

3HO IKYTA ORGANIZATIONAL DESIGN

Association of Teachers

Yogi Bhajan founded IKYTA, the 3HO® International Kundalini Yoga Teachers Association, in 1994, on the 25th anniversary of 3HO. IKYTA is part of the 3HO Foundation International organization.

He said, *"It is very fortunate you have this Association. When I'll be physically gone, search me out spiritually. You'll need to sit together to do it."*

"The fundamental principle of Kundalini Yoga is to unite."

When Yogi Bhajan first heard the acronym IKYTA, he pronounced it "Ik-ta" and said, "Perfect, it means Oneness."

Yogi Bhajan said there was one IKYTA and that all teachers belonged to it. He looked at National Associations as being part of the one IKYTA. He stated that IKYTA was not American; it was international and belonged to all the teachers and was a place of inclusion for all teachers.

*"We are trying to organize for the safety of the yoga teachers. You cannot stand alone tomorrow. We cannot defend teachers if they are not part of the Association. If anyone says they teach Kundalini Yoga and they are not KRI certified we have no way to legally protect them and defend them if a problem arises." (He spoke of the Association as an umbrella for teachers. In each country, teachers create their own association, to create this **umbrella** and serve them through the laws of their country.)*

"We want every teacher to be independent, but have a link."

Yogi Bhajan wanted IKYTA to be that link and to work from the "grassroots." He wanted IKYTA to serve by helping to build communities and associations of teachers, as well as by helping to resolve problems. He also wanted IKYTA to support the continued spiritual and professional growth of all teachers.

Unity and Community of Teachers

In the last few years, IKYTA has been re-creating itself. We have spoken with and listened to teachers from all over the world as we go through this cusp of the Age of Aquarius. Hearing the voice from the hearts of teachers, we are working to co-create an evolving infrastructure that will serve our consciousness, professionalism, and unity as Kundalini Yoga teachers. We have woven into this work what has been given to us directly from our Teacher and we feel deep alignment with his vision and with the hearts of teachers worldwide.

This document is meant to honor the service and work of all our members. It carries in it a reverence for the sacred Teachings of Kundalini Yoga and for our Teacher, who so openly

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shared these Teachings to serve humanity, as well as for the Golden Chain through which these Teachings are shared across time and space.

The greatest thing a teacher can do is continue to live and share these Teachings. Towards that end, IKYTA (the global association of Kundalini Yoga teachers) is dedicated to creating a framework that will serve teachers to grow and evolve, that will help teachers to serve each other, that will give a voice to all teachers and that will serve the unity of all teachers as a manifestation of our "Oneness."

3HO IKYTA Vision Statement

IKYTA is the ever-evolving body of Kundalini Yoga teachers around the world and a vehicle through which our collective consciousness is expressed.

IKYTA serves teachers everywhere, who in turn are serving others, both in their individual teaching – where they uplift each person they touch – and in their participation in local, national, and global communities and associations. Through IKYTA, teachers in a continually expanding range of countries, cultures, and communities are offering the teachings of Kundalini Yoga as taught by Yogi Bhajan® in service to the evolution of consciousness into the Age of Aquarius.

As an association, IKYTA is guided by teachers committed to discerning what will best promote and advance the teachings of Kundalini Yoga. As a dynamic global network, the center of IKYTA lives everywhere in the world that the teachings are being shared with clarity, power, and consciousness. Individual teachers both contribute to and draw from IKYTA, which is continuously evolving in order to meet the needs of the changing times.

IKYTA is a network of Kundalini Yoga teachers where:

- Each teacher has the opportunity to continue his or her spiritual and professional growth.
- Each teacher has the support and the tools he or she needs to succeed and prosper in teaching locally.
- Resources (human, material, and financial) move between regions in order to ensure the strength of our collective consciousness and to meet needs of all the various regions around the world.
- Each teacher has an avenue for connection with our global group consciousness and contributes to the global network.

The leadership of IKYTA at every level of the global network is continually engaging teachers around the world in helping to ensure that the whole and every part of IKYTA is vital and thriving.

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Seven Steps toward Fulfilling the Vision:

From our work with the IKYTA Global Working Team and teachers around the world, we have identified seven key next steps we will be taking to implement the vision in tangible ways.

1. Co-create a Global Teachers Council

As the Global Teachers Council forms, we will for the first time have a truly internationally representative body where we can sit together as teachers to:

- look at the needs of the whole;
- create a global connection for teachers in every part of the world;
- serve as a voice of teachers to guide IKYTA and coordinate communication with 3HO and KRI; and
- participate in decision making.

