MISSION STATEMENT

MOUNT MADONNA INSTITUTE IS COMMITTED TO WELLNESS AND POSITIVE TRANSFORMATION.

We offer trainings, certificates, and graduate degrees that integrate the traditional systems of Yoga, Ayurveda and Community with contemporary life. We prepare graduates for an ecosystem of careers in the integrative health professions.
Dear Mount Madonna Institute Board, Faculty, Staff, Students and Extended Community,

It is an honor to participate in shaping the second decade of an exceptional experience we call Mount Madonna Institute (MMI) through the collaborative development of a new five-year strategic planning process. I applaud the creativity, wisdom and skillfulness reflected in your contributions.

MMI is a “one of a kind” learning environment, attracting a multifaceted community of faculty and students who are drawn to a deep level of inquiry. Through experiential and scholarly activities and research, students further develop and apply their understanding of authentic source texts in the fields of Ayurveda, Yoga, and Community Studies in order to expand their knowledge.

Our graduates are uniquely positioned to translate and apply these authentic teachings to increase physical, psychological and spiritual wellness in a contemporary lifestyle – through scholarship and clinical application. Our intent as an academic institution is not only to preserve and promote ancient knowledge, but to prepare students to advance legitimate ways in which these traditional sciences can integrate with and impact the emerging field of Integrative Medicine for a healthier future.

The new Strategic Plan, attached here, is our compass. It is aspirational, and it surely will challenge and require our entire community to re-dedicate, full heartedly, to our mission. It will take disciplined energy, creativity, compromise, and financial stability to achieve our goals. I believe our community has what it takes to succeed.

The Strategic Plan demonstrates a commitment, by articulating and prioritizing the ways in which MMI will grow and develop over the next several years. The framework serves to reinforce the mission of the organization and lay the foundation for long-term success. It is Mount Madonna Institute’s vision for the future, born out of the ideas, input, and interests of Board members, administration, students, and alumni. Adherence to the plan will guide the hiring of new faculty, the development of collegial partnerships, and the continued improvement in programming and service to our students. It will lead to strength, sustainability, national recognition and academic excellence.

I am asking for your support, to ensure the fields of Ayurveda, Yoga and Community Studies are welcome at the table of higher education and thus live in the present, for the future.

I encourage us to work together as partners, in pursuit of the goals, strategies and initiatives outlined in the plan before you. And I welcome an ongoing dialogue about how we are doing!

Sincerely,

Savita Kay Brownfield
President
INTRODUCTION

THE FOUR GOALS

As Mount Madonna Institute moves into its second decade, the institution is presented with an opportunity to revisit its mission, vision, and strategic plan. The Strategic Plan that follows was designed to produce achievable goals that enhance excellence, develop graduate culture, ensure sustainability, and increase impact. Developing these goals was a whole community effort, beginning with Board leadership and expert consultant advising which lead to incorporating dialogue with all campus participants including faculty, students, staff, and alumni. All stakeholders in the Institute’s future contributed their thoughtful answers to the important question: “What are the most important aspirational yet realistic goals for the Institute to achieve in the next five years?”

The process of co-creating the strategic goals and initiatives was dynamic and challenging; the result is both inspiring and practical. The Strategic Plan seeks to define MMI’s place at the table in the national higher education setting, highlights MMI’s role in making a positive contribution to a changing society, addresses the need for MMI’s long term stability, and recognizes that MMI is poised at this point in time to make an impact on the community and to health care through innovative and integrative approaches.

The concept for success and strategic organization of MMI, reflected in the Plan, illustrates MMI’s growth since its initial efforts, which were developed as part of the first WSCUC accreditation self-study. At that time a very practical, task-oriented Plan evolved, which simply articulated a few direct and immediate goals. Reflecting on recommendations from Seeking Accreditation Visit 1 and the WSCUC Commissioners, the Board came to understand the value of devoting resources to engaging in a comprehensive planning and visioning process that would result in a Strategic Plan that could guide the Institute conceptually and practically over the next five years.

