

2019

Tri-annual Report

Dr. Ida Rolf
Institute®

2022

We Hold To Higher Standards

04

MISSION / VISION

06

BOARD OF
DIRECTORS

ADMINISTRATION
& SUPPORT

COMMITTEES &
FACULTY

RIOs

14

LETTERS FROM
LEADERSHIP

21

MILESTONES

Contents

26

STRATEGIC
PLAN GOALS

29

MEMBERSHIP
DATA

36

FOCUS GROUP
SUMMARIES

40

FINANCIALS

47

BRAND,
MARKETING,
& EDUCATIONAL
CONTENT

Our --- *VISION*

We envision a world in which optimizing structure and function of the human body is an integral part of health and well-being.

Our *MISSION*

Our Mission is to provide high quality education and promote research to advance Rolwing® Structural Integration and Rolf Movement® Integration - our proprietary methods for optimizing human structure and function.

Board of —————
Directors



Libby Eason

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Baker Tilly, Lacy Dreger,
Accountant

MemberLeap, Vieth, Inc.

Chris Vieth, Owner

Information Technology

Complete Business
Solutions (CBS)

Learning Management System

Canvas, Inc.

Regional International Organizations (RIOs)

Associação Brasileira de Rolwing®

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Administrator

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Daniela Salles

Treasurer,
Board of Directors

Alessandra De Souza

Secretary,
Board of Directors

Lucia Merlino

Faculty Advisor

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**Masahio
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Nao Kusumi
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Yukiko Koakutsu
Foreign Liaison

Rolfing® Association of Canada

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Fawn Sewell
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Board of Directors

**Stephanie
Brossard**
Board Member

**Beatrice
Hollinshead**
Board Member



Message from Leadership

Libby Eason, Chair,
DIRI Board of Directors

Dear Membership,

DIRI has the privilege and responsibility to preserve the work given to us by our Founder, Dr. Ida P. Rolf, PhD. Structural and Movement faculty members have continued to evolve our understanding and application of her teachings, and train students in the context of that rich legacy.

Discerning future direction is an exercise in imagination and deep consideration, and our members, board, faculty, executive director and staff have contributed their voices to the creation of this strategic plan.

Rolfing belongs not just to DIRI, but to our members and their communities. Rolfing is, besides a powerful manual therapy, a pathway to greater embodiment of oneself and one's role in life. Creating space for our clients to further inhabit and actualize their true selves is a joy we all, as practitioners, get to see in our offices every day. We believe the world deserves more of this.

Thanks to all who contributed to the current strategic plan, and who embody the spirit of Dr. Rolf in their daily practice.



Libby Eason, Chair

DIRI Board of Directors



Welcome

Christina Howe Executive Director

The Dr. Ida Rolf institute® is celebrating fifty years of operations and it is truly remarkable to consider how far we have come since the early days of the Esalen center in the late 1960s. Simply stated, we evolved from small workshops into an occupational school and association, serving as thought leaders in the professionalization of Structural Integration as a field.

During 2021-2022, the DIRI Board of Directors focused on developing a three-year strategic plan with extensive feedback from members, faculty, students and staff through focus groups, a survey, and one on one conversations. A membership survey was conducted in February 2021, chaired by Dan Somers, followed by a series of eight focus groups facilitated by Studio Oi. The survey and focus group results were shared during several *ConnectMembership* zoom meetings with faculty and members. The 2022 strategic plan goals reflects these discussions and the many suggestions received. It also reflects the effects brought about by Covid.

During 2019-2021, the pandemic brought real changes-- some would even say a “paradigm shift” -- in how we work, learn, and communicate with each other.

The pandemic spurred reflection and a new desire for purposeful careers.

This new emphasis on meaningful work was further driven, and facilitated, by new technologies, changing values and priorities, health and wellness research, and a deeper awareness of our global interconnectedness. It is profound how the pandemic reshaped home life, the workplace, and education in general.

While there is an increasing understanding of our interdependence on each other, paradoxically, we are also more aware of our independence from each other. We have more freedoms and flexibility, and less reliance on traditional work and classroom organizational structures.

There is a yearning for more creative and meaningful lifestyles that are grounded in relationships and deeper values.

Rolfing as a career is well positioned to respond to both the desire for interdependence and the opportunities for increased independence. As a career, Rolfing offers students maximum flexibility in designing their lives in ways that do not

limit where and how they live. It also offers deeply meaningful interactions with others around embodiment, healing, personal growth, adaptation, and transformation.

The changes created by the pandemic challenged the Institute, especially in how our program is designed and delivered. As we move forward, we will need to respond to clients, members and students who are better informed as digital natives, with very different values that spur their varied and unique lifestyles. Past models for how to connect and instruct and support clients and students will need to be re-examined.

This report summarizes the last three years of data and thinking on where we are going as an organization. Many of you directly and indirectly contributed to the realities summarized in this report. We are filled with gratitude for the support of this community and each of you as ambassadors for the work.

Warm regards,



Christina Howe
Executive Director



Structure, Function, Integration

Lina Amy Hack,
Editor-in-Chief

Where have we been

The Journal of the Dr. Ida Rolf Institute® (DIRI) has had a lot of growth over its fifty years. It is currently positioned as a DIRI member publication and a public-facing journal available on Amazon. The plan is to continue to evolve, to grow as a platform featuring Structural Integration (SI) thought leaders, and also grow in terms of increased distribution of each issue for the manual therapy community at large. *The Journal* is a direct line back to Dr. Ida P. Rolf, PhD, as she started this document in 1968 as the *Bulletin of Structural Integration*. In that first edition, she called this journal “a milestone.” She set the intention for this document to be “a source of inspiration . . . that we can talk among ourselves of the things that interest us, and that we can collect and record, as well as exchange, thoughts that relate to us and our field.” Rolf was directly involved with the *Journal* all through the 1970s. In the August 1979 issue, Michael Salvesson as President of the Rolf Institute® wrote of the *Journal* and the Ida P. Rolf Memorial Fund that the “Contributions to this Memorial Fund will assist the Rolf Institute in giving this publication the careful attention that it deserves, and additionally, will make future research possible.”

Fast forward through the 1980s, when the *Journal* was known as *Rolf Lines*, to make a notable mention to 1991 as a transition where the issue number was corrected (as there had been inconsistencies in the past) and the articles became content focused. In 2000, the *Journal* transitioned to the title *Structural Integration*, which continued to feature articles written by Rolfers®, edited by Rolfers, and published for the Rolfing® SI community. And as all Rolfers of that era mention, those were the good old days when the *Journal* was mailed to each DIRI member.

Behind the scenes, the mail-out to each member was a tremendous financial burden to DIRI, and in the early 2010s, the *Journal* became digital for the members to download from rolf.org, and by 2015 from Amazon in hard copy.

In 2018, another evolution happened for the *Journal*; not only did the title change to the current *Structure, Function, Integration* (SFI), there was a new layout and design by Studio Oi to support the strong content being curated by the then Editor-in-Chief, Anne Hoff. The first issue with the new look, December 2018, had two collections of articles, namely scoliosis and fascia research. In 2019, *Structure, Function, Integration* featured the Rolwing 'Ten Series' in groups of articles based on history, underpinnings, teaching, and practicing. That year also featured the intersection between Rolwing SI and vocalists, musicians, and dancers. It is worth mentioning that each issue features more than just themes, there are regular columns, a perspectives section with insightful articles, and book reviews relevant to all SI practitioners. We have been printing three issues a year as a standard, although there has been variation in the past. Of course, 2020 was an exception when the Journal also shut down when DIRI needed to shut down, due to the COVID-19 pandemic. We were fortunate to have been able to do a second issue that year, the December 2020 issue. Since then, we have been back to printing three issues a year with the themes of breathing, trauma, and integration.

Where We Are Going

Structure, Function, Integration is a publication both for members of DIRI (as a download in the members' section of rolf.org) and for the public, available on Amazon as a Kindle version and also in print. Our content is relevant to SI practitioners, manual therapists and anyone suffering from, or interested in, fascia and healing through structural integration. Each issue will feature columns, focused themes, stand-alone essays, and relevant book reviews that reflect the work of Rolwing SI, featuring the voices of the DIRI faculty, Rolfers, and thought leaders contributing to the field of SI. Over the coming years, the goal is to continue to catalyze the editorial team, a group of volunteer Rolfers who edit and create the content of *Structure, Function, Integration*. This *Journal* is the one place where the voice of Rolfers can be read. The next step is to position this platform as the leading publication for the whole SI profession.

