



# Life in Yoga Foundation

A Non-Profit Dedicated to Health of Body and Mind

## 2008 Annual Report

March 21, 2009

Dear well-wishers of Life in Yoga Foundation,

Life in Yoga Foundation has made considerable progress over the last three years, and is now at a cross-road where the path of future development will be determined by you. Those of you wishing to impact that should plan to attend the Board Meeting on April 5 at 2 pm at Narayanan's home at 1111 University Blvd West, Apt 1306, Silver Spring, MD 20902 (Phone 301-592-0325).

This report is divided into the following segments:

1. Three-Year Scorecard
2. Founding Principles of Life in Yoga
3. Addressing Deficiencies
4. Vision for the Future
5. Cross-Roads

### 1. Three-Year Scorecard

|   | <u>2006</u>                        | <u>2007</u>   | <u>2008</u>   |
|---|------------------------------------|---|---|
| <u>1. FINANCIAL</u>                         |                                    |   |   |
| Donations                                   | \$6,759.60                         | \$10,812.91   | \$14,289.00   |
| Expenses                                    | \$2,487.48                         | \$7,488.28*   | \$2,768.40  |
| Surplus                                     | \$4,272.12                         | \$3,324.63  | 11,520.60   |
| <b>Cash asset end of yr</b>                 | <b>\$4,272.12</b>                  | <b>\$7,596.75</b>   | <b>\$19,117.35</b>  |
| <u>2. DELIVERY</u>                          |                                    |   |   |
| Weekly Sessions                             | 4                                  | 10  | 14  |
| Avg Wkly Attend                             | 40                                 | 100   | 120   |
| Courses/Retreats including teacher training | 3                                  | 4   | 4   |
| # of People Touched                         | 100+                               | 200+  | 250+  |
| <u>3. DEVELOPMENT</u>                       |                                    |   |   |
| Non-research Projects                       | Initiation of DVD development      | Completed 2 DVDs, 1 CD  | None  |
| Research/Development                        | Teacher Manual, CRE Breath, Mudras | Dance Yoga, Karma Cleansing, Mudras, Bhagavad Gita yoga translation | Translation of Yoga Sutras, Development of Gentle Yoga, NIH Yoga Week |

\*High expenses in 2007 relate to video project. Otherwise normal expenses relate to conducting retreats and courses.



Over the last three years we have:

- Increased the number of program activities impacting more people: weekly sessions and courses;
- Developed substantial content: new methods like CRE, Dance Yoga and Mudras, and have also developed DVDs and CDs;
- Consistently increased our donations.

However in the course of all this we have also realized the following:

- Complete Dependence on Volunteers to take care of expanding number of weekly sessions will require a constant supply of new teachers and administrative time to allocate and coordinate teachers to sessions. Therefore, many of our recently expanded sessions may not survive for too long.
- Knowledge base of yoga is constantly increasing with the understanding of different types of yoga forms like in arts and religious-cultural practices, and the research in yoga practices used for therapeutic purposes. We have also been interacting with NIH programs and with Yoga Institutes in India. Not only will this require substantial additional training of existing teachers, but it will also require a lot of time investment in interactions with these other organizations.
- Infrastructural limitations like the lack of a facility and limitations on volunteer time for these activities and other administrative activities is a significant handicap.
- Lack of people resources has also been a reason we have been unable to have fund raising events – our time resources are focused on content.
- A substantial number of tasks are dependent on one person, since there are too few volunteers who have available time for the tasks.
- Donations are inadequate to consider acquiring a facility or to employ staff.

So we need to do something different.

## **2. Founding Principles of Life in Yoga**

Life in Yoga Foundation was established with two fundamental ideas. Primarily our charter engages us in the research and dissemination of the knowledge of yoga and related practices. Secondly, given the spiritual upliftment and life enhancing role of yoga we did not want anyone to be denied access to this knowledge because of a fee barrier. The emphasis of the deep spiritual understanding of yoga and lack of adherence to blind beliefs of tradition was our unique value proposition not provided by any other institution we know at this time.

## **3. Addressing Deficiencies**

Evaluating the last 3 years, we find deficiencies in two areas of need.

