



The Center for
**Mind-Body
Medicine**

Strategic Plan

2015-2020



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An Invitation to Partner

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STRATEGIC PLAN

When I started The Center for Mind-Body Medicine 24 years ago, my aim was to bring self-awareness, self-care, and group support into the center of all healthcare, into the training of health professionals and the education of all our children. I wanted as well to create a healing community, and a community of healers. This is an invitation to join our healing community, to be part of the work we are doing to heal ourselves, the people we serve, and our world. By integrating mind-body medicine, nutrition, and group support in healthcare systems, by reaching deeply into communities to ensure that health practitioners, counselors, teachers, and other leaders are trained in self-care, and by addressing the trauma and pain of populations affected by manmade or natural disasters, CMBM is creating a worldwide network of humane and effective care. In doing so, CMBM is giving millions of people and the communities they live in, in the U.S. and around the world, the tools they need to transform their lives.

CMBM is creating a body of knowledge based on research and hard data that is informing political and medical leaders, and helping to shape public policy. Self-care, wellness, and integrative medicine are making their way to the center of all care. It is becoming increasingly apparent that self-care and group support are the primary tools for bringing down costs and improving the health of Americans and others.

We are committed to fulfilling the highest purpose of medicine: helping people live in harmony with Nature and their own nature, creating attitudes, relationships, and communities grounded in the trust and respect that promote healing of body, mind, and spirit.

What follows is The Center for Mind-Body Medicine's blueprint for scaling its programs so that its essential and sustaining work will be available to whole societies, to millions of children and adults who are challenged by pain, stress, and trauma. As these practical, measured steps are implemented, CMBM's reach will increase exponentially and its impact will be lasting. We will create sustained change within individuals, health care systems, and community support networks, as well as in our collective thinking about our wellbeing.

To do this, we are enlisting the intellectual and financial support of those who can help CMBM implement its vision. Our strategic plan transforms the organization, creating a sustainable, sophisticated structure. It will enable us to effectively reach those who are most in need of our work and to create with them the kind of care and caring to which all of us are entitled. We have the opportunity now to foster such change. This is our call to action.

We look forward to your response, and we welcome you to our community.




James S. Gordon, M.D.
Founder & Director
The Center for Mind-Body
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Health, hope, and connection. For more than 20 years, The Center for Mind-Body Medicine has brought the tools of self-care and community building to individual leaders and the communities in which they live and work.

CMBM teaches professionals and other leaders practical, easy-to-learn techniques for enhancing physical, emotional and spiritual wellbeing. They in turn bring this model to communities around the world. The model is grounded in self-awareness, self-care and mutual support. It includes such evidence-based techniques as meditation, guided imagery, biofeedback and yoga; self-expression in words, drawings, and movement and group support. It begins by addressing transformation at the level of individual leaders and continues by teaching them to bring what they have learned to their institutions, communities, regions, and nations.

Our model has been scientifically demonstrated to significantly reduce stress and promote greater psychological health and wellbeing. It has proven effective with people of all ages and levels of education in a variety of cultures and populations, most dramatically with those devastated by war and natural disaster. We partner with organizations and institutions that are already committed to health, education, and social welfare and significantly enhance their capacity to bring healing and resilience to their communities.

Over the next five years we will scale up our programs so that they are more widely available to all those who are living in the communities in which we are already working, making our programs accessible to more than one million additional stressed and traumatized children and adults in the U.S. and overseas.

To do this, we are committed to meeting five critical **goals**:

- Goal 1:** **Expand** ongoing work in countries and regions, and with populations where we have already achieved considerable success
- Goal 2:** **Launch** new programs through national, regional, institutional and community partnerships
- Goal 3:** **Engage** and activate a wider base of talented and committed practitioners
- Goal 4:** **Grow** our capital base and strengthen donor relationships
- Goal 5:** **Build** the infrastructure of staff and faculty necessary to achieve the first four goals and to make our model an international standard



DR. GORDON LEADING A TRAINING AT BEN-GURION UNIVERSITY, ISRAEL

Who We Are

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The Center for Mind-Body Medicine is a 501c3 nonprofit committed to building healthy and resilient communities. We combine modern science, wise tradition, and human connection to create a powerful new medicine centered on evidence-based and timeless concepts: self-care and group support. We are teaching thousands to heal millions—and by teaching the teachers first, we ensure that they bring the spirit of our model, as well as the specific practices, to the individuals, families, and communities whom they serve.