Warm regards,



Lina Amy Hack
Editor-in-Chief

*Strategic
Plan* —————
Milestones

2015

January

New Executive Director Hired
New Faculty Agreement Negotiated
Fund Raising of \$8,000 for Eric Jacobson's
Harvard Medical School Research
Gold Sponsor for Fascia Research Congress,
Washington, DC

February

Adoption of Canvas Learning Management
System
Board Policy Manual Published
Journal Available on Amazon

March

Valerie Berg Appointed Chair of Assessment
Committee
First Website Redesign

April

Board Training in Carver Governance

May

2015–2018 Strategic Plan Approved

September

IASI and DIRI Share Booth at Fascia Research
Congress, Chicago

2016

January

Intacct Accounting System Adopted
Intermediate CE Policy Adopted

February

COMTA-Accreditation Self Study Completed

March

Basic SI Decentralized Plan Adopted

April

Jim Jones Scholarship Established

May

Teacher in Training Evaluation Process Revised

June

DIRI Teacher Standards Adopted
Vieth Membership System Adopted

July

Two Research Scholarships for Fascia Research Summer
School at Ulm University, Leipzig, Germany, Awarded
Title IV Notification

August

Conversations with Faculty Video Series Published
COMTA Application for Accreditation Submitted
Lobbying Restrictions Policy Adopted

September

Satisfactory Academic Progress Policy Adopted

October

RIO Agreements Revisions Started
Claymont Membership Retreat

November

Students with Disabilities Policy Approved
Code of Conduct for Committees Policy Approved
Bylaw Changes on Electronic Ballots Approved

December

Employee vs Contractor Policy Adopted

2017

January

Adoption of Thieme Anatomy Textbook
Universal TNT Evaluation Adopted
Jim Jones Scholarship Awarded

February

Policy on Three Rolf Movement® Sessions as Prerequisite Adopted

April

First Regional International Organization Summit Held in Boulder

May

Membership Survey on AT Classes

June

Reserves Policy Adopted
Financial Aid Policies and Procedures Adopted

July

Online Admissions Process Created
Basic SI Rubric for Student Standards Created

August

August Faculty Meeting
IASI Collaboration Proposal Adopted

September

Bylaw Changes FAQ Developed
Brazilian Trademark Suit Won

October

SWOT Analysis of Members, Faculty, and Staff Completed with Zoom Meetings
DIRI Technology Plan Adopted

November

Letter to State of Alaska on Licensing
Branding Research Started with Orange Identity

December

Ethics Committee Reconstituted

2018

January

Second Set of Bylaw Changes Adopted

February

IASI Symposium Sponsor, Portland

March

Basic SI Assessment Beta Test

April

Canvas Blueprints Created for Online Courses
COMTA Accreditation Renewal Granted
GDPR Privacy Act Policy Adopted

May

Online School Store Launched
Whidbey Island Membership Retreat
Jan Sultan Faculty Award
Branding Adopted with Name Change

June

Basic SI Program Redesign Committee Convened

August

Ethics Implementation Policy Adopted
Code of Ethics Adopted
2019–2021 Strategic Plan Submitted

September

Second Website Launched

November

Fifth International Fascia Research Congress (FRC)
Platinum Sponsor in Partnership with the ERA, Berlin

December

New Journal Design Launched

2019

January

Launch of New Brand in *Massage Magazine*
Basic SI Assessment Fully Launched
Connect Membership Launched

February

Helen "Jimmer" James Elected Honorary Faculty
Faculty Meeting
Valerie Berg Faculty Award
Why I Became A Rolfer series launched

March

Marketing Plan Submitted to Board

May

Title IV Settlement Finalized

2021

April

Focus Groups with all Stakeholders

March

Membership Survey

June

Georgia Campus Approved by GA Department of Education

October

Board Retreat for Strategic Planning

November

Professional Development Library on Canvas for Faculty

2020

January – December

Published free Co-videos

March – August

Closed for Six Months During Covid

March & August

\$350,000 PPP Loans

April

\$600,000 Grant Funds Through the US Department of Education

May

Launched Audible "Ida Teaches" Series

May

Support ERA on Modular Curricula Re-Design

2022

January

Integrated Drip Campaign for Student Leads

March

Board & Faculty Retreat on Strategic Planning

May

Sponsor for Fascia Research Congress in Montreal

June

Structure, Function, Integration Journal Website
- Launched New Website Design

September

Practice Building Canvas Course Developed

October

New Strategic Plan 2022-2025

October

Concept development for Membership App

November

Integrated Text Campaign for Student Leads

November

Earned Tax Income Credit of \$136,000

2023

January – December

COMTA Accreditation Renewal and Site Visit
(including GA site)

February

Training in Diversity, Equity, Inclusion and Belonging for
Staff, Board and Faculty

February

Membership Retreat, Winter Park, FL

February

Launched new Website Redesign

March

Our Stories: Healed Through Rolfing® Series Launched

April

Become a Mentor Program Relaunched with new course

Strategic Plan ————— *Goals*

Strategic Goal #1

1.0 DIRI is recognized as a top tier accredited school in the fields of Manual, Movement, and Somatic Embodiment Education.

- 1.1 Curriculum for the Certification Programs meets the highest standards in the field
- 1.2 A proposal for a professional degree program is developed in cooperation with a major University.
- 1.3 The DIRI Journal is the leading publication in Structural and Movement Integration
- 1.4 DIRI supports research in the field of SI and Embodiment

Strategic Goal #2

2.0 Member practices are thriving.

- 2.1 Proof of Concept for a Membership/Client Institute App is researched, developed, and planned.
- 2.2 A Regional Membership Network is created and active.
- 2.3 The Rolfing® Brand is nationally recognized.

Strategic Goal #3

3.0 DIRI is financially sound through expansion in and of the marketplace.

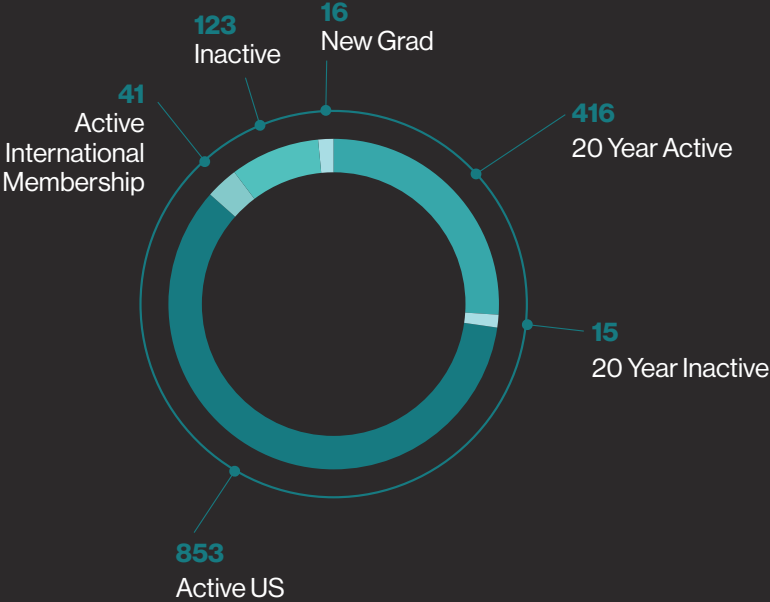
- 3.1 Three campuses are established with fully enrolled programs.
- 3.2 The trademark value assessment is completed and communicated to membership as part of a Capital development plan.
- 3.3 A Planned Giving Campaign is in place, including policies, public endowment, and planned giving management for receiving annuities, property, etc.
- 3.4 Additional streams of revenue are generated (other than certification class tuition)

