

# **Case Study: CoSM, The Chapel of Sacred Mirrors**

46 Deer Hill Rd, Wappingers Falls, NY 12590. 845.297.2323

<http://www.cosm.org/>. <https://www.facebook.com/SacredMirrors>

1. What is your organization or company? Give background history including who, when, and why it was founded.

Chapel of Sacred Mirrors (CoSM): *The Sacred Mirrors*, a series of artworks by Alex Grey, allow us to see ourselves and each other as reflections of the divine. The mission of CoSM is to build a sacred temple to inspire a global community and leave a legacy of our creative spiritual generation. *The Sacred Mirrors* series, painted over a ten year period from 1979 through 1988, has developed an international following. The book *Sacred Mirrors*, in print since 1990, is translated into nine languages. In 1984 Alex and Allyson had a simultaneous vision of building a Chapel, an environment for *The Sacred Mirrors* series.

CoSM became a non-profit organization in 1996 and became a church in November of 2008. To pray for guidance in building the Chapel, the Grey's were advised by shaman, Alex Stark to begin holding Full Moon ceremonies. CoSM Full Moon ceremonies began in the Grey's Brooklyn loft in January 2003. Open to the public, attendance grew rapidly, drawing together a spiritual creative community. Growing in size and reputation, CoSM was offered a temporary home in Chelsea, the club and gallery district of New York City. There, CoSM provided an extraordinary environment for contemplation and a center for events encouraging the creative spirit.

After much searching for land on which to build the temple, on September 12, 2008, the Chapel of Sacred Mirrors acquired a permanent home in Wappingers Falls, New York. After hosting hundreds of visionary cultural activities in New York City, CoSM closed its doors in Chelsea on January 1, 2009 to reopen in the exquisite tranquil beauty of the Hudson Valley.

CoSM moved to a forty-acre interfaith retreat center, sixty-five miles north of New York City, walking distance from the MetroNorth train stop. In an unbroken chain, the Full Moon celebrations continue to be held every month, now in the library of Grey Haus, the visionary Victorian where community gathers, celebrates, educates and worships. On this site, a temple and altar complex will weave a mythic narrative of humanity's new relationship with nature and cosmos. Here, creative people are building an oasis for spiritual and cultural renewal.

Now underway is the design and planning phase of a magnificent Chapel. This sacred space will provide an uplifting environment for the original masterpieces that have become guiding visions for a growing community.

2. What do they do or make – describe the products and services and what makes them unique.

The Chapel of Sacred Mirrors, CoSM, is a sanctuary for seeing ourselves, the world, and our cosmos as reflections of the Divine. CoSM's mission is to build a temple to preserve and share a collection of visionary art beloved by a global community. Forty acres of beautiful woods and newly renovated buildings invite the contemplation of art and nature, and provide a center for events encouraging the creative spirit. CoSM honors the mystic core of love uniting all wisdom traditions and the transformative power of art to awaken human potential. The Chapel of Sacred Mirrors, CoSM, is a church and a 501(c)(3) organization, supported by charitable donations from the community.

### THE ART

The heart of CoSM, *The Sacred Mirrors*, by Alex Grey, are a series of twenty-one artworks examining the body, mind and spirit in rich detail. *The Sacred Mirrors* have been displayed throughout the world and the book *Sacred Mirrors: The Visionary Art of Alex Grey*, translated into nine languages, has sold well over 100,000 copies. The CoSM permanent collection, renowned for integrating both scientific and spiritual truths, includes more than fifty works of painting and sculpture by Alex Grey and Allyson Grey and a growing collection of contemporary sacred art.

Paintings, sculpture and architectural details are created on and off site. In a meadow, a magnificent 28-foot sculpture, “Altered State” by Kate Raudenbush, offers a spiritual centerpiece for events and ceremonies. Works of art by staff artists and volunteers include a labyrinth, a wisdom trail and a sun altar.



3. Describe the culture of the organization or company. What is the work environment like – the atmosphere? What is the building like – exterior/interior, architecture, fittings and furniture? How do the employees work together? What are the jobs and roles of individuals? How are they treated by management?