A. FUNDING DEFICIENCY TO BUY A FACILITY - Because of our open-door policy and not aggressively soliciting any donations, even people who would pay \$20 to \$35 per session in a regular yoga studio, are not making that level of donation. If they did, we should have at least \$1,000 to \$2,000 annually per regular practitioner attending once a week. Further there seems to be little value in dollar terms placed for individual consulting like the kind not available in any



other yoga studio. And if we are to serve the weaker segment of the population who cannot afford to pay, people who can, need to contribute more than their fair share. That has not happened yet. But perhaps, now should be the beginning.

**B. PEOPLE AVAILABILITY LIMITATION RELATIVE TO NEEDS** – We don't have enough people with time available to perform organizational functions like keeping accounts, fund raising, etc. As a result many functions are not being performed optimally, and functions like fund raising are completely neglected.

Further, the area of research has swelled far beyond what we had planned when we began in 2006. Following are new areas of research that have added on.

- (i) Role of Dance and Music in Yoga;
- (ii) Study of the Yoga Aspects of Religious-Cultural Rituals and Practices
- (iii) Therapeutic Application of Yoga - Institutes in India and the United States are today doing clinical testing with yogic exercises as therapy for disease conditions.

To address these deficiencies we need people and a yoga center. We are seriously exploring the feasibility of establishing a yoga center, which will make volunteers more productive since it will be a natural meeting place to foster teamwork. But once we develop a much higher level of regular income stream, we have to think in terms of paid employees as well.

#### **A. ADDRESSING FUNDING DEFICIENCY TO ACQUIRE YOGA CENTER**

There are many ways to do this, with no certainty, which will work. Hence all may be tried:

- Seeking donations and loans dedicated to buy a yoga center;
- Seeking sponsorship for each weekly session or course;
- Seeking fixed monthly donations;
- Conducting quarterly fund raising events.

#### **B. ADDRESSING PEOPLE DEFICIENCY**

Three cornerstones of people effort that run our activities are the following:

1. Organizational Support
2. Knowledge Base Support
3. Delivery Support

We need volunteers to fill all the functions noted below.

#### **1. ORGANIZATIONAL SUPPORT**

We have the following needs to support the organizational aspects:

- Treasurer functions – done by one or up to three individuals
  - Depositing donations in banks & keeping complete records of them
  - Donation Acknowledgment Processing including web donations
  - Disbursements and keeping record of all receipts
  - Accounting & Financial Reporting
- Statutory Filings – with IRS and State; and soliciting exemptions where needed



- Non-Statutory Filings and Google Grant
  - Filing with Guidestar
  - Google Grants
- Board Secretary functions
  - Calling meetings and preparing agendas in coordination with the Chair
  - Keeping minutes of the meetings
- List Management – from registrants on website, course and session attendees and donors – keeping all lists updated
- Campaign Management – appropriate use of lists for targeted campaigns whether related to courses or fund raising
- Fund Raising Planning
  - All aspects of a fund raising event from event plan to execution
  - Getting Life in Yoga as part of the CFC system to get contributions from direct payroll deduction
  - Seeking Corporate sponsoring
- Grants Search and Applications – looking for institutional funding options
- Audio-visual and Public Address System – Planning and executing for events as needed [This will not be a big deal once we have a yoga center with fitted equipment.]
- Video and Audio Recording – capturing our content in courses, yoga sessions and events for developing CDs and DVDs for the future or for U-tube posting.

## 2. KNOWLEDGE BASE SUPPORT

- Research
  - Original Research
  - Developing relationships & discussion with other institutes
- Teacher Training & Conferences
- Presentation at Conferences

## 3. DELIVERY SUPPORT

- Courses and Weekly session management
  - Instructor Allocation and Substitutes for every location and courses & ensuring availability of enough teachers for sessions and courses.
  - Space planning – making sure that all programs have a space arranged [This will not be an issue once we have a yoga center.]
- Publications – Managing production of DVDs, CDs and books
- PR Management
  - Web site monitoring
  - Web site Updating
  - Using web resources like Blogging, Facebook, Utube, etc. to bring greater awareness of Life in Yoga
  - Announcing our programs on free websites and newspaper – need to look for them and post them
  - Google word search placements of bids for words
  - Brochure and other collateral designing
  - Printing
  - Press releases – developing contact with press – newspaper, TV, radio



## 4. Vision for the Future

Life in Yoga Foundation should emerge as a lead research and teaching institution of yoga in about 10 years. To enable delivery of the spiritual side as well, the concept of a spiritual retreat must be an inherent component of that.