2. Develop a New Package of Membership Benefits

Based on our conversations with teachers over the last few years, we are developing a new set of membership benefits designed to enable teachers to grow their business. These include:

- Marketing opportunities and materials
- An improved, user-friendly website that attracts students to classes
- More discounts
- Ways for teachers to network with each other and find resources
- Leadership training in creating Aquarian Community

3. Restructure the IKYTA Membership

In order to integrate and align individual teachers, our national associations, and the international office, we are developing ways to clarify and strengthen membership in IKYTA. Key to this new structure is the ability of teachers to join IKYTA:

- directly, or
- by joining their own national association, as all members of national associations will automatically be members of IKYTA.

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4. Co-create a New Model for Distribution of Resources

As an additional step in integrating and aligning individual teachers, national associations, and the international office of IKYTA, we are forming a global financial team to:

- review and restructure how membership fees flow in our network to accomplish global membership, and
- co-evolve a new model that distributes resources globally to promote the spread of Kundalini Yoga.

5. Forge New Relationships with National Kundalini Yoga Teachers Associations

IKYTA encourages all Kundalini Yoga teachers to be members of their national associations, which are an important part of IKYTA. The international office of IKYTA will work with and serve national associations:

- to help them continue to grow in service to their members, and
- to explore how they can connect and cooperate with other parts of the IKYTA network.

6. Embody and Share Organizational Principles

A worldwide team of teachers has created a set of “organizational principles” that give us a standard for consciously working together and aligning with each other. These principles can be used in every level of organization, from a yoga center/studio to an informal working team, or by local, national, and International associations. We will work both to share these principles widely throughout the network and to embody them in all our work.

7. Evolve a New Model for Collective Engagement and Decision Making

With teachers representing all parts of the global network, we are co-evolving a new organizational model that enables teachers to participate in identifying strategic issues and making decisions about those that affect the network as a whole. This model includes creation of the Global Teachers’ Council.

The decision-making process will be handled by the following constituencies:

- The entire IKYTA Professional Membership body
- The Global Teachers’ Council
- The International Office in conjunction with the Global Teachers’ Council
- The International Office

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I. PURPOSE:

IKYTA is a global association of Kundalini Yoga teachers serving each other's professional and spiritual growth, networking (connecting) with each other and building Aquarian community and unity through teaching, practicing, and sharing Kundalini Yoga as taught by Yogi Bhajan®.

II. IKYTA ORGANIZATIONAL PRINCIPLES:

- a. Create a nurturing environment in which each teacher can grow to his or her full potential.
- b. Nurture self-guidance and healthy interdependence (cooperation and collaboration, mannerful interactions) of teachers with individuals, organizations, and communities in our global family.
- c. Create processes that meaningfully involve those who are directly relevant or affected by a decision.
- d. Vest authority, exercise power, and use resources in the smallest or most local part that includes all relevant and affected parties.
- e. Create no intrinsic advantage and no intrinsic disadvantage for any individual or group.
- f. Foster free and transparent flow of information, consciously and gracefully, among all individuals and all parts of the organization.
- g. Recognize and honor wisdom, expertise, and all thoughts and actions grounded in higher consciousness and selfless service.
- h. Encourage and foster sharing, mutual support, collective enrichment, and a trust in abundance.
- i. Promote development and growth of the Kundalini Yoga community and work to assure the integrity and coherence of the whole.
- j. Maintain the highest standards of personal and professional integrity, accountability, and performance.
- k. Resolve conflict by finding a solution that serves the needs of all parties and accomplish this through deep listening and loving and honoring communication.

III. PATHS TO HOW TEACHERS ORGANIZE:

IKYTA recognizes and encourages different and innovative ways for teachers to organize themselves in accordance with their purpose. Teachers organize in many different ways at different levels. There are geographically based associations (local, national, and regional), networks associated with specific teachers (teaching schools, etc.), service networks (Yoga for Youth, GRD Projects, etc.), special interest groups (women, kids yoga, etc.)

IV. MEMBERSHIP:

- a. IKYTA is an association of individual members.
- b. Members may join directly or through their National Association.
- c. All members of National Associations will automatically be members of the International Association and have full IKYTA membership benefits.
- d. There are two types of membership:

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1. Professional Membership: open to all KRI-certified Kundalini Yoga Instructors. These individual teachers connect to IKYTA directly or through a National Association.
2. Associate Membership: open to all friends and students of Kundalini Yoga.
- e. Each professional member in good standing has one vote on all questions put to the IKYTA membership.

