

# *Progress Report on the Global Reorganization of the Rosen Institute: Policy, Leadership, Conflict Resolution, and Continuing Education*

Mary Kay Wright, M.A.  
President, Rosen Institute  
roseninstitute@yahoo.com

In 2008 I wrote an article for the *Rosen Method International Journal* describing some of the key changes and new structures that are needed to assure the future growth and health of the profession of Rosen Method. This follow-up report charts our progress to date and prioritizes the next steps that are important in the continuing challenges of bringing Rosen Method into mainstream awareness, building successful Rosen Method businesses, and assuring the quality and standards of practice of Rosen Method bodywork and movement practices and trainings.

## *Formation of a Global Professional Organization*

A great deal of progress has been made in the creation of a new structure for the management and governance of Rosen Method. After nearly five years of various proposals, discussions, negotiations, and intensive development work by the Rosen Institute Board of Directors and Executive Committee, the Rosen Method Professional Associations (RMPAs), the All Teachers Group (ATG), the Service Mark Committee (SMC), the training centers, and outside consultants such as Linda Hearne and attorneys who specialize in non-profit organization formation, the proposed structure is designed and the next steps for implementation were unanimously approved during two Board of Directors meetings on September 4, 2009 and May 15, 2010.

During June through August, 2010, the legal firm of Evans & Rosen, LLP (no relation to Marion Rosen) prepared and filed a number of legal documents to create the new Rosen Institute which will be a "California Non-Profit Mutual Benefit Corporation" under the Internal Revenue Service (IRS) code of 501(c)6. What this means is that the Rosen Institute is shifting from being a charitable non-profit organization to a global professional membership organization that supports the development and standards of a specific profession or trade. The previous 501(c)3 charitable organization will remain and is in the process of being renamed Rosen Method Foundation. This structure will continue to serve as a vehicle to receive charitable donations and grants in support of projects like the Marion Rosen Film Project, scholarships for Rosen Method courses and trainings, assistance for emerging centers, and other worthy projects.

At this time, the by-laws for the new corporation are undergoing final review and approval and will be filed to complete the legal creation of the new Rosen Institute. The by-laws are complex, in response to the growing complexity and diversity of the total breadth of the Rosen community. The goal is to create a governance structure that is global, democratic, self-organizing, flexible, and responsive to the many different needs that must now be managed. Perhaps the greatest hurdle was creating a rotation system for representation to the Board of Directors that took into account sharing power and decision-making with all of the training centers, all of the professional associations, and the certified teachers. More than fifty versions of the rotation schedule were created and rejected throughout the fall, winter, and early spring until it

was finally completed (with the assistance of a mathematician) and appears to handle all of the significant variables the design team was trying to consider. The new Board members will be elected or appointed (depending upon the specific group being represented) and hold their first meeting during the Rosen Method Global Congress IV in October 2010 at Heythrop Hall, Oxfordshire, United Kingdom.

One of the most significant changes in the reorganization of the Rosen Institute is that students, interns, practitioners, movement teachers, trainers, and training centers will now be members of the Rosen Institute. There will be much more collaboration in the future between the Rosen Institute and the RMPAs, including the facilitation of building a global data base of all certified practitioners and movement teachers, collecting annual dues, organizing and tracking the completion of continuing education hours, sharing the planning, design, and cost of marketing, hosting the Global Congresses, and other activities that promote and stabilize Rosen Method as a respected healthcare profession. Ongoing consultation and facilitation for training centers will be provided, and has already been piloted through recent consulting with the leadership teams of the Finnish, British, and Russian centers, the Open Center, and the emerging Israeli center. More cross-fertilization and collaboration will be encouraged and facilitated between centers, through increased teacher trainings and faculty sharing, and by finding new ways of strengthening Rosen communities. For example, during the August 2010 Rosen Institute workshop in Switzerland on building thriving Rosen Method businesses, the participants from Germany, France, Switzerland, and Italy began to brainstorm about the possibilities of forming some type of cross-national confederation between their specific Rosen schools and professional communities to build greater support and broader visibility for Rosen Method in Western Europe, to share faculty, to cross-list courses so students could travel and learn in multiple different environments, to broaden the opportunities for teacher training, to expand the movement training, and other fresh new ideas.

