

# Creating Vital Structures to Assure the Future of the Rosen Method

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**Abstract.** This article presents an overview of the plans and guidelines envisioned by the Rosen Institute for shifting the Rosen Method community from a founder organization to a democratic, professional organization. The article is divided into the following sections: (1) *Formation of a Global Professional Organization*: The Rosen Institute will be the certifying body that holds the service mark for Rosen Method and will be responsible for the quality standards of Rosen Method worldwide. The Rosen Foundation will manage current and future charitable activities related to the Rosen Method, and will be able to receive tax-deductible donations and contributions. (2) *Support for Emerging Rosen Method Training Centers*, which outlines guidelines for the certification and development of new centers. (3) *Grievance and Conflict Resolution* gives procedures and recommendations to ease any current and future tensions within the Rosen community. (4) *Leadership Training* defines the qualities needed in our leaders and seeks to implement ways to develop leadership potential. (5) *Certification Review and Renewal* proposes ways to maintain the quality and standards of Rosen work worldwide.

While serving on the Executive Committee of the Board of Directors of the Rosen Institute for the past ten years, I have observed and participated in many developments in the teaching and practice of Rosen Method and the growth of the work worldwide. At this time, the Rosen Method community is at a crossroads in the creation of a stable global professional organization that will foster the future expansion of Rosen Method and provide guidance and quality assurance for the continuation of a unique and powerful somatic discipline. As members of the Rosen Method community, we are personally and professionally aware of the depth and value of Rosen Method bodywork and movement and the importance of creating realistic and practical governance structures that will protect the quality standards of our work.

The following article will outline several key structures that are currently being created or have been proposed as essential elements to assure the continuation of quality and growth in our professional field as new generations emerge. These key structures include:

- The formation of a new non-profit global professional member organization, to replace the current non-profit, non-member charitable organization that was originally formed in 1983;
- The organization of professional, training, administrative, leadership, financial, and logistical resources to support emerging training centers in new locations;

- The creation of processes and procedures for grievance and conflict resolution within the Rosen Method community, including access to local, regional, and global conflict resolution resources;
- The development of a leadership training program for Rosen Method leaders, including all certified bodywork and movement trainers and Senior Teachers, training center leaders, Board of Directors members, and practitioner association leaders;
- The establishment of a system of accreditation and certification review and renewal for Rosen Method training centers, teachers, bodywork practitioners, and movement teachers.

Each of these conceptual frameworks will be discussed fairly broadly, with more detail and specific standards to be created and implemented over time within the Rosen Method community. The series of written reports produced by Linda Hearne, our organizational development consultant since 2005, have clearly documented and laid the groundwork for understanding what is needed for Rosen Method to flourish and continue to grow. My purpose at this time is not to restate what she has so carefully and fully outlined, but to offer my best understanding of some of the necessary components that need to be designed and implemented to assure a smooth transition from a founder organization to a democratic, professional

organization that will sustain Rosen Method for many decades to come.

#### *Formation of a Global Professional Organization*

The reorganization of the Rosen Institute has been underway for more than two years. The Rosen Institute will change from a 501(c)3 non-profit charitable organization to a 501(c)6 non-profit professional membership organization. (The number codes have to do with the U.S. tax statutes for non-profit, non-governmental organizations.) The current charitable organization will be renamed the Rosen Foundation, and will be a subsidiary of the Rosen Institute. The Rosen Institute will continue to be the certifying body that holds the service mark for Rosen Method everywhere Rosen Method is taught or practiced, and will be responsible for the quality standards of Rosen Method practice and training worldwide. The Rosen Foundation will manage current and future charitable activities related to the Rosen Method, such as diversity scholarships or the Marion Rosen Film Project, and will be able to receive tax-deductible donations and contributions.

At this time, a non-profit attorney has been retained and a volunteer By-Laws Subcommittee was formed from current Rosen Institute Board of Directors members. A draft of the articles of incorporation and the new by-laws have been written by our lawyer, reviewed by the By-Laws Subcommittee, revised by our attorney, and will be reviewed again by the By-Laws Subcommittee before the next Board meeting. Draft copies will be available at the 2008 Global Congress in New York for discussion among participants. Additional revisions will be made, the Board will vote on the final draft, and the new organization will be formed by filing the necessary documentation with the State of California and the U.S. Department of Treasury Internal Revenue Service.

