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Board of Directors Meeting-Chief Priest of Zen Center  
May 7, 1969

present: Bill Kwong, Silas Hoadley, Peter Schneider, Claude Dalenberg,  
Tim Buckley, Yvonne Rand, Jean Ross.  
chairman pro tem- Tim Buckley

Adgenda: By-laws  
Branch Zentos- especially Berkeley  
Election of officers  
Finances: officers salaries  
insurance  
scholarships/stipends

New Priest  
suggested additions to the adgenda  
moving the San Francisco library  
San Francisco Zen Center in general  
Housing  
general membership categories - number of students we can accept.

Do we want to expand the size of the Board?  
proposed as additions:

Mel Weitsman, Marian Derby, Dan Welch, Paul Discoe, Pat Herreshoff.

Claude- I propose that the Board positions be designate with terms of  
office rather than as life appointments.-perhaps 5 years.

Peter- 1) Board membership should not be honorific  
2) Board members should not just be life time students but  
people whose decision making ability I can trust, people  
I can work with.

Silas proposed that we add two people now, perhaps two more in Dec  
or so.

officer changes-

Peter- will there be any changes this next year?

Claude- I'm thinking of resigning. working with Roshi is very difficult,  
and knowing what he wants is extraordinarily difficult.  
Taking care of San Francisco is important and should be  
done by someone who knows what Roshi wants, who can find out  
what he wants. and who knows what Zen Center wants-- and I  
don't. X

Peter- the job you've had may have been difficult one for you- may  
have been difficult for the younger students too.

Claude I have difficulty with the way Zen Center is spending its money. I  
take issue with some members of the Board being compensated for  
services rendered. The people getting salaries are voting the salaries.  
I think that there is a big conflict between Priests and Laymen.  
What's wrong with Buddhism in Japan is in the Priesthood. The hope  
is in the Laymen.

Jean- Too much anxiety about becoming Priests. Don't eliminate the  
priesthoo. but the layment can become stronger- have a stronger  
position. Feeling that one can only go so far as a layman. And  
that's not so. Layman can go just as fas, do as much if given the  
opportunity, Priests and would-be-priests get more attention from  
Roshis.

Silas- there is a practical consideration for myself. If I live  
on my savings I can continue working for maybe two years and then  
have used up all of my savings. If I get some dcompensation I can  
stretch out my energy-and by ability to work for zen center.

Peter- If the 2 sides stay facing each other- a balance can be kept. Priestly elite is dangerous. Japan- the Buddhist Institutions reached a point of exhaustion. If you, Claude, were treasurer, as a control of the purse strings you could have a chance to effect some of your ideas. You'd have some resistance- that resistance would be very helpful.

You're always alone

Claude- Too bad you have to become a priest to find that out.

Silas- We could go back to the point where we wouldn't pay anyone. What would that situation be? We spend \$1500 per month for salaries. Everyone would be in the culture working etc.

Claude- Tassajara is moving more toward training priests. Before Tassajara we thought of having a place for training laymen- on weekends or for, perhaps a month at a time. Have a caretaker maybe when no one was there. But not something for training priests.

Silas- students here are pretty pure. They are here out of desperation. Not because they're following a family tradition.

Peter- We're like a pool. Whatever the administrative needs we have to draw on what we have. You'd be good as treasurer. Roshi wants us to change the title of priest to something else. Monk perhaps.

Claude- How many of you consider yourselves disciples. I don't go along with Roshi ism- centering Zen Center practice around Roshi, what he wants.

Peter- I'll argue with Roshi about anything except my practice or someone else's practice. A lay Sangha orientation. At the level of Zen Center organization if Roshi says or wants something I don't agree with I'll speak out.

Silas- our practice has to include all of the possibilities.

Peter- Claude, you represent the majority of people at Zen Center who are not Roshi centered. But are Sangha-centered, teaching centered, personal problems centered, etc.