Our Vision

We envision a world in which a compassionate, comprehensive, and effective model of healthcare and health education, grounded in self-care and mutual support, is available to all.

Our Mission

We use evidence-based strategies for relieving stress, transforming trauma and promoting lifelong health as we help create resilient and healthy communities.

Our Values

All people have the capacity to understand, help, and heal themselves. When we share this process of healing with others, we serve our highest purpose and facilitate the most life-enhancing and enduring changes.

“You are really amazing and we give great thanks to God for the remarkable work you are doing in so many places where God's children are hurting.”

Archbishop Emeritus Desmond Tutu, Nobel Peace Laureate



A GLIMPSE OF OUR TEAM

“Dr. Gordon's work has no peer. Whether working to alleviate suffering among military health professionals or bolster the hope for those living in high-conflict areas around the world, Dr. Gordon and his team continue to earn the highest levels of respect from all whose lives they touch. I enthusiastically endorse his work as being most deserving of investor support to achieve sustainable growth for the long haul — it's that good!”

Brigadier General (Ret.) Loree Sutton, MD, Founding Director of the US Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury

What We Do

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By creating a network of trained practitioners and key national, regional and institutional partnerships, we play a critical role in creating healthy, resilient communities. Our work gives people the skills and confidence they need to significantly enhance their health and their feelings of professional and personal fulfillment. Our ongoing training and support make it possible for them to do the same for the children and adults whom they serve.

At the core of this work is The Center for Mind-Body Medicine's integrated model of wellness. CMBM teaches health care professionals, educators and other community leaders scientifically validated mind-body techniques that enhance each person's capacity for self-awareness and self-care. These techniques include meditation, guided imagery, biofeedback; self-expression in words, drawings and movement; and the skillful use of nutrition and exercise. We train professionals in a small as well as large group format and teach them to train others in small "mind-body skills groups" as well as individually, in families and in classroom settings.

These committed, CMBM-trained practitioners bring what they have learned into their lives, their practice, and their community. Working together they form a foundation for relieving and healing population-wide stress and trauma—in formal and informal systems of treatment, education, and social support.

"The Center for Mind-Body Medicine's program... is the most comprehensive...and the one with the strongest evidence that it works to cure PTSD."

Tina Rosenberg, The New York Times, 9/26/2012

Build a Community of Practitioners

We play a critical role in creating healthy, resilient communities, and by creating and sustaining a network of trained practitioners and key national, regional, and institutional partners. Practitioners bring healing practices into their work in small supportive groups with individuals and families, and in classrooms.

Professional training examples: Mind-Body Medicine, Advanced Practicum, Food As Medicine

Create Partnerships

We partner with community leaders, grassroots organizers, and effective and respected local institutions and international groups to make mind-body programs available in nations, regions and institutions.

Partnership program examples: Native American communities in South Dakota and Minnesota, Healing Our Troops

Seek Integration & Systems Change

We work with nations and regions, as well as with institutions and organizations to ensure that our programs become an essential, sustainable part of the services they offer.

Systemic change examples: Gaza Program, Eskenazi Health in Indianapolis



Our Journey

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Under the leadership of its Founder and Director, James S. Gordon, M.D., CMBM began by developing and pioneering a model of self-care and group support for inner-city (primarily African American and Hispanic) youth in Washington, D.C., for people with life-threatening and chronic illness, and for medical students. The success of this work inspired us to broaden our program to train health professionals in our model, initially in the D.C. area, and later across the United States. We added training in nutrition (“the course we always wished we’d had in medical school”) and in providing integrated cancer care to the mind-body work. We developed comprehensive programs to train professionals, educators, patient advocates, and other community leaders to offer this work in highly effective mind-body skills groups as well as to individuals and families and in classrooms.