V. ORGANIZATIONAL NOTES FOR NATIONAL KUNDALINI YOGA TEACHER

ASSOCIATIONS:

Since the role of National Associations is to hold a neutral space for all teachers within a country to connect with and support each other spiritually and professionally, IKYTA supports the development of National Kundalini Yoga Teacher Associations and encourages teachers who live in an area with established National Kundalini Yoga Teacher Associations to become members. IKYTA recognizes National Associations that agree meet the following criteria:

A. Criteria for National Associations:

1. Work in partnership with the IKYTA International Office
2. Work with all relevant groups within their own country to form and perpetuate a National Kundalini Yoga Teacher Association
3. Seek representation from all areas of their country (rather than being a group of teachers who live in close proximity to each other.)
4. Agree that all members shall have a meaningful voice in the selection of teachers who will serve in leadership roles that serve the National Association (i.e., president, secretary, etc.)
5. Agree to adopt the organizational principles of IKYTA
6. Align with and carry out IKYTA's purpose as stated above
7. Neutrally serve all IKYTA member teachers and teacher trainers in their country
8. There is only one National Kundalini Yoga Teachers Association in each country. At the local level, there may be more than one local association or chapter of Kundalini Yoga teachers.

B. Responsibilities of National Kundalini Yoga Teacher Associations to the worldwide IKYTA network of teachers:

1. National Kundalini Yoga Teacher Associations shall publish on their website names of all members who choose to be listed. If a National Kundalini Yoga Teacher Association does not have a website, it will provide its member list to the International Office to be posted, at the discretion of the individual member, on the IKYTA website.
2. National Kundalini Yoga Teacher Associations shall provide contact information for all KRI-certified teachers in their country to the IKYTA International Office.
3. National Kundalini Yoga Teacher Associations shall facilitate communication from the International level to the individual level (e.g., half the teachers in Mexico do not have email or Internet access)

Unresolved Questions for Future Consideration:

- *If a National Kundalini Yoga Teacher Association does not act in alignment with the IKYTA purpose and principles, by what process will they be assisted to take up their role?*

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VI. THE INITIAL GLOBAL TEACHERS' COUNCIL (GTC):

A. Role of the Global Teachers' Council:

1. Creates the environment for all teachers to participate in guiding IKYTA by allowing them to give input to 3HO and KRI
2. Represents the entire global membership as a whole, not just members of a specific country or region (see 'Eligibility Criteria for Membership on the Initial Global Teachers' Council,' below)
3. Works in partnership with the International Office of IKYTA

The Global Teachers Council will work with the 3HO International Board to incorporate the leadership role of the Global Teachers' Council into the 3HO by-laws. Our initial Global Teachers' Council will have both a decision-making role and an advisory role.

B. Responsibilities of the Global Teachers' Council:

Decision Making:

1. Sets the overall strategic direction of IKYTA
2. Develops policies that apply to all teachers and all associations
3. Develops new funding strategies and new resources

Advisory Capacity:

4. Advises on program strategies
5. Together with the International Office, co-determines the best use of membership fees to implement strategic goals
6. Advises on overall IKYTA budget at a high level. Together with the International Office co-directs budget strategy.

The Global Teachers' Council does not have hiring/firing authority with respect to IKYTA international staff; this shall be retained by the 3HO CEO with the advice of the Global Teachers Council

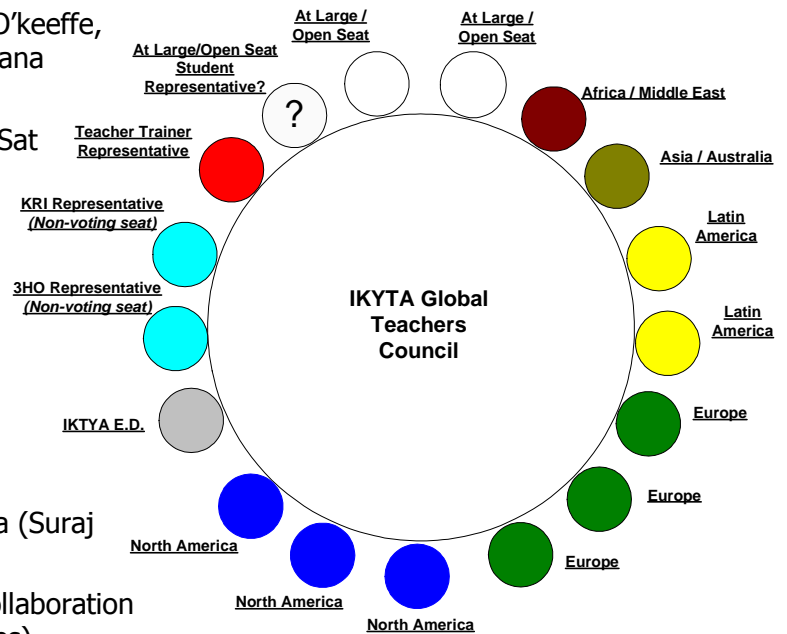
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C. Composition:

Initially each of the five global geographic regions shall have at least one representative on the council. Regions may appoint an additional representative when that region contributes more than 10% of the IKYTA membership (and a third representative if the region contributes more than 30 %.)