The culture of the organization is open minded, accepting, caring, spiritually motivated, and lead by a love for visionary art. The permanent home of CoSM, in the town of Wappinger, New York, 65 miles north of New York City, is a 40-acre wooded retreat. The Chapel of Sacred Mirrors offers full moon ceremonies, solstice and equinox celebrations, workshops and spiritual cultural offerings. Accomplished artists, musicians, dancers, authors, scientists and spiritual teachers share their talent and wisdom.

The 10,000 square foot Guest House features a newly restored library with brilliant acoustics, lovely fireplaces, a commercial kitchen and dining hall, lodging and hospitality. There is also a gift shop and café. The grounds have towering trees, spectacular foliage, wisdom trails, reflecting pools, and sculpture.

Visiting artists have blessed CoSM with labyrinths, gardens, and sculpture. Kate Raudenbush's Altered State two-story domed sculpture graces the meadow, a perfect setting for weddings and commitment ceremonies. Over the coming years, CoSM plans to develop a Temple complex with sculptural stations weaving a mythic narrative of humanity's new relationship with Nature and Cosmos.

There is a Board of Directors: Alex and Alyson Grey are Co-Founders, Eric Dean is the technologist and entrepreneur, and Joe Saponare is the Technology Advisor. There is also a Board of Advisors: Ken Wilber (Integral Institute), Dr. Deepak Chopra, Rebecca Hoffberger (Founder & Director of American Visionary Art Museum, Dr. Jean Houston (The Foundation for Mind Research), Revered Mathew Fox (President of the University of Creation Spirituality), Roshi Joan Jiko Halifax, PhD (Founder of UPAYA training Center for the Zen Peacemaker Order), Keith Critchlow (Integral Architect), J.P. Harpignies (Bioneers Conference), and Eli Morgan (Creative Director).

The space is full of sacred painting, installations, and sculptures. CoSM is currently building a Temple Complex to house and display *The Sacred Mirrors*, the Temple will be ornate and beautiful.

Main House & Guest Rooms:



Full Moon Gatherings:



Chapel of Sacred Mirrors:



4. Who is the targeted audience? What are their demographics?

The audiences of the Chapel of Sacred Mirrors are individuals interested in the works of Alex Grey who are inspired to immerse themselves in an experience of sacred art and visionary culture. A spiritually adventurous audience familiar with the works and philosophy of Alex and Alyson Grey who desire to immerse themselves in the sacred experience of the Chapel of Sacred Mirrors, and who would like to contribute to the creation of the actual chapel.

5. What is the organization or company mission statement?

The Mission of the Chapel of Sacred Mirrors, (CoSM) is to build an enduring sanctuary of visionary art to inspire every pilgrim's creative path and embody the values of love and perennial wisdom. The

Chapel of Sacred Mirrors, CoSM, is supported by charitable donations from the community and sales from our shop. CoSM provides a ceremonial context for fusing artistic and spiritual practices and a public exhibition of *The Sacred Mirrors* and other works of mystic art.

## Environmental Scan



### Economic Scan:

Contributed Income: CoSM accepts donations from corporations and individual donors. CoSM is a 501c(3) organization and church, hence they are tax exempt. They also sell products and art through their gift shop, which also contributes to their financial gains. Furthermore, they host events at CoSM and earn money from ticket sales. CoSM is also available for rent for weddings, gatherings, and events, which also contributes to their diversified income. There is no mention of government grants or funding on their website. CoSM seems to be, generally, financially healthy; they recently finished a Kickstarter campaign—ENTHEON: The Alex Gray Visionary Art Experience—and raised \$210,127 with contributions from 1,510 donors, their initial goal was \$125,000, which they surpassed by \$85,127, a 68.1% increase. There are no other well-known organizations like CoSM; hence, they have very little competition.