Working with a consultant (Joe Slowensky, Vice Provost for Institutional Effectiveness and Faculty Affairs at Chapman University) to facilitate the planning process, the Board, President and Provost agreed that MMI’s Strategic Plan would be most effective if its creation included the efforts of the whole community. This includes active working groups comprised of Board, administrators, faculty, alumni and students, and input from broad segments of stakeholders and interested community members. This new Strategic Plan, no longer merely a list of tasks, provides an exciting vision and path for MMI to sustain and thrive as it earns its place in American higher education.

MMI was established a decade ago to offer degrees, diplomas and certificates in the areas of Ayurveda, Yoga, and Community Studies and offers only one academic degree, the Master of Arts degree in Ayurveda. Prior to forming MMI and beginning in 1978, educational programs, certificates and diplomas in Yoga, Ayurveda and Community Studies were offered under the auspices of Hanuman Fellowship (HFS), the Institute’s related entity. Based upon 40 years of experience in teaching and integrating Yoga and Ayurveda, the Institute is known for education that is in-depth, academic, investigation-
based and has practical application. MMI was founded when the need to foster and support scholarly study grounded in classical source texts and sanctioned by appropriate educational evaluators such as WSCUC became apparent. At the turn of the millennium nationwide and international interest in these fields grew and the number of unapproved certificate courses ballooned exponentially. MMI was established to set and ensure high standards of enquiry based in scholarship and professionalism for these emerging fields of study, support research into contemporary applications of these classical sciences, and offer post-graduate Master of Arts degrees.

Recognizing that the adoption of holistic and complementary medical treatments is on the rise, MMI is poised to capitalize on the benefits it provides to community and to health care through innovative and integrative approaches. Initiatives and organizational operations within this Plan seek to highlight the Institute’s role in making positive contributions to a changing society. Earning WSCUC accreditation will validate MMI’s position as a responsible leader in these fields and its dedication to best practices in pedagogy, professional training, and student success. MMI is leveraging the practical aspects of achieving regional accreditation by capitalizing on its unique niche of expertise in a field of study that is internationally respected and quickly growing in stature and practice in the USA. Through setting forth the goals in this Strategic Plan, and working to achieve them, Mount Madonna Institute will build a stronger, more sustainable and nationally respected institution.

Currently several accredited Universities offer graduate degrees in Yoga and Ayurveda. We have examined the curricula and policies of these programs to be certain that our programs are consistent with best practices and of the highest academic quality.

- National University of Natural Medicine in Portland, OR accredited by Northwest Commission on Colleges and Universities offers Master of Science in Ayurveda;
- Maharishi University of Management in Iowa accredited by Higher Learning Commission offers Master of Science degree in Ayurveda and Ph.D. in Physiology with a Concentration in Ayurveda;
- Loyola Marymount Los Angeles accredited by WSCUC offers Master of Arts degree in Yoga Studies;
- Maryland University of Integrative Health accredited by the Middle States Commission on Higher Education offers Master of Science degree in Yoga Therapy;
- Meridian University accredited by WSCUC offers a Master of Arts and Ph.D. in Psychology with Concentration in Yoga.

Additionally, Naropa University in Boulder, CO accredited by Higher Learning Commission offers Bachelor of Arts degree in Yoga Studies and regionally accredited institutions throughout the USA offer approved non-academic Certificates in these emerging fields.
GOAL 1
PREMIER INSTITUTION

Demonstrate national leadership in the fields of Yoga, Ayurveda, and Community Studies through academic excellence, innovation, service and experiential education.

Leadership, academic excellence, and innovative contemporary applications are essential in solidifying Mount Madonna Institute’s role as a premier institution grounded in inquiry-based scholarship of authentic classical teachings. MMI recognizes the importance of reflecting the values of a premier institution. It is focused on achieving the standards of excellence required to secure regional accreditation. Via evidenced-based decision making, MMI is expanding the ways in which it engages and serves local and extended communities by providing excellent professional training and cultivating a culture of professional and scholarly discourse.