The success of this model in the United States led us to begin to make it available in parts of the world that had been devastated by war, terrorism and natural disaster, initially in the Balkans and later in the Middle East and Haiti as well as in the United States.

Over the last ten years, we have focused on developing our model and making it readily available and on publishing research on its benefits in leading, peer-reviewed journals. Over the next five years, we hope to take our work to scale.



Since its start in 1991, CMBM has maintained a clinically sound and radically inclusive approach to healing:

Growth and Development

In the United States

- More than 5,000 professionals have attended The Center for Mind-Body Medicine's training programs in mind-body medicine. They are using our model in hospitals, clinics, private practices, and community based organizations throughout the U.S.
- More than 400 clinicians and peer counselors who work with active duty U.S. military, veterans, and their families are currently using CMBM's model in more than 30 military bases and VA hospitals.
- Almost 3,000 professionals have attended our Food As Medicine training, including representatives from 68 medical schools.
- 5,000 professionals and patient advocates have attended our Comprehensive Cancer Care conferences and our CancerGuides® training program.
- 165 CMBM faculty members are actively engaged in teaching and supervising the clinicians, educators, and community leaders who attend our trainings in mind-body medicine and nutrition. More than 100 of them are based in the U.S.
- 15 U.S. medical schools, including The University of Michigan, Georgetown, Duke, Stanford, and Johns Hopkins, currently offer CMBM's model to their students.
- CMBM's new relationship with Eskenazi Health Systems in Indianapolis, Indiana, will serve as a prototype for creating 'wellness hospitals' and comprehensive wellness programs within state and regional healthcare systems.

“The Center for Mind-Body Medicine is doing pioneering work, making the best of the new medicine available to those who need it most.”

Dean Ornish, MD, Clinical Professor of Medicine, University of California at San Francisco, pioneering researcher in reversing heart disease through diet and stress reduction

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Globally

- In Gaza, CMBM's 600 trainees have reached well over 140,000 children and adults through government ministries, The United Nations Relief and Works Agency (UNRWA) and more than 200 nongovernmental organizations.
- 2,000 health professionals, educators, and other community leaders in the Balkans, the Middle East, and Haiti have been trained to use the CMBM model with children and adults traumatized by war and natural disaster.
- CMBM programs for trauma healing in Kosovo, Israel, and Southern Louisiana are operating and sustainable; programs in Gaza and Haiti and with U.S. military are continuing to grow.
- 2 programs are currently being launched: with Syrian refugees in Jordan; and with Native American communities in the Midwest.
- CMBM's model is a pillar of the nationwide community mental health system in Kosovo where 600 health professionals and educators have been trained.
- CMBM's work is widely available in Israel where 500 CMBM trainees integrate it into their work in hospitals, clinics and trauma centers and with the Israeli army.
- In Haiti, more than 200 CMBM trainees are providing services to those traumatized by the 2010 Earthquake and ongoing poverty—in schools, clinics and hospitals, prisons, and encampments for those who have lost family members and homes.

Research and Cross-Cultural Validation

- Randomized controlled trials as well as open trials on CMBM programs in Kosovo and Gaza have demonstrated an 80-90% reduction in posttraumatic stress disorder (PTSD) in children and adults. These results have largely been maintained at many months' follow up, despite ongoing conflict and severe economic hardship (in Gaza).
- Published studies on CMBM trainees have shown significant improvements in professional satisfaction, decreases in burnout and levels of stress and enhanced commitment to the work they are doing with others.
- Studies on the use of CMBM's model with medical students have demonstrated significant decreases in stress, improvement in academic performance, enhanced sleep and productivity, greater optimism about and commitment to becoming a physician, and more compassion for fellow medical students.