### Facilities:

For a facility, initially in 2009, it will be desirable to acquire a 5,000 to 10,000 square foot facility with space to lodge at least 10 people and conduct yoga sessions for 25-30 people at a time. Two big rooms, one between 1,000 and 2,000 square feet and another of 400 to 800 square feet will be highly desirable.

Conceptually, at a later time, facilities will be of two types: Urban Yoga Centers and Yoga Retreat Centers, where the latter would also be an Academic Campus and healing center.

- Urban yoga centers would be in every urban location where there are sufficient numbers of practitioners who have the ability to support it.
- One or more Yoga Retreat Center/s where a large number of people – 100 at least – can come and stay. Such a place would cater for courses and retreats, healing treatments. It would be an academic campus and a healing center.

### Area of Activities:

Content would cover many areas of study added in stages under the Life in Yoga 5 by 3 by 1 approach. In the initial stages it will include art forms and religious-cultural rituals as different types of yoga practices, and also therapeutic applications with conventional and alternative medicine approaches. The spiritual integration will be complete in all of these.

Formats of education will be in courses and practice sessions, and residential therapeutic treatment (hospital) will be individually addressed.

To accomplish this, a ten year plan will call for about \$50 million. Only time will tell if we will achieve it. For now, within the next three months or so we would like to raise \$200,000 in donations and about \$800,000 in loans to buy the first yoga center.

## 5. Cross-Roads

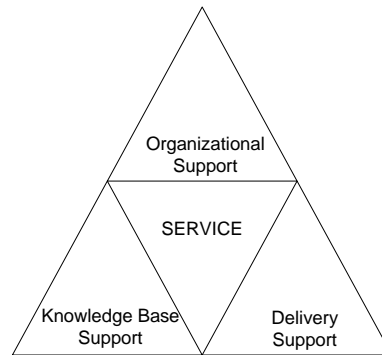
Going from a \$14,000 annual donation level to \$200,000 or \$ 1 million is a tall order. However, if we are unable to do it, we propose to consider some tough trade-offs. As an organization one approach will be to focus less on the delivery of certain activities like weekly sessions and courses – limiting these to the extent, currently participating volunteer-teachers are willing to deliver – that are relatively more volunteer time intensive and less effective in the building of knowledge capital. Instead we could focus more on the knowledge base support activities that would seek to build a larger number of future teachers. For a period of three years or so, we can eliminate our mid week sessions that are not sponsored, and only keep the weekend sessions, and that too only on one weekend day. Thus the other weekend day is free for volunteers to engage



in the knowledge base activities once a month or so. We can also limit the courses to only 1 or 2 per year unless more are sponsored. With normal attrition, when we reach a level of 50 or more highly accomplished teachers – we will need to train about 100 teachers or more to get 50 teachers – we can attempt to renew expansion of the weekly sessions.

If we are able to raise the funds to acquire a yoga center, then also we would plan to gradually withdraw from non-sponsored weekly sessions, but the yoga center would allow for at least 10 sessions a week in one location, including week days, and the total number of weekly sessions will expand any case. The courses offered need not decrease, since the space planning becomes considerably easy with perhaps one-third of the volunteer support needed for each course.

The following diagram shows our pillars of strategic support that enable providing our service. Careful understanding of this helps us to prioritize appropriately.



Knowledge base is the key for the long term health of the Foundation. A Yoga Center will help support the building of the knowledge base by having a space with unlimited access for regular meetings. [Spaces elsewhere have significant transaction cost in terms of people time to plan it. There may be rental costs as well.]

However, a Yoga Center will provide significant boost for Delivery Support and service to more people. Organizational Support will also be impacted by better team work to accomplish the required tasks.

## Conclusion

In short, even though we have made gains over the last three years and have expanded our course offerings for 2009, our current approach does not seem sustainable without a focus on building the knowledge capital with more teachers and a yoga center to make Life in Yoga a sustainable institution. For that we will require a significant boost in donations and loaned funds.

We look forward to your feedback and monetary support both on March 28 at the annual meeting and the open Board Meeting on April 5, 2009.

Sincerely,

Ramesh Deshpande, Chairman  
C. Rajan Narayanan, Secretary



Other Board Members in 2008: Una (Agnes Rose) Murphy, Bala Nathan, Punyam Satyanarayana, Sanjath Sulkunte and Ravi Vulli.

New Board Members inducted in 2009: Rekha Uppal, V. S. Raghavan