Another component of the reorganization is the development of a new Rosen Institute global website that is currently being designed by JPD Communication, Inc. The purpose of creating a single, robust point of contact for the public and for members of the Rosen community is to provide a wealth of information about Rosen Method, its history, and the current activities that are happening around the world. The website will provide an ever-expanding resource of written and video digital materials, including excerpts from the Marion Rosen Film Project, and will help inform and educate the lay person and allied professionals alike. All Rosen Institute certificates will be ordered through the website to help bring efficiency and ease to the process of obtaining certificates at the completion of trainings. Individual websites created by Rosen practitioners and movement teachers located throughout the world, the Rosen Method International Journal website, and all training centers and RMPA websites will be linked to the global website. All of the current training and certification requirements, for every level of training offered, will be listed and kept current with updates whenever changes in the certification standards are made by the Board of Directors. An area offering Rosen products for sale will be created for purchasing items such as DVDs, Global Congress memorabilia, Rosen Method books, and other selections created by and for the Rosen community and the interested public. The Rosen Foundation will be included, with current information about the fundraising and charitable activities that are underway.

In the *Members Only* password protected section of the global website we will post and archive all of the minutes of all Board of Directors meetings and any other governance documents, meeting minutes, and materials that are a part of the policy and decision-making processes of the Rosen Institute. This will be the first time that all Rosen community members will have complete and direct access to information about all governance matters, which will directly assist the long-term goal of being a completely transparent and democratic organization. This section will also host a blog, so that members can conduct ongoing conversations and dialogue about current topics and issues of importance in the Rosen world. As it is developed, we plan to add a calendar in the blog section that lists professional conferences and gatherings where it would be appropriate to submit proposals to present workshops or presentations on Rosen Method

to a range of professional peers, such as psychotherapists, other bodyworkers and somatic discipline specialists, alternative and traditional healthcare and research groups, personal and spiritual growth organizations, and so on. There are many more functions that are being integrated into this new website that will be shared and explained as the website is launched in late 2010 or early 2011.

It is likely that the search for an Executive Director for the new Rosen Institute will not occur during the first year of operations. Strategically, it seems to make sense to move at a reasonable pace, to hire administrative support for the day-to-day administrative needs, and to keep the overhead expenses as low as possible until the new systems are in place and are functioning well. The main issue is accomplishing the shift into a membership organization, establishing the policies and financial systems for assessing and receiving annual membership dues, and stabilizing the budget so it is known what amount of revenue is available for infrastructure building and ongoing operational costs. Once all of these factors are clear, it will be much easier to make realistic plans to move forward with the delegation of the administrative leadership of the Rosen Institute.

### *Leadership Training Pilot Project*

In 2008 the Rosen Institute launched a pilot project to begin experimenting with elements of leadership training for individuals and groups who need guidance about the principles and dynamics of effective leadership. While the Rosen community has developed significant skill in training bodyworkers, movement teachers, and Rosen Method trainers, we have not placed equal attention on the needs of centers, RMPA officers, or pioneering individuals and groups who are able and willing to offer workshops and intensives in new locations and cultures. In addition, there is little to no training within the Rosen centers on the core business practices needed to build a successful and thriving Rosen Method business.

To address this area, several training processes have been designed and tested. The first category is one-on-one training and coaching for individuals who are moving towards more responsible leadership roles within the Rosen community. The first trial run included two practitioners - an individual who wanted to begin offering Rosen courses in a foreign university setting and another who was seeking skill-building to help strengthen and evolve the North American RMPA organization. The second trial run was with an individual who is a certified bodywork trainer and movement teacher who wants to build a much more active training presence in a large metropolitan area. The intensive curriculum included one-on-one consultations, organizational development planning, self-assessment, personal presentation consultation regarding professional appearance and individual style, training in networking and marketing, professional alliance and relationship building, cross-cultural issues related to Rosen Method training and multi-cultural interfacing, fundraising, business communication and writing, budgeting and fiscal management, and many other topics.

The second phase of leadership training was designed by Linda Hearne to assist the North American RMPA volunteer leaders during their 2009 three day fall retreat. The purpose of the consultation was to explore how to grow their organization, build the visibility and reputation of Rosen Method, and assist RMPA members to be able to make their living as Rosen Method professionals. Linda offered in-depth coaching on decision-making processes, conflict management, navigating how different personality styles express and handle power, short-term and long-term planning, task delegation and committee work, accountability, time management, critical thinking skills, and effective communication with RMPA members, training centers, and the Rosen Institute.

