

September 15, 2010

Dear Sangha members:

This Transition Memo #3 is to update you on the process of Many Hands and Eyes-Collective Wisdom and Awakening (MHAE-CAAW), which is stewarding the transition process towards my sabbatical, which is scheduled from January 1 through December 31, 2011.

**Overview of activities from April to September.** The Abbot Seat Holder and Resident Steward appointments were made in May. MHAE-CAAW members met in July and August, as the Circle shifted its focus to how it will function in 2011. There were no meetings in June and September.

You will notice that the work of MHAE-CAAW has now shifted to actual tasks that need to be addressed.

### **What has happened since the March 26th Transition Memo #2?**

1. **Kodo Sensei was appointed as the Abbot Seat Holder.** In May, Sensei Kodo's appointment as the Abbot Seat Holder was announced to the Sangha. The Sangha enthusiastically received this appointment during our Sangha presentation. Sensei Kodo herself (and her husband Kenny) remains enthusiastic about taking this Seat from January 1, through December 31, 2011.
2. **Koan Janka was appointed as the Resident Steward.** In May, Koan was appointed as the Resident Steward. Roshi has been considering this overview/guiding position for several years as her workload has expanded as the Sangha grows and felt that the time is good for this shift.

ZCLA has a resident sangha of almost 30 people, which is a fair-sized residential community. Fortunately, our resident community is stable and healthy right now. In May, our annual (usually every two years)

resident reviews were held with each resident doing a self review and then an individual meeting with Roshi. Roshi followed up in May with a summary report on the reviews to the Residents.

Roshi's approach has always been to emphasize the equality of the residential and commuting sangha. As we know, the other side of equality is the uniqueness/differences of each form. Hence, the other part of this reality is that those living on the grounds are important holders of the daily security and practice energetic of our practice place. This is not to diminish in anyway the significant stewardship of many commuting residents. ZCLA has a total membership of approximately 190 practitioners.

3. **Sensei Ensho will lead the Priest Circle in 2011.** As part of ongoing priest training, the priests meet in council several times per year. Sensei Ensho will oversee this aspect of the priest training. There are thirteen priests who are actively connected with the Zen Center, three of whom live out of state.

With these appointments, particularly the Abbot Seat Holder, in place, the work of MHAE-CAAW has shifted. In the first stage, the Circle studied the Abbot's position as it has evolved and held by Roshi Egyoku during this time of the rebuilding and re-establishment of Zen Center as a practice Center (1997-2010). With Roshi taking a sabbatical in her 14th year at the helm, we are undergoing a natural shifting of strengthening our stewardship and organizational functioning.

**Impact of our experiment with Shared Stewardship.** Our experiment with Shared Stewardship, Mandala, and our Core Practices has had an impact beyond the Zen Center. In April, we reported the following to The Angell Foundation, our funder for Organizational Spirituality work:

- Consultations with two other Dharma groups, one in New Jersey and another in Minnesota, which included a weekend workshop on Council and addressing Sangha issues led by Plum-Hermit.

- Use of aspects of our model by Zen Center members in their organizations and workplaces, such as Peace Over Violence, UCLA, and ClientEarth.

Currently, the Zen Studies Society, which is undergoing the resignation of their founding abbot, has linked with Roshi. Several Zen communities have also begun to use the Mandala as their organizing principle.

Since May, the CAAW group has been focussing on the following:

**1. Clarifying the primary purposes of CAAW as it goes forward into 2011.** The primary purposes are:

- To support Sensei Kodo as the Abbot Seat Holder and to invite the Abbot Seat Holder's view.
- To oversee the Mandala of the Zen Center. This is a key role of linking with the many Circles and Stewarding functions of the organization. In order to do this effectively, CAAW members will need to establish links with the various functions and stewards of the Zen Center. CAAW members will need to become aware of the gaps and discern what is needed.

**2. Examining the skillful means (upayas) that might be helpful in various realms of the Zen Center and in addressing issues that arise.**

The key point here is that everything we do at Zen Center is practice-based and not "business as usual." As stewards and practitioners at Zen Center, we engage in an on-going process of practice by grounding ourselves and the Zen Center's operations in our Core Values and Core Practices (see Members' website section for documents).

- Example #1: clarifying the pet policy (pets/pet owner behaviors have a long history of controversy at Zen Center!) among the

Residents. How is the practice, e.g. council, The Three Tenets, sociocratic decision making etc, being used to create a policy that serves the whole of Zen Center?

- Example #2: addressing when a person's behavior is raising problems in the community. What information needs to be shared and with whom? What is the appropriate balance of peer feedback on the one hand; teacher practice input on the other? What needs to be communicated to the teachers?