The Global Teachers' Council shall be comprised of 15 – 20 members. Currently, the composition is as follows:

- 3 members from Europe (Darryl O'keeffe, UK, Simran Kaur, Germany, Sadhana Singh, Italy)
- 3 members from North America (Sat Tara Singh, Mexico, Shakta Kaur, USA, Angad Kaur, USA)
- 3 members from South America (Guru Sangat Kaur, Brazil, Sadhu Kaur, Brazil, Santokh Kaur, Peru)
- 1 member from Africa and the Middle East (Pritam Hari Kaur, Africa)
- 1 member from Asia and Australia (Suraj Kaur, Australia)
- 1 IKYTA Director International Collaboration (Guruka Kaur, International Offices)
- 1 teacher trainer member (Krishna Kaur, USA)
- 3 open seats – at large (one possibly allocated to a student representative) one currently filled by guest member, Sant Saroop Kaur, Italy
- 1 member from the KRI Intl Office or Board (Tarn Taran Singh, ED KRI Aquarian Teacher Academy)
- 1 member from the 3HO International Office or Board (Bhajan Kaur, CEO, 3HO Foundation International)
- Panch Nishan Kaur, International Community, Upma Kaur, IKYTA Administrator and Membership Services,



D. Initial Global Teachers' Council Member Selection Process:

(The word "initial" refers to how we are getting started in this work. After this initial 1 – 3 year cycle, we plan to evolve to an electo/selecto process that will include direct worldwide membership participation in serving to create future Global Teachers' Council teams.)

1. The first member from a region shall be selected by the Executive Director of IKYTA in consultation with teachers around the world ("Selecto").

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2. The second member from each region shall be chosen by a regional working team: National Associations or local teams, or in some cases individual teachers, shall find a method of choosing a member from their own region. They shall be given the eligibility criteria and will develop their own selection method.
3. The third member from a region (presently only Europe and North America have three members) will be chosen by the IKYTA Phase Two Global Working Team (creators of this document).
4. The regional working team can be ad hoc (temporary) or permanent. In areas where there are National Associations, the Executive Director will contact the working teams.
5. The Executive Director shall contact each country even if only one teacher is present in that country.
6. The Executive Director will help set up a North American regional committee but will not participate in it once it is established. The Executive Director will offer support to South America on request. The Executive Director will facilitate and support the process in Africa, the Middle East, and the Asian and Australian regions.

E. Eligibility Criteria for Membership on the Initial Global Teachers' Council:

The individual:

1. is committed to the IKYTA principles and purpose;
2. has the capacity and willingness to think on behalf of the whole IKYTA network;
3. works well with teachers around the world and in the International Office;
4. communicates with other teachers or groups in their region;
5. serves by sharing the teachings of Kundalini Yoga as taught by Yogi Bhanjan® in his/her community;
6. is a current member of IKYTA (either directly or through a National Association);
7. meets specific membership requirements such as:
 - a) is able to attend meetings in person or via tele-conference or video conference;
 - b) speaks English for their first term on the Global Council (alternatively, an interpreter can be arranged by the individual or region); and
 - c) is able cover expenses through self-financing or through funds raised by their region.

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THE INTERNATIONAL OFFICE:

(The International Office is the IKYTA office currently working out of Española, New Mexico, USA. This office will continue to serve and offer leadership to the whole of IKYTA.)

(The Global Teachers' Councils will have teacher members from five regions and they will work with the International office in both a decision-making and advisory capacity. More details below.)

The international office:

- a. is accountable to the Global Teachers Council, to the IKYTA membership at large, and to the 3HO Board of Directors;
- b. benefits individuals in the network (rather than specific countries or other member organizations);
- c. serves and facilitates communication between all parts of the network;
- d. maintains a translation system so that communications can be translated into local languages in order to best serve every member;
- e. coordinates with teachers to organize events, conferences, teachers gatherings, etc.);
- f. is flexible in order to serve the diverse needs of each country; and
- g. serves national, regional, and local associations/communities in mediating conflicts and ethical issues.

VII. QUESTIONS FOR FUTURE CONSIDERATION:

The current IKYTA Global Working Team has worked through a lot of questions and considered many different approaches in order to develop and present the ideas in this document. We also recognize there are more questions that need to be addressed as we continue to refine and develop this model. For example:

- We recognize that there are important details between the IKYTA International Office and National Associations that still need to be worked out, and we are creating a Financial Team that includes National Association representatives in order to address these questions.
- There are a number of questions related to the electo/selecto process of selecting the Global Teachers' Council membership, including precisely how the nomination and election processes will work.
- There remain additional important questions to be worked through over time. These include issues such as whether the responsibility for making different types of decisions best lies with the International Office, the Global Teachers' Council, the membership as a whole, or with networks or individual teachers. We recognize there will be many more questions.