

SFZC Board of Directors Meeting
Minutes
February 24, 2016
Greens

Members Present: Larry Bye, Linda Ruth Cutts, Helen Degenhardt, George Kellar, Albert Kutichins, Mark Lachman, Brian McCaffrey, Dennis McNally, Piper Murakami, Margie O'Driscoll, Joe Rodriguez, Ed Sattizahn, Mark Schieble, and Anna Thorn.

Officers Present: Rita Cummings, Jordan Thorn, and Jeremy Levie.

Absent: Roger Hillyard, Susan O'Connell, Fu Schroeder, and Jon Voss.

Approval of Minutes

The minutes were approved with the correction that all references to the "Sangha Project" or "SP" should be changed to "SFZC's Sangha Project" or "SFZC's SP."

Abbatial Reports

Central Abbess Linda Ruth Cutts: Linda is leading the Practice Period at Green Gulch for the first time in a few years and is doing this on top of her regular Central Abbess duties. She is very busy. She is working on Mitsu Suzuki Sensei's memorial, which will be Saturday, 2/27, at City Center. A number of statements are being sent in (from Richard Baker, Mel Weitsman, Kaz Tanahashi, etc.). Tenshin Anderson is very involved as the Doshi, and is giving the talk that morning at City Center. Linda is also working on the ZISLP and working on "next steps" for a number of very senior SFZC students. She has also been working on the disability policy, including a provision for early retirement.

Central Abbot Ed Sattizahn: Ed reported that the master plan design team had an excellent meeting with Studio Bondy architects to review the CC master plan and scale down the proposed work to a level that will be more reasonable to fund. The main areas of work in the proposed new plan are renovating the bathrooms, upgrading the entry/welcome experience, installing an elevator, and putting sound insulation in the zendo. Other major projects are currently being worked on, including consolidating the new sewing room into the library and renovating the former sewing room.

Ed is working with the Director and Tanto on upholding the shingi at City Center. They recently held another residents' meeting to review the shingi. Ed also reported that Greens finished the year on budget, with revenue of about \$400K coming to SFZC. The Greens budget for next year should match this amount of total revenue for SFZC. In terms of the ZISLP efforts, he participated in a good meeting with Greenbreier, a developer with experience running senior living facilities that will soon be preparing a feasibility study for the Sonoma site. The letter of intent to purchase the site is now on hold because one of the owners of the property is very ill and not in a position to sign a letter of intent. Until the situation with this owner can be clarified, SFZC is currently on hold with the feasibility study and the marketing study with Maria Dwight.

Finalized Board Schedule

The March 23 Board meeting will be at GGF, from 4-8:30 pm. The April 20 meeting will be at CC, from 4-8:30 pm, in the new meeting space in the basement.

Reappointment of Appointed Board Members (Executive Session with officers)

Dennis moved and Ed seconded a proposal to reappoint Mark Schieble and George Kellar to the Board. The Board approved the motion unanimously.

IT Update

General Update: Mike Vincenty gave a review and update on the status of the IT systems, and offered a vision of the future. The IT systems are currently stable, but at their limits of age and capacity. IT resources are adequate for the status quo only. There is no room for growth and improvement.

Recent accomplishments include completing a comprehensive IT systems assessment for all three sites; initiating a Helpdesk ticketing system; reworking contractor and vendor relationships to better fit SFZC needs; instituting a systems change management documentation process; testing potential POS replacements; and supporting SFZC Sangha Project development. He has also sought budget relief by reviewing IT department personnel. He feels there is currently a good mix of employees, students, and consultants.

Mike is currently working on establishing a culture of collaboration, which includes creating a new meeting room for which he is looking into low-cost video conferencing possibilities. He is working with Finance, Reservations, and Development on inter-department processes. He is also working on systems for tracking students and employees. He noted the need for job descriptions and for a centralized HR personnel record-keeping system. He is working with Danielle to create such a system that will be used both to track students' training and more traditional HR information.

Mike is working on upgrading systems so that they are fully functional and robust. This is necessary in order to plan for future development. Mike has had initial design meetings with vendors and is getting lots of presales engineering and budget numbers. He is thinking about leasing IT equipment, using Cloud services etc. as ways to mitigate budget impact. Working on Cloud services would shift capital costs to operating costs.

Future Vision: Mike provided a high-level view of the future for IT at SFZC:

- 2016 (FY '17): Complete core network and server upgrades by the end of the year.
- Spring 2017 (FY '17): Establish robust wireless coverage everywhere (at CC and GGF).

- Summer 2017: Establish one network for all three ZC locations. Providing access to the same network, files, video conferencing and other elements will facilitate real-time collaboration and communication.
- Fall 2017: Upgrade and standardize all user tools and practices: workstations, software, how we store files, etc. No matter what position someone is in, they will always be working within the same system. Once we get there, we will have a workable system.
- Calendar year 2018: This should be a year of being mindful in our work. At this point, IT isn't a hassle, but a tool for creativity and collaboration, with the use of technology fully in alignment with our Zen practice.
- Calendar year 2019: The year of promoting/modeling being mindful in our work. Be a model for the rest of the world.