Claude- I've been with Zen Center some way or another for nearly 20 years. In the beginning Roshi was primarily an advisor- he didn't even come to meetings. Form we have now- Chief Priest of Zen Center is Roshi centered. The form- the Board meets separately and makes separate decisions. But in fact we're suggesting- Roshi make the final choices. Originally the students made the choices.

Peter- I'm talking about you're staying within the center of Zen Center life. The function that you have you're not happy with perhaps another would be better.

Claude- I have talked with Roshi about becoming a Priest. I feel that the next person who takes the job of San Francisco Zendo etc would want to be a priest.

Peter- ~~xixyxux~~ In writing the history I have found that Roshi's way has changed a lot. If he finds that his disciples want to remain laymen he will accept that.

tim- I think that you're polemicizing about something that can't be polemicized. The truth is somewhere right in the middle of where Peter and Claude have expressed themselves. I am perhaps going to leave in August. I am not clear about that- I'd like to continue for a while as I am as a vice president- I am not clear what I want or don't want.

resolved- new members for Board

Marian Derby

Dan Welch

We also decided to hold off for a while in appointing a new treasurer. we will ask Gloria Dewey to act as assistant.

Peter- there is a need to have a membership meeting in San Francisco. We need more active leadership- need a meeting to discuss students. and

ors Meeting-Chief Priest of Zen Center  
Peter Schneider, Claude Dalenberg.

to discuss having members doing more work.  
Claude- We have tried to wrap all of the jobs in San Francisco under one package as Director of Zen Center in San Francisco. I feel some resistance from Roshi to do that. We could have someone to be in charge of the office, someone for housing, someone for the zendo- perhaps Ryogen. Nothing in imminently pressing to have all of those areas under one administrative person. I would be willing to be responsible for the houses for the next 6 months or so. - and we can re-parcel the rest of my job.

Silas- I plan to be in the city for the next year. I can work with you Claude on sharing responsibilities.

Peter- We seem to want Ryogen to take over the responsibility of the zendo.

Yvonne-proposed that we move the San Francisco library - take those books which we want to Zen Mountain Center- and sell the rest.

Jean so moved and Tim seconded.

Peter made the amendment that we give the buddhist books we don't want to another group.

Claude- No

the Libe is like a naughty child. It won't ever grow up if there's no library. Roshi has asked us to start a study group. It's up to us to do it if it's going to happen

Tim- We should try to have one good library. Fill out the Zen Mountain Center library with the books in the city which are not being read.

Peter- a good library produces good readers? I don't believe that. It's more organic than that.

Tim- Let's take all of the duplicates and store them for a library or put them in a reading room. ~~and~~

Resolved that we shelve the discussion re-election of officers-

Claude- I want to resign as director at San Francisco. I'll do the housing.

Silas was nominate for President by Tim, Yvonne Seconded all were in favor.

Silas requested a stipend of \$150. per month- the same as a couple gets at Tassajara if they are on the staff- in equivalents of room and board.

Peter- we have to decide if it's a matter of need or of paying for the job.

Jean- We should be on the basis of paying for the job. Otherwise people feel put upon.

Silas- depends upon the time involved. I'm asking on the basis of need. My circumstances have changed. In 2 years I'll be down to nothing and will then have to get a job. If Claude wants- perhaps he should get paid.

Peter moved that Silas be given a stipend of 150. Yvonne seconded all were in favor.

Silas- I'd like to see us, if we pay salaries- have people getting paid partly by Zen Center, partly by an outside job. If money is not available or decreases- that everyone share a cut in salary rather than eliminating anyone's job.

Silas moved and Peter seconded that we pay expenses for the use of someone's car 4 cents per mile if using Zen Center gas and 6 cents if using own gas. all were in favor.

Peter- Claude do you want to continue being a vice-president.

Claude- depends on how many vice presidents we're going to have.

