goals, moving the mission and vision toward reality.

The focus of this strategic plan is commitment. From the IAYT board of directors to the staff and contractors, the aim includes helping members envision their participation in the organizational culture. This means identifying different perspectives and values across the organizion so that change can be made relevant for each person and knowing that lasting change must activate different parts of the organization in different ways. The quick and easy way is not necessarily the most effective path toward establishing the yoga therapy profession.

Organizational Snapshot

Our Vision	Yoga therapy is well-known and respected as a healing discipline for physical health, mental balance, and spiritual consciousness.	
Our Mission	To establish yoga as a recognized and respected therapy.	
Who We Are	Founded in 1989, IAYT champions yoga as a healing art and science. IAYT supports research and education in yoga and serves as a professional organization for yoga teachers and yoga therapists worldwide.	
Our Values	Respect —We respect the value, diversity, uniqueness, and field experience of the individuals who make up our membership; the many paths of yoga; scientific inquiry; and other healthcare disciplines.	
	Inclusion—We prioritize inclusion.	
	Balance —We strive for fair, high standards, without making the perfect the enemy of the good.	
	Sustainability—We ensure that activities, processes, and events support IAYT and the yoga therapy profession for the long run.	
	Leadership —Our board, committee members, staff, and contractors are well-established professionals in their areas of responsibility and are knowledgeable about the field of yoga therapy.	

STRATEGIC PLAN 2021-2024

Introduction

IAYT is attracting engagement and interest on a global level. The practice of yoga therapy has been indelibly impacted by the new normal resulting from the COVID-19 pandemic. With these circumstances come pros and cons for new personal and professional paradigms for us all. This strategic plan is a compass that guides IAYT activities and identifies future goals. It is a guide that includes many projects and programs working together to serve the needs of IAYT. It addresses the mission, speaks to the benefits of membership, and identifies priorities.

Background

Founded in 1989, IAYT champions yoga as a healing art and science. IAYT supports research and education in yoga and serves as a professional organization for yoga teachers and yoga therapists worldwide. This strategic plan is designed to ensure that IAYT is well-prepared for the future.

IAYT understands that in today's global environment, yoga therapy practitioners, accredited programs, and educational providers need to make judicious business and strategic decisions about their own operations, and that these groups require partnerships and support to achieve success in this emerging field.

IAYT is uniquely positioned to bridge global relationships that forward the field of yoga therapy and currently provides the following benefits to its members:

Publications

- o International Journal of Yoga Therapy, peer-reviewed and indexed on MEDLINE/PubMed, with electronic publication of articles as they are accepted and processed
- Yoga Therapy Today, high-quality digital and hard-copy professional practices magazine published three times a year

Conferences

- o Symposium on Yoga Therapy and Research, an annual practitioners' conference
- O Symposium on Yoga Research, an annual scientific research conference

Standards

- Educational standards and competencies for yoga therapy training programs
- Accreditation for yoga therapy training programs
- Certification for individual yoga therapists who meet IAYT criteria (C-IAYT)
- Scope of Practice for yoga therapists
- Code of Ethics for yoga therapists
- **Digital platforms** to educate and share sound practices for yoga therapy with peers, healthcare providers, and the public
 - o iayt.org
 - o yogatherapy.health
 - Robust social-media presence across multiple platforms
- Member resources that create value and support the profession of yoga therapy

- Favorable access to liability insurance for C-IAYTs (currently U.S.- and Canada-based practitioners only)
- Customizable marketing collateral and accurate, appropriate materials to educate clients and other stakeholders about yoga therapy
- Annual Meeting of Schools to discuss salient issues for the Member Schools community
- **Organized professional voice** for yoga therapy in both public policy and professional forums for integrative, complementary, and alternative healthcare

Current State of Yoga Therapy

• Yoga's popularity is rapidly growing in many countries. According to a Yoga Alliance survey, the number of practitioners in the United States almost doubled between 2013 and 2016, from 20 million to 37 million. These practitioners spend \$16 billion annually on yoga classes, clothes, and accessories. With 15% of the population currently or previously practicing yoga, the rapid increase in IAYT membership and certified yoga therapists parallels this growth.