Membership Data

Membership Data

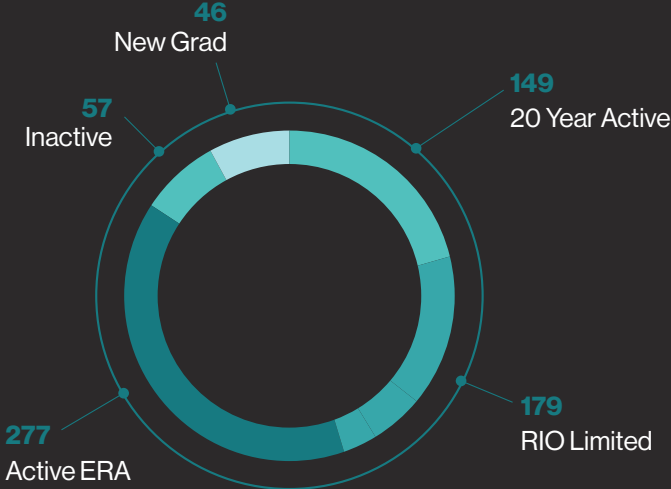
1464

US MEMBERSHIP



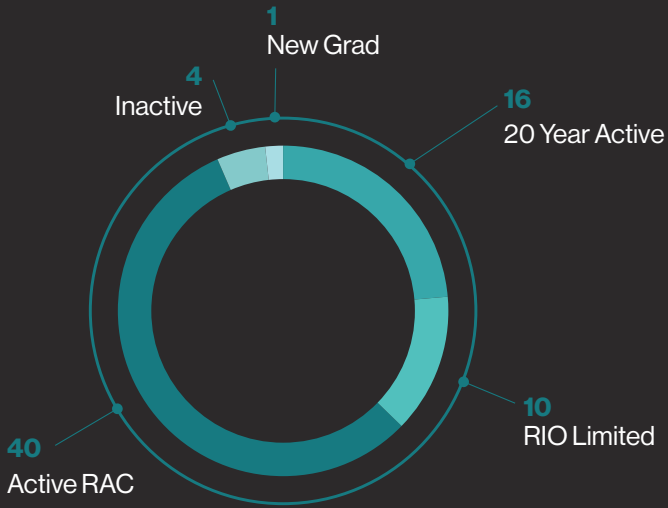
708

ERA MEMBERSHIP



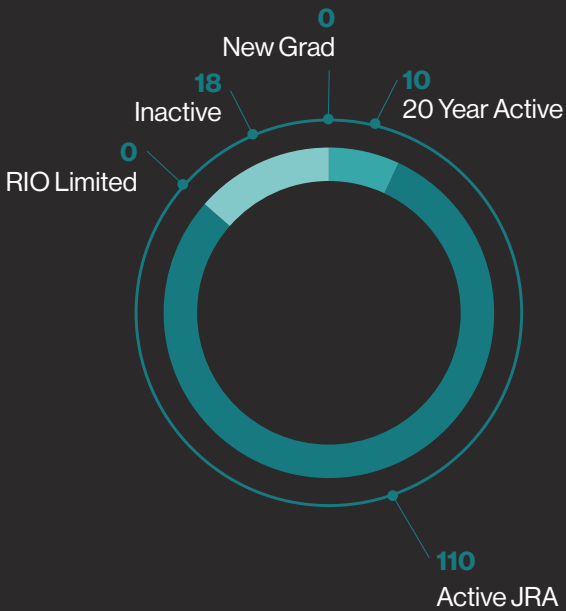
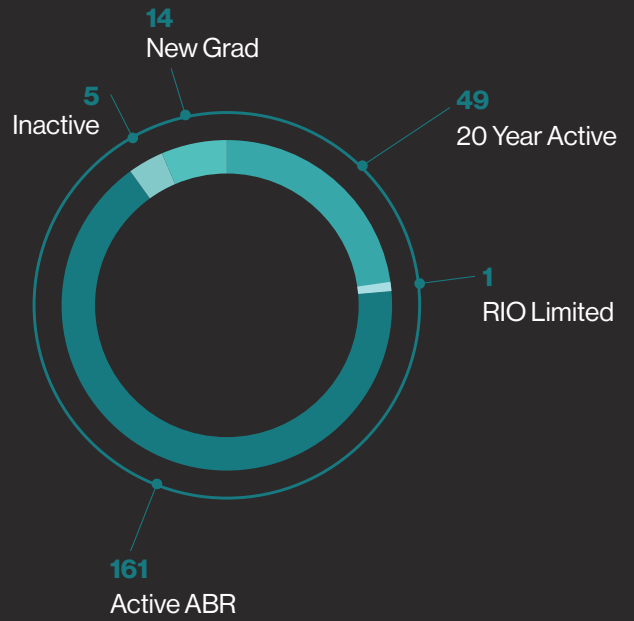
71

RAC MEMBERSHIP



230

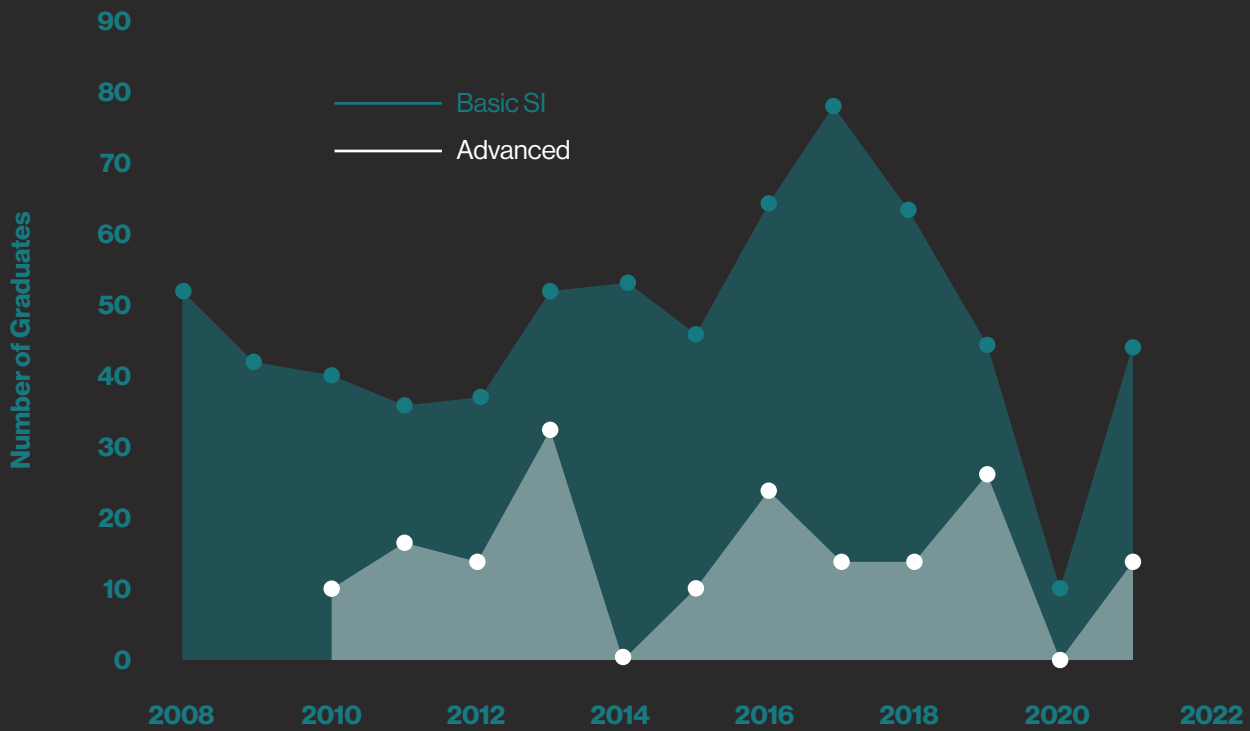
ABR MEMBERSHIP



138

JRA MEMBERSHIP

Basic SI and Advanced Graduates

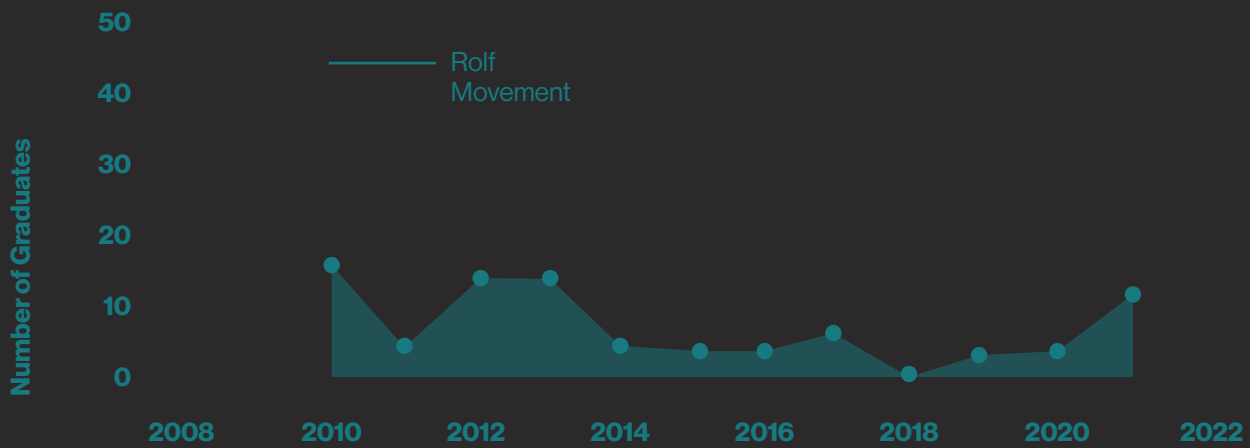


657
Basic SI Grads

176
Advanced Grads

Year	Basic Graduates	Adv. Graduates
2008	51	—
2009	41	—
2010	40	10
2011	36	18
2012	38	14
2013	51	31
2014	53	0
2015	46	10
2016	63	24
2017	79	14
2018	62	14
2019	44	27
2020	10	0
2021	43	14