GAZA'S CHILDREN AND FAMILIES FINDING HOPE IN MIND BODY SKILLS GROUPS



"The beauty of this work is that it allows people to rebuild from the inside and it gives them a sense of hope. It sounds so little, but it's everything – it's huge – a sense of hope."

Regine Laroche, Port-au-Prince

Our Strategy

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Over the next five years, we will move decisively to enhance population-wide healing. We have created a long-term strategy to successfully scale our model and bring self-care and group support to the people who need it most. In order to create lasting change for millions of children and adults, we will focus on achieving five critical goals:

What will we achieve by 2020?

1. Expand ongoing work in countries and regions, and with populations where we have already achieved considerable success
2. Launch new programs through national, regional, institutional and community partnerships
3. Engage and activate a wider base of talented and committed practitioners
4. Grow our capital base and strengthen donor relationships
5. Build the infrastructure of staff and faculty necessary to achieve the first four goals and to make our model an international standard

Over the next five years, our work will focus on several priority sectors to enhance strategic partnerships. In each instance, we will work with our partners to create exemplary solutions to critical psychological, health, and social challenges.

National health systems. We will work as we have in Kosovo and are in Gaza to address the chronic stress that contributes to physical as well as emotional disturbance and violence, and to heal population-wide psychological trauma.

Government agencies. We will collaborate with federal agencies including the U.S. Veterans Administration, the Department of Defense and the United States Agency for International Development (USAID) to enlarge our successful work with post-traumatic stress disorder and depression.

Healthcare organizations. We will partner with hospitals and medical schools to make our model of self-care and group support central to all services for patients, employees, faculty and staff.

Community organizations. We will work with local organizations to increase our effect in providing mental health and support services to vulnerable populations including indigenous peoples, inner city youth and the homeless, and trafficked girls and women.

Educational systems. We will integrate our model in school districts where we will train teachers, administrators and support staff to work with students and their families.

Disaster relief and response. We will provide tools to First Responders to enhance their own resilience and make self-care and group support available to all of the people they serve.

International relief and development organizations. We will expand partnerships with the Red Cross, MercyCorps, Save the Children, the International Medical Corps, the United Nations, and others to provide critical psychosocial support for the populations with whom they work.

Expand Ongoing Work

Goal

1

What will we achieve by 2020?

We will significantly enlarge our programs in the areas where we have been working for many years. This includes training new clinicians, educators, and other community leaders and

ensuring that our program of self-care and group support is widely and easily available in the majority of the major health, education, and social welfare institutions. We will enhance the infrastructure of our programs, providing ongoing supervision locally, and developing stronger, more supportive links with the central office in Washington DC and all members of our global community.

How will we achieve this?

In Gaza, we are now focused on collaborating with the Ministry of Education and the United Nations Relief and Works Agency (UNRWA) to make our program available to 450,000 schoolchildren who are served by the government and UNRWA systems, and the 20,000 teachers and school counselors who work with them. Gaza, where we have trained more than 600 clinicians, educators, and community leaders and served 140,000 traumatized children and adults is CMBM's most fully developed program. It is a model for healing population-wide trauma.

We will work with our local partners to develop comprehensive programs to address gender-based violence and the needs of children and adults with disabilities and chronic illness.

In Israel, we will bring together the 500 clinicians and educators we have previously trained, and work with them to enhance the work they are doing individually and in mental health and educational facilities. We will also work with them to develop projects that are urgently needed (for example, with those in the south of Israel who have been traumatized by war, as well as with women challenged by gender-based violence). We will launch long-term projects to work with children with disabilities and learning disorders, with women challenged by gender-based violence, and with Israel's health-maintenance organizations.

In Haiti, we will expand the current program to work in additional clinics, schools, and churches in the Port-au-Prince and Jacmel area, as well as to develop similar population-wide programs in other areas of Haiti, including the north and west.

We will expand our work with U.S. military, veterans, and their families to include at least one state-wide program which will work through grassroots organizations like Vet Centers and local health and mental health programs as well as DOD and VA facilities. We will complete and systematically study our work with Eskenazi Health Systems, disseminate the results and make partnerships with other hospitals and health care systems to bring similar "wellness hospital programs" to them.

