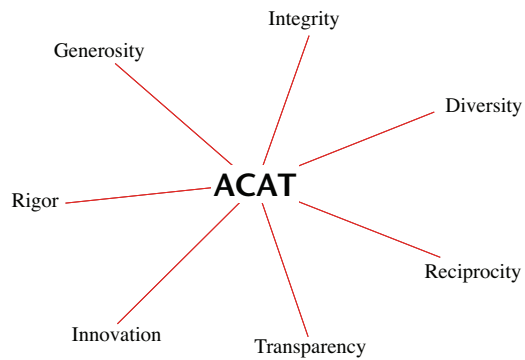
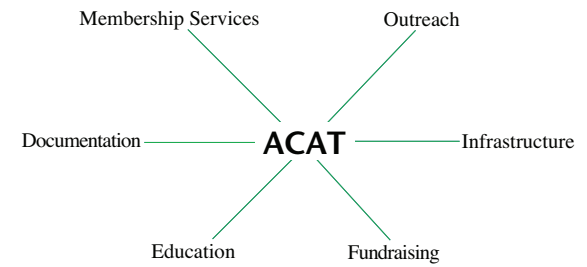


ACAT Organizational Values and Goals

Values



Endeavors



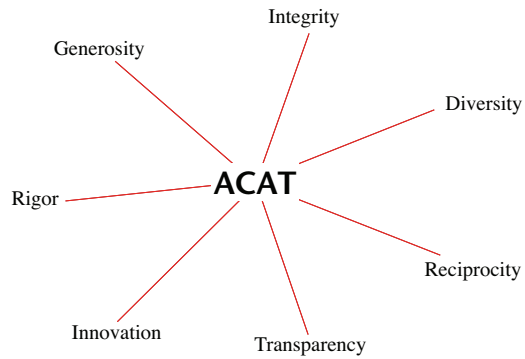
Version 1.5 — Draft

Developed by the ACAT Board of Directors, 2006

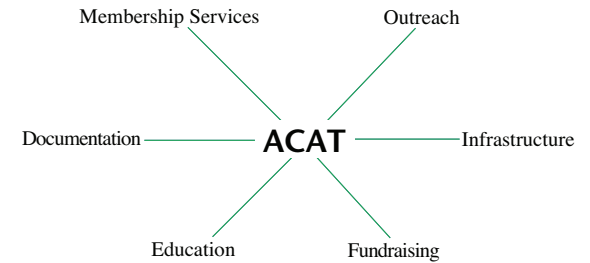
This document is intended to be a source of guidance, inspiration, and consistency which stewards organizational strategy, policy, and culture; a reference for standards of conduct and behavior both personal and institutional; and an aspirational mandate that encourages visionary achievement and secures the richness of tradition.

It is also intended to be a malleable narrative which transforms as objectives are reached and missions are completed. As ACAT evolves to serve needs and opportunities as yet unimagined, this document must continue to accurately and persuasively reflect these shifts in vision—as the road ahead changes, so must the map which frames it.

Values



Endeavors



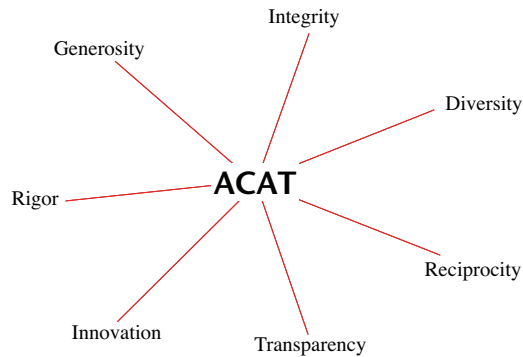
How do values define us as an organization?

- Values determine our choice of actions, and the quality of the experience our actions create.
- When students, employees, members, organizations, and the public interact with ACAT, they experience ACAT's values.
- All of ACAT's choices and actions must affirm its values.

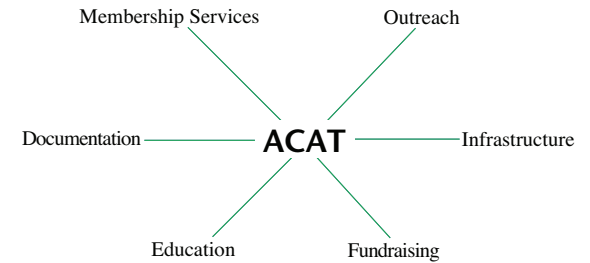
What is ACAT?

- An educational institution.
- A professional membership organization.
- A dialogue between the Alexander Technique and multiple audiences.

Values



Endeavors



ACAT—the future of the Alexander Technique

ACAT not only preserves the traditions and practices of Alexander’s work; it actively seeks to evolve and extend the technique’s conceptions.