### Demographic Scan:

CoSM attracts attendees from across the spectrum; however, most individuals that visit and support CoSM are fans of Alex Grey's art and vision. The average CoSM attendee is spiritually inclined and a fan of contemporary visionary art. I have not heard back from the CoSM Directors whom I have contacted, so I am unsure as to the demographic specifics; however, I have attended events featuring Alex Grey and seen a plethora of age groups, genders, and socio-economic backgrounds represented, though, most attendees were in their 20-30's, relatively wealthy, educated, and Caucasian. A common attribute of the CoSM audience is that the individuals are interested in participating in an art and spiritually focused organization that offers an alternative to the mass-market consumer culture offered in conventional media outlets. Many participants attend music and arts festivals, which suggest a niche market.

### Cultural Scan:

The culture of CoSM—one focused on the intersection of visionary art and sacred experience—is the primary commodity of this organization. Alex and Allyson Grey have long been leaders in a movement that explores entheogenic experience and literature; Grey often speaks of his spiritual experiences utilizing the vernacular of Terrence McKenna and other similar figures. CoSM’s location, in upstate New York, is more a reflection of the Grey’s desire for space and sanctuary than an actual response to the local culture of Wappinger’s Fall, NY. The leisure trends that most influence the CoSM audience include expendable income tied to festival attendance. Music festivals, full moon gatherings, yoga classes, meditation sessions, and artist retreats are some of the popular culture totems inherent in the CoSM culture. On November 29th, Grey will be celebrating his birthday by hosting a large event at CoSM featuring music by Gaudi and visuals by Jonathon Singer, who advertises his visual experience as “transcendent, divine, and illuminating.” Technology is one key component of the CoSM culture: their website is extensive and features a “Virtual Chapel Tour,” there are numerous information sources (books, movies, video clips, and images), and CoSM has embraced (and been embraced by) the electronic music movement.

### Other Environmental Elements:

Darrell asked us to consider the question, “what makes this organization unique?” the answer for CoSM is encapsulated in their mission: “to build an enduring sanctuary of visionary art to inspire and evolve the creative spirit” ([cosm.org/index.html](http://cosm.org/index.html)). There are few organizations with this mission and Alex Grey’s career as a visionary artist has placed him in the spotlight of this cultural phenomenon. Researching CoSM has been a source of great joy and inspiration for me, not only is CoSM an organization that I wish to interact with, but also it is an organization I wish to emulate. Alex and Allyson Grey are satisfied with what they have built, fulfilled by what they can offer, and joyful that they get to live their dreams and hold space for others to experience the sacred divine essence present in each of us.



Full Moon Ceremony at CoSM in Wappingers Falls, NY

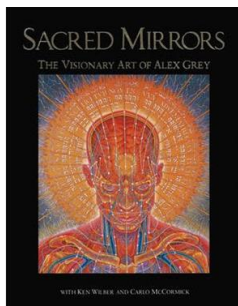
## Media Inventory

The Chapel of Sacred Mirrors employs many different forms of media to reach their audience: flyers & posters, art prints, art pins, art books, sculptures, a website, and a virtual chapel, to name a few. The bedrock of CoSM is the sacred images painted by Alex Grey, *The Sacred Mirrors*, which he completed in 1988. As the CoSM website states, “this installation of 21 framed images, consisting of 19 paintings and two etched mirrors, examines the anatomy of body, mind and spirit in rich detail” (cosm.org/art). The paintings are life size portraits of humans in different biological and spiritual states, and signify the development of the spiritual being out of a, solely, material being: being life-sized they reflect the observer, hence, they are called Sacred Mirrors.

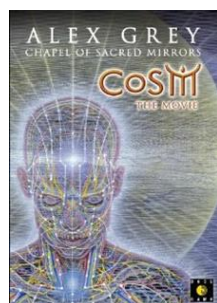
CoSM is based on a specific series of images, creating media is very linear process for CoSM: there is a published text, *Sacred Mirrors: The Visionary Art of Alex Grey*, and prints of each image and a collection of art card available for purchase too. Grey has published subsequent art books, *Transfigurations* and *Net of Being*. Grey has also starred in a film, *Alex Grey & The Chapel of Sacred Mirrors: CoSM the Movie*. Furthermore, Alex Grey sells original works of art to collectors, and purchase information is available on the CoSM website.