Although the new Rosen Institute will officially be created in the state of California, the by-laws are structured so the Rosen Institute will be an international professional membership organization that can operate anywhere in the world. As Rosen Method grows, it is envisioned that there could be regional administrative offices in various locations, such as Western Europe, the Middle East, the Asia-Pacific region, Latin America, North America, etc. to provide more direct services and administrative functions within local language groups, cultures, and geography.

The first step is to create a properly equipped, functioning administrative office, with an Executive Director, who will provide full-time worldwide

administrative and leadership support from the Rosen Institute. An appropriate budget, funded through annual membership dues, will provide an economic base for the proper management of the broad range of activities and responsibilities of the Rosen Institute. In seeking the best qualified persons for the Executive Director position and future staffing roles we will be looking for the following characteristics, skills, and abilities:

- Previous experience in leading non-profit organizations, working effectively with a Board of Directors and Board committees, creating and managing budgets, and handling a broad range of communication, administration, and organizational change activities;
- Knowledge of, and alignment with, Rosen Method – this does not necessarily mean a certified practitioner or movement teacher, but a person who has some type of personal experience of Rosen Method, if possible;
- Previous experience and success in non-profit fundraising;
- Cross-cultural experience and ability to navigate well in multiple cultures – has lived or traveled in multiple geographies and language groups;
- Willingness and ability to travel where current training centers and practitioner communities are located, and where emerging centers are in development;
- Strong leadership skills and experience;
- Demonstrated excellence in collaboration, teambuilding, and teamwork;
- Excellent communication skills – verbal and written, multi-lingual if possible, fluent in verbal and written English, professional computer skills;
- Knowledge and experience of training and professional organizations, preferably in the field of behavioral healthcare and/or somatics;
- Skilled at networking, marketing, and long-term organizational planning;
- Capable of working effectively with all levels of the Rosen Method community, including trainees, practitioner associations, trainers, and center leaders.

Our current goal is to launch the new Rosen Institute in 2009. It is my intention to allocate at least a year to orienting and training the new Executive Director and to transfer all day-to-day administrative functions for

the Rosen Institute to this role. Since becoming the President of the Rosen Institute, I have functioned as an Executive Director but without any budget or regular salary, office, staff, or equipment, nor any logistical or administrative support, and the situation is overwhelming and absolutely not sustainable. It is clear that the all-volunteer model for the Rosen Institute administration that worked sufficiently twenty-five years ago is completely obsolete in today's reality.

It is important to remember that these changes in the structure of the Rosen Institute are not just about the administrative leadership. There are fundamental changes that impact all Rosen Method trainees, bodywork practitioners and movement teachers, trainers, and teaching centers. Each person and center worldwide involved with Rosen Method will become a member of the Rosen Institute and participate in financially supporting its activities. The governance structure on the Rosen Institute Board of Directors is being redesigned to bring more equal representation to the professional associations, teachers, and training centers. The core idea is that everyone who practices Rosen Method becomes a stakeholder in our future, as in a true representative democracy. Each member has a voice and a vote, each member is important, and each member contributes directly to the success and strength of our professional organization. In return, each Rosen Institute member benefits from a well-functioning global organization that helps to mainstream Rosen Method as a significant behavioral healthcare modality, provides ongoing communication and support, maintains the quality standards of Rosen Method, and sustains a vision for the growth and development of Rosen Method worldwide.

As progress continues in the reorganization process, I will be informing the Rosen Method community about the steps that are accomplished and what lies ahead. This is an exciting time of change and creativity for our shared future, and it is a gift that we are able to accomplish this restructuring process with the participation, engagement, and blessing of our founder, Marion Rosen.

#### *Support for Emerging Rosen Method Training Centers*

The need for a support system for emerging centers has been voiced repeatedly at the Global Congress gatherings in Germany (2004) and Finland (2006), at Marion Rosen's Leaders Conference in California (2007), and by the individuals at the forefront of developing new Rosen Method training schools. Historically, an

individual or small group who had a strong intention to launch a new center took on all of the management responsibilities, financial burden, logistics, marketing and student recruitment, curriculum and faculty development, etc. without any real guidance or structural support from the Rosen Institute or the Rosen community in general. This has profoundly stunted the growth of Rosen Method, and has proven to be a huge undertaking for those who had the courage and passion to try.