A follow-up meeting occurred in May 2010 at the RMPA retreat near Ukiah, CA that included a one day RMPA Board meeting which I attended. One primary focus was discussion on how to coordinate efforts with the training centers and the Rosen Institute to design and implement a cost-effective marketing campaign for Rosen Method within North America. The outcome of that discussion is the launching of a new level of communication and potential collaboration between all three categories of stakeholders, beginning with a

meeting in Berkeley held on August 30 with representatives from all of the North American centers (except Monterey), RMPA, the Rosen Institute, and students/interns. New initiatives being explored include getting Rosen Method regularly exposed on social networking sites such as Facebook and Linked-In, pursuing more regional and national press coverage modeled after the very successful Month with Heart project designed by Jennifer Boone, and doing word optimization strategizing with Rosen websites to drive additional traffic towards Rosen Method through Google, Yahoo, and other Internet search engines. All Rosen professionals who do not already have a website for their business will be encouraged to create one, and all of the centers will update and modernize theirs as needed. The Rosen Institute and Rosen Method Foundation will provide video footage from the Marion Rosen Film Project to the global website, to the centers, and to individuals who would like to have video clips of Marion Rosen for their websites.

A second primary topic at the RMPA Board meeting was how to design and offer an ongoing set of trainings, parallel to the Rosen Method training process offered through centers, on how to develop and sustain a successful Rosen business. Many Rosen graduates are not adequately prepared for the challenges and small business management issues they face upon certification. They do not know how to go out into the world, consistently attract and gather clients and/or movement students, charge appropriate fees, create a professional work environment for their bodywork practice or movement classes, network and build referrals, or communicate what Rosen Method is and how it can be helpful in one's life. Many practitioners and movement teachers falter, lose confidence, and are afraid to change careers or leave jobs in order to practice Rosen Method. For many it becomes a hobby, something they do a few hours a week – maybe – rather than it being their primary profession. The goal that emerged was to create a series of training modules that can be offered sequentially over time and would begin in the first year of Rosen training. These courses would be designed and taught by RMPA, as part of their mission to help create and support full-time Rosen Method professionals. Anyone who has already been certified would also be eligible to enroll, with the intention of bringing back talented individuals who are trained and capable of doing good Rosen work but did not know the building blocks or have the coaching support to define and develop their businesses.

A third phase of the leadership training initiative includes the three day residential meeting in May 2010 with the Open Center leadership team. This group is dealing directly with the challenges of transitioning from a founder-based organization to a team-based organization, from a single leader making all of the decisions and being the central locus of power to creating team-based, multi-level, and multi-location structures of power, policy, and decision-making. As is often the case in the Rosen world, this transition includes needing to find ways to improve interpersonal dynamics and to create a broader, less personality-driven approach (less family system-like) in the day-to-day management of the Open Center. With three new teachers fully trained and additional teacher trainees moving forward, the Open Center is at a crossroads, with increasing capacity to localize training opportunities in New York City, Rochester, Massachusetts, and Connecticut, while continuing to offer master classes and annual residential intensives in Pennsylvania and other locales with Odile Atthalin, the founder and Director of Training. A major focus of this leadership training consultation was to explore communication and somatic organizing styles and how to design effective grievance and conflict resolution processes and procedures.

The Open Center leadership group is deeply involved in finding their way from being strictly a Rosen Method training program to being a thriving business, with the appropriate structures in place to succeed. These structures include:

- Regular team meetings by conference call or in person
- Effective email and electronic communication with each other and their markets
- Redesigning and modernizing their center website and developing individual websites
- Scheduling regular lecture/demos and personal growth workshops to introduce a much larger population to Rosen Method

- Ongoing networking with other “centers of influence” (such as psychotherapists, massage schools, alternative health practitioners, and other allied professionals) who can provide referrals
- Charging appropriate tuition and fees and budgeting resources to support current and future growth.

In August 2010 I taught a two day workshop at Crêt Bérard in Switzerland (cited above) to help individual students, interns, practitioners, movement teachers, and trainers learn how to build their Rosen Method businesses, make a steady income, and be able to save for financial goals such as paying for their children’s higher education and their own future retirement income needs. I invited two Swiss women to assist – one who has a full Rosen practice and is primarily French-speaking, and one who is a current student in the German center and is also a professional small business coach who helps people build successful enterprises. One goal was to provide resources for the participants to move forward in productive and practical ways to have stable careers in Rosen Method. A second goal was to model how to organize and teach a workshop or training of this type for individuals who could potentially replicate it for future students and interns, the first step in a training-of-trainers for Rosen Method business skills. Upcoming leadership consultation will include working with the Israeli emerging center in October 2010 regarding marketing and building more consistent offerings for trainees to keep the momentum of engagement alive between intensives while they still do not have certified Israeli trainers and must bring teachers in from other countries. In Denmark, a new team will be managing the Danish center after November 1 and Linda Hearne and I will be working directly with them to assist with the first few months of the transition as well as their strategic planning process for the first two years of operation.