Local and federal governments are slowly being pressured—by budgetary considerations, policy, and public awareness, if not by legislative mandate—to support evidence-informed complementary practices. Especially of interest are practices, like yoga therapy, that promote individual agency, can be delivered simply, safely, and cost-effectively, and address chronic conditions (including pain and the resulting opioid crisis that affects communities across the United States and increasingly worldwide). There is a recognized need to vet the training and competence of those offering such complementary and integrative care, and particularly to distinguish the professional provision of yoga therapy from general yoga instruction as well as popular-media portrayals of yoga.

- Many countries are seeing serious growth in spending on complementary health approaches. For example, from 2012 to 2017, the use of yoga and meditation increased for adults aged 18 and over in the United States. Yoga, as a complementary health approach, increased from 9.5% in 2012 to 14.3% in 2017 (2018 National Health Statistics Reports).
- **C-IAYTs know that yoga's popularity is increasing.** But this growth doesn't automatically increase the demand for yoga therapy. C-IAYTs see the need to help the public understand the health benefits of yoga therapy and the advantage of including it as a key part of complementary/integrative healthcare services.
 - Institutional members—Member Schools that do and do not have accredited programs, partner organizations, and sponsors—likewise understand the imperative for the public to recognize the educational preparation of a C-IAYT who has completed a rigorous training program in contrast to that of a yoga teacher with little or no training in yoga therapy.
- Several competitive forces are also taking advantage of this growing field. Other yoga organizations are making changes to embrace the growing yoga therapy field and may try to provide competitive and/or complementary certifications. Globally, Australia and the United Kingdom have developed standards, and efforts may be underway in India and Japan.

Licensed healthcare providers are keen to develop programs that integrate yoga into their practices. The health and wellness community also integrates components of yoga therapy such as personalized assessment, goal setting, and lifestyle management.

Near-Term and Mid-Range Goals

Our 2021–2024 strategic goals establish the environment in which to execute a multi-year, comprehensive roadmap. This out-year planning provides an opportunity to consider how to advance IAYT goals and assists in allocating resources required to make the vision a reality. In the near term, this planning enables IAYT to achieve quick wins on recognized "must-do" actions. Quick wins build momentum and organizational confidence to tackle the longer term and more difficult changes required to establish yoga as a recognized therapy. Departments use this strategic plan to understand the relevant issues and to determine specific activities required to implement the strategy and identify resources needed to meet goals.

Near-term strategic goals (2021–2022)

- Differentiate the yoga therapy profession within complementary healthcare
- Advance public and healthcare understanding of yoga therapy
- Reflect diversity, equity, and inclusion (DEI) in IAYT programs, activities, and publications
- Foster an organizational culture that reflects the diversity of IAYT membership and the communities where yoga therapy can be practiced
- Collaborate with partners and stakeholder organizations to bridge gaps in DEI competencies
- Create a plan for financial sustainability
- Improve digital outreach focusing on usability and engagement

Mid-range strategic goals (2022–2024)

- Establish policy and advocacy guidelines to secure and promote the yoga therapy professions
- Advance public and healthcare knowledge of yoga therapy
- Collaborate with international members and the yoga therapy community to broaden the understanding of global inequities
- Establish engagement with health-promotion communities and networks
- Engage industry partners and employers to support professional networking
- Modernize technology infrastructure
- Improve productivity with cross-functional team processes and projects
- Create a performance-based structure with high staff satisfaction

PRIORITIES and GOALS: 2021–2024

IAYT will strive to develop the capacity to support its commitment, chart a future that provides adequate resources and expertise, endorse effective practices and policies, and collect and utilize appropriate data.

Priority 1: Advance the profession of yoga therapy

IAYT serves as a professional organization for yoga teachers and yoga therapists worldwide and supports research and education in yoga therapy. Being recognized as one of the premier global thought leaders for yoga therapy is a priority. We commit to being proactive about establishing the profession.