How will we measure success?

- Steady, measurable growth in the numbers of children and adults served by each existing program;
- Enhancement of organizational infrastructure and outreach efforts;
- An annual increase in the number of those trained in CMBM protocols;
- Work with five additional health care systems to make the wellness hospital model we are developing with Eskenazi Hospital in Indianapolis a national standard;
- Full funding of efforts in all areas;
- Dissemination in professional journals and in popular media of research and information about the programs;

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Launch New Programs & Key Partnerships

Goal

2

What will we achieve by 2020?

We will launch, foster, and sustain intentional and efficient new programs of mind-body medicine. Responding to stress and trauma in communities worldwide, we've learned that

intentional programs—those focused on an identified group of beneficiaries in need—have the greatest impact in the shortest amount of time. We've seen that the key to success of these intentional programs is a cohort of practitioners fully trained by CMBM, rooted in place and connected to one another in an ongoing supervisory and supportive network.

Our work will address the need to consistently and cost-effectively deliver global training and supervision. Over the next five years, we will build partnerships with nations, regions, institutions, and local communities. The professionals and community leaders we train will be committed to bringing CMBM's model of self-care and mutual support to all those with whom they work and whom they serve.



JUST LAUNCHED: ESKANAZI HEALTH PROGRAM

How will we achieve this?

Expand programs

Through the creation of an Emergency Response Fund, we will be able to respond immediately and thoroughly to the tragedy and trauma of future manmade and natural disasters.

We will create as many as 10 new intentional programs and enable them to become self-sufficient and sustainable.

We will select and launch programs in two ways: by identifying key institutions in which we can embed our mind-body approach and practices system-wide, and by taking our work to devastated countries, regions, and communities which are in need of immediate and long-term trauma relief and ongoing resiliency-building.

Through the growth of CMBM's infrastructure, we will be able to identify, explore and negotiate potential partnerships and alliances with health care systems, to integrate the CMBM model in their systems of care.

Increase program efficiency

We will bring our approach and practical teaching tools and resources to communities in need. We will launch, develop, and expand the programs and ensure they are sustainable. Our approach has been carefully refined, and is organized and replicable. It is also easily customized and culturally sensitive. By providing ongoing supervision and guidance and developing local leadership, we maintain the clinical integrity and develop support for the programs as we scale them and transfer leadership to our local teams.

Launch New Programs & Key Partnerships

Goal

2

How will we measure success?

- Quantitative and qualitative measures of physical, emotional, social, and spiritual healing in individuals and groups;
- Annual increases in the numbers of fully-trained practitioners incorporating CMBM's model in their ongoing work;
- Provision of low-cost services to all beneficiaries;
- Steady annual increases in the numbers of children and adults reached by CMBM's programs;
- Number of programs successfully launched and on track to be self-sustaining;

We will see all our programs through three stages: launch, growth, and sustainability.

Launched programs

CMBM staff engages with local leaders in areas where the need for relief is great. Once we establish key contacts on the ground, we launch programs with an initial cohort of practitioners who then incorporate the model in ongoing work they are doing in hospitals, clinics, schools, and community based organizations.

Growing programs

Our staff works with local leadership to supervise all trainees and coordinate trainings as well as to provide continuing education and support for all leaders and trainees. We publicize the programs' successes in professional journals and popular media, and help raise funds to ensure the programs' long-term sustainability.

Sustainable programs

At this stage, cohorts of practitioners have received extensive training and are leading programs with minimal oversight from CMBM's faculty. Local leaders are fully in control of managing the program, with an on-site fundraising team. The mind-body approach has been integrated into health systems, educational and community based organizations and is catalyzing a fundamental shift in the culture of care.



JUST LAUNCHED: NATIVE COMMUNITIES PROGRAM

Engage and Activate Practitioners

Goal

3

What will we achieve by 2020?