Rolf Movement Graduates

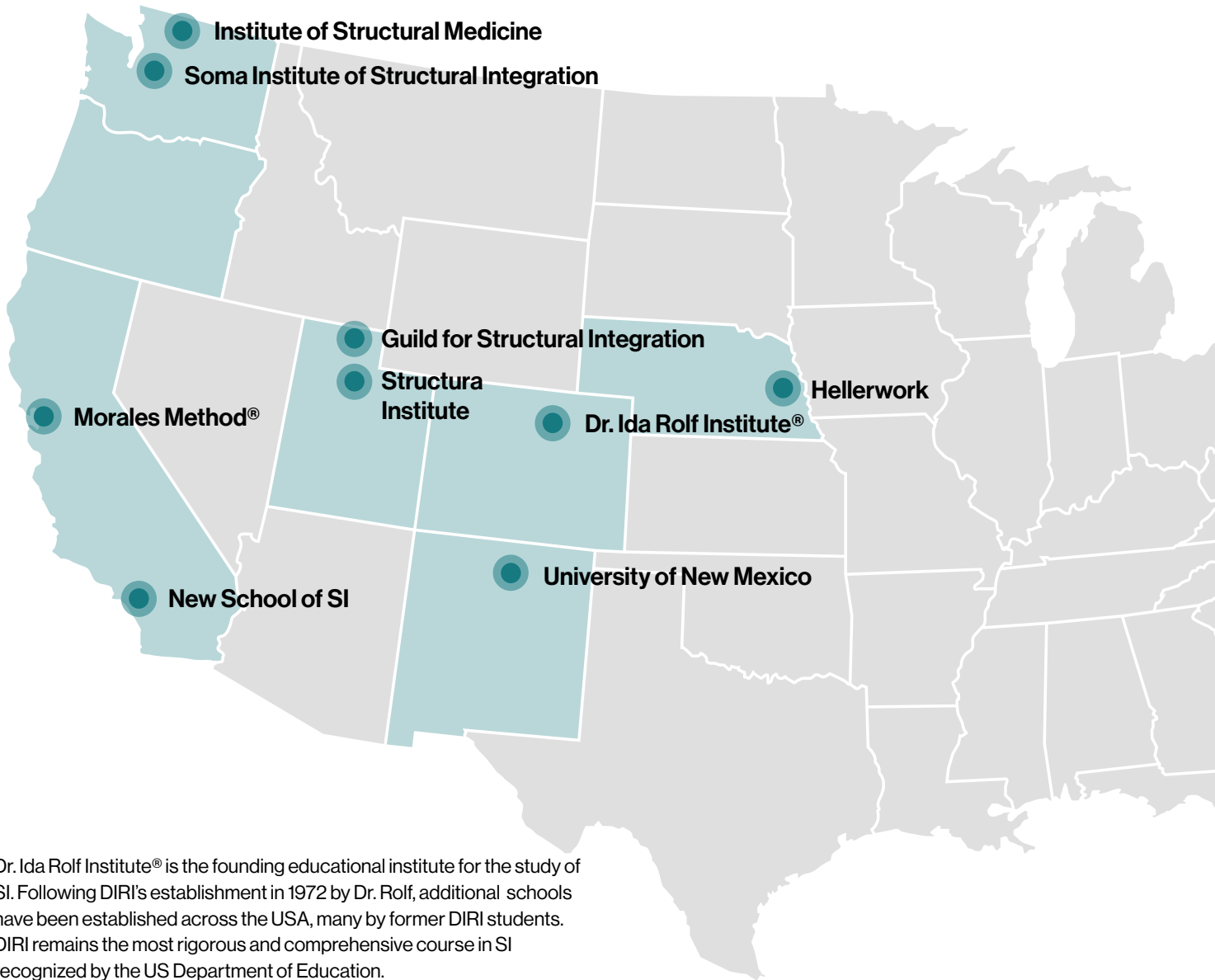


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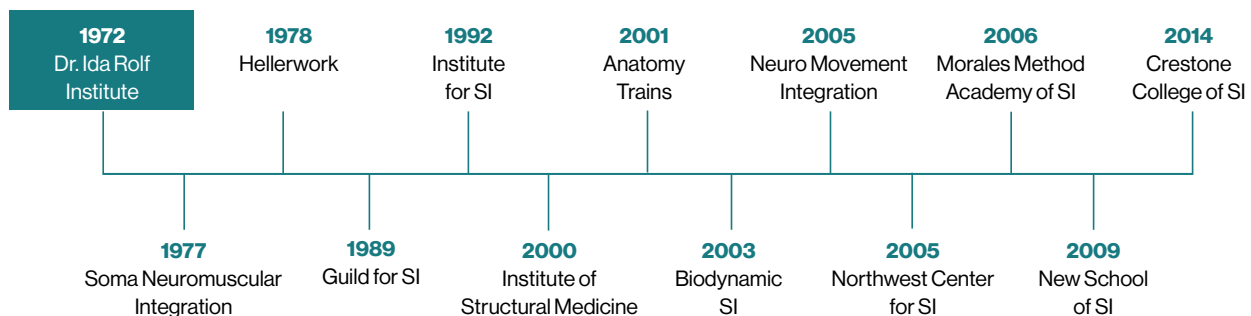
Rolf Movement
Grads

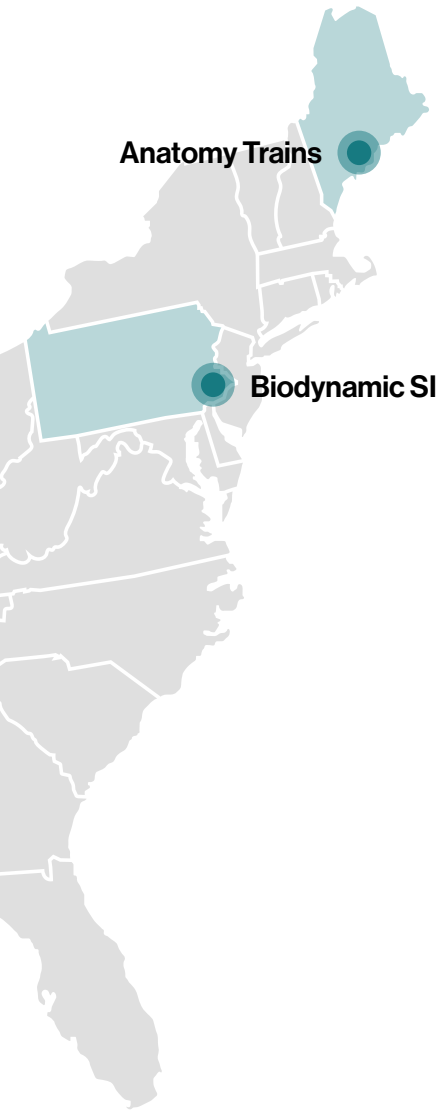
Year	Rolf Movement Graduates
2008	–
2009	–
2010	17
2011	4
2012	13
2013	13
2014	4
2015	3
2016	3
2017	7
2018	0
2019	2
2020	3
2021	11

Structural Integration Schools in the USA



Dr. Ida Rolf Institute® is the founding educational institute for the study of SI. Following DIRI's establishment in 1972 by Dr. Rolf, additional schools have been established across the USA, many by former DIRI students. DIRI remains the most rigorous and comprehensive course in SI recognized by the US Department of Education.





Anatomy Trains

Est. 2001
 Practitioners on Site:
 210 (worldwide)
 Cost for Full Basic SI Program:
 \$13,500

Biodynamic SI

Est. 2003
 Practitioners on Site: –
 Cost for Full Basic SI Program:
 \$18,000

Dr. Ida Rolf Institute (DIRI)

Est. 1972
 Practitioners on Site:
 2334 (worldwide)
 Cost for Full Basic SI Program:
 \$22,769 (tuition only),
 \$23,704 (tuition and fees)

Guild for Structural Integration

Est. 1989
 Cost for Phase 1:
 \$8,500

Hellerwork

Est. 1978
 Cost for Full Basic SI Program:
 \$25,878

Institute of Structural Medicine

Est. 2000
 Practitioners on Site:
 39 (worldwide)
 Cost for Full Basic SI Program:
 \$32,500

Morales Method®

Est. 2006
 Practitioners on Site:
 24 (worldwide)

New School of SI

Est. 2009
 Cost for Full Basic SI Program:
 \$25,200

Soma Institute of Structural Integration

Est. 1977
 Practitioners on Site:
 135 (worldwide)
 Cost for Full Basic SI Program:
 \$21,500

University of New Mexico

Cost:
 Resident: \$3,652
 Non-Resident: \$7,732

Please note all information listed on other SI schools has been gathered from recent internet research in January, 2023 and is only to be used as a guide. DIRI is not responsible for any incorrect information presented.