Areas of Endeavor

Membership Services

Establishing a viable profession:

- Certification
- Networking
- Referrals
- Insurance
- Professional Support
- Marketing
- Lifelong Learning

Outreach

Informing audiences about:

- ACAT
- Alexander Technique

Infrastructure

Internal policies, systems, and procedures:

- Strategic Planning
Decision-Making
- Business Objectives
Prioritization
Measures of Success
- Human Resource Practices:
Employees, Volunteers
Students, Teachers
Consultants, Guests
Space Users
- Review, Promotion,
Compensation, Dismissal
- Standardization
Policy Manuals

Fundraising

Securing an endowment:

- Operating Expenses
- Scholarships
- Grants
- Projects
- Events
- Research

Education

The authoritative source:

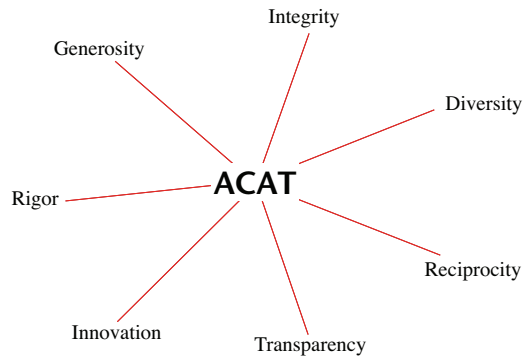
- Teacher Certification Program
- Post-Graduate
- Seminars
- Workshops
- Related Disciplines
- Continuing Education

Documentation

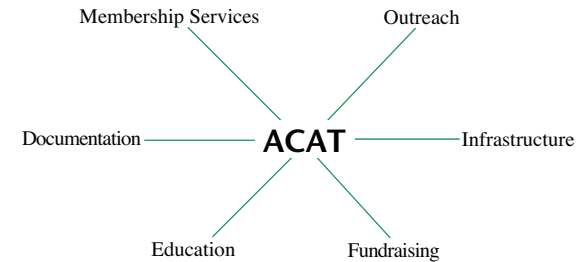
Archiving + Publishing:

- Print
- Online
- Audio
- Video

Values



Endeavors



Integrity

Wholeness – Rectitude – Soundness – Consistency – Uprightness

- Strict adherence to moral values and principles; uprightness.
- Internal consistency or lack of corruption
- Organizational soundness
- The quality or state of being whole and unimpaired

ACAT is attentive to the probity and consistency of all its statements, policies, and practices.

Membership Services

All ACAT activities are conducted in a manner that is consistent with stated principles and bylaws.
ACAT maintains clear and accurate records of all financial transactions and decision-making processes.

Outreach

ACAT represents itself and the Alexander Technique in an open, honest, and responsible manner to all audiences.
ACAT demonstrates the efficacy of the technique and our institutional merit through the method and manner of its outreach.

Infrastructure

ACAT applies all its policies and procedures in a fair and consistent manner.

Fundraising

All monies are clearly and openly accounted for: donors are notified about the application of their funds to specific projects and updated about resulting developments and outcomes.
Donor intentions regarding purpose-specific contributions are consistently observed.

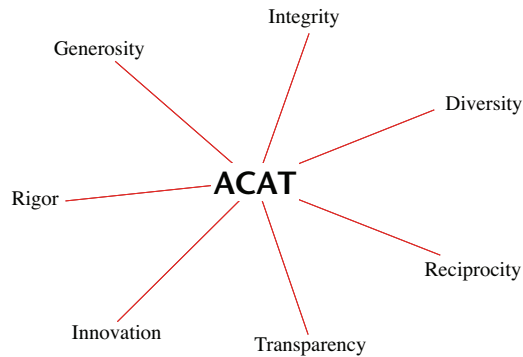
Education

The educational process at ACAT is based on mutual respect and trust. Educational goals and expectations are clearly stated and include the means by which they are to be attained.
The dialogue between students and teachers fosters clear, honest, and appropriate feedback.

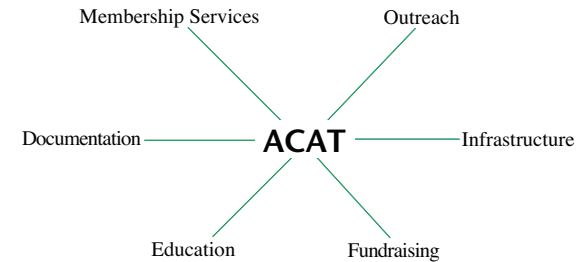
Documentation

ACAT is an authoritative learning resource for its members, faculty, funders and general public.
ACAT is committed to building a comprehensive and accurate record of the history, current activities and intellectual pursuits surrounding the Alexander Technique and ACAT the institution.

Values



Endeavors



Diversity

Variety – Range – Heterogeneity – Mixture – Difference

- Variety
- A range of differences
- A point or respect in which opinions, approaches, methodologies and philosophies differ

ACAT expresses its commitment to diversity by: (1) inclusively serving a broad variety of communities and individuals in all its outreach, educational, and membership activities, and (2) offering a wide range of viewpoints, perspectives, practices, and approaches in all its opportunities for membership, study, and service.

Membership Services

ACAT is committed to addressing the varied needs of all its members.

Outreach

ACAT is committed to widening its membership base and range of audiences by reaching out to communities and individuals from a wide variety of cultural, economic, ethnic, racial, and geographic backgrounds.

Infrastructure

In the development of all systems, policies, and procedures, ACAT strives to receive and consider a full range of available approaches, opinions, and perspectives.

Fundraising

ACAT emphasizes the importance of its diversity as an organizational touchstone to all potential contributors. ACAT seeks to widely diversify its funding sources and investment portfolio.