We will provide opportunities for deeper and more meaningful engagement for CMBM practitioners and faculty as they work to expand programs of

self-care and group support. Our gifted and dedicated faculty and our network of certified practitioners are among our greatest assets. As we develop new intentional programs, these leaders guarantee the quality of every aspect of training, programming, and supervision, and the success of our marketing and advocacy efforts.

We rely on our trained practitioners to continue doing transformative therapeutic work locally and globally, and to champion CMBM's model in their communities, institutions, and professional societies. By 2020, we will have a larger, more informed, more active and engaged practitioner base to implement our work and ensure its growth through additional programs as well as existing partnerships.



FOOD AS MEDICINE: PROFESSIONAL TRAINING

How will we achieve this?

Expand open enrollment programs

We will deploy our faculty in the U.S. to create more opportunities for practitioners to be trained in our full curriculum of trainings and subjects. We will initiate two 18-month-long open enrollment "tracks" per year.

Enhance learning and leadership opportunities

We will provide pathways for practitioners to become more deeply engaged in CMBM's work and their own professional development through internships, workshops, and continuing education at CMBM. This will include webinars and online courses, all of which will be revenue-producing.

Establish new collaborations

We will encourage our trainees to work with us to establish partnerships and collaborations in communities across the U.S. As our network of trained practitioners grows and diversifies, these partners will help us reach critical regions and communities at the grassroots and institutional levels.

How will we measure success?

- Quality of practitioner engagement and satisfaction as determined by surveys; length of commitment
- Annual increase in new partnerships and collaborations, catalyzed and sustained by our cadre of trained practitioners

Grow Capital Base & Donor Relationships

Goal

4

What will we achieve by 2020?

Most efforts will focus upon “building outward” – i.e., securing existing relationships and using those relationships to network with new donors.

We will secure a total of \$45 million for programs and infrastructure, an emergency response fund and sustainable income-producing activities. We have created a business model that will help us increase our annual income to \$10 million by 2020, enabling us to scale and sustain our programs. To reach this mark, we are launching a campaign to secure major resources that will permanently transform the financial profile of the organization.



MIND BODY SKILLS GROUPS PARTICIPANTS AT A TRAINING IN ISRAEL

How will we achieve this?

Our success will be based on the powerful and demonstrable effect of CMBM's unique and essential work, and clear presentations of its results to individuals, foundations, corporations and public funders.

Build strong donor relationships

We will launch a targeted fundraising strategy to boost funder interest and build donor relationships to create an ongoing base of annual philanthropic income of at least \$5 million. Philanthropic income will be derived from grants and individual donations. We will in addition, significantly strengthen our relationships and increase our level of funding from government sources in the U.S. and overseas.

Diversify income sources

We will significantly increase our earned income to ensure sustainability and resilience over time. The main source of our new earned income will be from institutional partnerships in the U.S. as well as from increased attendance at our open-enrollment Mind-Body Medicine and Food As Medicine programs.

CMBM leadership, Board, and key supporters will serve as the organization's representatives. All activity —whether solicitation or cultivation—will be based on developing long-term relationships. CMBM will build partnerships, not chase donations. Our future will be built by partners across all sectors who have experienced the transformative effect of our work, and share and are committed to our vision and mission.

Grow Capital Base & Donor Relationships

Goal

4

Complementing these efforts will be an emphasis on public relations and media that will seek to raise public awareness of CMBM and the role it plays both domestically and abroad. Through the retention of media consultants, CMBM will develop

themes and placements that will position its Founder and Director, James S. Gordon, M.D., as the leading expert on using mind-body medicine, self-care, and group support to deal with individual and population-wide stress and trauma.

How will we measure success?

- Yearly increases in revenue, culminating in a total of \$45 million in new support by 2020, with an additional \$12 million directed to sustainable revenue-producing initiatives.
- Achievement of defined fundraising targets for different donor segments (individual donors, foundations, government, grants and contracts, etc.)
- Greater numbers attending open-enrollment programs with commensurate increased revenue.
- Increased donor interest and publicity for the Center's approach. This in turn will stimulate program investments and sustain future growth.

