



## **Hartford Street Zen Center (HSZC) - Issan-ji, Myō shū zan temple:**

We are a San Francisco, Castro District neighborhood temple and residential practice center in the Soto Zen tradition of Shunryu Suzuki Roshi.

We are an open, supportive and encouraging community space for people of all gender and gender identities or expressions and all sexual orientations ethnicities, abilities, life experiences and religious background and practices; who come together to practice and experience or gain knowledge of the Dharma (Buddha's teaching), in the form of the Japanese school of Soto Zen. We were founded as space for the LGBTQQI and Ally community, and we continue this spirit while being welcoming to all identified or not identified in the LGBTQQI and Ally community.

We practice this ancient and still relevant, beneficial and life changing way as it is best practiced, in community (Sangha) to support and care for one another. We host morning and evening zazen (meditation) sessions as well as Saturday speakers, monthly one-day sittings, and a variety of community events. Currently, the center can accommodate five resident Students or Priests. The current model is that the Abbot has housing and utilities included in his stipend and that all other resident students pay tuition as established by the Board of Directors, and come to Issan-ji to study and live a modified, for employed individuals, monastic Soto Zen experience residing as part of their tuition within Hartford Street Zen Center. We also rent space for other meditation groups within our same general mission and intention several times a month at the agreement of our board and Abbot. In the event of a vacant student room we also house short term guests for a fee who wish to stay at a Zen temple and can abide by rules of the temple during that time.

### **Role of the Abbot:**

The Abbot at Hartford Street Zen Center (HSZC) shall have primary responsibility for the teaching and practice of Soto Zen as well as the integrity of HSZC and working to ensure a continuation of the organization and lineage. The Abbot is responsible at the practice level for encouraging the spiritual well-being, growth and ethical conduct of the HSZC Sangha; for cultivating HSZC's relationships with the wider religious community; for supporting and developing teachers and practice leaders; for appointing Tantos, Inos and other practice role or temple leaders and formal positions; for helping develop and coordinate the practice programs and; for collaborating with others to standardize the practice forms at HSZC and help in future temple leadership succession planning and strategy for HSZC to continue into the future.

The Abbott shall be an ex-officio, voting member of the HSZC Board of Directors and upon request of the Abbot, the Board shall reconsider any decision, except the removal of the Abbot and shall bring it to a second vote at the next regular Board meeting.

## **Key Responsibilities of the Abbot**

### teaching and training leadership

- Offer and conduct jukai and priest ordinations
- Lead practice periods
- Give lectures and classes
- Offer dokusan
- Give guidance to Work Practice and assist
- Support, develop and mature priest and lay teachers and practice leaders
- Appoint the Tanto
- Support and mentor the Tanto, including in developing the practice calendar and practice agenda
- Support and mentor to Priests
- Support and enhance diversity and inclusiveness at the practice place
- Model, guide and promote a high standard of ethical conduct in all arenas and activities
- Work to ensure a successful succession plan is in place for HSZC
- Responsibility for the upkeep and cleanliness of temple in partnership with other resident students and priests of HSZC
- Manage the student resident progress, admission of students and the responsibilities of maintaining a clean and organized, welcoming temple
- Centralized point of contact for facilitating, enabling, contributing to, delegating and maintaining secured passwords and access to all online and web presence/communications.
  - Google suite
  - All HSZC and HSZC role related email addresses
  - HSZC.org
  - Hostmaster storage and server
  - Vertical Response
  - itunes and internet archive audio and video files
  - and the contact (member) lists stored in the above mentioned

### cultivating relationships with the wider community

- Foster a friendly and welcoming environment

- Support the development of public programs, including inviting teachers and evaluating programs, with the Tanto
- Support the development of relationships and communication with local religious and nonreligious groups
- Exemplify and exhibit a Zen priest's vows to the sangha and larger world community helping HSZC also be a place of peace and engaged deeply beneficial practice

#### organizational fundraising and governance

- Support implementation of HSZC strategic goals and objectives as stated in HSZC strategic plan including succession planning
- Create conditions that enhance donor and member relationships, develop resource generating capacities, and encourage long-term financial health and stability
- Work with President and Board in annual strategic planning process to develop priorities and key initiatives.

### **The Role of Board Members**

Primary fiduciary role:

1. Board members will take care of the nonprofit by ensuring prudent use of all assets, including facility, people, and good will; and provide oversight for all activities that advance the nonprofit's effectiveness and sustainability (legal "Duty of due care").
2. Make decisions in the best interest of the nonprofit; not in his or her self-interest (legal "Duty of loyalty").
3. Ensure that the nonprofit obeys applicable laws and acts in accordance with ethical practices; that the nonprofit adheres to its stated purposes, and that its activities advance its mission (legal Duty of obedience).

As part of these fiduciary roles, board members will:

1. Support the work of HSZC and provide mission-based leadership and strategic governance. While day-to-day operations are led by HSZC's Abbot and ordained priests the Board-HSZC relationship is a partnership, and the appropriate involvement of the Board is both critical and expected.
2. Consider HSZC a philanthropic priority and make annual gifts that reflect that priority. So that HSZC can credibly solicit contributions from foundations, organizations, and individuals, HSZC expects to have 100 percent of Board Members make an annual contribution that is commensurate with their capacity.