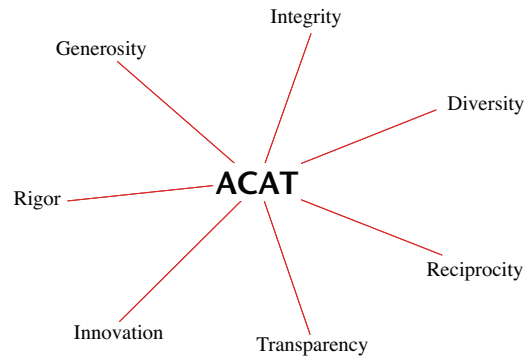
Education

ACAT seeks to achieve a broad diversity among its administration, faculty, and student body. ACAT acknowledges the variety of Alexander Technique lineages and explores these other approaches within its training programs. Through diversity of approach, the ACAT educational process encourages students to discover a personal expression of the Alexander Technique.

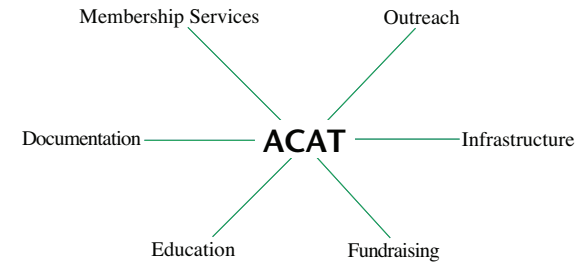
Documentation

ACAT's library and online offerings are representative of its diversity of membership and the teaching approaches.

Values



Endeavors



Reciprocity

Cooperation – Mutuality – Sharing – Complementarity – Correspondence

- A mutual or cooperative interchange
- Given, shared, felt, or shown by both sides
- Of an agreement or obligation: bearing on or binding each of two parties equally

ACAT's interactions with members, faculty, students, funders, and the general public are characterized by gestures of exchange, dialogue, and collaboration.

Membership Services

ACAT encourages mutual and cooperative interchange of work and ideas between its members.

Outreach

ACAT recognizes the mutual benefit in maintaining a dialogue between its internal community and the external world.

The organization makes its goals and needs clear to all and is responsive to the needs and concerns of others.

ACAT actively responds to the feedback it receives about the content, form, and experience of its messages, materials, presentations, and demonstrations.

Infrastructure

ACAT's decision making and systems development processes are collaborative and seek to build consensus.

The design of all systems, policies, and procedures attempts to address and balance organizational and individual needs.

Fundraising

ACAT seeks monies to develop and fund programs that are of service to its community and the world at large. The more ACAT offers, the more it receives.

Education

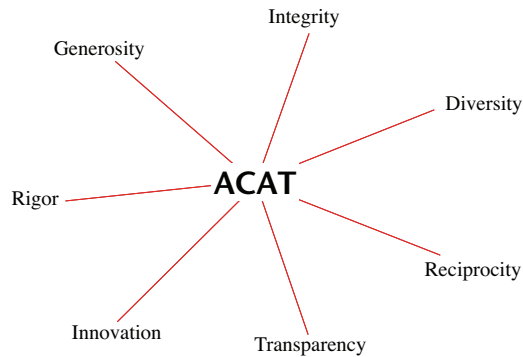
ACAT's educational program is sustained and embodied by a collegial faculty dedicated to the ongoing, mutual exploration of the principles of the Alexander Technique.

At ACAT, to teach is to learn: all training is structured to provide opportunities for faculty and students to learn from one another.

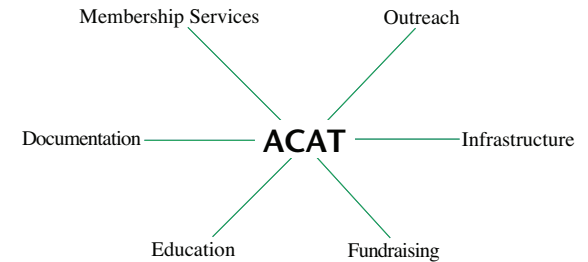
Documentation

By documenting the work of faculty, students, and members, ACAT applies its institutional resources to the sharing of ideas, theories, methods, discoveries and accomplishments with all interested parties.

Values



Endeavors



Transparency

Openness – Accountability – Clearness – Straightforwardness – Candor

- Of an organization or its activities: open to public scrutiny • Easy to perceive or detect
- Having thoughts, feelings, or motives that are easily perceived • Of a process or interface: functioning without the user being aware of its presence.

ACAT is committed to transparent dialogues with all its audiences: members, faculty, students, employees, volunteers, funders, and the general public.

Membership Services

All institutional procedures and activities (financial, administrative, and strategic planning) are made fully and easily accessible to all members.

Outreach

ACAT provides all audiences with an accessible presentation of the Alexander Technique as a fundamentally practical teaching applicable to all areas of human activity.

Infrastructure

All ACAT business activities are fully documented and made available to concerned parties as appropriate, always respecting the boundaries of personal privacy.

Fundraising

ACAT's strategic planning, educational and institutional procedures, contractual arrangements, financial commitments and investments, and outreach activities are made fully and easily accessible to all potential donors, sponsors, foundations, and regulatory agencies. All contributors receive timely progress reports about programs and initiatives to which their donations have been applied.