Silas - I suggest that we keep the vice president terminology.

proposed that Claude, Tim, Dan Peter, and Paul Disco be vice presidents. and Yvonne as secretary. all were in favor.

we adjourned ~~and~~ and re-adjourned at 8:15.

present: Bill Kwong, Marian Derby, Silas Hoadley, Peter Schneider, Claude Dalenberg, Tim Buckley, Yvonne Rand, Jean Ross, Dan Welch.

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Meeting-Chief Priest of Zen Center

re Berkeley Zendo- Mel wants to come to Tassajara- Roshi has asked  
mel to solve the problem of who will take over the zendo- and we  
agreed that we can leave it at that.

Silas, Claude and Yvonne will try to go this month to see the Preserve  
which the Nature Conservancy holds.

Concerts- we all agreed that we're over-extended right now- so lets  
drop it.

Tim- raised the question of the relationship between the Board and  
the students. I'd like to postpone that until we meet with Roshi.  
Yvonne- there seem to be problems in San Francisco. We need to have  
a meeting for things- eg- to clear up the confusion, misunderstandings,  
bad feelings.

Peter- Silas- there is a need for more leadership- need for meetings  
or some kind of way to contact the students who are sitting in S.F.

Tim- it is up to us as leaders to change if we are going to effect  
changes in the situation. There is a very heavy feeling sitting  
in the San Francisco zendo. Each of us is like a lock for the flow  
of energy from/withing the students. If we aren't straighter with  
ourselves about the way we feel about what we are doing we'll  
continue to be blocks for some of the energy that is there.

Jean- there is no sense of humor in any of the situation.

Marian- wpress some of those feeling openly.

Tim- We had the idea at one point of meeting with the practicing  
members every week or 10 days.

Peter- the expression of a problem often offers a solution to  
the problem.

Yvonne- we seem to keep putting all of our best people at Tassajara.  
We don't think about taking care of S.F. with good people.

Marian- is there any way of co-ordination training period at  
Tassajara with San Francisco?

Peter- I think that it was a tragedy that the bakery went out of  
business. We squelched the only sign of creativity/life in Zen Center  
in 6 months.

Silas- I held Alan to our original agreement that the bakery be  
closed by the end of the 1st week in May.

Peter- We should try to open up the expressions of energy. There  
is a frustration with having a community which doesn't take up all  
of your time.

Tim- maybe the only way something may happen this year is by some  
one trying to pull a fast one.

Peter- Silas, allow yourself a wider area of concern. We don't  
want Zen Center to take over running these things. But we should  
encourage them.

Adjende for thursday morning

discuss with Roshi- Paul Discocoe as a vice-president

Having meetings of students in Sand Francisco

The general membership in San Francisco.

Discussion- the difficulty in using the terms priest and nun.

Peter- I like the terms brother and sister as the negroes use those  
terms. Technically no one is a priest. Don't become a priest in  
Japan until you get a brown robe.

Dan.- I completely and whole heartedly accept the position as  
member of the Board and as a vice president.

Claude- Jack Austin was ordained and thought he was a priest. He  
wore the appropriate robes etc. The Japanese at Soto Headquarters  
found that there was an Englishman who thought that he was a priest  
and they didn't like it.

Bill Kwong- re. our meetings. We have to separate our personal  
from the Zen Center's problems. The Zen Center problems are

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are what we're here to discuss. It's part of our practice to separate our personal problems from those of Zen Center.

Jean- We should keep our emotions out of our discussions. This is the danger of trying to lead before you're ready to lead

Silas- that's what I was trying to say last night. I don't understand what a leader is. If I don't know what to do, it is better not to do something. If there is apparent chaos resulting I prefer to accept that.

Jean- leadership for work is one thing. I was talking about leadership with reference to people's personal problems. We should leave that kind of thing to Roshi.

Silas- if people are looking to me for leadership in their practice I think that is a mistake.

Peter- then if a student comes to me with a problem I shouldn't send them to you? With zen center and communal problems?

Silas- no- zen center problems are different.

