

[Notes by Koan and Roshi]

Common concerns distilled from individual comments below:

- General concern about the (normally observed) drop in participation when Roshi is gone. This has implication for both programs and revenue. [The most often voiced concern.]
- Roshi is quite often the “decision maker” on a wide range of issues (buildings & grounds projects, work with donors, special programs, guest resident extensions, resident issues) and it’s not clear whom we will go to when Roshi is gone.
- Will the senior people, especially the Teacher’s Circle members, step up and be a strong presence in Roshi’s absence?
- When will we know what the plan is for next year?

Ingredients:

- Who will we go to when questions or issues arise relative to information on donors; who will be delivering gift information that usually comes from Roshi because of her relationships with donors?
- Whom will we go to for feedback/input on things that arise in the course of daily operation?
- Big Question: Who will hear sensitive issues and problems that arise? Will there be any one who will hear and receive them with sensitivity and caring?
- Already observes a trend toward less participation.
- Being on staff is a practice position and it is also becoming more clear that we are also a business organization & staff fulfill business functions. We practice together as a group, have individual practices, and have business functions. [Roshi’s response to this and the ensuing discussion was that there is nothing that is not Dharma Practice. Our Mandala includes it all; there is nothing that is outside of our practice.]

- Who is really in charge of building related projects (e.g., the Buddha Hall chiden area)?
- Question of who will guide the aesthetics of building projects as this has been a focus for Roshi.
- Perceives a need for more interaction/closer linkage between the EC and the Day Group, perhaps council together.
- Is concerned about office staff getting enough support.
- Feels it would be helpful to give newer people some guidance relative to working with teachers, student-teacher relationships, the importance of F2F meetings (when to go, what they are for...).
- Often people ask, "What are you going to do while Roshi is gone?" The underlying implication is that we will all have to make a decision whether to stay or go, continue to practice here or not. It may be important for us to address the kind of commitment that is required or if one is required.
- Primary concern is the level of support required to successfully carry off events and programs and the feeling that member and resident help and support is inadequate.
- Concern that Teachers are not hands on and, therefore, do not offer helpful models for the Sangha.
- Concern that there be a committed presence by the Teachers.
- Concern about our tacit policy of not assigning service positions to Teachers.
- Concern about the level of interaction with new people who come to the Center. Are we making an effort to greet and integrate new people?
- While Roshi was gone last time, participation on campus by the TC was minimal. We need committed people - especially TC members - here on the weekends, on campus and in the zendo.
- Who will set up the calendar for 2011 and the first quarter of 2012?

- Concern about the level of commitment and participation when Roshi is gone. How do we encourage the participation and commitment of teachers?
- Do we have a “safety net” if the bottom drops out (not sure what is envisioned here) while Roshi is gone?
- Concerned about how Roshi’s absence might affect the Center financially.
- How can we ourselves become magnets for stable participation so that Roshi can take her sabbatical with ease of mind?
- Concern about whether or not we will be able to pick up on it when a staff member is overloaded or under pressure.
- Would like clarification on vehicles of linking for the staff.
- Who will we go to for a decision on the many things Roshi now decides (e.g., guest resident extensions)? Who’s in charge?
- Concern that the residents do not provide enough support for programs and activities in general.
- Who will take care of the Pine House?
- Who will cover the Wednesday evening and Friday morning F2F meetings, as residents rely on them.
- How can we encourage more participation and support by members and are we willing to let them, especially new members?
- Are staff members inadvertently discouraging member support for programs and other functions?
- Wants to know who will be in charge?

“Ear to the Ground” Ingredients that Staff has been hearing

- Who will I study with?
- Will there be a financial impact?

- Will the residents be in limbo?
- Need to discuss the student–teacher relationship, especially for new members? How do people find a teacher?
- Who will be guiding the Sangha, including ongoing communications?
- Weekday practice attendance diminishing; honoring the natural ebb and flow of sangha participation.

Comments and Observations by CAAW members:

- Many of the questions and issues regarding staff workloads and program support are really independent of Roshi’s sabbatical. They have existed for a long time and it would be good for us to mentally separate them out.
- “Creative disruption”
 - Sabbaticals are a time for both leader and organization to renew and rejuvenate. (Studies show that the leader is more likely to stick it out for longer times with an organization when sabbaticals are in place.)
 - Opportunity for strengthening and growing “second tier” of leaders
 - Marks “permanent” shift in abbot’s position from administrative to increased teaching emphasis.
- Does CAAW know the responsibilities of each staff person and of current CAAW members in relationship to the Mandala?
- Do we have discernment when boundaries are crossed?
- Sabbatical year is an opportunity for teachers to grow and step forward into teaching and leading.
- Sabbatical year is an opportunity for more mature students to become leaderful.

END.