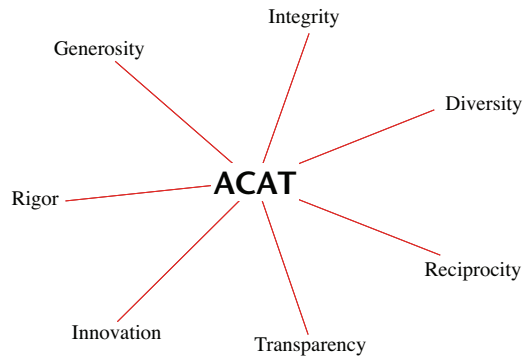
Education

ACAT actively demystifies the process of learning to teach the Alexander Technique. Objectives for the progression of training and standards of conduct and performance for faculty and students are clearly stated in writing. All confidential records are maintained with appropriate levels of security.

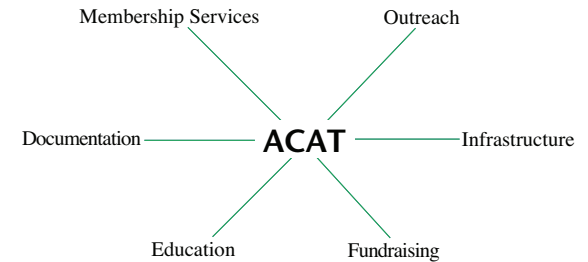
Documentation

Individuals who seek to learn about ACAT and the Alexander Technique will be granted the fullest possible access (that current technology allows) to ACAT's extensive collection of texts, images, and videos. Concerning the accessibility, dissemination, and licensing of intellectual property, ACAT respects the expressed desires of authors and their representatives.

Values



Endeavors



Innovation

Transformation – Creativity – Improvement – Inspiration – Advance

- The development and introduction of new methods, ideas, products, or services
- Changes in something established

In all its endeavors, ACAT seeks to balance its respect for tradition and principle with its commitment to exploration and revitalization.

Membership Services

ACAT strives to offer innovative services to its members, including a diverse range of post-graduate educational opportunities which serve to expand each member's frame of reference. ACAT studies and adapts the best practices of other organizations and applies them to its members' unique needs.

Outreach

ACAT is committed to increasing awareness and understanding of the Alexander Technique amongst the general public, specialized populations, researchers, educators, and health practitioners. ACAT aspires to develop presentation methods and materials which enable a broader range of audiences to appreciate the technique's universal significance.

Infrastructure

All ACAT systems, policies, and procedures are subject to ongoing revision and refinement: (a) in response to organizational challenges and (b) arising from fresh opportunities and insights.

Fundraising

ACAT is continually searching to expand its funding sources and increase its flow of sustainable revenue. ACAT provides innovative gifting mechanisms which stimulate donor contributions.

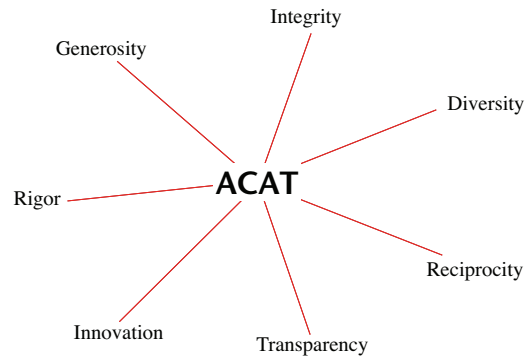
Education

ACAT strives to maintain an atmosphere of curiosity and experimentation in its training programs. ACAT expands the scope of the technique's application by welcoming and evaluating new ideas from both the Alexander community and other fields.

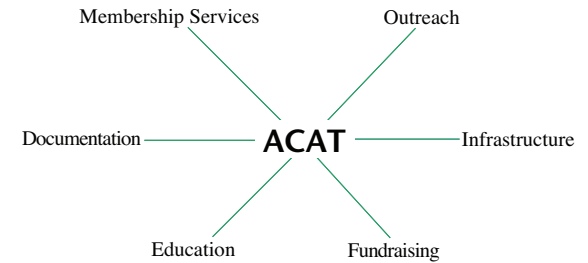
Documentation

ACAT's archives document the evolving nature of Alexander's research and are a repository and a resource for the continuing investigations of its members.

Values



Endeavors



Rigor

Thoroughness – Carefulness – Diligence – Exactness – Accuracy

- The quality of being extremely thorough, exhaustive, or accurate
- Accurate, comprehensive, accessible

ACAT is committed to cultivating a behavioral climate of rigorous inquiry and exacting standards.

Membership Services

ACAT researches the evolving needs of its members and responds by creating structures and programs which rigorously meet those needs.

Outreach

ACAT presents the Alexander Technique using clear and accurate language that thoroughly expresses the principles of the work and is relevant to the concerns of each audience.

Infrastructure

Institutional Performance: institutional goals, objectives, and measures of success are clearly articulated and prioritized, and business results are regularly and objectively evaluated.

Individual Performance: clear standards are set for personal and professional conduct and job performance is regularly and objectively evaluated..

Fundraising

ACAT pursues the mastery of fundraising methods and resources, and develops well-structured fundraising programs and initiatives whose goals and objectives are consistently met.