Additional new directions for leadership training and facilitation will be explored in October 2010 at the Leaders Conference before Global Congress IV in England. Many of the attendees of the Leaders Conference include a new generation of trainers, RMPA leaders, and Rosen Institute Board members. They bring a fresh energy and outlook, and more modern skills with the current technologies such as Facebook, U-Tube, web design, etc. Many of the new leaders have not been involved in the polarizations and historical dynamics of previous Rosen generations and do not want to hear about the old stories and old grudges. As one person in Switzerland commented, “Our ‘mothers’ fought those battles already - we really are not interested!” At this Leaders Conference, the UK Rosen Center has invited Dr. Asaf Rolef Ben Shahaar, a very talented psychotherapist who specializes in working with shadow material as it materializes and manifests in therapeutic, somatic, and healing organizations. His presentations and interventions should provide an even more open, vibrant, and clear understanding about what is needed and what our next steps are in relation to developing strong, fair, compassionate, and well organized leadership styles within the Rosen world.

### *Grievance and Conflict Resolution*

At the 2008 Leaders Conference at Garrison Institute, New York an in-depth discussion occurred about the need for guidelines, processes, and procedures to address grievances and conflict resolution at every level of the Rosen world. One of the models proposed for study is the work of Marshall Rosenberg, Ph.D., the founder of the movement for Non-Violent Communication, known as NVC. Thousands of people have been trained in NVC throughout the world and there are many resources available for consultation and assistance. Rosie King provided information after the conference from the San Francisco Zen Center that articulated their approach to managing conflict within their spiritual community. Over the past two years there have been conversations and considerations about how to formulate something specifically for Rosen Method, but nothing substantial has yet been decided upon in terms of policy or specific guidelines.

Fortunately for all of us the Open Center is working directly on this issue now. They are formulating a set of steps, processes, and procedures to address grievance and conflict resolution. They have agreed to provide a draft version of their work-in-progress for the 2010 Leaders Conference to help move the

formation of realistic and effective guidelines forward. Our plan is to utilize this draft version as a base for consideration and further brainstorming, to build a proposal that can be sent to the Rosen Institute Board of Directors for formal consideration. That step would then bring the topic of grievance and conflict resolution to all of the RMPAs and training centers, as well as the ATG, for discussion and further development. The goal is to have a clear policy and step-by-step set of procedures in place in 2011 that is applicable to any difficulty or situation that arises. The finalized grievance and conflict resolution policy and procedures will be listed in the *Members Only* section of the Rosen Institute global website and will be easily accessible to all students, Rosen professionals, and training centers.

### *Support for Emerging Centers*

Over the past two years no new official approaches have been instituted specifically to support the development of emerging Rosen Method centers, no new emerging centers have been created, nor have any of the groups managing the current emerging centers in Bosnia, Israel, or Minnesota moved forward to file an application for certification with the Rosen Institute. A major factor that has impacted new development has been the global financial recession that has directly and powerfully impacted the Rosen community, resulting in reduced revenues in the training centers and reports of fewer private practice clients for many practitioners. This has not been a period of expansion and innovation, but more a time of hard work to ensure ongoing economic survival in our profession. As resources become more accessible in the future it is hoped that new initiatives and new projects will be created to continue to expand Rosen Method in new areas that are currently undeveloped. Also, as the budget for the Rosen Institute shifts from being solely dependent upon certification fees and private fundraising there is a possibility of creating an ongoing fund dedicated to helping new outreach and development projects.

Financial support is not the only missing factor. As stated in my last report there is no formal organizational structure within the Rosen community to offer professional and expert advice, collaboration, and ongoing mentorship for new center leaders. It was proposed that a manual be created for emerging center start-ups, so that founders would have a road map of all of the basic requirements and steps that they need to know about in order to have a realistic chance at succeeding with their endeavor. This manual can be housed in the new global website as a living document that can be added to with new insights, tools, suggestions, commentary, and resources to provide direction from those who have already gained experience and wisdom through their own efforts. An advisory team of experienced trainers and center leaders is also needed, to offer individual mentorship and coaching to emerging center leaders in addition to the formal and informal help that is received from the sponsoring center and Director of Training. Once the new Board of Directors of the Rosen Institute has formed and is fully functioning, this is an important item of business for them to brainstorm about and to begin formulating new approaches that will encourage entrepreneurship and grounded expansion of Rosen Method into new markets.