A question was brought up about the possibility of moving employee positions to staff (student) positions. Mike thought that this was all the more reason to develop and focus on standardizing systems and tools in the way that he is proposing.

Challenges and Strengths: Overall IT challenges include successful Salesforce integration. To address this, Mike is creating a working group of all Salesforce users to start working on problems in order to improve member engagement and the website experience. Other challenges include lack of sufficient and experienced personnel and a lack of project management expertise. Overall IT strengths include the fact that we have very smart people with common vision/intention and a cultural inclination towards mindfulness and simplicity—working in a clear, simple way. This means that the effort often only has to focus on removing obstacles.

Board Goals for 2016

Larry presented an updated version of the 2016 Board goals that had been drafted at the January retreat. The new goals include a goal about developing and beginning to implement a plan to establish institutional memory (archive of high-level decisions). Mark moved that the Board adopt the goals. Albert seconded. The goals were unanimously approved. They are appended to these minutes.

Report from Finance Committee; Overview of 2017 budget

Helen reported that the current draft of the budget for FY '17 is \$125K negative on a cash basis, but realistically it is more like \$225-275K negative, because the budget doesn't include expenses associated with strategic initiatives for the year.

To help in the effort to come up with a balanced budget, the health-care task force is working on reviewing health insurance possibilities and trying to clarify the timeline for this work so that changes could be incorporated into the FY '17 budget.

In order to have a balanced budget for the next fiscal year, the Finance Committee requests that health insurance costs be reduced by 20% (\$200K) and food costs by 5% next fiscal year. The Board was in agreement that these should be goals as work progresses on next fiscal year's budget.

Report from Governance Committee on Changes to SFZC Bylaws

The Governance Committee presented two resolutions, one regarding the amendment of the bylaws governing election and terms of office for Board members and another regarding the term of office for the chair of the Board. They are attached to these minutes.

There was a wide-ranging discussion about these resolutions and whether to move to a self-generating Board and different term limits. The sense of the group was to table both resolutions in order to allow time for more study and discussion. In the course of the discussion it was recognized that there are other areas where bylaw revisions may be called for (e.g. the nature/status of the EAR Council) and that future discussions should also focus on these issues.

Report from Development Committee

The Development Committee reminded the Board that donor cultivation work (especially with individual portfolios) is an ongoing priority. The committee respectfully requests that Board members continue to reach out to folks in their portfolio quarterly and share some news about Zen Center. The upcoming Spring Zen-a-thon fundraising event was announced. Anyone can (and Board members are encouraged to) create an online Zen-a-thon page on the Zen-a-thon website.

Margie and Dennis will be calling on Board members soon to evaluate their experience with fall campaign. The Development Committee is looking to schedule more training for Board members and announced that an email is coming from Jennifer with information that Board members can send to people in their portfolio.

Respectfully submitted,
Jeremy Levie
Secretary

Addendum:

SFZC BOARD GOALS 2016

1. Board Communications plan

- a. Create and implement a plan focused on both internal and external audiences

- b. Increase awareness concerning investment policy development, long range financial plan development and other important Board efforts
 - c. Support community building and increased fundraising
2. **Volunteer program**
- a. Start process, look for someone to staff it
 - b. Create database/list of existing volunteers integrated with Salesforce
3. **Transition/succession planning**
- a. Support & reach out to younger generation with leadership potential
 - b. Support ELF
4. **Cultural inclusiveness**
- a. Get suggestions for policy remedies from consultant
 - b. Continue developing goals
 - c. Adopt policy remedies by end of the year
5. **IT planning**
- a. Create long-term strategic plan to be approved by Board
 - b. Create short-term implementation plan
6. **Resident relationship building**
- a. Continue to have Board tables at CC and GGF (Dennis)
 - b. Refresh annual Board/resident meetings (Rita, Larry)
 - c. Post Board full minutes (Sangha News & centers) (Jeremy, Rita)
 - d. Periodic Board updates at residents' meetings and other events (residential Board members)
7. **Institutional memory**
- a. Secretary charged with reviewing situation and developing plan
 - b. Board to review and approve plan
 - c. Begin implementation of plan with periodic progress reports to Board
8. **Board participation in fundraising**
- a. Expand; aim for 100% participation
 - b. Help department to improve ratio of expenses to income
9. **ZISLC**
- a. Move forward
 - b. Find equity partner

10. Long-range financial sustainability plan

- a. Goal for completion: October 2016
- b. Make process more public – donors, members

11. Endowment investment policy

- a. Continue study
- b. Set course of action with regard to social screens