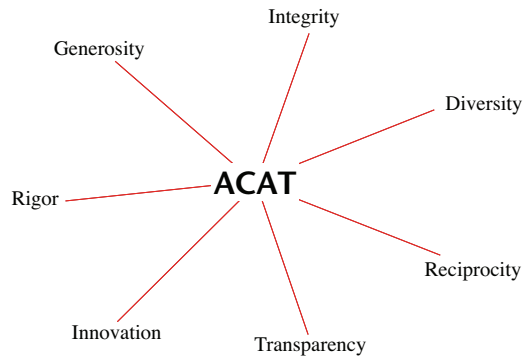
Education

ACAT educational activities, whether traditional or innovative, embody the principles of the Alexander Technique and encourage faculty, students, and other participants to continually reexamine and test their beliefs through experience.

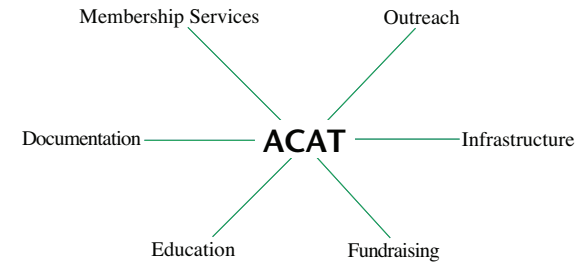
Documentation

ACAT documents onsite and offsite activities accurately, comprehensively, and intelligibly.

Values



Endeavors



Generosity

Abundance – Openhandedness – Kindness – Benevolence – Liberality

- Marked by abundance; ample
- Nobility of thought or behavior; magnanimity
- The quality of being kind and generous
- A communal sharing of resources

ACAT acts from a place of generosity in all its dealings.

Membership Services

ACAT activities foster growth, prosperity, and well-being among all community members.

Outreach

ACAT provides opportunities and resources for public service by offering and extending its accumulated skills and knowledge to the general public. All who seek to learn are served: ACAT offers the public ample and affordable opportunities to learn about and experience the Alexander Technique.

Infrastructure

ACAT provides employment structures that adapt to personal circumstances and promote professional development. The contributions of all personnel (employees, volunteers, vendors, consultants) are valued, recognized and rewarded.

Fundraising

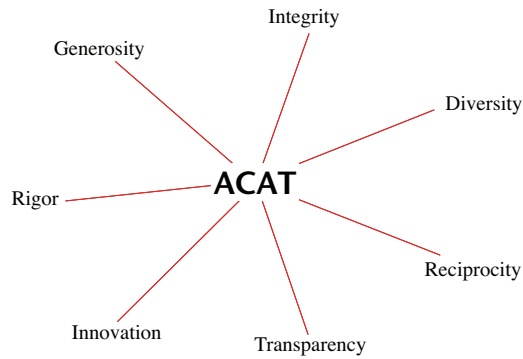
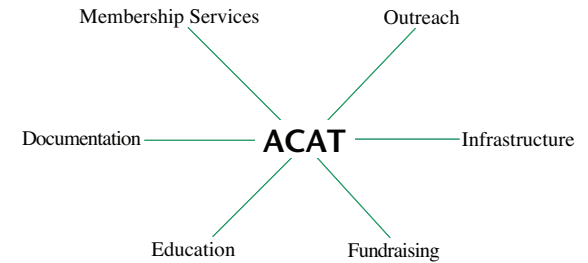
ACAT is committed to securing long-term financial stability and providing the means to ensure the continuation of its educational, social, professional, and historical legacies.

Education

The training experience at ACAT encourages the development of thoughtful self-expression, self-acceptance and self-knowledge among faculty and students.

Documentation

ACAT makes available, through its library and its website, its extensive Alexander Technique knowledge base.

Values**Endeavors**

How do goals guide our organization?

- Goals establish, serve, and support an organization's primary endeavors—its missions, objectives, and areas of focus.
- Goals help an organization to prioritize: to make its choices in light of what is most important.

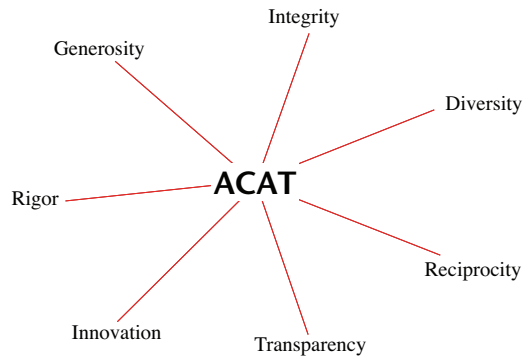
How do our organization's values inform its goals?

- An organization's values should inspire and shape its goals and actions.
- The consequences of proposed goals must always be closely examined to ensure that policies and actions never distort or violate the organization's values.

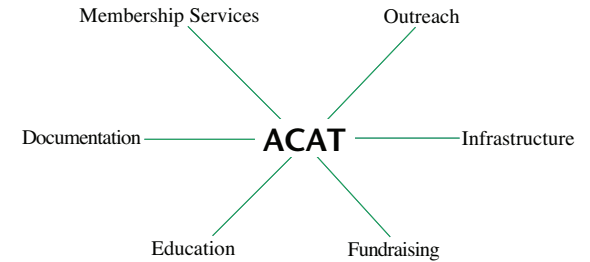
What is ACAT?