Goal 1.1: Differentiate the yoga therapy profession within complementary and integrative healthcare

Objective 1.1.1: Form a cohesive and distinct basis for understanding the differences between yoga therapy and teaching yoga in 2021

Objective 1.1.2: Collaborate with external organizations in 2022 to expand awareness of yoga therapy

Objective 1.1.3: Collaborate with external organizations in 2022 to distinguish yoga therapy training from advanced yoga teacher training and education

Objective 1.1.4: Implement a certification exam by 2023

Goal 1.2: Establish policy and advocacy guidelines to secure and promote the yoga therapy profession

Objective 1.2.1: Create an advocacy concept for cultivating partnerships with organizations, government entities, universities, and industry in 2022

Objective 1.2.2: In 2022, determine how yoga therapy can be practiced within the context of U.S. state and national policy

Objective 1.2.3: In 2023, determine how the yoga therapy profession is engaged within the context of international activities

Goal 1.3: Promote public and healthcare understanding of yoga therapy

Objective 1.3.1: Collaborate with partners in 2021 and beyond to create opportunities for professional development

Objective 1.3.2: Determine how to support organizational outreach as yoga therapy subject matter experts and ambassadors of IAYT and the yoga therapy profession by the end of 2021 **Objective 1.3.3:** Support expansion of accredited yoga therapy programs in 2023 through outreach to yoga therapy schools that have potential to meet accreditation standards

Priority 2: Implement diversity, equity, and inclusion (DEI) in all aspects of IAYT

The staff will continue to work toward advancing IAYT's commitment to DEI. Prioritizing this commitment will bring important perspectives to all that we do and create a culture and community that reflect the practice of yoga therapy.

Goal 2.1: Reflect DEI in IAYT programs, activities, and publications

Objective 2.1.1: Develop a plan to align standards, competencies, and policies to reflect the organizational commitment to DEI in 2021, to begin initiation in late 2022

Objective 2.1.2: Acknowledge cultural and international values in programs and activities

Objective 2.1.3: Be a voice on social justice issues that impact the yoga therapy profession and IAYT members

Goal 2.2: Collaborate with international members and yoga therapy community to develop regional representation and global partnerships

Objective 2.2.1: In 2022, establish a multicultural team that will collaborate with international members to identify regionally relevant DEI initiatives

Objective 2.2.2: Beginning in 2022, cultivate intercultural and cross-cultural organizational relationships

Objective 2.2.3: In 2023, explore expanding visibility of the Portfolio Review and Evaluation (PR&E) reciprocity program with appropriate international organizations

Goal 2.3: Foster an organizational culture that reflects the diversity of IAYT membership and the communities where yoga therapy can be practiced

Objective 2.3.1: Create an action plan in 2021 to advance DEI initiatives in all IAYT processes and share resources with members

Objective 2.3.2: Initiate a process to actualize equity and inclusion in hiring and volunteer opportunities starting in 2021

Objective 2.3.3: Develop and implement accountability processes for staff, committees, and volunteers that demonstrate commitment to DEI by the end of 2022

Goal 2.4: Collaborate with partners and stakeholders to bridge gaps in DEI competencies

Objective 2.4.1: In 2021, define DEI competencies for IAYT

Objective 2.4.2: Create initiatives to expand the availability of yoga therapy within underserved communities in 2022

Objective 2.4.3: Facilitate anti-racist and anti-oppressive workplace training for the board, staff, contractors, and volunteers

Objective 2.4.4: Provide opportunities to educate the IAYT membership on sound practices related to anti-racist and anti-oppressive practices

Priority 3: Expand integrative and complementary healthcare and health-promotion networks to promote the yoga therapy profession

IAYT will expand efforts to increase public awareness of yoga therapy, improve healthcare professionals' understanding of the role yoga therapy can play in health, and explore how yoga therapy supports communities and individuals to cope with and address lifestyle management and health challenges.