*DIRI Focus
Group 2021
Summaries*

Members

The way forward

The sentiment from Members on future-looking, positive steps forward for both DIRI and the Membership are summarised below:

- Increase the focus on sharing and promoting success stories - both client and member testimonials
- Build the body of research on the benefits of Rolfing
- Educate the community on the diverse range of styles in the Rolfing modality
- Facilitate collaboration between members to drive a collective marketing effort
- Engage in an ongoing transparent dialogue on goal setting
- Facilitate a Members advisory committee or collective of 'mastermind' groups to work on opportunities
- Build community through a calendar of opportunities to speak at the school and at key events
- Establish a mentorship program and provide a set of guidelines
- Provide a comprehensive media kit with brand guidelines for Members
- Form a practice-building collateral package and guide for new Rolfers
- Leverage the pooled resources and skill sets of Members
- Involve Members more in community outreach & CE teaching
- Build opportunities to Rolf in public so people can see and experience it
- Focus on getting articles in publications to dismiss the 'woo woo' detractors
- Build in specializations to the AT and CE offering in consultation with Members
- Support members with guidelines on working with diversity in their practice

Faculty

The way forward

The sentiment from Faculty on future-looking, positive steps forward for both DIRI and the Faculty body are summarized below:

- Focus on storytelling as the basis for awareness and recruitment campaigns
- Ramp up social media campaigns for the greatest impact and ROI
- Market the diversity of Rolwing® amongst practitioners as a unique selling proposition
- Clarify who DIRI is and what it stands for and communicate that message to the broader community
- Promote the lineage of the existing faculty and build greater awareness of legacy with students and community
- Invite Members to share transformative success stories on DIRI social and website
- Build trust with Members and allow them to have a greater share of voice in goal setting
- Build a talent pipeline of new blood to add a vibrancy of culture to attract young people
- Continue to extend opportunities for online teaching, faculty collaboration and co-teaching
- Allocate resources to the administration of a comprehensive CE program
- Enable opportunities for faculty to work together more and add richness in a co-teaching capacity
- Continue to expand and leverage online teaching formats to help build community from home
- Improve communication on delivering more standardized teaching and managing student group dynamics
- Appoint a faculty advisory committee to work in tandem with the administration and support the ED
- Future-proof the program to 'level up' with the duration and academic standard of other integrative health modalities
- Create a talent identification program within the Membership base and student body
- Deliver teacher training to assistants before commencement, and provide an ongoing support network
- Conduct research to gather data that substantiates the claims of Rolwing
- Provide improved infrastructure to better manage classroom resources and materials

Students

The way forward

The sentiment from Students on future-looking, positive steps forward for both DIRI and the Faculty body are summarized below:

- Leverage the voice and experience of students alongside legacy faculty to drive recruitment
- Tailor the marketing message to better appeal to a younger audience of prospective Rolfers
- Invite current and/or graduating students to write for the journal or create posts for social
- Establish a formal mentorship program with a vetted list of Rolfers
- Update and modernize study material with a focus on new video tutorials
- Expand the selection of instructional videos and study materials related to specific patterns
- Review and update educational videos where inappropriate and insensitive content exists
- Introduce special guests from Membership to speak to classes about their specialties
- Build in more hours of hands-on practical learning experience
- Extend the practice-building and business skills module with potential for more hours
- Invest in classroom essentials such as new bones and massage tables
- Provide an onboarding pack to students with printable resources before commencement
- Provide greater insight into the career path and learning roadmap of a Rolfer including CE opportunities
- Lengthen the assessment period to allow a full session and have it be a closed personal process
- Create a post-assessment results review process including a FTF session with your Faculty panel
- Conduct emotional IQ training to nurture a positive and respectful staff-student culture
- Use an external facilitator to conduct student surveys so that anonymity is assured
- Provide more guidance and set expectations earlier on the LMT test process

Staff

The way forward

The sentiment from Staff on future-looking, positive steps forward for both DIRI and the Administrative team are summarized below:

- Create social and work opportunities for Staff, Faculty, and Students to interact more and drive a culture of mutual respect
- Create a centralized Faculty portal to streamline Staff and Student communication
- Allocate additional resources and staffing to better manage Member relations
- Establish a formal onboarding process for staff to encompass Faculty, Students, Board, and Members
- Remove the ability to allocate staff names within commentary on student surveys
- Improve the transparency of prioritization on special projects to allow better time management
- Ramp up the number of regional programs over time to overcome the location barrier
- Work on building a strong social media presence and introduce a blog
- Increase the level of involvement and presence at other bodywork events



*Statement
of Financial
Position*

History of Revenues

As of December 31, 2022

Membership	Year Ended 12/31/2014	Year Ended 12/31/2015	Year Ended 12/31/2016	Year Ended 12/31/2017	Year Ended 12/31/2018
Course Revenue	1,078,169.98	1,013,450.50	1,434,808.50	1,644,303.99	1,156,357.00
Membership	353,992.52	366,117.26	357,650.00	391,552.00	349,768.49
Merchandise Revenue	6,554.92	4,504.03	6,575.53	7,165.42	4,416.53
Other Revenue	40,310.92	28,657.41	31,628.59	21,039.61	22,615.71
Total Revenue	1,479,028.34	1,412,729.20	1,830,662.62	2,064,061.02	1,533,157.73

Membership	Year Ended 12/31/2019	Year Ended 12/31/2020	Year Ended 12/31/2021	Year Ended 12/31/2022	To Date
Course Revenue	1,355,163.27	429,809.40	1,172,686.19	882,157.32	10,166,906.15
Membership	331,949.46	401,121.75	317,988.63	344,602.55	3,2147,42.66
Merchandise Revenue	5,235.04	3,202.26	4,115.30	13,397.38	55,166.41
Other Revenue	49,129.72	516,289.89	566,209.92	106,005.88	1,381,887.65
Total Revenue	1,741,477.49	1,350,423.30	2,061,000.04	1,346,163.13	14,818,702.87

Statements of Financial Position with Prior Year Comparison

December 31, 2019 and 2018

Assets	2019	2018
CURRENT ASSETS		
Cash and cash equivalents	\$ 118,122	\$ 223,166
Accounts receivable, net (Note 2)	3,300	65,565
Inventory	21,553	22,587
Prepaid expenses	47,922	78,690
Total current assets	190,897	391,008
PROPERTY AND EQUIPMENT, NET (Note 3)	94,770	141,428
OTHER ASSETS		
Investments (Note 4)	290,247	323,547
Deposits and other assets	14,075	13,575
Total other assets	304,322	337,122
TOTAL ASSETS	\$ 589,989	\$ 869,558
Liabilities and Net Assets		
CURRENT LIABILITIES		
Accounts payable	\$ 66,334	\$ 29,030
Accrued expenses	10,707	8,092
Instructor payable	16,660	14,334
Deferred revenue and prepayments	149,536	302,181
Total current liabilities	243,237	353,637
CURRENT LIABILITIES		
Without donor restrictions	316,518	489,162
With donor restrictions (Notes 6 and 7)	30,234	26,759
Total net assets	346,752	515,921
TOTAL LIABILITIES AND NET ASSETS	\$ 589,989	\$ 869,558

Statements of Financial Position with Prior Year Comparison

December 31, 2020 and 2019

Assets	2020	2019
CURRENT ASSETS		
Cash and cash equivalents	\$ 141,287	\$ 113,725
Accounts receivable, net	9,431	3,300
Inventory	20,984	21,553
Grants receivable	253,600	–
Due from affiliates	31,998	43,616
Prepaid expenses	66,474	47,922
Total current assets	523,774	230,116
LONG-TERM ASSETS		
Property, equipment and software, net	51,198	94,770
Investments, at fair value	225,767	294,644
Deposits	14,075	14,075
Total long-term assets	291,040	403,489
TOTAL ASSETS	\$ 814,814	\$ 633,605
Liabilities and Net Assets		
CURRENT LIABILITIES		
Accounts payable	\$ 15,224	\$ 66,334
Accrued expenses	12,266	10,707
Instructor payable	4,275	16,660
Deferred revenue	97,788	149,536
Total current liabilities	129,553	243,237
PPP LOAN VALUE	215,658	–
TOTAL LIABILITIES	345,211	243,237
NET ASSETS		
Net assets – with donor restrictions	31,434	30,234
Net assets – without restrictions	438,169	360,134
Total net assets	469,603	390,368
TOTAL LIABILITIES AND NET ASSETS	\$ 814,814	\$ 633,605