There is also a menu on the CoSM website labeled “Media;” contained within this menu are two subtopics: “Tattoos” and “Tool”. The “Tattoo” page offers a plethora of photographs of individuals inspired by Grey’s work whom have tattooed his work onto their bodies, while the “Tool” page offers photographs from Grey’s artistic collaboration with the band Tool.

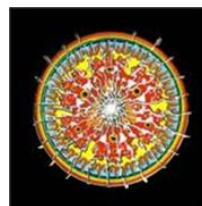
CoSM is host to many events, from gong meditations, yoga classes, concerts, lecture series, artist retreats, and full moon celebrations, CoSM is an active community and event hub, hence, CoSM creates a wide array of poster and flyers that translate to both print and online media sources. Grey’s work is featured on each promotional piece, and each piece is different, though thematically similar. On the property not only are *The Sacred Mirrors* prominently featured as an attraction, but also other artists have created and installed pieces on the grounds that attract an audience too, though Grey’s work is the primary focus. CoSM also offers participants the chance to purchase items in the “Shop.” items offered include, mugs, shirts, pins, print, books, calendars, and jewelry.



*Sacred Mirrors,*  
*The Visionary Art of Alex Grey*



*CoSM: The Movie*



Vision Crystal Pin



“Love is a Cosmic  
Force” (Print)

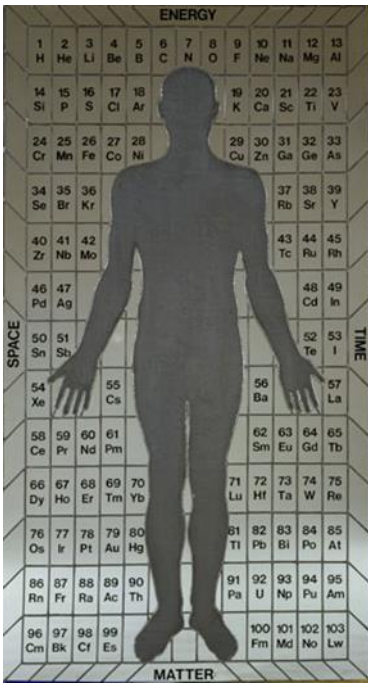


Tattoo



Tool

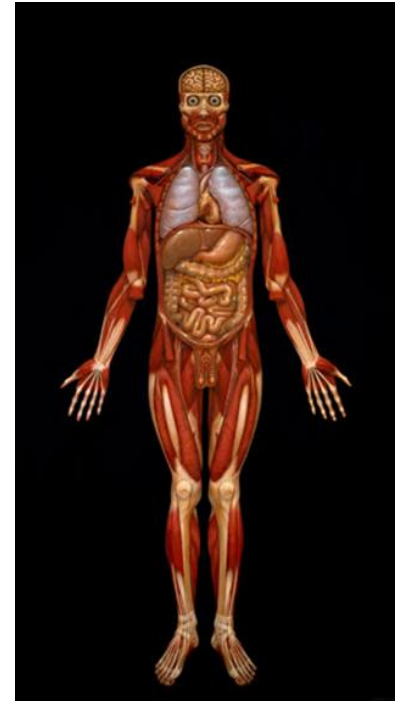
Examples of *The Sacred Mirrors*:



Material World, 1985-86



Cardiovascular System, 1980



Viscera, 1979



Psychic Energy System, 1980

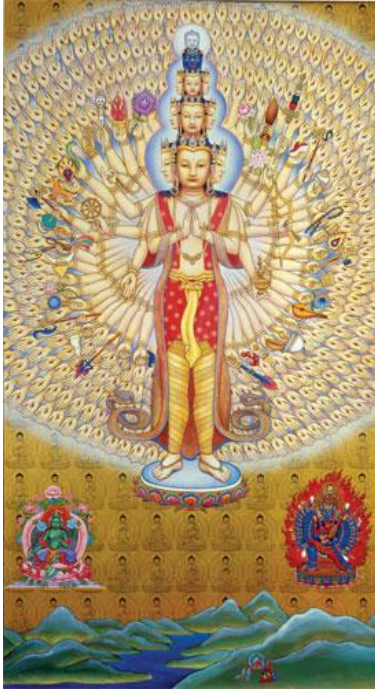


Spiritual Energy System, 1981

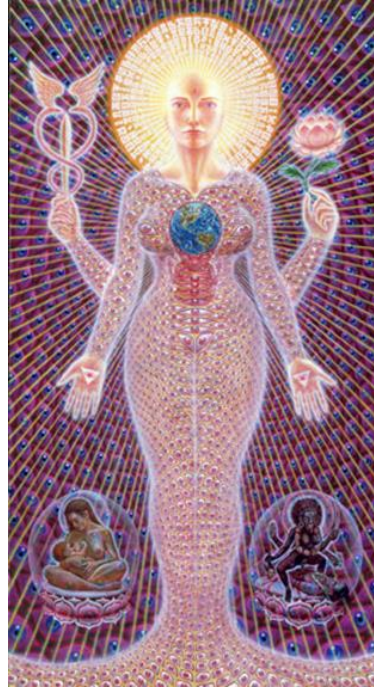


Universal Mind Lattice, 1981





Avalokitesvara, 1982-83



Sophia, 1989



Spiritual World, 1985-86



## **Strengths, Weaknesses, Opportunities, & Challenge Analysis**



### **Cultural Products**

Strengths: CoSM offers a very unique and special experience for its audience. I have attended Live Painting demonstrations and lectures hosted by Alex Grey and they are lovely events. In Portland, Beloved Presents produces the events that feature Alex Grey's art and lectures are central aspects of the experience; Beloved events always combine live music, electronic music, interactive art installations, and relaxing atmospheres, which complement the visionary art of Alex Grey very well. CoSM represents a centralized location that is immersive in its cultural experience; furthermore, CoSM offers such a wide variety of events, from artist workshops and retreats, large parties, yoga classes, and full moon rituals, for those interested in participating in CoSM the event offered range a variety of activity and energy levels. Furthermore, CoSM is a church, though not aligned with any specific monotheistic dogma; it opens itself as a place to have spiritual experience, but not ascribing to any specific orthodoxy.

Weakness: There is a small and very specific audience for the cultural products of CoSM, but, that is OK. In a manner it is unfortunate that America is not full of artistically inspired spiritually seeking people who would like to participate in a community that encourages sacred experience of self, but, that is the world in which we live. CoSM is not trying to market to individuals who are satisfied with spending a Saturday at the mall, but CoSM would never reject anyone who wished to participate in its culture.

Opportunities: CoSM is active in development and growth: their recent Kickstarter campaign was hugely successful. CoSM is very aware of who their audience is and how to speak to them. CoSM raised \$250,000 to construct a new chapel to exhibit the sacred mirrors; they raised nearly \$100,000 over their projected budget, which demonstrates that the people who do support Alex Grey and CoSM are not afraid to demonstrate that support.

Challenges: If CoSM wanted to expand their market, I am confident that they could; however, it seems as though CoSM is aware of who supports them and they are focused on encouraging a deeper connection with their current audience, as opposed to create a mass market appeal. In reality, if CoSM did shift its perspective dramatically and create a mass market appeal, they would absolutely lose the majority of their current supports, and that would be devastating. CoSM appeals to a very specific segment of the population, which is its strength and weakness; however, if CoSM tried to change into something completely different, that would be a catastrophe.