Goal 3.1: Enhance engagement with integrative and complementary healthcare communities

Objective 3.1.1: Design a plan to collaborate with healthcare networks to identify and seek opportunities to advance the yoga therapy profession

Objective 3.1.2: Facilitate external awareness of yoga therapy with appropriate health and wellbeing organizations, thought leaders, and influencers

Objective 3.1.3: Forecast near-term and mid-range engagement schedules for collaboration with external partners and healthcare communities

Goal 3.2: Establish engagement with health-promotion communities and networks

Objective 3.2.1: In 2022, develop a plan to collaborate with health-promotion networks to identify and seek opportunities to advance the yoga therapy profession

Objective 3.2.2: Develop a collaborative network with the health-promotion industry and educational organizations by 2023

Objective 3.2.3: In 2024, facilitate external awareness of yoga therapy with appropriate health and well-being organizations, thought leaders, and influencers

Goal 3.3: Engage industry partners and employers to support professional networking

Objective 3.3.1: Explore partnerships for C-IAYT career growth and learning opportunities **Objective 3.3.2:** Collaborate with partners in 2021 and beyond to create opportunities for professional development

Objective 3.3.3: Complete a feasibility study of licensure for the yoga therapy profession by the end of 2022

Objective 3.3.4: Proactively seek relationships with educators and researchers in 2022 to contribute to developing and advancing the yoga therapy profession and yoga therapists

Priority 4: Improve organizational business effectiveness

Effectiveness is key to organizational growth. It is about doing the right task, completing activities, and achieving goals. By ensuring fiscal sustainability and support of staff and contractor enrichment, IAYT will experience greater productivity and be positioned to carry out the functions, tasks, and plans as envisioned.

Goal 4.1: Create a plan for financial sustainability

Objective 4.1.1: Analyze financial requirements in 2021 to create short- and long-term financial stability starting with budget year 2022

Objective 4.1.2: In 2021, develop and implement a budgeting process that includes departmental input for budget year 2022 and beyond

Objective 4.1.3: Create a plan for development and philanthropic capability to include resource requirements by 2023

Goal 4.2: Improve digital outreach, focusing on usability and engagement

Objective 4.2.1: Redesign iayt.org and email templates in 2021 and integrate marketing and stewardship programs

Objective 4.2.2: Establish consistency and accessibility across platforms and develop an annual review process

Objective 4.2.3: Include international audiences in an inclusive technology platform

Goal 4.3: Modernize IAYT technology infrastructure

Objective 4.3.1: Develop budget for future technology initiatives in 2022

Objective 4.3.2: In 2022, select technology tools that support organizational processes and provide training and support

Objective 4.3.3: Develop and implement an integrated technology platform in 2023 to facilitate process efficiency across the organization

Goal 4.4: Improve productivity with cross-functional team processes and projects

Objective 4.4.1: Develop and implement integrated internal communication systems in 2021 to provide timely flow of cross-departmental information

Objective 4.4.2: Conduct regularly recurring teambuilding activities starting in 2021

Objective 4.4.3: Establish processes to improve staff, committee, and volunteer collaboration to improve effectiveness, transparency, and professional support in 2022

Goal 4.5: Create a performance-based structure with high staff satisfaction

Objective 4.5.1: Identify and develop internal and external human resources (HR) best business processes

Objective 4.5.2: Develop a performance review process for staff and contractors through 2023

Objective 4.5.3: Create professional development opportunities and satisfaction measurement through 2022

Objective 4.5.4: Document current policies, processes, and procedures, minimizing duplication of effort, through 2022

2021–2024 Strategic Plan Summary

Vision

Yoga therapy is well-known and respected as a healing discipline for physical health, mental balance, and spiritual consciousness.

Mission

The mission of IAYT is to establish yoga as a recognized and respected therapy.