- An educational institution.
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- A dialogue between the Alexander Technique and multiple audiences.

Values



Endeavors



ACAT—the future of the Alexander Technique

ACAT not only preserves the traditions and practices of Alexander’s work; it actively seeks to evolve and extend the technique’s conceptions.

Areas of Endeavor

Membership Services

Establishing a viable profession:

- Certification
- Networking
- Referrals
- Insurance
- Professional Support
- Marketing
- Lifelong Learning

Outreach

Informing audiences about:

- ACAT
- Alexander Technique

Infrastructure

Internal policies, systems, and procedures:

- Strategic Planning Decision-Making
- Business Objectives Prioritization Measures of Success
- Human Resource Practices: Employees, Volunteers Students, Teachers Consultants, Guests Space Users
- Review, Promotion, Compensation, Dismissal
- Standardization Policy Manuals

Fundraising

Securing an endowment:

- Operating Expenses
- Scholarships
- Grants
- Projects
- Events
- Research

Education

The authoritative source:

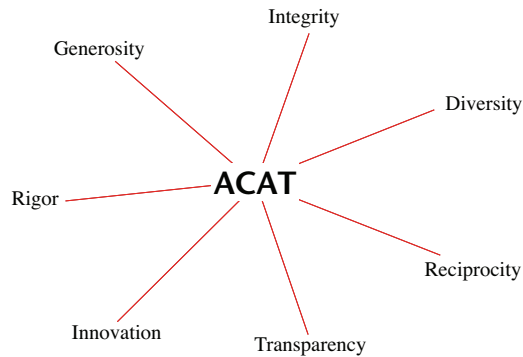
- Teacher Certification Program
- Post-Graduate
- Seminars
- Workshops
- Related Disciplines
- Continuing Education

Documentation

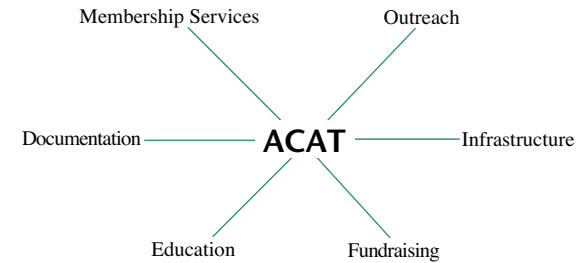
Archiving + Publishing:

- Print
- Online
- Audio
- Video

Values



Endeavors



Founders Goals

Excerpted from the *ACAT Articles of Incorporation*, written in 1964, before AmSAT's formation

ACAT's Primary Focus

A corporation for the teaching of the Alexander Technique to pupils and to those persons who wish to become ACAT certified teachers of the Alexander Technique.

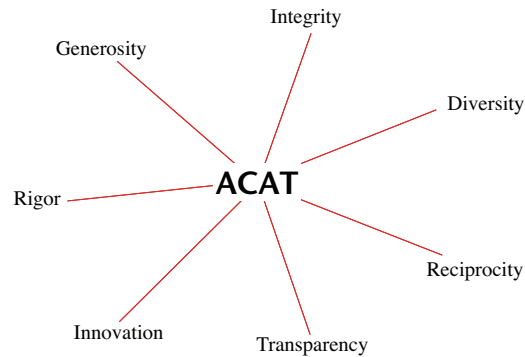
Advancing the theory and practice of the Alexander Technique by:

- Encouraging research, tests, and other original work
- Encouraging the preparation of original papers
- Holding meetings for the presentation and discussion of the original papers and participating in national and international conferences
- Publishing books, papers, and reports; disseminating knowledge and experience of value to those teachers of the Alexander Technique who have been licensed by ACAT and to pupils of ACAT
- Developing and promulgating standards, codes, formulas, and recommended practices
- Offering awards and other honors to encourage contributions to ACAT
- Encouraging intercourse among teachers for the mutual exchange of knowledge and experience

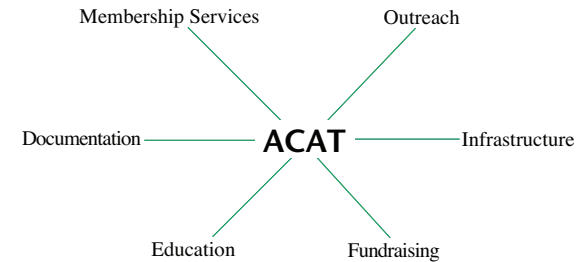
Enhancing the status of ACAT by:

- Maintaining high technical and cultural standards for entrance to ACAT
- Cooperating with foundations, educational institutions, and any other organization in the maintenance of high standards of the Alexander Technique
- Requiring a high standard of ethical practice by ACAT members
- Adopting a high standard of attainment for the granting of ACAT's license to practice the teaching of the Alexander Technique

Values



Endeavors

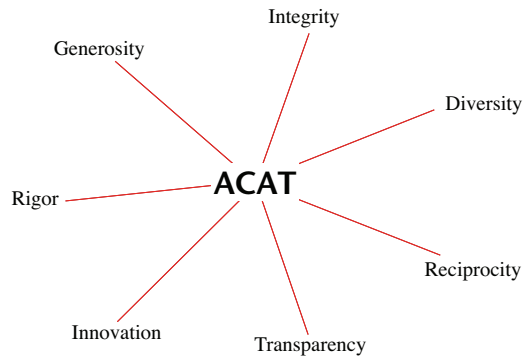


Current and Future Goals 2006 and beyond...