**3. Reviewing any other "hats" worn by Roshi that will need to be addressed while she is away.** The areas noted are:

- Linking liturgically: who will facilitate requests for funerals, weddings, etc.?
- Linking Organizationally: White Plum, Soto Shu.
- Handling of Roshi's mail.
- Linking of MHAEE-CAAW linking with Day Group (Staff) and the Office.
- Stewarding MAHE-CAAW in 2011. It was agreed that Sensei Kodo would Steward this Circle in 2011. Sensei Kodo will lead the October 17th meeting, during which Roshi will be absent. Roshi will attend the last meeting of this transition period, scheduled for November 7th.

When asked if she had any other concerns, Roshi mentioned that we need to address how the Facilities/Operations aspects of Zen Center operations will be covered going forward. Our business manager has carried this position for three years, and this needs to be addressed along with a Staff overview.

**4. Reviewing the list of core documents for Zen Center and who is responsible for them.** Myoho, Executive Circle Steward, is organizing a calendar tickle file of the following key documents:

- **Budget.** Annual budget process, which begins in July, is overseen by the Board Finance Committee & Executive Circle.
- **Development Appeals.** The Board Development Circle and Development Director oversees the Year-End Appeal (November), Dharma Training Fund (Spring), Capital Campaigns.
- **Dana Booklet.** The annual report of Zen Center donors for previous year is issued in January / February.
- **Financial Report.** The Zen Center's report for previous fiscal year is issued annually in April by Chief Financial Officer.
- **Master Calendar.** This essential calendar, which captures the Zen Center's annual, monthly, and daily practice schedule is maintained on an ongoing basis and is currently overseen by Roshi, Sensei Shingetsu, and Dokai.
- **Membership Roster & Membership Report.** Updated periodically by Development Steward with an aim to have this issued monthly.
- **Mission, Vision, Core Values & Core Practices.** Roshi has updated and will bring before the Sangha in November 2010.
- **Resident Roster & Emergency Contact Numbers.** Updated periodically by Program Steward.
- **Shared Stewardship E-group.** Purpose needs to be reviewed in 2011.
- **Shared Stewardship Roster.** Updated periodically by the Program Steward.
- **Statement of Right Conduct & Ethics Statement.** (see item 5 below).
- **Water Wheel.** The Zen Center's newsletter is issued every other month and is organized around The Three Treasures: Talks (Buddha), Programs (Dharma), and Community (Sangha).

5. **reviewing the Statement of Right Conduct and Teachers' Ethics Statement.** At this time, this is the most important document that we are reviewing.

- **The Statement of Right Conduct.** This Statement has existed since 1991 at Zen Center. Currently, the sections of the Statement are being made clearer. Most importantly, the steps for attending to conflicts and grievances is being elaborated upon.

- **Teachers Ethics Statement.** At Roshi's request, the Teachers Circle is drafting an ethics statement on the conduct of teachers, with Sensei Kodo taking the lead role in writing the statement. This Statement will also include the White Plum teachers' guidelines on changing teachers within the White Plum lineage.
  - **Checking Questions.** A number of checking questions have arisen that may help us keep aware of right conduct.
  - **Education in recognizing sexual harassment.** This periodic training for Stewards and Sangha will be renewed in 2011.
  - **Note: On Saturday, November 13th at 11:00 a.m.,** Roshi will hold a Sangha Meeting and introduce the proposed revisions (these will be posted beforehand via MembersFlash) to the Statement of Right Conduct for Sangha consideration. A draft of Teachers' Ethics Statement will also be presented for education and feedback. This work is ongoing. The vision is to also compose a Sangha Ethics Statement in the future.
6. **Review of Programs for 2011.** We hold the intention that Sensei Kodo will lead some kind of study/practice program in 2011. The theme or direction for this will emerge once she is in residence at Great Dragon Mountain.

**Where does Many Hands and Eyes-Collective Awakening and Wisdom sit in the Mandala?**

The Circle sits in the Relationship Sphere because its primary function is that of Linking with all facets of the Mandala. It was decided to keep the Collective Awakening and Wisdom name because it is a reminder of the essential ground from which Stewardship is carried out.

**Appreciation.** Thank you all, once again, for your response to the invitation that my sabbatical presents. Please feel free to contact any of the CAAW members, who are listed below, with your comments, questions, or concerns.

Roshi Egyoku, in gassho and appreciation

CAAW members:

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**Attachment:** Please go to the Members' section of the ZCLA website for all MHAE-CAAW documents.

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