PRIORITIES What takes precedence over other activities in a given area?	GOALS What is the result or achievement toward which effort is directed?	OBJECTIVES What are the leading actions that initiate progress toward our goals?
Priority 1: Advance the profession of yoga therapy	Goal 1.1: Differentiate the yoga therapy profession within complementary and integrative healthcare	Objective 1.1.1: Form a cohesive and distinct basis for understanding the differences between yoga therapy and teaching yoga in 2021 Objective 1.1.2: Collaborate with external organizations in 2022 to expand awareness of yoga therapy Objective 1.1.3: Collaborate with external organizations in 2022 to distinguish yoga therapy training from advanced yoga teacher training and education Objective 1.1.4: Implement a certification exam by 2023
	Goal 1.2: Establish policy and advocacy guidelines to secure and promote the yoga therapy profession	Objective 1.2.1: Create an advocacy concept for cultivating partnerships with organizations, government entities, universities, and industry in 2022 Objective 1.2.2: In 2022, determine how yoga therapy can be practiced within the context of U.S. state and national policy Objective 1.2.3: In 2023, determine how the yoga therapy profession is engaged within the context of international activities
	Goal 1.3: Promote public and healthcare understanding of yoga therapy	Objective 1.3.1: Collaborate with partners in 2021 and beyond to create opportunities for professional development Objective 1.3.2: Determine how to support organizational outreach as yoga therapy subject matter experts and ambassadors of IAYT and the yoga therapy profession by the end of 2021

		Objective 1.3.3: Support expansion of accredited yoga therapy programs in 2023 through outreach to yoga therapy schools that have potential to meet accreditation standards
Priority 2: Implement diversity, equity, and inclusion (DEI) in all aspects of IAYT	Goal 2.1: Reflect DEI in IAYT programs, activities, and publications	Objective 2.1.1: Develop a plan to align standards, competencies, and policies to reflect the organizational commitment to DEI in 2021 to begin initiation in late 2022
		Objective 2.1.2: Acknowledge cultural and international values in programs and activities
		Objective 2.1.3: Be a voice on social justice issues that impact the yoga therapy profession and IAYT members
	Goal 2.2: Collaborate with international members and yoga therapy community to develop regional representation and global partnerships	Objective 2.2.1: In 2022, establish a multicultural team that will collaborate with international members to identify culturally relevant DEI initiatives
		Objective 2.2.2: Beginning in 2022, cultivate intercultural and cross-cultural organizational relationships
		Objective 2.2.3: In 2023, explore expanding visibility of the Portfolio Review and Evaluation (PR&E) reciprocity program with appropriate international organizations
	Goal 2.3: Foster an organizational culture that reflects the diversity of IAYT membership and the communities where yoga therapy can be practiced	Objective 2.3.1: Create an action plan in 2021 to advance DEI initiatives in all IAYT processes and share resources with members
		Objective 2.3.2: Initiate a process to actualize equity and inclusion in hiring and volunteer opportunities starting in 2021
		Objective 2.3.3: Develop and implement accountability processes for staff, committees, and volunteers that demonstrate commitment to DEI by the end of 2022
	Goal 2.4: Collaborate with partners and stakeholder organizations to bridge gaps in DEI competencies	Objective 2.4.1: In 2021 define DEI competencies for IAYT
		Objective 2.4.2: Create initiatives to expand the availability of yoga therapy within underserved communities in 2022
		Objective 2.4.3: Facilitate anti-racist and anti-oppressive workplace training for the board, staff, contractors, and volunteers
		Objective 2.4.4: Provide opportunities to educate the IAYT membership on sound practices related to anti-racist and anti-oppressive practices