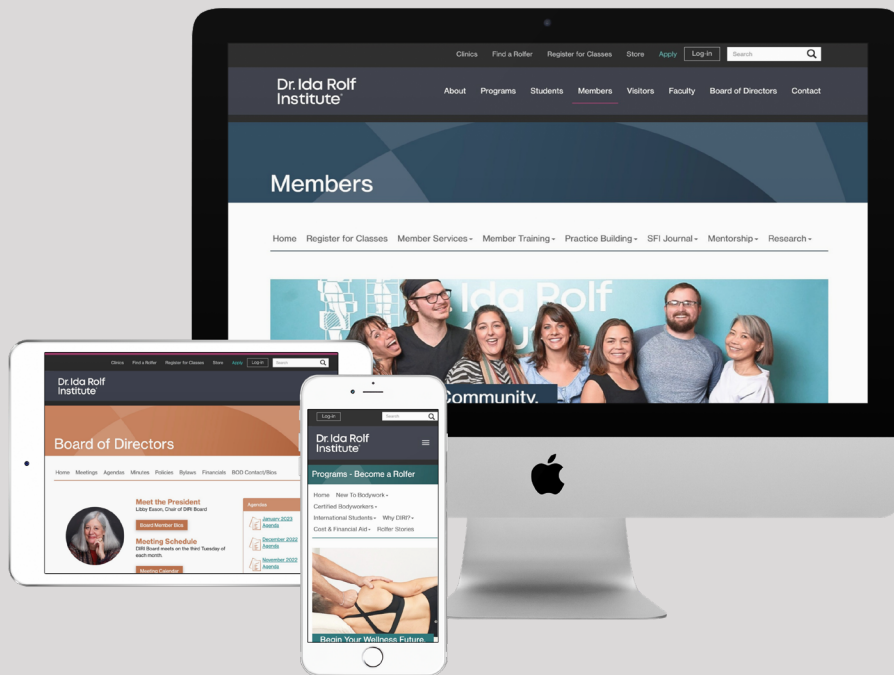
Statements of Financial Position with Prior Year Comparison

December 31, 2021 and 2020

Assets	2021	2020
CURRENT ASSETS		
Cash and cash equivalents	\$ 381,050	\$ 141,287
Accounts receivable, net	58,798	9,431
Inventory	20,456	20,984
Grants receivable	47,602	253,600
Due from affiliates	37,941	31,998
Prepaid expenses	22,568	66,474
Total current assets	568,415	523,774
LONG-TERM ASSETS		
Property, equipment and software, net	13,034	51,198
Investments, at fair value	253,003	225,767
Deposits	13,575	14,075
Total long-term assets	279,612	291,040
TOTAL ASSETS	\$ 848,027	\$ 814,814
Liabilities and Net Assets		
CURRENT LIABILITIES		
Accounts payable	\$ 18,077	\$ 15,224
Accrued expenses	5,606	12,266
Instructor payable	54	4,275
Deferred revenue	109,918	97,788
Total current liabilities	133,655	129,553
PPP LOAN VALUE	–	215,658
TOTAL LIABILITIES	133,655	345,211
NET ASSETS		
Net assets – with donor restrictions	32,574	31,434
Net assets – without restrictions	681,798	438,169
Total net assets	714,372	469,603
TOTAL LIABILITIES AND NET ASSETS	\$ 848,027	\$ 814,814

Website & Socials

Website



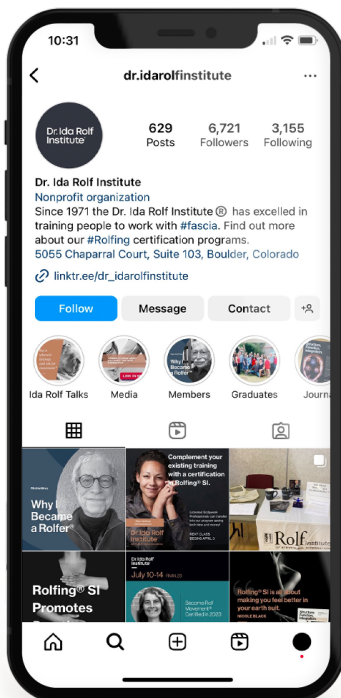
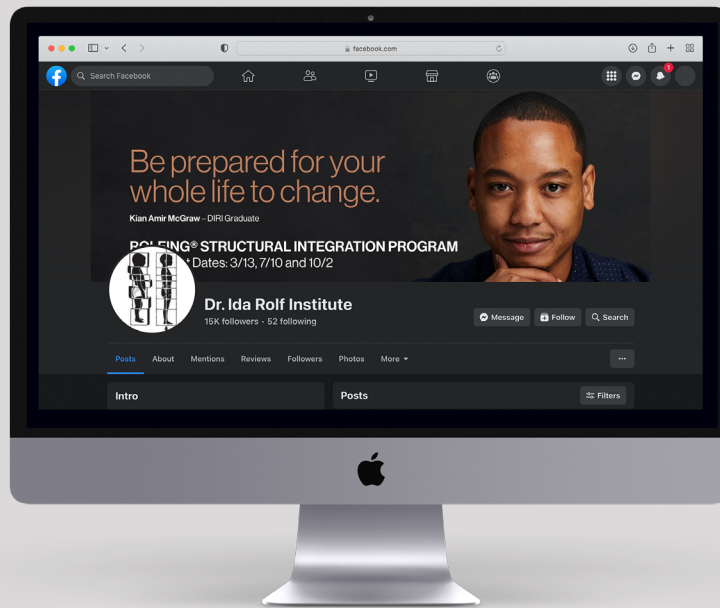
As a nonprofit, school and membership organization, our site grew to over 250 pages and had become unwieldy and difficult to navigate. It was time for an update and redesign.

Our goals in this redesign were to create:

- An efficient and quality user experience
- Seamless navigation with dedicated user landing pages
- Optimized SEO and data collection for better analytics
- Strong headlines, compelling images, brand colors, and supportive messaging



Socials



DIRI continues to expand its reach and engagement through successful social media channels that provide everything from educational content to student/member updates, course information to stories about Rolfers®, their clients, and more. Content is boosted when appropriate and managed for comments and engagement with followers. Our socials serve not only as an education and information resource, but also as a way to celebrate the culture and community of our Rolfers and raise the global awareness of Rolfing® and its benefits.

Successful Facebook Live lead generation campaigns for student recruitment have been managed and executed by Paul Van Alstine and Ana Kokourova since Q2, 2021 and they will continue to focus on these in 2023.

Studio Oi is working hand-in-hand with the Institute to create ongoing content for recruitment ads and posts that raise the global awareness of Rolfing through DIRI's primary social accounts. This includes editing and leveraging existing video content that DIRI owns plus sharing others content. DIRI is looking into influencer agreements and partnering with established content producers across Rolfing, SI and integrative health to reach audiences on platforms such as TikTok.

*Expanding
our Global
Footprint*

Journal

Structure, Function, Integration.

Journal of the
Dr. Ida Rolf Institute®

November 2022

Rolfing® Structural Integration in Europe

Dive into the world of the European Rolfing Association e.V. In this issue, we have everything you wanted to know about their Germany-based school, the Dr. Ida Rolf Institute® Europe, and their broad reach across these regions. Enjoy some remarkable details about a few of their regional associations – specifically Switzerland, Italy, the Netherlands, Czechia, and the UK.