## **Pricing**

Strengths: CoSM pricing is absolutely one of its organizational strengths; it is not inexpensive to participate in a CoSM event, but also, it is not exorbitantly expensive. For example, on November 29th, Alex Grey will be celebrating his birthday with a large event: Gaudi will be headlining, James Oroc will be hosting, and Johnathon Singer will be providing live visual art. The advanced tickets are only \$20, while the door price will be \$30; this is incredibly reasonable for what is sure to be a fantastic experience. I saw Gaudi perform this summer and he is a lively and innovative electronic world music producer with loads of stage presence and swagger. This event sounds like it will be marvelous, not only do guests get to spend time with Alex and Alyson Grey, but also they get to experience the art, music, culture, and energy that sustain CoSM. Alex Grey is a cultural icon, though he is only known to a specific segment of the population, he is a leader and innovator of visionary art, not many people with his renown would, necessarily, open their sanctuary up to the public and invite them to celebrate his birthday with him, that is a very special thing, that speaks directly to the inclusive culture CoSM creates. CoSM is now open 4 days a week from 12pm – 6pm, the entry fee is only \$5; this seems very reasonable and accessible to all.

To rent a room at CoSM for one night costs, about, \$175.00 which is comparable to renting a room at a Hilton, the inherent difference is that a Hilton has no soul, CoSM offer so much more than a place to sleep, it offers an immersive experience in sacred art.

Weaknesses: It appears that CoSM pricing is very fair: they seem to be doing well and not losing money.

Opportunities: I spoke with a fellow arts administrator here in Portland who may, eventually, have the opportunity to work with The Chapel of Sacred Mirrors in developing a Masters of Fine Arts program taught, primarily, by Alex Grey. This seems to be a fantastic opportunity for CoSM to not only expand their market, but also their income for tuition is not inexpensive.

Challenges: If CoSM does expand and offer a private graduate educational program it will be challenging for the current organization. CoSM will need to ensure they have their proper legal and accreditation contracts secured; furthermore, they will need to create a new marketing campaign that

appeals to individuals seeking MFA degrees. Most graduate students see their investment of time and money as a means to an ends: particularly, as a way to ensure future successful employment, an MFA is not, necessarily, the most practical degree, so marketing the advantages of the investment will be a challenge and will require creativity and resources.

## **Place**

Strength: One of the strengths of CoSM's location is that it is nestled away from the bustling city in a forested area. CoSM's goal is to encourage sacred experience of self in an environment of sanctuary, being tucked away in Wappinger Fall, NY, offers CoSM the seclusion it desires.

Weaknesses: The main strength is a primary weakness when considering "place" for CoSM; since its location is remote it will pose challenges attendees who cannot easily access transportation. It is located in remote area of upstate NY, though it is not far from public transportation, it is not located in a large metropolitan area, which is intentional. I am curious to know if CoSM is ADA accessible.

Opportunities: Because CoSM is far from NYC it creates an opportunity to market solace, sanctuary, nature, and art to urbanites; CoSM offers an escape from the city and that is a fantastic marketing opportunity. Furthermore, CoSM could develop summer camps for adults to encourage longer stays and workshop focused events for attendees; these camps would be all inclusive packages and the pricing could reflect that, which could offer CoSM a new source of dedicated revenue. Also, there are no summer art camps for adults, and I feel that CoSM's current audience would love an opportunity such as this.

Challenges: The challenges facing CoSM's "place" are similar to the weakness: Wappinger Falls, NY, is a, relatively, remote location; however, this is seen as a boon to the organization. I am curious to learn about how the CoSM community deals with inclement weather and other environmental factors.

## **Promotional Efforts**

Strengths: CoSM utilizes Alex Grey's art as their focal point for promotional material, which is a strength because of the recognizable, and impressive, style of Grey's art. CoSM produces a variety of different promotional material that is translatable via digital and print formats.

Weaknesses: The printing costs would be, assumedly, enormous, because the promotional material is incredibly colorful and complex.

Opportunities: CoSM makes use of digital promotional platforms very effectively. The print material that CoSM produces is collectors' items, since it features original artwork by Alex Grey. Though a flyer,

or a poster, if not the same as an original, or a professionally reproduced giclee, it offers the consumer who cannot afford to purchase Grey's work an opportunity to have a memento.