RATIONALE AND INTENDED IMPACT

Mount Madonna Institute is considered a leader in the fields of Ayurveda, Yoga, and Community studies. MMI is recognized internationally for integrity and commitment to authentic wisdom traditions, for excellence in educational programming and for providing opportunities for lifelong learning and practice over a span of 40 years. MMI is consulted by various professional organizations on a wide range of current issues including accreditation, program development and licensure. Faculty are often asked to present at national conferences. MMI administrators serve on committees of the board of the professional organizations serving these fields, Yoga Alliance (YA), NAMA (National Ayurveda Medical Association) and IAYT (International Association of Yoga Therapists). To enhance leadership and develop its full potential to be a premier institution in its fields of study, MMI is addressing the WSCUC Commission’s recommendations in important areas including developing research expertise and reviewing hiring and evaluation processes for faculty, and increasing data collection and analysis capacity.

There is a unique opportunity for the Institute to grow into a niche area of health care that is emerging in highly respected settings such as the University of California San Francisco where members of the faculty, Drs. Anand Dhruva and Sudha Pratikanthi, who also serve
on MMI’s Research Advisory Board, conduct cutting edge studies on the effect of yoga and Ayurveda on health and wellness.

As MMI grows its academic faculty through more robust recruitment and collaborative partnerships, a wider community of academic scholars will be engaged, providing both students and faculty a greater degree of diversity and a variety of experiential learning and research opportunities. Additionally, resources are being dedicated to increase faculty attendance at national conferences, and there is a focus on expanding research and publication among faculty members.

In order to maintain high standards of instruction a more formalized performance evaluation process is being developed and MMI will work to ensure expectations and learning outcomes are more broadly and consistently understood and utilized by faculty and administrators. Procedures are being developed to ensure that all institutional policies are clearly established and adopted throughout the organization. Periodic program review and assessment data will confirm the excellent educational outcomes that MMI’s students achieve and validate MMI as a legitimate player in the higher education landscape among regionally accredited universities.

Additionally, MMI intends to expand its reach and engagement with the local communities through the development of a local low-cost Ayurveda health clinic. Establishing the clinic will allow the Institute to enhance its commitment to serving the local community and the public good by making these services available to a wider range of people at an accessible location.

WSCUC accreditation is central to assuring and demonstrating to the national academic community that MMI reflects an academic culture of integrity and excellence, places education at the core of its mission, engages in a continuous cycle of self-reflection and assessment for the purposes of improving the student experience, has a strong and well-articulated institutional system of governance and a verifiable financial sustainability. The current accreditation process is an integral vehicle for the growth for all MMI constituencies: students, faculty, staff, board members, clients, alumni, and partners.
INITIATIVES AND STRATEGIES

Initiative 1.A
Dedicate time and resources as necessary to develop systems, train staff, and establish policies that uphold the mission and vision and improve review processes within the organization.

Strategies
a. Write and adopt a strategic plan that will provide a vision for MMI’s future, aligned with the institution earning WSCUC Accreditation.
b. Prioritize human and financial resources to accreditation effort including involvement of all stakeholders.
c. Develop and mature the processes, procedures and program review, including a well-developed assessment of faculty and governance as recommended in Seeking Accreditation Visit (SAV) 1.
d. Complete Self Study 2, carefully reviewing and addressing all WSCUC Commission recommendations.

Initiative 1.B
Demonstrate leadership and service to the greater community by sharing and contributing to the collective knowledge of Yoga, Ayurveda, and Community Studies as they relate to serving the public good.

Strategies
a. Increase the visibility of faculty scholarly and professional contributions via increased presentations at conferences, forums, and symposiums throughout the country and increased publications in recognized scholarly journals.
b. Increase leadership via faculty service on professional and scholarly association committees.
c. Increase institutional funding for professional development.
d. Continue to host the MMI Ayurveda and Yoga Research Symposium in 2019 as an annual event, making it open to the public with increased partnerships with community, professional and academic groups. Engage press and media coverage as part of the event.
STUDENT SUCCESS – Enhancing Student Experience and Promoting Graduate Culture

Promote student engagement and accomplishment by encouraging successful student development during and beyond the program. Provide excellent professional education and promote a graduate culture by engaging students in rigorous scholarly training in research methods, and the use of scholarly literature in clinical practice.