I can deal with specific descriptions of problems. But not with a statement that there are problems in general.

Tim- if we discuss these things we won't be meeting Jean and Bill in their objection.

I agree with Peter and Marian - talking about our personal problems isn't separate from Zen Center problems.

Peter- the function of a leader- as the antennae of the organization. to check what the rest of the organism wants.

problems I see-

the office needs organizing. needs a man in charge of it.

function of an officer is to provide what people are asking for.

People are asking for more function within the community.

give them work when they ask for it. Not Bakeries. More

a function of having people scheduled to work in the office, to take care of the temple.

Claude- we would hope that more serious students would accept some responsibilities for Zen Center.

Peter- allowing more feeling for Sangha in the city. Maybe a lay Sangha- and not a priestly Sangha. That's why meetings are important. whether Roshi likes them or not.

Marian- I agree- importance of meetings.

Silas- trouble with meetings is that you have a number of 1st month students who will be turned away by the front authoritarianism.

Marian- not necessary to be authoritarian. Just have a meeting. And invite people to express their feelings.

Silas- many people feel that it is time to have our own space. I see that as my primary job this summer.

( Discussion of the possibility of taking over Sokoji.

Claude- there is the possibility of our having 2 spaces. 2 zendos We will always have 30-50 people sitting with Katagiri at Sokoji. And we'll have another zendo somewhere.

Silas- maybe in the mission Maybe we should have a zendo not in the city, but in the country somewhere. Many people have great trouble living in the city. As Yvonne has said many people are just waiting to go some where

Peter- the next step is for Silas to talk with Kawashiri- to find out if Sokoji wants Zen Center of stay. Explore the possibilities of making a 2nd floor.

Yvonne- there is the problem of deciding how much bigger the SF zendo is going to get.

the problem with accepting new members- How can we get to know them better.

Claude- idea of a tassajara extension in the city. Take one house

for students to live in for more disciplined practice.  
we discussed a cutting back of the general membership  
we should set the number of general membership places, and  
make a longer waiting period before becoming a member.  
Tassajara -guests of older students- \$2.50 rate- it's up to the  
individual person to make appropriate donation.  
resolved- 3 months of regular sitting before becoming a general member.  
3 months as a general member before being a practicing member.  
all were agreed.

~~recommended that Alan not return as guest cook- ask Roshi~~

recommended that Alan not return as guest cook- ask Roshi  
recommended that Roovain come as 2nd cook under Ed for 3 months for  
guest season.

Jean moved and Peter seconded that ZC pay Yvonne \$160 back pay for her car use.

send the black volvo to the city as a ZC car

Tim moved and Jean seconded that we buy a VW bus for Tassajara. Try  
to buy one for about \$1000.

Talk with Roshi about Ryogen's finances.

Ed's cookbook- Bread's, Pastries, Deserts.

Peter will represent the Board in talking with Ed about the cook  
book- will explore publisher possibilities when he is East. Generally  
we are in favor of publishing the cook book- let Ed have the fall  
off to work on the book.

aft agenda with Roshi

Paul Disco

Meetings in general

Priest- different alternative names

general members after sitting three months

Alan Winter

Roovain

Claude- do we want to talk with Roshi about Housing. Do we want Housing?

Peter- good to have the rule for sitting 2nd period in the morning

good to have the wake up bell

good to wake people up so that they can recognize that they're not  
coming to zazen

keep track of who's coming so that after some time if necessary

someone can talk to those who are having trouble. we can have rules  
but not be policement.

Silas- idea of having a yearly review of people living in the  
houses. emphasize the transience of Zen Center housing more than  
the permanency.

adjorn

aft- re-adjorn at 2:00

present Roshi, Jean, Dan Bill, Marian, Silas, Peter, Claude, Yvonne, Tim.

Roshi- If Paul tries hard before he becomes an officer, his practice may  
be more sincere. Not involved in pride.