### *Certification Review and Continuing Education*

A topic of broad interest throughout the Rosen world over the past few years has been the creation of continuing education requirements for everyone who is certified to ensure the ongoing development and skill level of Rosen professionals. A pilot project was conducted in Scandinavia for several years that explored some of the ways to create ongoing learning for Rosen Method practitioners and movement teachers. Many centers, RMPAs, and individual trainers have offered post-graduate coursework, such as Sandra Wooten's *InBody* series, have lowered tuition to enable practitioners to enroll in intensives for review purposes, and have created a range of workshops and seminars designed for those working in our field. However, we have not yet formulated nor implemented a comprehensive continuing education program for our profession with clear-cut requirements and a means for tracking the completion of the requirements. We also do not have a system for recertification (which is standard in many professional somatic disciplines) through

which bodywork practitioners, movement teachers, and trainers will go through a review process that ascertains their current level of skill and knowledge of Rosen Method in order to maintain one's certification. Historically, once a person or center received certification from the Rosen Institute there has been no further oversight or quality control system of any kind to assure the ongoing ethics and consistent standards of practice for Rosen Method.

To address this deficiency in our profession, several of the RMPAs are already working on the formulation of continuing education programs within their organizations. The All Teachers Group has also discussed this topic in their global conference call meetings, and the topic has been raised at the Board of Directors level. In order to create a system of standards that is consistent and fair to all, it would be helpful to have a working committee form that includes RMPA leaders, trainers, and center leaders to formulate their recommendations for a comprehensive continuing education system. It is appropriate for each level of the committee to work independently as well, to collaborate at a peer level about what is needed and how to create the best solutions. For instance, it makes sense for the RMPAs to work together to propose the continuing education standards for bodywork practitioners and movement teachers, since the mission of the professional associations is to work for the greater good of their members and the professional standards of Rosen Method. The trainers would work within the ATG to propose the recertification qualifications of teachers, and the center leaders would collaborate to design the periodic review of each center's functioning. The working committee would then bring these three levels together as a formal proposal for the Board of Directors for consideration and further discussion, with recommendations for implementation and tracking. The global website is being designed to house a database with all of the certified professionals, so that is a likely place where individuals, centers, or RMPAs could easily update the records regarding the completion of continuing education requirements, to keep paperwork and administrative tasks to a minimum for all.

### *Distribution of Power*

As we move forward it is important to be mindful about the principle of distributing the authority and power of leadership across several individuals rather than having too much authority and power localized in one person. We have found that the role of teams and teamwork is essential to the healthy organizational development and management of training centers, RMPAs, and the Rosen Institute Board of Directors. When decision-making and task management are shared there is less danger of a single central individual performing too many roles or having potential conflicts of interest related to performing multiple roles. Within the classroom, the teaching milieu is greatly enhanced through the collaborative process of two or more people. RMPAs have grown and functioned better with leadership teams that work in harmony. Training centers have clearly demonstrated the need to have different people functioning in the various leadership roles, such as (but not limited to):

- Director of Training - responsible for the quality of bodywork, movement, and teacher trainings and curriculum design, selection of faculty, and coordination of training assistants;
- Administrative Director – responsible for office management, marketing, collecting tuition and other fees, student record-keeping, bookkeeping, and the day-to-day operations of the business;
- Intern Co-ordinator – responsible for preparing and assisting interns during their internships regarding the completion of quarterly requirements, record-keeping, supervisor selection, and other issues related to successfully completing the internship on a timely basis.

Within training centers, many of the most important decisions are often made collaboratively through discussion and various processes within the leadership group, but a number of the day-to-day responsibilities are defined by the specific roles and job descriptions of the different leaders. This delineation

creates clear boundaries and distinctions for the students and enhances the overall safety of the clinical training environment. At a practical level the individual leadership roles within a center may be shared by two or more persons, such as the Director of Training role in Finland that is held by a three person team of senior teachers or the Administrative Director role that is jointly held by Annabelle Apsion and Ingrid-Maria Nordgren in the United Kingdom. Each center will find the combination of individuals and talent that works best for that context and set of circumstances. The key is to not have one solo person holding all of the responsibilities for every function of a training center, i.e., “wearing all of the hats,” in order to prevent burnout for that person and confusion for the students, as well as to avoid the potential misuse of power.