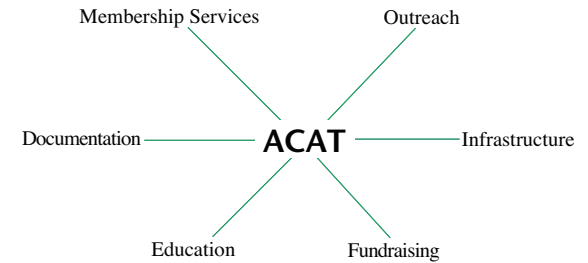
Membership Services

- Develop our professional member services organization, advancing and assisting the expertise and marketability of those in the profession.
- Provide a supportive network for member-teachers, including continuing education, a collegial exchange of ideas and hands-on, marketing assistance for individual practitioners.
- Establish the Alexander Technique as a valued and relevant profession in the public mind and marketplace.
- Increase ACAT's membership base through active recruitment practices.
- Encourage confidence and growth in its teaching members by offering professional resources, encouraging dialogue, and presenting seminars, panels, and workshops that explore teaching issues, application of the Alexander Technique, or any other areas of interest or concern to the community.
- Offer significant member benefits: health insurance, liability insurance, retirement funds, professional support etc.
- Develop an ongoing dialogue between ACAT and its membership and make member feedback and participation an essential ingredient which shapes the organization's policies and objectives.
- Develop a responsive office infrastructure whose policies and procedures are responsive to member needs, priorities, and concerns.

Values



Endeavors

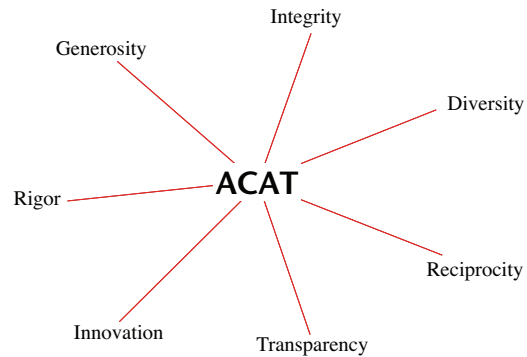


Current and Future Goals 2006 and beyond...

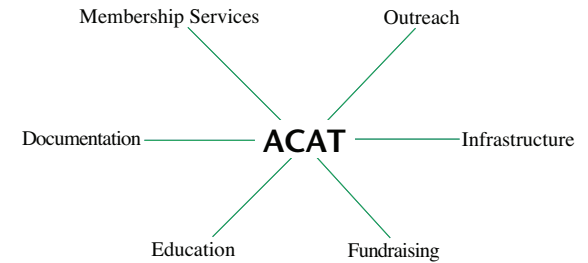
Outreach

- Educate and inform public and professional audiences about (i) ACAT and (ii) the Alexander Technique.
- Develop a network of alliances and relationships including:
 - funders: endowments, foundations, philanthropists
 - consultants: fund-raisers, grant writers
 - complementary health and bodywork organizations
 - the medical profession and related fields
 - organizations which promote/represent specialized populations: athletes, musicians, actors, etc.
 - corporate wellness programs
 - institutions of higher learning
 - regulatory and governance organizations
 - AmSAT and ATI
 - the press, including online media
- Publish articles in local, national, international, and online media.
- Establish a scholarly journal.
- Advance the theory and practice of the AT by encouraging research, studies and original papers and offering a meeting place for presentation and discussion of such work.
- Establish ACATnyc.org as the definitive online resource for the Alexander Technique.
- Develop an ongoing dialogue between ACAT, the public, and other organizations and make received feedback an essential ingredient which informs the organization's policies, actions, and objectives.

Values



Endeavors

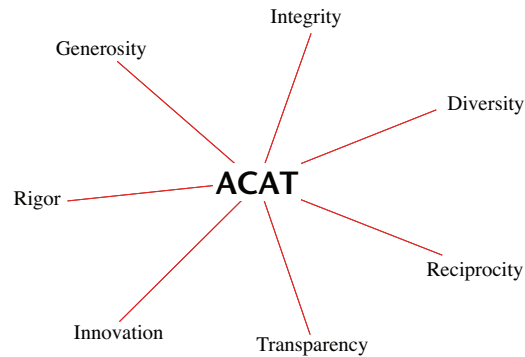


Current and Future Goals 2006 and beyond...