Roovain- if he returns to Zen Center he is to be asked to be at Tassajara  
as Ed's assistant- on a work scholarship with Sidhra for the summer.

Roshi- emphasize that our situation is such that we need him to  
work. Make clear what we are asking him. I did not ask him to go  
to Tassajara- a misunderstanding.

Alan- seems that he will not be able to cook this summer. His back  
will not be well enough.

Roshi- Re the Bakery- Alan said that he was testing the idea for Zen  
Center to start a bakery. Not proper for Alan to have a bakery in  
that way-without license. Not good. O.K. to do it but in the  
proper way. Office is the front gate to Zen Center. I worry about  
Alan being there above the office. He plays records- has visitors.  
I feel some kind of responsibility for Alan. I told him kitchen  
is important. What I meant was that it is important practice

not that if he didn't cook we couldn't eat. We must be careful not to make another Alan with Roovain

Important to be very clear with Roovain

General members- sit for 3 months before applying for General membership.

Roshi- It is very difficult to understand new students. There are too many. I cannot be so kind to them. So their first feeling about Zen Center will not be so good. So definitely we must make this point clear. It is necessary that they understand why the 3 month waiting period.

Seeing students.

Roshi- It is necessary for Katagiri and Ryogen to have a chance to discuss things with the Board and officers.

Roshi- I want you to see people more- see new students more.

We priests must meet with each other about rituals. I want you to watch the students and to give us (the priests) information about them. ~~Bill~~

Bill- How do you feel about giving instructions to the new students on Sat. Mornings.

Claude- why not have Ryogen and Katagiri give instruction to beginning students?

Roshi- why not have you help Ryogen or Katagiri when they give instructions- then after ward you and the priests can talk about the students.

I must ~~be more~~ concentrated more on the practicing members.

Ryogen Sensei- as he is studying English he should stay in S.F.

Peter- Claude has resigned as being in charge of the S.F. zendo.

Roshi- it is too early for Ryogen to take charge of the zendo. If he does that he wants to have an assistant- a student.

Silas- Claude feels that being Director at San Francisco in charge of housing and the zendo is too much - too much focus on him.

who can be in charge of the zendo in S.F.? We'll have to wait for a while to choose some one. In the meantime Silas will do it- with Claude and Bob Halpern to help him.

Peter- it's become increasingly more difficult for Zen Center to be at Sokoji. It is time for us to explore having our own space.

Roshi- that's why I want you to ask them.

Meetings with students to discuss various problems.-

Peter- the feeling is Roshi that you are against meetings of students without a priest.

Roshi- we must have meetings to build up the setting. At Tassajara and San Francisco too. by setting I mean what kind of officers are necessary, what will be our way, how much we should accommodate our way to Rinzai or someother approach, how to run Tassajara. This kind of thing is not yet established. Better that it isn't. It is too early. We need broader view, deeper experience. By continuous meeting something will be resolved, come out. Since I am Soto Priest I have some idea of what I would like.

Dan- We need to talk about how to make contact with each other- to have the experience of the Sangha in the city.

Let's have meetings of the practicing members in the city every two weeks.

Claude- we have Dick, myself, Jean, Phillip, soon Mel. What do we call ourselves.

We have difficulty with the term priest.

Peter- it puts too much emphasis on unsui- a mistake to call unsui a priest.

Roshi- yes- it is a mistake.

Silas- why is there a Japanese headquarters registering American

Why not an American headquarters?

Roshi- up to now we had a Bishop who was taking care of such things. Now we are thinking of having a headquarters here- for keeping records. Head will have more freedom. Better that way- because it is very difficult for Japanese headquarters to understand american problems.

Peter- American distinctions seem different from the Japanese ones. May be americans will never understand the Japanese distinctions so we shouldn't try to parallel the distinctions- we should use different distinctions. Brown robe- priest and reverend. A priest in america. Anything less not considered a priest.

proposed agenda for next meeting.

by-law changes

housing

Bill kwong will be the chairman protem

adjorned.