Student engagement and accomplishment is at the heart of MMI's mission. MMI is dedicated to student success, both in academic undertakings and in living a life of meaning and purpose through service and lifelong learning. Beyond the traditional markers of success that include retention rates, time to completion, and academic performance, this goal encompasses student satisfaction, cultivating passion, and making learning an involved process. Developing a graduate culture and focusing on student achievement includes engaging in coursework illustrating research methods, interpreting valid research findings and applying them to clinical practice, providing excellent professional training, and valuing scholarship and rich experiential learning opportunities. Engaged students are curious, interested, focused and involved.

RATIONALE AND INTENDED IMPACT

Programs offered at MMI have a component of lifelong learning and self-study that extends beyond the course work and material studied in the classroom and include opportunities for self-reflection, service, and relationship building. The MMI campus is an active and vibrant environment filled with many diverse activities and populations from school children to elders, from flocks of wild turkeys to herds of California deer, from the Master of Arts academic graduate degree program to non-academic certificate and recreational programs.

The most recent Master of Arts degree in Ayurveda graduating cohort 2016, MMI’s only academic program, had an 80% graduation rate, and the two previous cohorts had a
GOAL 2

STUDENT SUCCESS

100% graduation rate. MMI is very satisfied with graduation rates as a measure of student success but understands that it is only one measure of student success.

Through MMI’s self-study process and WSCUC Commission recommendations, an area that has been identified for improvement consists of developing a more robust academic graduate culture. MMI is not a research institution, but focuses its work on professional and clinical training. To promote a more robust graduate culture this strategic plan includes a greater emphasis on faculty development, increased opportunities for clinical placements, and coursework focusing on research methods, literature review, and the use of the research findings in clinical practice.

Enhancing graduate culture includes a range of formal services for students including student financial services. As a non-profit institution MMI will have the opportunity to begin Title 4 access to federal financial aid when it obtains Candidacy. MMI also will promote existing available student funds for “professional retraining” education through the Department of Veterans Affairs and Workman’s Compensation Boards. MMI also intends to offer student financial support via flexible payment plans.

Other plans for increased student support services include creating more co-curricular learning opportunities, expanded campus access for students and families, and enhanced student learning via academic tutoring, peer mentoring, and support for emotional issues via referrals to trained counselors, and the formation of an alumni association that will allow graduates to connect, mentor current students, and contribute to further development of programs.
INITIATIVES AND STRATEGIES

Initiative 2.A
Enhance student engagement and graduate culture through increased relevant coursework, experiential opportunities, and financial support.

Strategies
- a. Reach out to and develop institutional and local partnerships with the aim of providing field experience, externships and/or research opportunities for students at other institutes, clinics and community health services providers.
- b. Increase participation in professional organizations including MMI Symposium.
- c. Increase available financial support for students by offering scholarships through the institute and by achieving accreditation status, qualifying students for federal financial aid and other loan programs.
- d. Establish an alumni association that provides mentor opportunities for current students, openings for graduates to connect and network, and encourages financial contributions by establishing a dedicated group of donors.
- e. Create a curricular map that will identify courses needing additional instruction in research methods, literature review, and use of research findings in clinical practice.

Initiative 2.B
Create more opportunities for involvement in co-curricular activities, collaboration with peers, and positive student engagement.

Strategies
- a. Further develop the orientation process and on-going activities for students.
- b. Establish multi-level student groups for peer mentoring and increased interactions.
- c. Increase student support services by creating a databank of external referrals for tutoring, career placement, and psychological counseling to be paid for directly by students.
- d. Further develop co-curricular activities to increase student learning and success.
INSTITUTIONAL SUSTAINABILITY

Ensure ongoing sustainability through financial vitality, succession planning, and the preservation and promotion of the classical teachings of Yoga, Ayurveda and Community Studies.