At this time, there are several locations where emerging centers are in development or may be soon. These include Bosnia and Israel, as well Minnesota and Portland, Oregon in the U.S. Within the last two years, three emerging centers grew to the point of becoming newly certified Rosen Method training centers – Rosen Method Training and Therapy, Ltd. in London, Great Britain, Rosen Method Bodywork Australia, and Monterey Bay Rosen Method Center in California. It took years of hard work and focus for all of these organizations to succeed, and each faced many struggles along the way.

How can the needs of emerging centers be addressed, and the growth of Rosen Method training be enhanced? The current procedure to get started is for a new training site to request the "sponsorship" of a fully certified center to guarantee that the initial coursework (generally three intensives) will be accepted as transfer credit by that certified center if the new school does not succeed, as a protection for the students so they will not have wasted time and money paying for Rosen Method classes. The sponsoring center appoints a Director of Teaching for the emerging center, whose main task is to ensure the quality of the training. However, no other responsibilities or specific assistance is officially required from the certified center to help the emerging center as it is getting started. In reality, new sites need a lot of help and the individual or team working to create a new Rosen Method school can become deeply frustrated in the experience of having to create everything from the ground up, with no real sense of how others have done so before – i.e., "reinventing the wheel". There are no written manuals or guides for start-ups, no processes and procedures available other than the certification standards and Service Mark Committee documents regarding rules and regulations to be met. There is no formal source of ongoing assistance, advice, or guidance – only what has been informally offered through the role of the Director of Training.

What is starting to emerge organically is something like an informal mentorship system that could be much

more fully developed. One suggestion would be to form an Emerging Centers Support Team, consisting of several Rosen Method center leaders, the Rosen Institute Executive Director, at least one member of the Board of Directors, a representative of the Service Mark Committee, and at least one practitioner association leader. This team could provide a broad range of ideas, suggestions, personal experience, consultation, and practical problem solving ability for an emerging center group that is trying to do something new and challenging. It has been repeatedly suggested that a portion of the Rosen Institute budget be earmarked on an annual basis to provide some financial assistance for emerging centers as well, so that there is some direct fiscal help when it is most needed. It would be beneficial if the emerging center leaders attended the leadership training program that is also being proposed in this article (see below).

It would also be very helpful to have an identified pool of certified and senior bodywork and movement teachers who are interested and willing to travel to new areas to teach. If all of the training responsibilities are on the shoulders of a single individual, one can feel isolated, exhausted, and overwhelmed. With the support of colleagues, who are ready to work as a team and offer their professional services and training experience, there is a very different sense of pioneering spirit, creativity, and exploration – and it is a lot more fun.

There are so many elements in creating a new training center that a document needs to be constructed that discusses all of them in depth, with specific guidelines about each component clearly outlined – something like *The Rosen Method Emerging Training Center Start-Up Manual*. It will probably take a concentrated effort, over a year or two, to draft, review and edit such a document, but it needs to be done. The Rosen Institute Executive Director and staff would naturally be the administrative structure charged with gathering and organizing the information and content, updating it regularly, and making sure that it is easily available to the entire Rosen Method community.

In addition, it would be the responsibility of the Rosen Institute Executive Director to track how the new center is progressing, maintain ongoing contact with the individuals involved, and request regular updates as they proceed. An active and dynamic relationship with emerging centers will proactively prevent many of the difficulties that have arisen in the past and provide

an experience of community-wide engagement for the new center leaders and their students.

### *Grievance and Conflict Resolution*

During the past year, I have thought in depth about the hostility and conflict that have consistently arisen within the Rosen Method community over the past two and a half decades. I became aware that part of my frustration and burnout can be traced to an unconscious expectation that at some point we would get along better, that conflict would subside, and there would be a much greater sense of unity and collaboration across the Rosen Method community. Indeed, to some degree this has happened. There is more interconnectedness between the teachers, new efforts towards increased communication and dialogue between practitioner associations are occurring, the Global Congress meetings build a deeper sense of our international community, and so on. But, on an ongoing basis, I have observed issues and difficulties at all levels of the Rosen world that manifest as polarization, projection, negative transference and counter-transference, fear and anger, resentment, and complaint.