Challenges: CoSM is very effective with the many different promotional platforms that they utilize. They are an inspiring organization and are well diversified: they use print, online, and social media avenues very effectively; furthermore, they have well established relationships with other, smaller, arts and production organizations around the globe. Each of these partnerships creates multiple avenues for CoSM to promote, which speaks to the community energy and diversified audience CoSM can tap into. Alex Grey is considering creating an MFA program housed at CoSM, this departure into the academic realm will be challenging for CoSM. It will open doors and encourage a broader audience base; however, it will require a new promotional/marketing campaign and a dedicated pool of resources and funding to launch such a program.

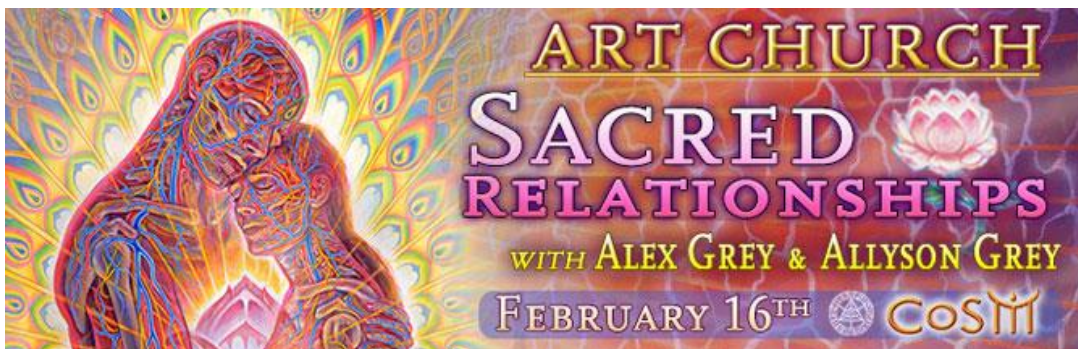


## Audience Analysis

The demographic array of the CoSM audience is, at once, relatively homogenous, but also diverse. Alex Grey has an international following and has become well-known in contemporary and visionary art worlds globally. Furthermore, The Chapel of Sacred Mirrors has established itself as a nexus for visionary artists, both 2D and 3D artists. Another aspect of CoSM that attracts a large audience is that it is not simply an art space, but also a spiritual space. This overlap has created a very specific audience for Alex Grey's work, and it has created a very loyal and dedicated following. People travel from around the world to CoSM to see *The Sacred Mirrors* and to attend *Art Church* and the CoSM artist retreats. The variety of activities, events and gatherings offered at CoSM make it a very busy art destination, in a sense, Alex and Allyson Grey have created not only a hub for exhibiting Grey's work, but also have created a destination singular in what it offers, and how it utilizes the organizations space.

The Chapel of Sacred Mirrors is focusing on fundraising campaigns to complete construction for the actual Chapel, complete the "Angel Gates" campaign, and restore the operating necessities to exhibit the Sacred Mirrors and other paintings year round. The Chapel of Sacred Mirrors is very effective at creating an online presence that encourages audience members to get involved via donations and visits. The Chapel of Sacred Mirrors is now open to the public four days a week; while hosting a plethora of special events; Alex and Allyson Grey tour and host artist retreats both at CoSM and at art festivals. Allyson and Alex Grey will be special honored guests at the New Year's Eve celebration hosted by Beloved Events at the Portland Art Museum welcoming the dawn of 2014 (I am very excited to attend this event because it is a fusion of so much of what I love: visionary art, visionary artists, interactive art spaces, world music, and, most importantly, my community of creators, philosophers, and friends.)

The Chapel of Sacred Mirrors is considering starting a Master of Fine Arts program housed at the Wappinger's Falls 40-acre property in upstate New York. This expansion would be incredibly beneficial in opening up potential audience members, and revenue sources, available to The Chapel of Sacred Mirrors; however, at this point, there are no concrete plans or procedures in place. The amount of resources required to start a school that offers a graduate degree is, in short, immense, and if The Chapel of Sacred Mirrors decides this avenue is best for them it will be an exciting and innovative addition to the expanding international world of visionary art and artists.



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