Sustaining into the future involves focused work and evaluation of MMI in the key areas of enrollment, financial diversity, and leadership succession planning. This goal is viewed as a significant cornerstone for the success of Mount Madonna Institute over the next five years. In order to plan for expansion and increased programming in coming years, it is important to develop strategies to ensure financial wellbeing and operation under strong leadership.

RATIONALE AND INTENDED IMPACT

The Institute is merely ten years old and its fields of study are now becoming recognized in the United States. In the future, the higher education landscape of the US will be enriched and expanded through the Institute’s quality graduate education and professional trainings in integrated health and wellness education serving both individuals and the greater community. With a recent decrease in enrollment across all three schools, a focus on increasing enrollment will have substantial benefits. In the prior year’s plan enrollment increases were anticipated at minimal additional cost due to underutilization of faculty and facility capacity within the current Yoga and Ayurveda classrooms. In addition to increased enrollment, the expansion of revenue in the form of alumni contributions and non-tuition sales and services will provide diversity and some shelter from the fluctuations inherent in student-based resources. As recommended by the Commission, MMI is giving careful attention to enhancing financial stability through long term financial planning considerations and developing clear and effective governance structures; MMI has outlined plans to address these in this goal.
INSTITUTIONAL SUSTAINABILITY

Prioritizing a succession plan for current leadership allows the Institution to plan and envision programming beyond the tenure of its current, founding leaders. It is essential to further evaluate and define roles and responsibilities for each position and also create a budget for salaries that will attract talented individuals who are dedicated to upholding the institute’s educational mission.

INITIATIVES AND STRATEGIES

Initiative 3.A
Increase enrollment and expand diversity by intentionally reaching out to a diverse body of students, including ethnic, racial, economic, LGBTQ, gender and age diversity, through creative marketing strategies and increased program offerings.

Strategies
a. Update and further develop marketing plans, expanding the reach of marketing efforts to reach a diverse body of students including ethnic, racial, economic, LGBTQ, gender and age diversity.

b. Research ways to develop enrollment, based on data driven strategies, that include initiating new programs, combining programs, and adapting current programs that attract a diverse student body.

c. Expand credit offerings to a broader audience, targeting students in other fields of healthcare and education by researching and applying to offer continuing education credits (CEUs).

Initiative 3.B
Diversify financial revenues beyond those of student tuition to include donations, in-kind volunteer hours, and sales through community events and services.

Strategies
a. Define and articulate MMI’s connection to Hanuman Fellowship (HFS) as HFS hosts MMI on its campus and serves as an ongoing, long-term partner in supporting MMI’s Mission.

b. Document current in-kind donations of volunteer hours, allowing for a complete measure of our non-tuition revenue and for establishing the cost of potential replacements of any volunteer positions by paid positions, should that become necessary.

c. Increase sources of non-tuition revenue including the 2nd Annual Research Symposium, additional stand-alone courses and workshops, enhancements to Kaya Kalpa Wellness Center offerings including day and weekend wellness treatment packages, and increasing sales at Ayurveda World.
Initiative 3.C
Develop a leadership succession plan that includes defined roles of current leaders and compensation necessary to fill these roles in the future.

Strategies

a. Identify key positions currently filled by volunteers that will require financial support in the future and develop a budget to fund them.

b. Adopt a mentor or apprenticeship model that allows for training as well as transition of responsibilities in program and administrative areas.

c. Seek ways to recruit diverse and qualified board members who will offer unique operating methods that support the mission.

d. Continue to recruit accomplished and knowledgeable faculty who are qualified to engage in ongoing reflection and development of mission initiatives and with research publication and experience, thereby increasing MMI’s impact and footprint.
EXPAND CONTRIBUTIONS TO INTEGRATIVE HEALTH SERVICES AND COMMUNITY WELL-BEING.