An epiphany I experienced a few months ago is the realization that there will always be conflict in the Rosen community and that our task is to have greater conscious awareness and better tools to deal with it. Conflict is inevitable because we have a very powerful somatic work, the Rosen Method, that directly seeks to contact unconscious experience through touching and/or moving the human body. As we all know, touch is very primal for every human. As the unconscious rises closer to the surface of awareness, through giving, receiving, or even observing bodywork sessions, or by moving our bodies in ways that release chronic muscle tension and allow the natural breath, we do become aware of aspects of ourselves or our lives that have been repressed or suppressed in the past. One of the central elements of Rosen Method is the direct experience of increased emotional access. However, what we actually gain direct cognitive access to through Rosen Method is only a part of what is unconscious. There are still many layers and dimensions that remain unconscious but may be much closer to the surface of awareness as the result of Rosen Method.

It is my observation over many years that this “near the surface” unconscious material is what gets acted out within the Rosen community. Many of our dynamics mirror the emotional and behavioral

world of our family systems, school years, and adolescent relationships, including competition, fear of authority, sense of abandonment, dependence and co-dependence, anxiety and suspicion, lack of safety, poor boundaries, inability to trust, dysfunctional use of power, and many more. These dynamics happen along an entire continuum, from the micro level between two individuals, all the way to the macro level when cultural groups within the Rosen world perceive each other as inaccessible, threatening, or unsafe.

There are many contexts within which this unconscious material arises. Some examples include:

- A Rosen student develops a negative attitude towards a teacher who triggers an unconscious association with a difficult parent;
- A Rosen teacher who has unresolved dominance issues misuses power by criticizing or shaming a trainee unfairly;
- Practitioners and movement teachers who have fear of success – or fear of failure – find that their private practices or movement classes do not grow or thrive because the fear is impacting how they relate to and interact with their clients and movement students;
- Administrators and teachers polarize and are unable to work harmoniously towards shared goals;
- Scarcity issues and fear of not having enough money drive decisions and strategies that undermine trust and communication between centers and practitioners;
- Proposals for change brought to the Rosen Institute Board of Directors are seen as threatening the status quo rather than as fresh possibilities that will promote positive growth;
- Cultural patterns of speech and communication are read through the unconscious beliefs and assumptions of a different culture and perceived as negative. For example, Americans have a very expressive, extroverted cultural verbal style, which many of the European teachers have reported they perceive as domineering, abrasive, overly wordy, too mental, and not heartfelt. Conversely, Europeans often think and organize structures in a hierarchical, top-down style that is natural within their cultures but can be felt by Americans as inflexible, rigid, non-cooperative, and disempowering.

What is needed to address issues of conflict and how do we move forward? The gift that Marion developed and gave to us, and to the world, is an incredibly powerful approach to individual, personal healing. The Rosen Method is unique in its simplicity and depth as a tool that facilitates going deeply inside one's own being and accessing not only hidden pain and suffering but also hidden gifts, abilities, and the joy of living. As Rosen specialists, we have been trained to listen with extraordinary sensitivity and skill to our clients. However, what we have not yet created within the Rosen world is an equally powerful set of tools to work with each other in all of our forms of interpersonal and community relationships, including the cultivation of effective communication and negotiation skills. Below are suggestions to begin building and appropriately using new approaches.

- Create a model Grievance and Conflict Resolution Committee consisting of Rosen Method members and outside consultants specially trained in group dynamics and conflict resolution. Empower this group to assist as needed.
- Establish an agreed upon, clear-cut, and transparent set of guidelines, processes, and procedures for requesting assistance and support for conflict resolution.
- Provide training on conflict resolution to all Rosen teachers, center leaders, practitioner association leaders, plus any Rosen community members who are interested.
- Develop curricula for Rosen Method trainings on the clinical issues of projection, transference, and counter-transference to help educate trainees more thoroughly about unconscious processes. Most Rosen Method students are not previously trained in psychotherapy, social work, or other professions that deal directly with principles regarding how the unconscious functions. The goal would not be to attempt to train Rosen students to be psychotherapists, but to give a basic clinical overview and understanding so they can better recognize their own processes and unconscious material, as well as those which arise in their clients. By understanding these fundamental processes more accurately, Rosen-trained individuals would be able to increase self-management of their behavior and

communication with peers and colleagues as well as clients.

- Engage in a conscious transition within the Rosen community to shift from fear-based dynamics to trust-based dynamics, establishing the paradigm that all parties are aligned for the positive well-being and professional conduct of Rosen Method.