Priority 3: Expand integrative and complementary healthcare and health-promotion networks to promote the yoga therapy profession	Goal 3.1 Enhance engagement with integrative and complementary healthcare communities	Objective 3.1.1: Design a plan to collaborate with healthcare networks to identify and seek opportunities to advance the yoga therapy profession Objective 3.1.2: Facilitate external awareness of yoga therapy with appropriate health and well-being organizations, thought leaders, and influencers
		Objective 3.1.3: Forecast near-term and mid-range engagement schedules for collaboration with external partners and healthcare communities
	Goal 3.2: Establish engagement with health-promotion communities and	Objective 3.2.1: In 2022, develop a plan to collaborate with health-promotion networks to identify and seek opportunities to advance the yoga therapy profession
	networks	Objective 3.2.2: Develop a collaborative network with the health-promotion industry and educational organizations by 2023
		Objective 3.2.3: In 2024, facilitate external awareness of yoga therapy with appropriate health and well-being organizations, thought leaders, and influencers
	Goal 3.3: Engage industry partners and employers to support professional networking	Objective 3.3.1: Explore partnerships for C-IAYT career growth and learning opportunities
		Objective 3.3.2: Collaborate with partners in 2021 and beyond to create opportunities for professional development
		Objective 3.3.3: Complete a feasibility study of licensure for the yoga therapy profession by the end of 2022
		Objective 3.3.4: Proactively seek relationships with educators and researchers in 2022 to contribute to developing and advancing the yoga therapy profession and yoga therapists
Priority 4: Improve organizational business effectiveness	Goal 4.1: Create a plan for financial sustainability	Objective 4.1.1: Analyze financial requirements in 2021 to create short- and long-term financial stability starting with budget year 2022
		Objective 4.1.2: In 2021, develop and implement a budgeting process that includes departmental input for budget year 2022 and beyond
		Objective 4.1.3: Create a plan for development and philanthropic capability to include resource requirements by 2023
	Goal 4.2: Improve digital outreach,	Objective 4.2.1: Redesign iayt.org and email templates in 2021 and integrate marketing and stewardship programs

		·
U	focusing on usability and engagement	Objective 4.2.2: Establish consistency and accessibility across platforms and develop an annual review process
		Objective 4.2.3: Consider international audiences in building an inclusive technology platform
N	Goal 4.3: Modernize IAYT technology	Objective 4.3.1: Develop a budget for future technology initiatives in 2022
	infrastructure	Objective 4.3.2: In 2022, select technology tools that support organizational processes and provide training and support
		Objective 4.3.3: Develop and implement an integrated technology platform in 2023 to improve process efficiency across the organization
p	Goal 4.4: Improve oroductivity with cross-functional	Objective 4.4.1: Develop and implement integrated internal communication systems in 2021 to provide timely flow of cross-departmental information
	team processes and projects	Objective 4.4.2: Conduct regularly recurring teambuilding activities starting in 2021
		Objective 4.4.3 : Establish process to improve staff, committee, and volunteer collaboration to improve effectiveness, transparency, and professional support in 2022
p	Goal 4.5: Create a performance-based	Objective 4.5.1: Identify and develop internal and external human resources (HR) best business professes
	structure with high staff satisfaction	Objective 4.5.2: Develop a performance review process for staff and contractors by 2023
		Objective 4.5.3: Create professional development opportunities and satisfaction measurement through 2022
		Objective 4.5.4: Document current policies, processes, and procedures, minimizing duplication of effort, through 2022

Strategic Planning Team

Strategic planning helps to frame an organization's priorities, goals, and objectives. As IAYT seeks to grow its support of the profession of yoga therapy and its own resources for accomplishing this aim, the leadership team recognizes the need for strategic planning to identify the organization's priorities and align them with goals for the coming year and beyond. The team members below contributed to strategic planning efforts for 2021–2024.

Executive Director

Alyssa Wostrel

Executive Staff

Debra Krajewski Beth Whitney-Teeple

Accreditation

Danielle Atkinson Marilyn Barlow Lisa Cavallaro

Heidi Crocker

Annette Watson

Certification

Heidi Crocker Kelly Froio Nancy Sinton

Communications and Publications

Catherine Justice Alexa Owen Tina Paul

Laurie Hyland Robertson

Marketing

Abby Geyer

Membership

Marilyn Peppers-Citizen

Technology

Janelle Aberle Steve Demo Arya Hawkins