Increasing impact focuses on the role that Mount Madonna Institute has on the broader community and greater outreach to individuals within it. Ayurveda and Yoga utilize mind, body and breathing practices as well as massage and bodywork modalities to enhance health and wellness and treat disease. Ayurvedic medicine also utilizes diet, lifestyle and herbal remedies. Together Ayurveda and Yoga practices are increasingly being included in health care regimens and, as a result, are significantly contributing to the growth of an integrative approach to healthcare within care settings around the world.

RATIONALE AND IMPACT

Mount Madonna Institute recognizes the growing impact that yoga, meditation, and physical therapies have on the public as their benefits become known and popular. The holistic health methods employed at MMI are grounded in scholarship and research, are safe and effective, and not subject to fad and fashion. As holistic health practices become more adopted, MMI aspires to offer reputable services to our local communities and sees itself as a leader in developing them in our planned clinic.

The WSCUC Commission review commended MMI for demonstrating leadership in its field by recognizing emerging demand for and anticipating the value of Ayurveda and its impact on the national health care system. The SAV 1 team also provided recommendations that MMI reflect on ways in which it will need to evolve as an institution of higher education within a changing landscape.

Reaching beyond the influence of the Institute’s rural mountain campus, the goal of increasing impact includes establishing partnerships with like-minded clinics and businesses to expand the offerings of yoga and Ayurveda into their health care settings as research shows that yoga and Ayurveda can be used to improve results on patient recovery and care. Also, building relationships with neighboring clinics that haven’t yet
considered integrative healthcare options and creating pathways for integration of our valued practices within surrounding facilities strengthens our local community as a whole as it increases the diversity of the population served.

The science and practice of Ayurveda and yoga have an important role to play in the provision of complementary and alternative health care services. “Health” was defined by the Executive Board of the World Health Organization in 1997 as “a dynamic state of complete physical, mental, spiritual and social well-being and not merely the absence of disease or infirmity.” (http://www.who.int/about/mission/en/)

This definition fits with the philosophy, practices, and treatment approaches of yoga and Ayurveda that emphasize the holistic picture of body, mind, and spirit. Mount Madonna Institute seeks to cultivate this broadened and holistic definition of health, as it aligns with the mission, in its future development of facilities and practices.

INITIATIVES AND STRATEGIES

Initiative 4.A

Educate and support graduates to apply their education in integrative health services and community settings for the public good. These initiatives are similar to Student Success Initiative 2.A/a but through the lens of increased impact.

Strategies

a. Collaborate with like-minded complementary and integrative health-oriented clinics and businesses to develop a network of practices that reach a diverse population.

b. Develop educational classes and programs on Ayurveda and yoga for the California Central Coast community.

c. Establish, then further develop relationships with community and educational organizations to address health promotion in underserved populations and to provide services and education.

d. Develop opportunities for MMI graduates to work in clinical settings.
Initiative 4.B
Establish a Health and Wellness Clinic to offer Ayurvedic consultations and Ayurveda Yoga therapy at Pacific Cultural Center in Santa Cruz while growing the Kaya Kalpa Wellness Center offerings at the Institute. The following also reflect Goals 1, 2 and 3, as seen through the lens of “increased impact on integrative health and community well-being.

Strategies

a. Develop a budget for establishing the clinic a Kaya Kalpa Wellness Clinic Pacific Cultural Center (PCC).

b. Develop additional health services and programs at Kaya Kalpa Wellness Center at Mount Madonna.

Initiative 4.C
Expand MMI programing.

Strategy

a. Pilot the non-academic Pancha Karma Technician Certificate, which offers health care providers alternate therapies and treatment modalities for clients.

b. Pending WSCUC accreditation consider launching Master of Arts degree in Ayurveda Yoga Therapy, which trains health care providers to integrate these practices into current Western treatments.

c. Create an operational plan to launch a Master of Arts degree in Yoga Studies, which will further scholarship in yoga through an in-depth scholarly inquiry and discourse based on original source texts and their application to contemporary life.

Mount Madonna Institute is built on a strong foundation. Enacting this Strategic Plan, a map to excellence and sustainability in the future, will build on that foundation.