In Deane Juhan's seminal article, *Working in Bodywork's Big Tent*, published in *Massage and Bodywork Magazine* (February-March, 2005) he articulates the seven basic stages that all major Western bodywork disciplines have undergone during the last century. Starting with a talented and charismatic founder who brings forth a new approach, through the development of professional trainings, teachers, and the infrastructure to support this work, Juhan carefully tracks the challenges and transitions that have consistently occurred. Rosen Method has now reached *Stage 7 – Mature Cooperation and Stability*. This stage is described as follows:

Although difficulties exist, mature cooperation is established that has the stability required to deal with the challenging situations that growing and expanding organizations continually face.

*Unflinching commitment to negotiation is required* to achieve a healthy organization, avoid fragmentation and failure of the organization, and prevent decline of the work.

As the Rosen Method organizational structure evolves from a founder-based model to a democratic, member-based professional model, it is in our best interests to deal with conflict as soon as it arises, which is not the case currently. With appropriate grievance and resolution methodologies in place, and expert assistance available when needed, each person involved with Rosen Method can rely on an honest, direct, and caring process that helps bring clarity, understanding, and insight to difficulties that may have previously gone unattended and unsolved.

### *Leadership Training*

Having wonderful skills as a bodyworker or movement teacher does not necessarily or automatically suggest that one has experience of or knowledge about leadership and managing a business. There are competencies, abilities, judgment, and embodiment required in leadership that include, but are greater than, the clinical and somatic skills we develop in our training and practice of Rosen Method. Becoming a teacher does not inevitably mean that one is a talented administrator and establishing a center does not imply that one already knows how to work well with teams, create and implement marketing plans, etc.

To improve the leadership skills of those who are currently in leadership positions, and to provide excellent leaders for the future of Rosen Method, I am proposing that a new Leadership Training process be designed. The essential elements of an ongoing Leadership Training would include instruction, facilitation, and coaching to build competence in the areas of:

- Forming and communicating a vision of Rosen Method and its role in the world, generating excitement and alignment about Rosen Method;
- Improving team building skills and increasing one's ability to:
  - o Share power and access resources
  - o Delegate tasks and responsibilities, track workflow
  - o Support team members to learn new skills and take on challenges
  - o Provide useful feedback and positive acknowledgement of progress
  - o Create safety and trust
  - o Empower others;
- Listening skillfully to all points of view and accurately discerning the direct and indirect communications that are occurring;
- Embodying self-awareness, clarity, and directness while taking self-responsibility for one's behaviors, attitudes, and interactions with others, including "owning" errors and mistakes that naturally arise, as well as accepting credit for what goes well;
- Perceiving the impact of one's presence and personal style with different individuals, groups and cultures;
- Understanding differences in worldviews and paradigms, having the flexibility and

skill to bridge different needs and different constituencies when needed;

- Having a realistic and grounded understanding of basic business principles, with topics such as:
  - o What is a business? What are the vision and mission of a business?
  - o How does a budget work – revenue, expenses, net income, taxes, insurance, equipment, staffing, real estate, etc.?
  - o Business planning
  - o Ethical management - transparency and honesty in business relations and actions
  - o Communication skills, verbal and written, including email
  - o How to hire whom you need
  - o Workflow management and administration
  - o Use of consultants and executive (or business) coaches
  - o Understanding one's market and effective marketing approaches – for private practices, movement classes, practitioner associations, and training centers.
- Networking with allied professionals, the media, and the general public;
- Expanding one's capacity to find creative solutions to problems or barriers to success;
- Enhancing public speaking skills – organizing content (verbal and written), finding one's own personal style as a speaker, developing a winning delivery;
- Building your capacity for patience, fortitude, and endurance – to follow through on commitments, "next steps", practical needs, and logistics;
- Cultivating kindness of spirit and emotional intelligence – people respond to the inner qualities of heartfulness, compassion, and understanding and will align with a leader who extends graciousness as well as strength.

We are fortunate to have a range of resources to draw upon to create Leadership Training. Linda Hearne is a certified business and personal coach and has worked closely with the Rosen community for years. She has experience teaching and consulting on many of the elements listed above and could play a central role in overseeing the design and delivery of trainings

and consultation. Others in the Rosen community with backgrounds in business and leadership can be drawn upon to offer classes and advice services. There are also many outside specialists and professional leadership trainers whose services we can utilize as needed.