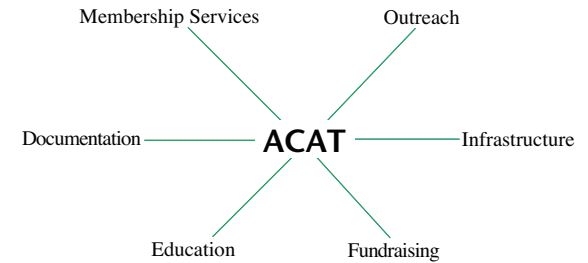
Infrastructure

- Practice values-driven Strategic Planning and Decision-Making.
- Regularly establish prioritized Business Objectives and Measures of Success.
- Develop all required Policies and Procedures documents.
- Establish policies and procedures for staff and faculty review, promotion, compensation, and dismissal.
- Assess institutional needs and develop focused committees whose objectives and activities are overseen by the Board of Directors.
- Develop an organizational structure for all committees and provide mechanisms for support and recognition.
- Develop policies, procedures, and practices which enable an ongoing dialogue between ACAT and its many internal and external audiences.
The solicitation and incorporation of feedback is an essential component of all ACAT strategic planning, policy-making, performance review, and goal setting.
- Develop an effective and efficient front office whose policies and procedures deliver high standards of customer service and support.

Values



Endeavors

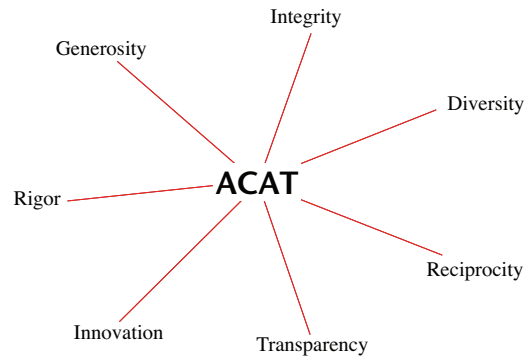


Future Goals 2006 and beyond...

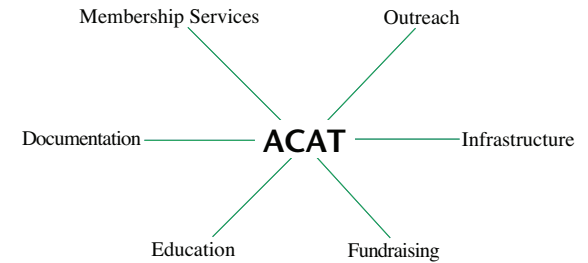
Fundraising

- Establish an endowment to underwrite all ACAT activities and initiatives.
- Offer awards and other honors to encourage contribution to ACAT.
- Create programs that benefit the public and have the added value of attracting donors.
- Establish an active and enterprising fund-raising committee that focuses on grants and fund-raising events.
- Develop and implement a Donor Fulfillment process.
- Develop and implement financial mechanisms for giving.
- Formulate arguments for giving and develop support materials: print, electronic, online, and philanthropy website.
- Educate members and students about programs and opportunities for giving.
- Develop focused capital campaigns.
- Publicize significant gifts to the membership and the press.
- Report to donors, the membership, and the press on the returned value of funds raised and the related progress of funded programs and initiatives.

Values



Endeavors

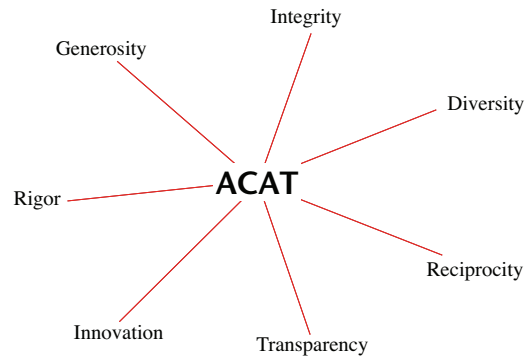


Future Goals 2006 and beyond...

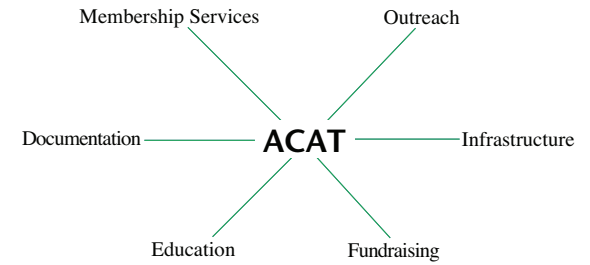
Education

- Maintain maximum enrollment in the training program and all post-graduate programing.
- Provide innovative AT training, responsive to the needs and concerns of contemporary students and the current marketplace.
- Rigorously maintain the purity of F.M. Alexander's work, while further cultivating it.
- Encourage an inclusive attitude towards the contributions of different schools and teachers in the profession, and seek to include and explore those in the training program.
- Foster cutting-edge inquiry of the application of the Alexander Technique to different facets of society and human endeavor: education, psychology, the work place, athletics, artistic expression, etc.
- Establish the ACAT training program as an accredited masters program.
- Incorporate ACAT's training program as part of an undergraduate degree program.
- Establish off-site programs in vital settings.
- Teach research methodologies and encourage awareness of related research.
- Expand ACAT's business and marketing training offerings.
- Encourage and fund (where possible) original papers and studies from our trainees and graduates.
- Offer third-year tracks in the TCP: medical, performing arts, psychology, etc.

Values



Endeavors



Future Goals 2006 and beyond...

Documentation

- Document the histories of ACAT the organization, its faculty and members, and the Alexander Technique.
- Professionally document all ACAT seminars, events, and significant meetings on video.
- Acquire and catalogue the most comprehensive collection of Alexander Technique related materials.
- Establish ACATnyc.org as the definitive online resource for the Alexander Technique.
- Create protocols and templates for documenting member activities.
- Place all educational support materials online.