## **Key Responsibilities of the Board**

### leadership, governance and oversight

- Approving HSZC's annual budget, audit reports, and material business decisions; being informed of, and meeting all, legal and fiduciary responsibilities
- Representing HSZC to stakeholders; acting as an ambassador for the organization
- Attending board meetings
- Reviewing agenda and supporting materials prior to board and committee meetings
- Ensuring that board resolutions are carried out
- Serving on committees or task forces and taking on special assignments
- Serving as a trusted advisor to the Abbot as s/he develops and implements HSZC's strategic plan
- Reviewing outcomes and metrics (attendee numbers, income, resident student succession planning, class and practice offerings) created by HSZC for evaluating its impact, and regularly measuring its performance and effectiveness using those metrics
- Assisting the board chair in identifying and recruiting other Board Members
- Ensuring HSZC's commitment to a diverse board and staff that reflects the communities HSZC serves
- Create efforts and projects to increase membership and attendance
- Contributing to an annual performance evaluation of the Abbot
- Ensure a succession plan is in place for temple leadership and resources

### board president

- Attend all board meetings
- Oversees board and executive committee meetings
- Acts as an alternate spokesperson for the organization
- Assists Secretary in preparing agenda for board meetings
- Works with the Abbot to make sure board resolutions are carried out

- Calls special meetings if necessary
- Appoints all committee chairs and, with the Abbot, recommends who will serve on committees
- Recruits new board members
- Conducts new board member orientation
- Prepares and mails annual donation appeal letter
- Periodically consults with board members on their roles and helps them assess their performance
- Coordinates Abbot's annual performance evaluation
- Oversees search for a new Abbot
- Helps establish a warm and welcoming environment

#### **board secretary**

- Attend all board meetings
- Serve on the executive committee if one exists
- Ensure the safety and accuracy of all board records
- Review board minutes
- Assume responsibilities of the chair in the absence of the board president
- Provide notice of meetings of the board and/or of a committee when such notice is required
- Maintains a corporate binder, mirrored on the hosting site

#### **board treasurer**

- Attend all board meetings
- Understand financial accounting for nonprofit organizations
- Serve as the chair of the finance committee
- In absence of a committee, can be asked to perform committee work efforts
- Manage, with the finance committee, the board's review of and action related to the board's financial responsibilities
- Work with the President and the Abbot to ensure that appropriate financial reports are made available to the board on a routine and timely basis

- Present the annual budget to the board for approval and report financial state in annual meeting and any trending concerns
- Review the annual audit and answer Sangha members' questions about the audit

### The Role of Resident Students

- Be engaged and live at HSZC with intention of Soto Zen student study and practice
- Be an active, engaged and positive supportive member of the sangha
  - Welcome guests and sangha and create an environment of peace, wellbeing and encouragement to practice and study at HSZC
- Attend the majority of zendo activities at HSZC
  - 6 weekly sittings minimum (full morning or evening periods)
  - Preferably minimum at least 2/3 morning schedule and service, 1/3 evening is helpful for added presence and sangha engagement
  - Participate and help operate in the Saturday morning program and ceremonies
  - Conduct Zazen Instruction Saturdays 8:30am
- Learn and serve as Do'an, Jiko, Jisha roles and other formal temple roles
- Schedule and attend regular (at least twice monthly) Dokusan or Practice discussions
- Participate in study opportunities such as Thursday study hour, retreats and other class offerings; support the logistics of these events
- Pay tuition timely and by due date
- Attend at least 1/4 (3 a year) of the HSZC board meetings
- Attend at least 1/2 (6 a year) of the HSZC sangha council sessions
- Help ensure a harmonious resident culture in behaviors and interactions
- Strictly limit main floor activity during all periods of zazen (creating a quiet zazen space for sangha and guests) and if necessary to be on main floor, ensure minimal noise for the below zendo. Ideally we ask the main floor not be used during zazen periods as standard footsteps are loud in the zendo.
- Be environmentally supportive and thrifty with temple and natural resources

- Assist in fundraising efforts
- Participate in general temple social and operational activities
- Cleaning and maintenance of temple including resident student living spaces and public use temple spaces

## The Role of HSZC Members and Non-Resident Students (lay community)

- Attend activities at HSZC
- Make personally meaningful financial contributions to HSZC
- Schedule and attend regular Dokusan or Practice discussions
- Attend occasional board meetings
- Attend occasional Sangha Council sessions
- Welcome guests and sangha and create an environment of peace, wellbeing and encouragement to practice and study
- Help ensure a harmonious culture in behaviors and interactions
- Strictly limit main floor activity during all periods of zazen(creating a quiet zazen space for sangha and guests) and if necessary to be on main floor, ensure minimal noise for the below zendo. Ideally we ask the main floor not be used during zazen periods as standard footsteps are loud in the zendo.
- Be environmentally supportive and thrifty with temple and natural resources
- Assist in fundraising efforts
- Participate in general temple social and operational activities
- Assist with Board initiated committees, efforts and projects