#### *Certification Review and Renewal*

Perhaps the broadest challenge facing our community in the future is the preservation of the essential and unique qualities of Rosen Method. This topic has been "in the air" for years, and was recently discussed by leaders of the Nordic Rosen Method practitioners associations at their Spring, 2008 meeting. To protect the standards of Rosen Method, some system of regular evaluation and quality control must be established to assure that all individuals and centers involved with Rosen Method are engaged in practicing and teaching bodywork and movement that are clearly recognizable as Rosen Method.

For the past twenty-five years, there has been no official system of oversight for the quality of our work in the Rosen community. Once a person or a center is certified, there is no further review and no process or procedure in place for the Board of Directors to assure the ongoing quality of bodywork, movement and teaching unless a complaint is filed or a law has been broken. (My only memory of a person being decertified in the U.S. occurred after the practitioner was convicted of a felony crime.) In comparison, Trager practitioners and teachers are evaluated on an annual basis for recertification. This assures that the core principles and methodology that Milton Trager created are practiced and passed on to future generations, and Trager members are quite committed to maintaining this level of rigor in their field.

Regarding certification and Continuing Education for bodywork practitioners, movement teachers, and trainers, after discussions with our attorney and with leaders from other bodywork specializations, I propose that the All Teachers Group (ATG) collaborate to design a new system that will create a review process for all practitioners, movement teachers, and trainers to renew their certification on some regular basis (for example, every five years around the anniversary of one's certification). Designing a reasonable and fair review process will require a creative effort from the ATG group, as the members are spread throughout North America and Europe (and soon to Australia, the Middle East and other locations), speak several languages, and have many

differences of opinion. However, each teacher cares about Rosen Method and Marion personally trained many of them. They are the logical group to engage in this dialogue, to do any necessary research, and to find a workable solution to maintain the quality standards of the practice and training of Rosen Method.

In addition, some form of Continuing Education program for all Rosen Method professionals needs to be formed that requires practitioners, movement teachers, and trainers keep their skills current and provides ongoing learning and dynamic professional development opportunities. Several years ago the Nordic Rosen Method community piloted a Continuing Education program for ongoing professional training for certified practitioners. Much can be learned from this initial experimental effort to help design appropriate courses and requirements for Rosen Method Continuing Education while maintaining creative breadth and flexibility. This project naturally calls for cooperation between the professional associations to propose a workable structure, provide recommendations for the requirements and range of topics and courses, and suggest a system for tracking hours and course attendance.

Recertification for training centers - Because we have a system of independent Rosen Method centers in many countries, versus one centralized location like the Rolf Institute in Boulder, Colorado which trains practitioners worldwide, we have an interesting challenge to find a workable, affordable accreditation review process to assure that each school is viable. Elements to this assessment could include:

- Observation of Rosen Method classes and intern supervision;
- Review of the center's ethics, business practices, marketing, and current financial health;
- Completion of a written self-evaluation or "self-study" by the center leaders, faculty, staff, and trainees;
- Review of the training calendar and curriculum, including bodywork and movement courses, the intern support structure, and a teacher training program;
- Evaluation of the center's engagement with Rosen community activities, such as representation on the Rosen Institute Board of Directors, participation in the annual Leaders Conference and biannual Global Congress,

interaction with the local practitioners association and the practitioner community, fundraising and public service such as sponsoring Rosen Method scholarship programs, collaboration with other training centers, and demonstrated willingness to exchange faculty and hire across cultures.

The Board of Directors, in collaboration with Marion Rosen, the center leaders, Linda Hearne, and outside consultants (as needed), would be the logical group to design and implement the process for reaccreditation of Rosen Method training centers. Creating it is necessary for our profession to build in structures that sustain and protect the distinct nature of our discipline, to provide a safe and ethical context for the continuation of Rosen Method. Accreditation review builds in accountability and transparency, and will help prevent the potential dilution that can emerge over time and greater distance from contact with the founder.

#### Conclusion

In closing, I want to say that my intention is to offer my observations and suggestions to our community in the spirit of caring passionately about the health and well-being of Rosen Method. This is a complex article, with a great deal of information and specificity that can be hard to fully absorb. At the same time, it is rather general in nature, pointing to the emergence of a genuine global infrastructure designed to support and enhance our experience of working together. My goal is to find the best ways to ensure that Rosen Method continues in the future, for the profession to provide a reasonable living, and to have a positive impact on people's lives – to serve the world.

Please know that your responses, ideas, commentary and suggestions will be most welcome, as a conversation that realistically explores where we are going and how we will get there - together. Thank you for your patience and interest in reading the whole article, I truly appreciate it.