### *Transitions and Succession Planning*

As some of the initial pioneers and founders of Rosen centers complete their work they are encountering a confusing set of strategic and tactical decisions for which there are no current standards or documented precedents in the Rosen world. In order to support the orderly transition of a Rosen business from one owner or group to another we need to create a model succession plan with clear standards for appraising the current commercial market value of a center, the minimum contents of a school sale (such as the student records, website, logo, and other marketing materials), optional payment plans, resources for legal and financial advising, standards for approval within the Rosen Institute, and so on. Bjorn and Dorrit Olsen are selling the Danish center this fall to Kirsten Falch, who has formed a new limited liability company with four other Danish teachers and assistants to create a legal entity to own the center. In Switzerland, Anne-Marie Paris-Honneger is retiring as the Director of Méthode Rosen Centre Suisse when she completes the final stages of training with her remaining interns, and it is not currently clear what the next stage of development will be for professional Rosen education in Switzerland. Sue Brenner also closed Rosen Center East last year without a succession plan. It is important for the current center leaders and Rosen Institute Board of Directors to construct a succession planning template that will assist all centers in the coming years as similar transitions and situations arise.

### *Our Next Steps*

As this is being written, we are preparing for Global Congress IV and plans are already underway for the summer 2012 gathering being organized by the Swedish professional association. Marion celebrated her 96<sup>th</sup> birthday in June and still teaches and sees clients on a regular basis. Rosen Method continues to expand and grow – but slowly. Besides all of the governance and administrative work to be done that will build a stronger infrastructure for Rosen Method, the greatest task ahead is to effectively create the market for Rosen Method. Outside of Sweden and Norway, Rosen Method is not very publicly known. The visibility has grown in Germany since Juliane Knoop translated Marion’s book on bodywork into German and it has been widely distributed throughout the country. However, in most places where Rosen Method is taught and practiced it is not recognized as part of the mainstream of alternative healthcare or somatic disciplines. This needs to change.

In addition to the new marketing planning occurring in North America, Rosen groups are working to find ways to expand public knowledge and awareness of Rosen Method in many countries. In conjunction with all marketing and networking efforts, we encourage all practitioners to offer lecture/demonstrations wherever and whenever they can, in as many different settings and situations as possible. Practitioners and movement teachers are also being encouraged to offer personal growth workshops of one to three days in length, hopefully in teams of two or more, that invite people to have “time out” from their normal lives, in order to create “time in”. (Please note: All individuals certified by the Rosen Institute worldwide are allowed to offer workshops in their local community and elsewhere in order to build their private practice and expand public knowledge about Rosen Method. These workshops do not have to be designed to meet the pre-requisite requirement of a Rosen Method Introductory Workshop or Groundcourse as defined by

the training centers.) Personal growth workshops can provide a wonderful setting for participants to get in touch with themselves, to learn something about touch and connection, to breathe, and to restore. Many people seek opportunities to grow and develop through workshops in yoga, meditation, and the arts as well as other body-oriented systems such as Feldenkrais, Alexander Technique, and Trager. The personal growth workshop format opens the door for unlimited creativity in terms of design and focus, and is highly likely to help increase the word-of-mouth buzz or reputation for attracting new clients and movement class students, as well as (indirectly) helping increase enrollment in the training centers.

With the unanimous vote of the Board of Directors last spring, the Independent Teacher Training curriculum was approved and is now a fully authorized second training track for becoming a Rosen Method bodywork teacher. For fifteen years, Marion repeatedly stated that Rosen Method needs many, many more teachers and has worked diligently to generate interest within the centers to prepare more certified trainers. One of her initiatives was to propose a certification program that would allow any individual to pursue bodywork teacher training whether or not there was an opportunity available through a Rosen center. It is hoped that the Independent Teacher Training mentorship model will attract new talent and launch many more bodywork teachers who will be able to expand the breadth and range of Rosen Method courses and trainings available.

### *Closing Thoughts*

As we grow together, it is increasingly important to recognize that we all have a stake in the health and well-being of Rosen Method. Our reputation as a leading somatic approach will depend on our ability to clearly define and articulate what Rosen Method is and how it serves human wellness. We are responsible for maintaining the highest standards of quality and for continuing to support each other to the best of our ability. We are fortunate to have found and been trained in Rosen Method – it is a gift. And it all started with one young woman in Bavaria who recognized the power of human touch so many years ago.