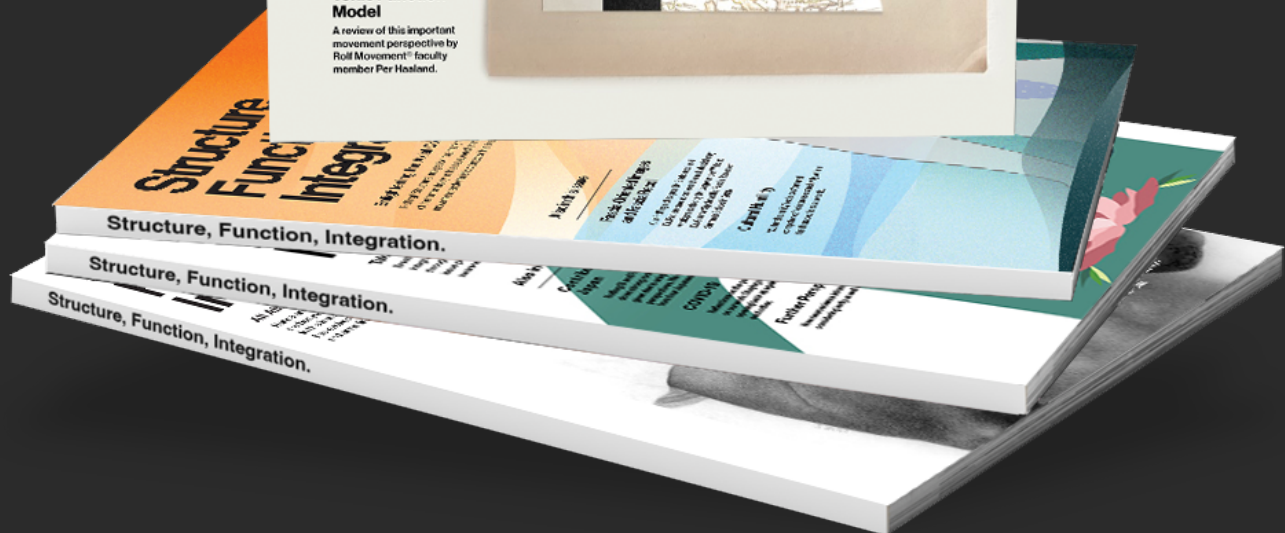
The Embodiment of Body Image

Structural Integration invites people to feel, perceive, and move more coherently within their whole selves, which can be profoundly empowering for people of all body sizes through all of life's changes.

Also in this issue

Tonic Function Model

A review of this important movement perspective by Rolf Movement® faculty member Per Hassland.



Journal

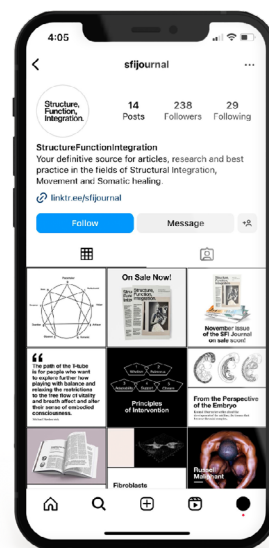
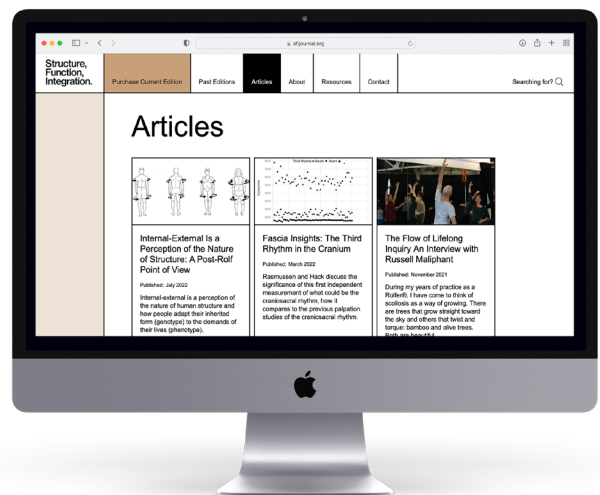
Touch points

In Q4, 2018 the Journal was re-branded and redesigned. The motivation for the re-brand was to re-energize the publication and reposition it not only as a member resource for Rolfers, but as the leading SI focused journal globally. From beautiful covers that connect deeply to the featured content (a mix of original artwork and solicited artwork) to continually raising the caliber of content, the Journal is expanding its global footprint. In 2022, we launched

a dedicated website for the Journal ([sfjournal.org](https://www.sfjournal.org)), supported by an Instagram channel.

Interested in submitting an article?
Visit <https://www.sfjournal.org/contact>

Editor-in-Chief: Lina Hack
Creative: Studio Oi

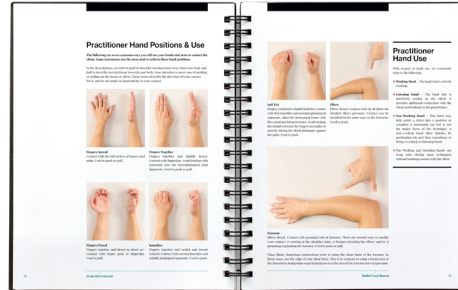
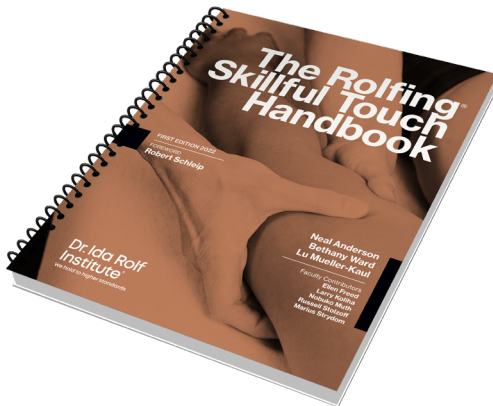


*Holding
to Higher
Standards –
Educational
Content*

Education

The Rolwing® Skillful Touch Handbook

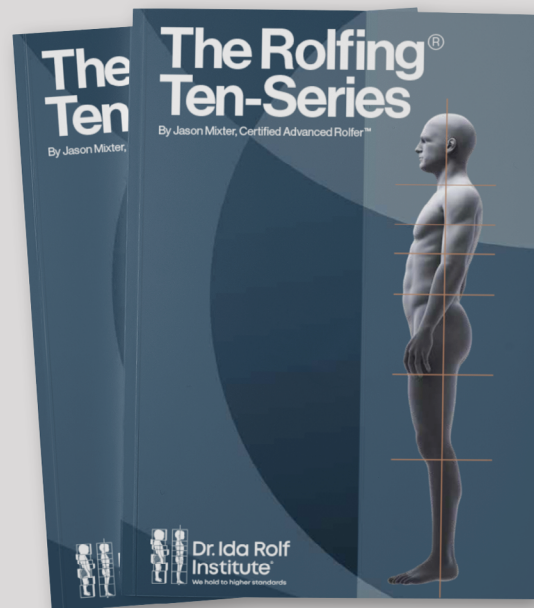
Produced in 2022 this 221 page book was developed to teach foundational manual therapy skills. This book is also a resource for any manual therapist looking to escape a rote repetitive routine, reach a new level of skill, and affect real lasting change with their clients. This book is a required textbook for DIRI students and available publicly on Amazon.



Education

The Rolwing® Ten-Series

In 2022 we refreshed and updated The Rolwing® Ten-Series booklet which is available for members to purchase.



Education

Online education

The COVID-19 pandemic presented many challenges as tertiary institution who's primary form of teaching and communicating relied upon the physical classroom and human touch. Our staff and faculty were forced to diversify (quickly) and adapt our teaching methods to keep our students and members engaged through digital platforms. Some of the online initiatives established were:

Online Rolwing SI and RMI Classes

Series of free webinars conducted by faculty

Practice Building Canvas Course

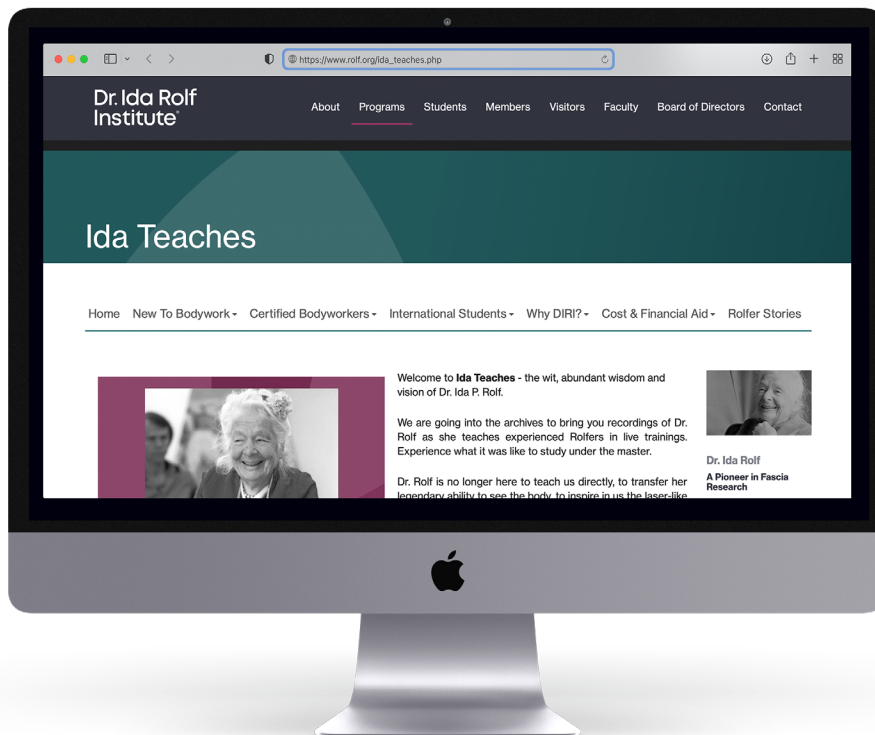
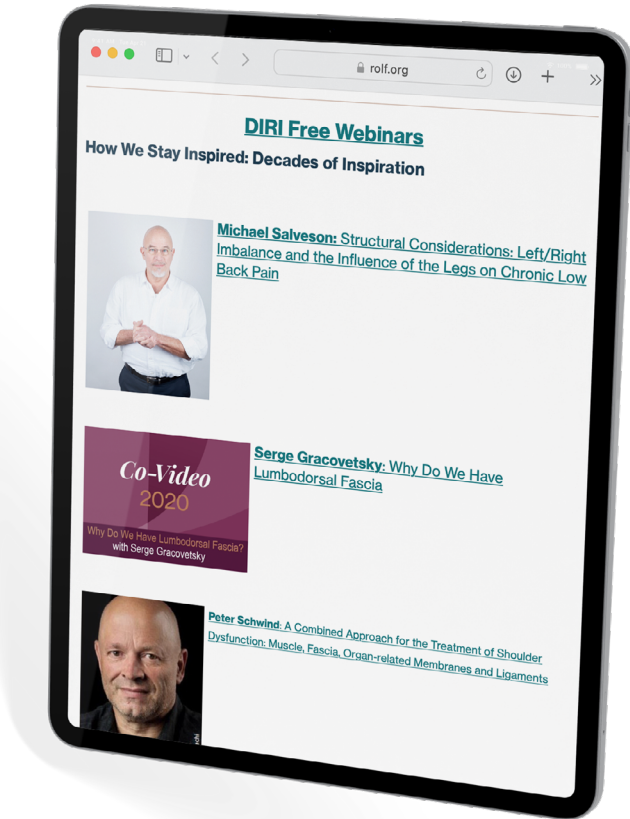
Developed by Russell Stolzoff

Ida Teaches

We launched 'Ida Teaches' - a collection of audio teaching by Dr. Ida Rolf available on the website

YouTube Library

We continued to upload content to our YouTube channel and will work on a more organized playlist set up in 2023



Advertising & Marketing

Marketing Campaign

2019 – 2022

Our 2019-2022 marketing campaign focused on reinforcing DIRI's academic experience and excellence as well as the transformational benefit of a career in Rolwing®. It also highlighted the diversity of our faculty and students.

A selection of our student recruitment advertisements which were released in massage publications nationally in both print and digital formats. We also released local ads in print for Student Clinics.

Headlines and Creative: Studio Oi

Dr. Ida Rolf Institute

“Experience is indeed the best teacher.”

Michael Salvesson – DIRI Advanced Faculty

Founding faculty trained in Rolwing® Structural Integration by Dr. Ida Rolf.

Apply now rolf.org
T: 303.449.5903

rolf.org/courses

Dr. Ida Rolf Institute

“Be prepared for your whole life to change.”

Cheng-En Tsai – US Graduate, International Student

2020/21* Rolwing® SI Basic Training
Boulder, CO Campus

Program	Start Date
P3.20	25 May 2020
P1.21	11 January 2021
P2.21	15 March 2021
P3.21	17 May 2021

2020/21* Rolf Movement® Integration Certification (Intensive)** Boulder, CO Campus

Program	Start Date
RM1.20	4 May 2020
RM2.20	27 July 2020
RM3.20	12 October 2020
RM1.21	12 April 2021
RM2.21	12 July 2021
RM3.21	20 September 2021

*Dates for 2022/2023 can be found at rolf.org
**The RMI classes listed are for our 30 Day Intensive Program and include three parts. We also offer a Workshop Format that can be completed over time for added flexibility from various USA locations.

Apply now rolf.org
T: 303.449.5903

rolf.org

Dr. Ida Rolf Institute

“When innovation is in your blood, it's in your teaching too.”

Jan Sultan – DIRI Advanced Faculty

We're defining the educational standards for Structural Integration

Apply to study at rolf.org

rolf.org

Dr. Ida Rolf Institute

“The profession that transforms lives. Starting with yours.”

Beverley Shockley - Graduate

Next course starts 10.4.2021

Apply to study at rolf.org/courses

rolf.org

Marketing Campaign

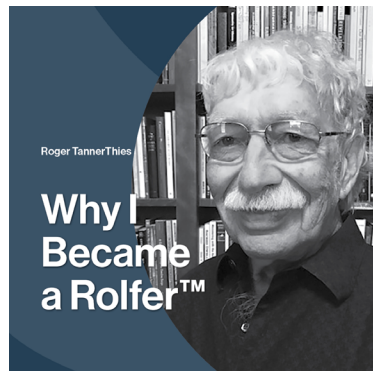
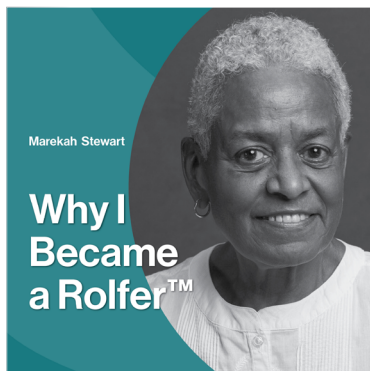
2019 – 2022 cont...



Why I Became a Rolfer®

In 2020 we developed a personal storytelling series comprised of diverse stories that explored the inspiring journey of some of our members. These stories have been successfully leveraged across articles, social posts and on our web to create deeper connections between potential students, current students, members and Rolfering clients.

Editor: Dana Fabbro
Creative: Studio Oi

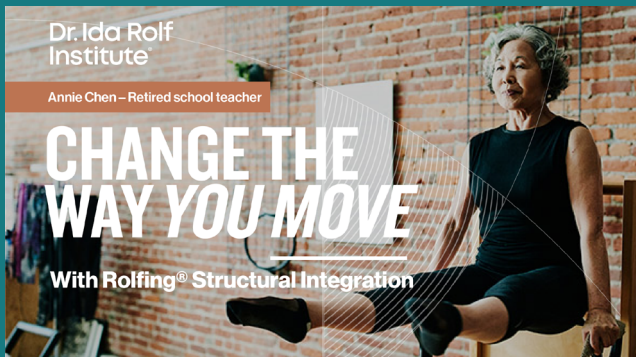


New Marketing Campaign 'Make Your Move'

2023 - 2025

Our 2023 -2025 marketing campaign is guided by the positioning line **"Make Your Move"**. It's about moving better mentally and physically as an Institute (in the way we educate, the way we grow, the way we operate) as a member (in the way they move with their careers and access support/education - and grow as a community), as a student (in the way they transform and shape their future through Rolfing), as a client (in the way our clients move better - mentally and physically). This global campaign is about engaging all stakeholders in different ways - and as always using our people, where possible, to forge personal connections and champion our creative.

We invite you to 'Move with us'.



Healed Through Rolfing®

Our Stories

Continuing on the success of our *Why I Became a Rolfer®* series, we recently created a new series focused on the journey of clients who have been healed through Rolfing®. This series will be leveraged across student recruitment marketing efforts, and will also be leveraged globally through social media to drive awareness and demand for Rolfing, further supporting our members.

Editor: Dana Fabbro
Creative: Studio Oi

Interested in featuring your client in this new series? We'd love to hear from you. Email Shellie Marsh: info@rolf.org



2023 Marketing & Education Initiatives in Development

- Ten-Series Rolfing Textbook (print)
- Rolfing SI and Rolf Movement® Assessment Book with Student Outcomes (print)
- Video Ten-Series Through Dissection (online)
- Ten-Series Media Library (online)
- Become a Mentor Program Relunched with new course
- BOD Feasibility Study on Becoming a Degree Granting Institute of Higher Education



**Dr. Ida Rolf
Institute®**

We hold to higher standards

5055 Chaparral Court, Suite 103
Boulder, CO 80301

rolf.org