Our strategy will target different levels of donors with diverse interests. Within the campaign will be opportunities to give specifically to identifiable initiatives, including:

Program Funds to underwrite specific CMBM initiatives, both globally (Middle East, Haiti, and elsewhere), and domestically (Veterans and Military Families, Native Americans, etc.). Global programs will require \$15 million over five years, much coming from public sources such as government development programs, while domestic programs will require \$10.5 million. These funds will ensure CMBM's programmatic excellence and integrity while bringing the work to new constituencies in need of healing.

The Emergency Response Fund secures commitments from donors that will allow CMBM to move immediately to help ameliorate psychosocial problems, trauma, and stress, during and after manmade and natural disasters. (A minimum of \$5 million over five years.)

The Healthy and Resilient Communities Fund targets donors who will invest in the transformation of a place or institution they care most about. These donors fund the full development and implementation of a program, training, peer networking, and support. (A minimum of \$3 million over five years to support trainings, including scholarship funds.)

The Sustainability Initiatives Fund secures resources to jumpstart CMBM's revenue-producing activities, including specialized trainings, community workshops, intensive retreats, and branded relationships with health care organizations, all of which will provide ongoing revenue to sustain CMBM's model. Donors will support the start-up costs of each initiative with the full knowledge that their investments will leverage the organization's permanent financial stability. (A minimum of \$12 million over five years will create a range of revenue-producing activities that build CMBM's visibility, extend its reach and generate ongoing financial stability.)

A Research and Publication Fund will enable CMBM to pursue high-level, formal research relationships with major universities, think-tanks and public policy groups to assess and quantify the impact of its work and disseminate findings to professionals and the general public. (A minimum of \$3 million over five years will fuel this important work.)

Support for **Infrastructure and Operations** will enable CMBM to add much-needed programmatic staff, support the wider initiatives listed above, and broaden CMBM's global presence. (A minimum of \$6 million will allow CMBM to develop an infrastructure commensurate with the growing scope of its work.)

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Lead the Way

Goal

5

What will we achieve by 2020?

Strong leadership and a solid organizational infrastructure are key to a high-functioning, sustainable organization.

The Center for Mind-Body Medicine will strengthen the structure, enlarge the size, and enhance the effectiveness of staff, faculty, and Board. With these enhancements in place, we will be able to bring greater change to more communities across the globe, far more rapidly and effectively. We will have significantly greater influence on more systems of care, and we will serve as a model for the necessary transformation in how people everywhere care for themselves and one another.

How will we achieve this?

Redefine staff roles and critical hires

We will create the support the Founder and Director needs to realize his vision and CMBM's mission. With revenue from the proposed campaign, CMBM will be able to make key hires in development and donor management, partnership building, marketing, public relations and communications, and practitioners' engagement. This will help free up our Founder and Director and other leadership to do essential advocacy work and influence long-term policy change.

Expand Board membership and role

The Board has the opportunity to play a critical role in the scaling and success of CMBM. In order to achieve the goals of this plan, the Board needs to include new members who have the capacity to raise significant gifts.

How will we measure success?

- New hires made and working effectively to develop new partnerships, raise significant additional funds, and enhance connections with CMBM-trained practitioners who will initiate new programs in their communities.
- Strength of the Board and effectiveness at fundraising and partnership-building as well as providing advice and guidance to CMBM's Founder and Director and CMBM programs.
- Even higher levels of coordination and commitment among staff and faculty.
- Shifts in health systems and government policies which give self-care and group support the central role they deserve in clinical care, the training of health professionals, the education of our children, and the services offered to whole populations traumatized by war, terrorism, and natural disaster.
- Greater visibility and influence of CMBM's model and its work on health, education, and social welfare systems and policy in the US and abroad.



FOUNDER AND DIRECTOR, DR. JAMES GORDON

By 2020, The Center for Mind-Body Medicine will be the global leader in bringing integrative healing, self-care, and ongoing group and community support to millions.



The journey has just begun. We invite your partnership.

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